



CONTINUOUS IMPROVEMENT

Introduction

The revised text of NAECI 3.3 “Continuous Improvement” as agreed during the NAECI 2016 and Beyond Review, now reads:

“All stakeholders (employers and trades unions) shall commit to maintaining a positive attitude towards the project, site and organisation and their goals and values, and creating and maintaining an environment of continuous improvement through engagement in initiatives established under this clause for the success, in respect of outturn cost and timely completion, of both work and projects.”

Background

An important constituent part of the NAECI 2016 - 18 was an agreed need for a re-emphasis of the NAECI requirement for continuous improvement. This followed on from the recommendations laid down in the UK Government’s Review of Productivity and Skills in the UK Engineering Construction Industry (“Changing to Compete” - published in December 2009) and those within the resulting response document issued by the industry’s Engineering Construction Forum (ECF) in February 2012.

Guidance

Continuous improvement relies upon a commitment from trades unions, employees and employers. This is appropriate for discussion during supplementary agreement negotiations and on an ongoing basis at the Project Joint Council or relevant Joint Forum formed, but more so between the individual employers and employees.

Impediments to improvement in productivity should be identified and addressed through discussion. Most outcomes will be deliverable by reference to existing productivity enablers contained in NAECI including:

- Efficient use of working hours
- Skills
- Individual employee assessment
- Incentive bonus arrangements
- Arrangements for marking the death of an employee
- Salaried status arrangements

Areas of potential and ongoing improvement are not limited to the above and other measures should be considered such as:

- The quality of supervision, both technically and in people management
- Improved team working

The key to successfully improving productivity will be factors in other areas too, such as appropriate scheduling and implementation of project working hours through genuine engagement with all the stakeholders on the project.