



TRAINING CASE STUDY

TRANSFORMING QUALITY CULTURE

Bowmer + Kirkland's group quality assurance manager Craig Head explains how the company-wide rollout of GIRI training is supporting the organisation's efforts to create a positive approach to reporting and learning from error.



Why did you decide to implement GIRI training?

We first heard about GIRI in 2021 after reading some articles discussing efficiencies on construction sites, and we felt that GIRI's vision aligned with our approach to raising awareness and the profile of avoiding error within the business. We initially booked two pilot courses towards the end of 2021 with a selection of delegates from our regional businesses. Based on their positive feedback, we took the time to plan how many sessions we would require to deploy the training across our entire construction business.

Why did you choose the supervisory and management skills and training across interfaces courses?

As a managing contractor, we rely on collaboration between our onsite teams and our supply chain to ensure consistent and effective delivery. We recognised that the site teams, specifically site managers, are key to making this happen, therefore upskilling our internal teams was our main priority. Improving communication between our design and project delivery teams through these training courses supports this objective.

What is the Bowmer + Kirkland Zero Defects at Handover initiative and what role does GIRI training play in this?

At B+K we have been on a transformational journey to digitise our management systems. Previously, our non-conformance reporting on projects was paper-based, so unless you were working on that project, it was a challenge to analyse this data in any detail. We took a tandem approach to solving this issue – moving our NCRs to RDrive, our quality tool, and teaching our people about the benefits of recording errors. This is where GIRI training comes in.

AT A GLANCE

Company: Bowmer + Kirkland

Training delivered:

- SM-01 Reducing errors on construction sites - part one
- SM-02 Reducing errors on construction sites - part two
- IN-01 Avoiding construction errors at interfaces - part one
- IN-02 Avoiding construction errors at interfaces - part two

Contact: Craig Head, Group Quality Assurance Manager

Courses delivered: 62

Certificates issued: 808

GIRI TRAINING & CONSULTANCY

Historically, NCRs have negative connotations. People avoided raising them as it caused conflict and additional paperwork. GIRI training has provided the confidence in our site teams to promote the use of NCRs in a positive way – we refer to the acronym as Not a Crime to Report – and raise issues on projects to help others avoid them. We want to provide our clients with the best experience, and working towards a Zero Defects at Handover target is seen as an overall time saving, reducing our time spent on a project after practical completion.

What outcomes did you hope to achieve from the training and how do you plan to measure success?

Mindset and culture are extremely difficult to adjust, especially in industries where there is a heavy reliance on such a wide and diverse supply-chain. Our main aim with the training was to increase our people's understanding of WHY quality is important and the importance of being open and honest when things do go wrong. By building a foundation of knowledge internally within our project teams, we hope we can share some of our learning from the GIRI training and get the

message across about why it is so important to get it right first time.

How do you expect this training to impact error reduction?

Similar to many businesses, we have not fully analysed the cost implications when things go wrong. Now we are aware of how this information could help us measure improvement, we plan to develop a benchmark figure we can work to reduce through mechanisms such as lessons learned.

However, we can't put measures in place to avoid future issues if we don't know what these issues are. GIRI provides a consistent approach to identifying and effectively managing issues and errors. It also directs us to investigate the root causes of errors to enable us to put controls and measures in place to avoid recurrence on future projects.

We always expected to initially see a significant increase in our NCR numbers – this shows that the attitude towards NCRs is changing, and that people now see these as a way to improve our operations. Following the training, we have also seen a greater focus on quality from our project teams and on documenting the evidence we require to support the Building Safety Act and the 'Golden Thread of information' across our projects.



“Extremely helpful course and relevant to any job role in the industry.”

“Makes you think actively about changing your approach to communication in everyday work.”

“This was the most beneficial training course I have attended.”

“Good tools to empower our teams to think differently about their role and work as well as helping to improve the company culture around quality.”

“It is a very useful course to know the amount wasted on error and easy methods of checking for errors.”

“This course will have a major impact in hopefully avoiding costly errors moving forward and also helping others prevent errors.”

“Everyone should do this course.”

Feedback from delegates

ABOUT GIRI

The Get It Right Initiative is a group of industry experts, organisations and businesses dedicated to eliminating error and improving the UK construction industry.

Our research has shown that the construction industry could save between £10–25 billion per annum simply by eliminating error. But to improve quality, productivity, safety and sustainability we need to engage leadership and change attitudes.

We want to create a working culture that gets it right from the start, and engages all stakeholders in eliminating error from inception to completion.

www.getitright.uk.com

ABOUT GIRI TRAINING & CONSULTANCY

GIRI Training & Consultancy Ltd was established in 2019 as the training arm of GIRI. GTC is approved to deliver the full suite of GIRI training courses and also offers a range of associated consultancy services to empower and support companies, project teams, and individuals to get it right first time.

GTC is led by directors Nick Francis, Rachel Hogarth and Dawn Wilkinson, who have a huge wealth of experience both in the construction sector and in servicing its specialist training needs.



Rachel Hogarth
07871640983



info@giritraining.co.uk



[getitright.uk.com/
training](http://getitright.uk.com/training)

GIRI COURSES

GIRI has worked with the construction industry to develop an accredited training scheme that directly targets the underlying root causes of error, which currently cost the UK industry an estimated £25 billion every year.

This training empowers companies, project teams, and individuals to get it right first time. During development, these courses were stringently tested to ensure they deliver maximum impact on error reduction and productivity for the construction industry.

The courses were developed by industry, for industry, and can play a significant part in helping to reduce the frequency and cost of error in construction by ensuring all industry workers develop the right skills to collaboratively understand, pre-empt and avoid error in their daily work.

OUR COURSES

The three streams of training are:

- Leadership training (Strategies to eliminate error for leaders of construction projects and organisations)
- Training across interfaces (Avoiding construction errors at interfaces)
- Supervisory & management skills (Reducing errors on construction sites)

DELIVER TRAINING

To deliver GIRI-accredited training you need to do the following:

- Become a GIRI-approved training provider
- Nominate GIRI-approved trainers, or become approved, to deliver the training
- Use GIRI's standardised training material which is provided through the Learning Management System

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