Keeping track of productivity in house-building

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The productivity situation in construction

- Poor productivity development over the years...
- The polysemy of productivity
  - Different understandings
  - Many ways for measuring productivity
- Current methods in literature
  - “Little or no help for improving productivity”
  - Not common praxis
- Then... How do the companies measure and use productivity?
Method

• R&D study with five house-building companies
• 13 semi-structured interviews
  • Site-, project-, business area managers
  • What is, why measure, how measure, what affects?
• 1 interview
  • Senior manager
  • Planning and negotiations with labor unions
• Cross-case analysis & workshops with five key-representatives
What is productivity?

• It starts with **needs** and ends with **fulfilling the needs**

• How well **resources** and **processes** are designed and combined to be **transformed** into **outputs**

• **Efficiency**, **effectiveness** and many other things...

• A measure mostly expressed as **output/input**
Efficiency, effectiveness & many other things

• Inputs
• Transformation processes
• Outputs
• Many influencing factors

• Measuring and controlling productivity per se, but also much more...
• How do they keep track of productivity?
Keeping track of productivity

- Before and after production
  - Setting up the plan, with KPIs and expert assessments
  - Bottom line times and costs

- During production
  - Costs and time
  - Resources: workforce, materials, tools, etc...
  - Quality
  - Work environment
  - Culture
Concluding and some next steps...

- Measure or assess **many things** in **different ways** continuously
- **Depends** on the project, managers...
- Some **quantitative** measures, mostly **qualitative judgements**
- **Lack** of **systematic** measurements

- What about **performance indexes** and **performance measurement systems**?
- What about **systematizing productivity** measurement and control in and between processes and sub-processes of projects?
Thank you for listening!

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