

New Task Group

TG41 - Benchmarking Construction Performance

A summary of the principal decisions taken at the 61st Meeting of the CIB Programme Committee is to be found [here](#).

One important outcome from that Meeting was the establishment of a new Task Group whose aim is to develop a system for International Benchmarking of the Performance of Construction Firms and Projects.

This Group will be under the leadership of Mr. Vassos Chrysostomou who heads up the Centre for Performance Improvement in Construction at the UK Building Research Establishment. He is featured below where he also paints a picture of the challenges ahead.

Full and Associate Members will shortly be receiving notification of this new Task Group together with a form to be returned to the CIB General Secretariat on which they will be asked to nominate a representative to TG41.

The General Secretariat will then forward nominations received and the corresponding contact data to the Coordinator who will send further information to those wishing to participate.

Naturally Members will take their decision on whether or not to be involved on the basis of how they evaluate the relevance of TG41 to their own professional interests.

To assist them the Compendium Entry of TG41 is given below.

TG41 - Benchmarking Construction Performance

Coordinator

Mr. Vassos Chrysostomou, Building Research Establishment, UK

Objectives/Scope

Initiatives are being taken in various countries to improve the quality and efficiency of construction. These often involve seeking to change the relationships between different actors (designers, contractors etc) and emphasising the client requirements for the final delivered building or other structure. A common feature is the importing of management concepts from other industrial sectors, and in particular the philosophy of continuous improvement adopted in manufacturing. To do this, it is necessary to have performance measures, or benchmarks, against which progress can be monitored. These measures also enable the management of firms to compare their performance with industry norms and averages.

The value of such benchmarking would be greatly enhanced by international comparisons. These would stimulate the transfer of technology and practice between countries and lead to increasing value being offered by construction. This Task Group is intended to lay the foundations for such international benchmarking. If successful, the Group may become the Steering Group for such a system, which will operate under the auspices of CIB.

Programme

The aim of the Task Group's Work Programme is:

- to develop and promote principles and good practice in benchmarking the performance of construction firms and projects
- to identify and define a set of performance measures capable of being used in different countries, thus creating a framework for international benchmarking
- to facilitate exchange of performance data and benchmarking
- to develop a proposal for an international construction benchmarking system

This will result in i) a set of principles and good practice guidance for benchmarking firms in the construction sector (including clients) and projects, ii) an agreed set of performance indicators for firms and projects and iii) a framework for establishing, operating and governing an international construction benchmarking system.

Output

- 2001: International State of the Art Report on Construction Performance Benchmarking

Meetings

The first meeting is scheduled for 11th February 2000 in Garston, United Kingdom where the Objectives, Programme etc. will be discussed and defined more precisely.



TG41 - Benchmarking Construction Performance

Introducing the New Coordinator Vassos Chrysostomou



Vassos Chrysostomou is responsible as Director for the day to day leadership, management and intellectual challenges of the Centre for Performance Improvement in Construction at the Building Research Establishment in the United Kingdom. He has been a developer and implementer within the UK Construction Industry of CALIBRE which is a project management toolkit that enables the industry to identify and eliminate waste within the construction process.

His experience includes the function of benchmarking facilitator for the Major Contractors Group (MCG) and the National Contractors Federation (NCF) Benchmarking Clubs. He developed and implemented BREBench, a benchmarking tool that enables the industry to collect data and benchmark against the Rethinking Construction Key Performance Indicators, KPIs. Also a facilitator for the Design Build Foundation and Construction Round Table benchmarking Clubs. Member of the Movement for

Innovation and Housing Forum Benchmarking Working Groups.

As a Consultant to the DBF Registration Scheme, he works together with the DBF members to develop and implement a Registration Scheme for Contractors, Consultants, Suppliers and Clients, based on objective criteria that demonstrates the company's willingness and capability of delivering added value to the process.

Through facilitating Supply Chain Management he gained extensive experience from the Genesis Project and the subsequent lessons learnt through his substantial liaisons with innovative members of the construction and other industries. In fact Vassos Chrysostomou facilitates SCM to the whole construction and other industries, through added value knowledge transfer workshops and training modules.

Already he is looking to delineate the way forward for the new Task Group.

Citing the following adage:

"... to manage you must measure, if you don't you are only practising ..."

he points out that the construction industry has been practising construction for the last 4000 years. At best any measurement taken was for the purpose of self defence or evidence for claims and counter-claims.

He continues: "Our industry has not been actively using performance measurement and benchmarking for the continuous improvement of our products, service and relationship with our customers and our supply chains.

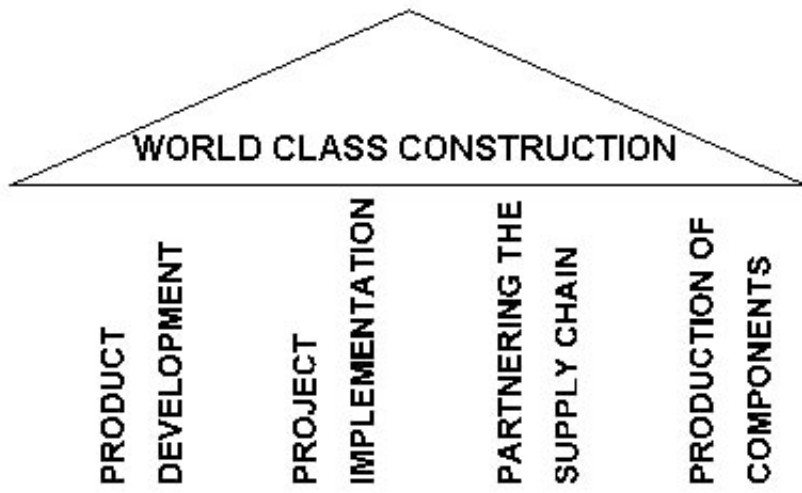
My objectives and programme for TG41 are clearly outlined in its Compendium entry above.

The details of the work programme and output will be the result of our first Task Group Meeting on 11 February 2000 at BRE, UK.

As a starter for items to be considered by the Task Group, I will expect TG41 to be responsible for:

- establishing key performance indicators
- promoting their use internationally
- and developing a framework for international construction benchmarking for all four project processes:
 - product development
 - project implementation
 - partnerships in the supply chain
 - production of components

Only then can we expect the construction industry internationally to become world class.



PERFORMANCE MEASUREMENT

Fundamental to the success of the construction industry in attaining world class status is the role of performance measurement and benchmarking. TG41 and its outputs will become the solid foundation and the continuous improvement driver for the construction industry in the 21st Century.

I look forward to the exciting years ahead of us.

Benchmarking is NOT an event, it is a long change journey."

