

Skanska is one of the world's leading construction groups with expertise in construction, development of commercial and residential projects, and life-cycle projects in the public sector. Currently, Skanska employs 56,000 personnel in selected domestic markets in Europe, the USA and Latin America. The Skanska Group's parent company is listed on the Stockholm Stock Exchange and had a turnover of 13.6 billion euros in 2006.

Skanska has operated in Finland since 1994 under the name of Skanska Oy. The roots of Skanska AB extend back to 1887 when the company was established.

Skanska Boosts its Operating System Efficiency through QPR

CUSTOMER CASE:

SKANSKA



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Skanska Infra Oy, Skanska EMV Estonia, and Skanska Construction Machines Finland are also included in the occupational safety reporting system.

Adopting a process-based system and construction process measurements

Skanska embarked upon using a quality system as early as 1994. In 2000, the quality system was upgraded to an operating system that included the previous environmental, occupational safety and security systems.

In 2002, Skanska decided to change its operating system into a process-based solution. The intention was to provide Skanska with a well-functioning system that enables quick and easy retrieval of the most recent real-time documents, spreadsheets and diagrams. The system was to be illustrative, allowing easy access between the various process levels.

A pilot phase was launched in April 2002 using QPR ProcessGuide. Special attention

was paid to retaining the communication links' functionality at the construction sites.

During the pilot phase, Skanska found that the solution was compatible with the company's needs, and the actual process modeling phase began using QPR ProcessGuide to support the existing operation system solution.

In spring 2003, Skanska decided to implement QPR ScoreCard for construction process measurement purposes. At present, all of Skanska's core process measurements are based on the use of QPR ScoreCard. The current set of indicators includes measurements relating to occupational safety, security, economy, the environment and quality.

The central aspect of this model is its comprehensive transparency extending to

the various levels involved: from the construction site level to work management, business units, regional units and business sectors, and, finally to the level of Skanska Oy.

QPR ScoreCard gives excellent support to the management, and to the implementation of the various indicators, and enables the efficient measuring and monitoring of core processes in particular.

A challenging strategic theme: zero workplace accidents

Skanska has risen to the challenge of the following strategic themes on a group-wide basis: zero construction site accidents, zero errors in project hand-over, zero ethical breaches, zero loss-making projects, zero environmental incidents, and zero delays in project hand-over.

These objectives are also strongly related to our personnel development, the follow-up and measuring of which has been implemented as part of the overall project.

“With the aid of QPR ProcessGuide, we can easily access any required documents. QPR ProcessGuide makes process development and customer feedback exploitation extremely easy. Minor changes can be made quickly, and everything is extensively displayed in the QPR Portal on the Intranet”, says Quality Manager Riku Kolhonen from Skanska Residential Construction Finland.

“Our most recent application was to use QPR ProcessGuide to describe developer contracts and risk management. In addition, our IT processes and financial management processes have been described by QPR ProcessGuide,” says **Riku Kolhonen**.

“The QPR ScoreCard system’s advantages include its comprehensive scope, real-time functions and in-depth dimensions, that is access to various levels,” says Kolhonen.

He continues: “QPR-based reporting has reduced our work volumes by a significant degree, especially in data acquisition and summary reporting. We are now using a single reporting tool and have ceased sending e-mails and faxes. Instead, we receive all central indicator results from a single system that is used at the construction site level.”

“The system works continually on a real-time basis, which provides us with real-time information communication with all of our construction sites through ADSL connections on the Intranet. Workplace-specific result cards indicate each site’s overall situation at a single glance.”

Systematic occupational safety observations are an excellent extension to Skanska’s operating system

The entire occupational safety reporting system from Skanska Oy is based on the QPR solution. On a daily basis, the QPR ScoreCard solution is used by the various Skanska construction sites to submit their safety observations to the system. The number of observations increased once the system was implemented. In 2006, about 4,000 safety observations were reported. In 2005, the corresponding number was 2,200 and only a few dozens from previous periods.

A predictive safety indicator is used as per construction site. The safety observation team receives an e-mail message concerning each observation made. The observations are discussed in various meetings, for example, in weekly construction site meetings. The dissemination of information is developed on a continual basis and the severity of observations will be measured in future.

“Skanska’s accident frequency, that is the number of accidents per one million working hours, has decreased over the past few years we are delighted to state. In 2004, our accident frequency was 71, and 28 in 2006. The industry’s average figure is between 60 and 70 in Finland. Since things are now being measured, people pay more attention to them. All Skanska employees have undergone occupational safety card training,” says Kolhonen. “The identification of any near accident situations en-

ables us to rectify our operations and prevent forthcoming accidents from happening.”

Reporting from construction sites has clearly become easier

With regards to construction site reports, Kolhonen states: “Reporting from the construction site level has clearly become easier. Currently, we have continual access to the real-time situation. Previously, summaries were produced with long intervals between. This means that our current capacity to make decisions based on the information acquired is considerably better. Among other things, we are quickly informed of the situation concerning error-free project hand-overs.”

Kolhonen continues: “Safety-related indicators are a central issue for us. Our statistics from this year include accidents and accident-related absences which last under and over 8 hours. These reports are produced every month and submitted to Skanska AB in Sweden. Our Safety Manager Antti Leino presented our reporting system at a Nordic meeting, and Skanska Oy’s reporting system was considered as the best.”

Future goals and objectives

Riku Kolhonen says that the QPR software packages play a central role in Skanska’s monthly reporting. The economic indicators are undergoing further development. Skanska is going to conduct a new strategic review, and if new focal points are uncovered, the indicators will be changed accordingly.

Skanska organization changes continually. This means that the models and indicators must develop accordingly. For the past two years, Skanska has focused on the development of its QPR ScoreCard indicators.

Skanska will test QPR FactView, a new QPR analysis software package that analyzes data items that are based on indicator results.