The Get It Right Initiative
Members’ Meeting
20th January 2020

Working together to eliminate error,
by Industry, for Industry.
AGENDA

Welcome and Executive Director’s Report
Aims and Objectives for 2020
Communications
Error Frequency Ratio
One Piece Continuous Flow
BREAK
Galliford Try’s Experience in Eliminating Error
Technology Working Group Research
Update on GIRI Training and Consultancy
Dates of 2020 meetings
Wrap Up
14 New Members in 2019
Member Workshops in 2019

- Balfour Beatty
- Brymor
- HS2
- Morgan Sindall
- Willmott Dixon
- Zurich
External Seminars in 2019

• AJ Gallagher
• CQI Birmingham
• ICE Birmingham and London (twice)
• Design Guide Being Launched on the ICE Learning Hub
• ICE South East Region
• Constructing Excellence Meetings at three different locations
• World Quality Events at Heathrow and Durkan
Reflections

Building a Safer Future Consultation

CIOB Quality in Construction

Persimmon Independent Review
Persimmon Findings of Independent Review

Led by Stephanie Barwise QC
The problem Persimmon has encountered with missing/improperly fitted cavity barriers is a systemic nationwide problem, which is a manifestation of poor culture coupled with the lack of a Group build process (a rigorous regime of Group controlled build, based on clear drawings and specifications supported by an appropriate supervision and inspection regime).
If the Board wishes Persimmon to be a builder of quality homes, meeting all relevant build and safety standards, then it should re-consider Persimmon’s purpose and ambition. Persimmon has traditionally been more a land assembler and house-seller rather than a housebuilder. As explained in the Report, the Home Builders Federation star rating is a measure of quality as perceived by the customer shortly after completion, rather than a measure of the true quality and safety of the build. Therefore, if Persimmon does want to be, and be known as, a builder of quality homes, its aspirations cannot be realised simply by achieving a four or five star HBF rating.
• The Board needs to be clear about Persimmon’s purpose and ambition, and its vision for the Company should be clearly articulated. Assuming this is to be a builder of quality homes, it is only then that the changes necessary to achieve this ambition can be properly formulated in a coherent, overarching strategy. The achievement of this ambition will also require changes in the culture of the business.
Aims and Objectives for 2020

Working together to eliminate error, by Industry, for Industry.
GIRI Strategic Aim

To improve construction productivity and quality by eliminating error.
Goals

• Create a culture and working environment to get it right from the start.

• Change attitudes and harness leadership responsibility to reduce error and improve quality and productivity.

• Engage all stakeholders in eliminating error from inception, through operation, to completion.

• Share knowledge about error reduction processes and systems.

• Improve skills across the sector creating a positive approach to pre-empting error.
What should we be doing differently?
Communications

Working together to eliminate error, by Industry, for Industry.
Communications Update

GIRI Media Pack

Updated media pack being circulated to all Members

Aim: To support you talk about the change you’d like to see in Construction.

Ask: Connect GIRI Comms Mgr with Communications teams to develop opportunities
<table>
<thead>
<tr>
<th>Event Details</th>
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</thead>
<tbody>
<tr>
<td><strong>Members Meeting</strong></td>
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<tr>
<td>Monday 20th January 2020</td>
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<tr>
<td>More Details</td>
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<tr>
<td><strong>“Magic mirror...” Lean Construction Ireland Webinar</strong></td>
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<tr>
<td>Wednesday 22nd January 2020</td>
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<td>More Details</td>
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<tr>
<td><strong>Get It Right Zurich Round Table Session</strong></td>
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<td>Monday 10th February 2020</td>
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<td>More Details</td>
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<tr>
<td><strong>GIRI Seminar at ICE London: How to improve productivity</strong></td>
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<tr>
<td>Monday 2nd March 2020</td>
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<td>More Details</td>
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<tr>
<td><strong>Members Meeting</strong></td>
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<tr>
<td>Monday 20th April 2020</td>
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<td>More Details</td>
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<tr>
<td><strong>Quality in Construction Summit</strong></td>
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<tr>
<td>Wednesday 1st July 2020</td>
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<td>More Details</td>
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<tr>
<td><strong>GIRI Seminar at ICE London: How to improve productivity</strong></td>
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<tr>
<td>Monday 6th July 2020</td>
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<td>More Details</td>
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<tr>
<td><strong>GIRI Annual Review</strong></td>
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<td>Monday 13th July 2020</td>
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<td>More Details</td>
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<tr>
<td><strong>Members Meeting</strong></td>
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<td>Monday 12th October 2020</td>
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<td>More Details</td>
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**Upcoming Events**

Visit our Events page to stay up to date:

[https://getitright.uk.com/events](https://getitright.uk.com/events)
Quality in Construction Summit, 1 July 2020

Panel discussion

Call for participation from:

- Client
- Consultant
- Contractor
- Chair tbc.

• GIRI Member ticket offer: £149 vs full price £279
Digital Comms

Website
1200 visits per month (average)

LinkedIn
Connections: 469
Company Page followers: 294
Group Members: 189

Twitter
Followers: 376
Be The Business

https://www.bethebusiness.com/

Construction Sector Roadmap
In Development
Get It Right Initiative: Error Free Ratio

• Outcomes of today;
  • Agreement to the test paper
  • Commitment to the data collection plan
  • Commitment to the timeframe
  • Support in engaging participation
Error Frequency Ratio: Test & Launch Plan

1. EFR Test Phase
   a. Data Collection
   b. Assessment
   c. Calculation
   d. Presentation
   e. Consensus
   f. Commitment

2. Metric Consolidation
   a. Adjustment
   b. Review
   c. Preparation

3. EFR Metric Launch
   a. Guidance
   b. Governance
   c. Toolset
   d. Implementation

4. EFR Support
   a. Challenges
   b. Enhancements
   c. Expansion

GIRI
Get It Right Initiative
Test Paper Review

• Data required:

<table>
<thead>
<tr>
<th>Project Identifier (p)</th>
<th>Total number of items/issues outstanding at completion* (i)</th>
<th>Project Value (at completion) (v)</th>
<th>Sector</th>
</tr>
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• Proposed metric formula: $\sum \frac{i}{v} * \Sigma p * \sqrt{v^{1.5}}$
  
  • $p$ = projects
  
  • $i$ = items or issues
  
  • $v$ = value
EFR Test Phase

- Objective is a successful test, enabling launch
- Controlled and carried out per test document
- Governed by EFR working group and GIRI leadership
Metric Consolidation

• Incorporate change
  • Determined by test
  • In line with desired outcome

• Update test model for live use

• Prepare for launch
EFR Metric Launch

• Prepare industry guidance for implanting and reporting

• Create a governance model to manage change

• Agree and establish a ‘home’ for the tools

• Generate release to accompany instructions and tool
EFR Support

• Managed change and upgrades

• Revision and update

• Communication of results

• Inclusion of non-GIRI membership
One Piece Continuous Flow

Ali Mafi

Working together to eliminate error, by Industry, for Industry.
Lynden Haworth

Construction Support Manager
Eliminating Error

What is Error?

Error: Any action or inaction which results in a requirement for re-work, a requirement for extra work, or produces a defect...

Defect: Any failure to meet the project requirements at a handover

(Get It Right Initiative - Research Report - Rev 3, April 2016)
The Swiss cheese model of accident causation (also known as the cumulative act effect) is a model used in risk analysis and risk management.

It likens human systems to multiple slices of swiss cheese, stacked side by side, in which the risk of a threat becoming reality is mitigated by the differing layers and types of defences which are layered behind each other. Lapses and weaknesses in one defence do not allow a risk to materialise, since other defences also exist, to prevent a single point of failure.

Let’s look at this in terms of error...
Eliminating Error
Applying what we have learned

Work to be done

Ranking of Root Cause of Error (Get it Right Initiative – A Call to Action)
Eliminating Error

Culture

Get It Right Initiative Members – November 2019

- alinea
- ATTIS
- Balfour Beatty
- BAM Nuttall
- Bennetts Associates
- Berkeley
- Buro Happold
- Costain
- COWI
- Expedition
- Formright
- GallifordTry
- GRAHAM
- Heathrow
- HOARE LEA
- HOCHTIEF
- Howden
- HS2
- ICE
- Imtech
- Kier
- LABC
- Mace
- Morgan Sindall
- Mott MacDonald
- NATTA
- Network Rail
- NHBC
- Nua
- Platform
- Polestar
- PRATER
- Premier Guarantie
- Sir Robert McAlpine
- Skanska
- Teknobuilt
- TR Control Solutions
- Vinci
- VVB
- Viewpoint
- Wates
- Weightmans
- Willmott Dixon
- Zurich
Eliminating Error
Planning

• Introduction of checkpoints between project lifecycles promote an increased level of Planning and governance.
Eliminating Error
Planning

Leadership Training

Training for Leaders in the construction industry

Course objectives
Courses for senior leadership in construction organisations that aim to inspire, engage and help participants reach a consensus about what needs to be done differently within their organisation and projects so that it becomes normal practice to get it right first time. Participants of the course ‘Strategies for leaders of construction projects’ are encouraged to engage in follow-up (Part Two) sessions at intervals of 4-6 months in order to monitor progress and improve the effectiveness of the action plans developed in Part One. Both courses establish an agenda for the elimination of errors.

Core Messages
• Optimism Bias
• Concern - Cause - Countermeasure
• Effective communication
• Understanding of behaviours and its role in errors

Acknowledgments
Training has been developed in conjunction with the following GRI members: Balfour Beatty, B&H Nuttal, Berkeley Group, Costain, Galliford Try, Hoare Lea, HOCHTIEF, JN Bentley, Kier, Sir Robert McAlpine and VINCI.
Eliminating Error

Resources - GT

Designed to enhance / reinforce the technical competence of our people to a level where they can better supervise, check and challenge those completing works on our behalf.

In 2019 (the first full year of the PMDF):
• Modules Delivered = 32 No
• Total Attendees = 340 No
Eliminating Error
Resources – Supply Chain

In 2019 GT achieved 55% Aligned spend (target 40%). October 2020 target = 70%
Eliminating Error

Resources – Project Wide

Projects that have tried and tested the Leadership Training modules can start to realise the power of all three training streams.

When used together the three training streams can help to strengthen our Error Free Culture, help us Plan more effectively and improve the competency of our Resources.
The GT Business Management System has been re-written and re-launched with key changes:

- Process Maps streamlined and prompt the identification of **Risk**;
- The role of the **Inspection and Test Plan** as a critical aid in delivering works in accordance with specification has been escalated.
Eliminating Error
Systems – Digital Working

- Fully integrated mobile platform to operate our delivery processes and quality systems;
- Efficiency of our operations and maximising benefits from data usage;
- Integrate the principles of the new BMS with an enhanced approach to Quality.

And... So what???
Lynden Haworth

Construction Support Manager  ???
Harnessing Technology to Eliminate Error
Update to Members 20th January 2020

Cliff Smith
GIRI Board Director

Working together to eliminate error,
by Industry, for Industry.
Harnessing Technology to Eliminate Error

Research Update

• At our last meeting I reported the Technology Group would be looking into the quantitative evaluation of the benefits of Technology adoption.

• A straightforward cost benefit analysis was found to be beyond the likely influence of the Group particularly with regard to release of confidential data by participants.

• We have therefore developed a survey which will still give quantitative outcomes and thus provide the evidence of benefit we are targeting.
Error Reducing Digital Engineering Questionnaire

- Section 1 - Background
- Section 2 - Error-reducing digital design for construction/compliance
- Section 3 - Error-reducing digital procurement
- Section 4 - Error-reducing digital manufacture/sub-assemblies
- Section 5 - Error-reducing smart construction sites
- Section 6 - Priorities for investment in error-reducing technologies

e.g.
Q11. What evidence is there that these digital design for construction/compliance technologies have reduced error or increased productivity?
Please rate the frequency of YOUR ORGANISATIONS adoption of:
Q19. Error-minimising components that can only be installed the correct way

<table>
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<tr>
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Get It Right Initiative
Error Reducing Digital Engineering Questionnaire

Section 2 - Error-reducing digital design for construction/compliance
This section asks you to consider digital design for constructability/compliance technologies such as BIM, BIM libraries, digital process and design management and VR common data environments, digitized workflows for quality checking and site surveying. The various examples are provided on the GIRI website
## Error Reducing Digital Engineering Questionnaire

<table>
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<th>Full Adoption (mandatory e.g. 100% of projects)</th>
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<tbody>
<tr>
<td>2.</td>
<td>Digitally supported site inspections with design software that is enhanced with the capture of electronic images and notes on built quality and compliance checks.</td>
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<td>3.</td>
<td>Site (and factory) dimensional checks against designs such as laser scanning done at regular intervals to check work correctness and prevent problems of out-of-tolerance work.</td>
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<td>4.</td>
<td>Visualisations derived from BIM models (e.g. augmented and mixed reality, wearable headsets overlay a virtual model onto what the user can see in the real world).</td>
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<td>5.</td>
<td>Error-free BIM design data transferred directly to factory equipment (e.g. Installation Information and Product Data Templates)</td>
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<tr>
<td>6.</td>
<td>Tools to optimise design, planning and installation solutions (e.g. bulk material calculator and product selection).</td>
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</tr>
</tbody>
</table>
Section 3 - Error-reducing digital procurement
This section asks you to consider how digital procurement has been used to engage the supply chain in error reduction through for example collaborative planning, digitally enabled systems integration and cloud computing.
## Error Reducing Digital Engineering Questionnaire

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<th>Full Adoption (mandatory e.g. 100% of projects)</th>
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<tr>
<td>12.</td>
<td>Vertical integration that includes single firm ownership of the supply chain through for example a full assembly factory.</td>
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<td>13.</td>
<td>Collaborative planning and procurement that empowers the specialist supply chain for design for manufacture and assembly.</td>
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<td>14.</td>
<td>Procurement 4D sequencing to coordinate the process by which components are designed, manufactured and assembled.</td>
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<td>15.</td>
<td>Configurator platforms that apply early standards, rules, bills of materials and costs and manufacturing and assembly constraints.</td>
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</tbody>
</table>
Section 4 - Error-reducing digital manufacture/sub-assemblies

This section asks you to consider the to what extent your organisation is applying modern methods in design for manufacture and assembly or industrialised manufacture and automation of processes.
## Error Reducing Digital Engineering Questionnaire

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<th>Full Adoption (mandatory e.g. 100% of projects)</th>
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<tbody>
<tr>
<td>18. Component-led design that uses a proven component or material design to facilitate installation that reduces error</td>
<td></td>
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<td>19. Error-minimising components that can only be installed the correct way</td>
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<tr>
<td>20. Pre-assembly of elements in the factory to prove correct fabrication</td>
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<tr>
<td>21. Offsite manufacture in a stable and safe factory environment to deliver a consistent and predictable operation and quality</td>
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<tr>
<td>22. Prototyping / design-production checks before scaled manufacture using mobile devices and laser scanning to check production units in comparison to design</td>
<td></td>
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</tbody>
</table>
Error Reducing Digital Engineering Questionnaire

• Section 5 – Error-reducing smart construction sites
• This section asks you to consider the application of on-site technologies to reduce error, such as smart sites, drones, computer numerical control, 3D printing, automation, augmented reality and digital skins.
• The various examples are provided on the GIRI website – www.link)
## Error Reducing Digital Engineering Questionnaire

<table>
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<th>Half (Good proportion e.g. ~50% of projects)</th>
<th>Majority (Early adoption e.g. ~80% of projects)</th>
<th>Full Adoption (Mandatory e.g. 100% of projects)</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>On-site committee environment to enable a safer environment for manufacture or training.</td>
<td></td>
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<tr>
<td>26</td>
<td>Digitally supported site supervision and quality monitoring to allow mobile checklists for inspections of work on site (e.g. photographs and test plans).</td>
<td></td>
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<tr>
<td>27</td>
<td>BIM object links to web pages or QR codes giving task-specific guidance or animations to ensure work is completed correctly.</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>28</td>
<td>Simulator videos to show how onsite tasks should be done correctly.</td>
<td></td>
<td></td>
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<tr>
<td>29</td>
<td>Simplified construction information tailored to specific tasks (e.g. dimensioned drawings and exploded parts).</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>30</td>
<td>Automation / robotics to reduce the need for workforce-based workers (e.g. to reduce hazardous working).</td>
<td></td>
<td></td>
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<tr>
<td>31</td>
<td>Clean construction practices that use example minimise contamination.</td>
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<tr>
<td>32</td>
<td>Sensors and cameras to provide real-time information (e.g. infrared images of heat loss/ dimensional surveying).</td>
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<td>33</td>
<td>Remote observation of production by the main contractor.</td>
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</tbody>
</table>
Section 6 – Priorities for investment in error-reducing technologies
This section asks you to consider which technologies are most effective in reducing error and increasing productivity.
## Error Reducing Digital Engineering Questionnaire

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree or disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>38. These digital technologies will eradicate ALL rework and all defects (e.g. rather than 20% of project value there will be Zero rework and Zero defects)</td>
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</tr>
<tr>
<td>39. These digital technologies will eradicate HALF of all rework and defects (e.g. 10% of project value)</td>
<td>Strongly disagree</td>
<td>Disagree</td>
<td>Neither agree or disagree</td>
<td>Agree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40. These digital technologies will only PARTIALLY eradicate rework and defects (e.g. under 5% of project value)</td>
<td>Strongly disagree</td>
<td>Disagree</td>
<td>Neither agree or disagree</td>
<td>Agree</td>
<td>Strongly agree</td>
<td>Don’t know</td>
</tr>
</tbody>
</table>

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Get It Right Initiative
Error Reducing Digital Engineering Questionnaire

Programme
• Issue by end of January
• Responses by end of February
• Results review, report and planning next steps by mid March

Questions
CITB Funded Productivity Training
Key Statistics

Delivery of 128 courses to 918 attendees from over 60 companies

£278,602 funding claimed / paid from CITB to date (£37,998 to be claimed in January 2020)

£200,567 of ‘benefit in kind’ funding from participating companies

Training courses to be approved by CITB for grant purposes in April 2020
Key Achievements

Development of seven training course (plus associated Train the Trainer courses):

- Strategies to eliminate error for leaders of construction organisations
- Strategies to eliminate error for leaders of construction projects (Part 1 & 2)
- Avoiding construction errors at interfaces (Part 1: Collaboration during development/delivery & Part 2: Designing for construction)
- Reducing error on construction sites (Part 1: Supervision skills & Part 2 Planning skills)
- [https://getitright.uk.com/courses](https://getitright.uk.com/courses)

Production of marketing brochure

- [https://getitright.uk.com/resources/giri-training/giri-training-information](https://getitright.uk.com/resources/giri-training/giri-training-information)
The Golden Thread

Get It Right Initiative
GIRI are liaising with CITB with a view to facilitating:

- CITB Approval of courses as ‘Recognised Products’
- Recognition of GIRI Training & Consultancy (GTC) as the appropriate third-party organisation in relation to the accreditation of the courses and Training Providers (both external providers and in-house trainers)
Training Delivery

Three models for delivery of training:

- GTC deliver training direct (Model 1)
- GTC train GIRI approved training providers to deliver training (Model 2)
- GTC train GIRI approved in-house Trained Trainers to deliver training (Model 3)

GTC apply to CITB to become an Approved Training Provider (ATO)

Third Party ATOs (External Providers / In-House Trained Trainers) to be accredited by GTC to ensure training is of an appropriate standard and delivers the GIRI message correctly
Training Delivery – Existing In-House Trained Trainers

- Existing In-House Trained Trainers will continue to be able to deliver training out-with GIRI accreditation in short term

- Organisations to apply to GTC for accreditation to deliver training once accreditation scheme for CITB Recognised Products set up
GIRI Training & Consultancy – Legal Agreements

GIRI Training & Consultancy set up on 30/9/19

Business Plan for GTC agreed by GIRI Board on 23/9/19

Memorandum of Understanding and Licence for use of training materials agreed in principle between GIRI and GTC

Draft Shareholder Agreement and Articles of Association for GTC circulated on 20/12/19
GIRI Training & Consultancy – Arrangements

GIRI to hold 25% shareholding in GTC
GIRI to have non-executive director on GTC Board
GIRI to control direction of future training
GIRI Training & Consultancy – Scale Up

The Scale Up will involve:

• Develop Scheme rules, processes and procedures for managing the delivery of training to ensure standardisation and quality of training is maintained

• Develop and implement an accreditation process for External/Trained Trainers

• Develop course for operatives/new entrants (long term)
GIRI Training & Consultancy – Scale Up

Funding for the Scale Up will come from:

- GIRI £20,000 Grant
- Income from Transition Courses
- Hopefully Further CITB Funding
GIRI Training & Consultancy – Scale Up Courses

Current interest in courses (either direct delivery by GTC and/or through accredited External / Trained Trainers) from:

Balfour Beatty, BAM, Berkeley, Bouygues, Brymor, Foster & Partners, Galliford Try, Heathrow Airport, Hoachtief, Hopkins Homes, Kier, Morgan Sindall, Network Rail, Royal Engineers, Sunninghill Construction & Wates
GIRI Training & Consultancy – Launch Event

Being planned for April 2020 following:

- CITB approval of training courses for grant purposes
- CITB issue of interim Evaluation Report on Productivity Training

To express interest in participating in Scale Up courses contact:

rachel.hogarth@giritraining.co.uk

https://getitright.uk.com/resources/giri-training/giri-training-information
2020 Programme

Working together to eliminate error, by Industry, for Industry.
Future Seminars and Workshops

- Wednesday 22\textsuperscript{nd} January Magic Mirror Lean Construction Ireland Webinar
- Monday 10\textsuperscript{th} February Zurich Round table
- Monday 2\textsuperscript{nd} March ICE, Great George Street
- Tuesday 17\textsuperscript{th} March ICE, Thames Valley Region
- Thursday 26\textsuperscript{th} March HAWCE Seminar
- Wednesday 1\textsuperscript{st} July Quality in Construction Summit
- Monday 6\textsuperscript{th} July ICE Great George Street
Future GIRI Members’ Meetings

- Monday 20\textsuperscript{th} April
- Monday 13\textsuperscript{th} July (Annual Review)
- Monday 12\textsuperscript{th} October
Thank You for Your Support

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Get It Right Initiative