

22ND ANNUAL



22ND LCI CONGRESS
OCTOBER 19-23

How Lean Behaviors Optimize Safety and Productivity on a Large-Scale Mega Project

Gavin Lauer, The Whiting-Turner Contracting Co

Eric Thatcher, The Whiting-Turner Contracting Co

Ron Heise, Southland Industries

Henry Nutt, III, Southland Industries

THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

OCTOBER 22, 2020

Who We Are

Eric Thatcher

Regional Director of Field Operations

The Whiting-Turner Contracting Co.



Gavin Lauer

Senior Superintendent

The Whiting-Turner Contracting Co.



Henry Nutt, III

Preconstruction Executive

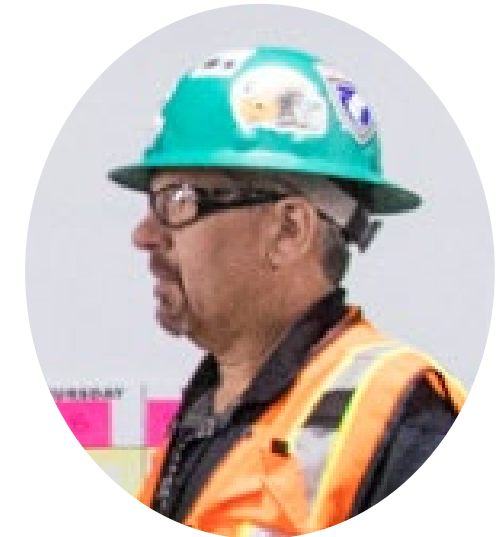
Southland Industries



Ron Heise

Sheetmetal General Superintendent

Southland Industries



Defining a Mega Project

1.8 M

Total Square Footage

4.25 M

Man Hours to Date

+/- 1,000

Workers Onsite Daily

1,100 +

Working Days

130,000

Yds of Concrete

6,800

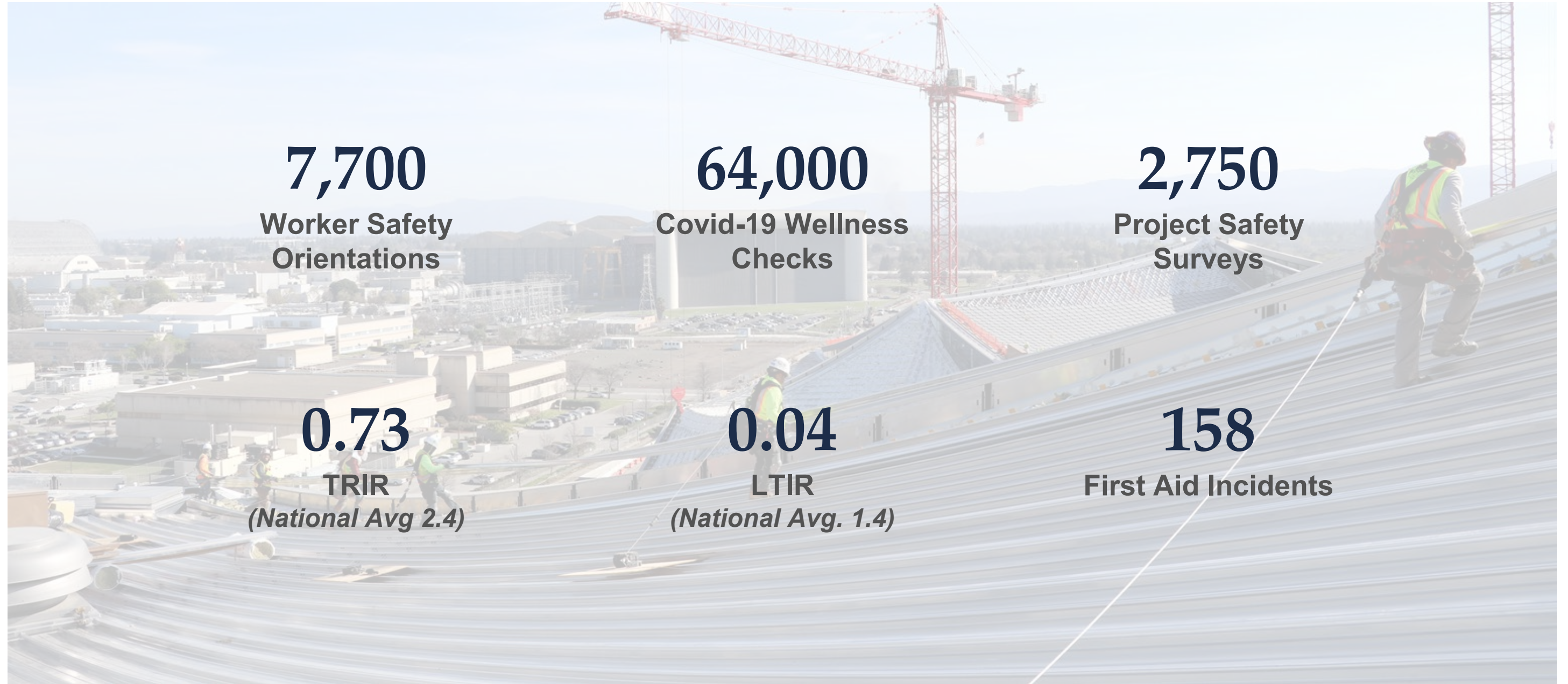
Tons of Structural Steel

420 Miles

Length of Pipe



Defining a Successful LEAN Safety Program



Challenges Faced On a Mega Project

- Size
- Workforce
- Communication
- Coordination
- COVID-19



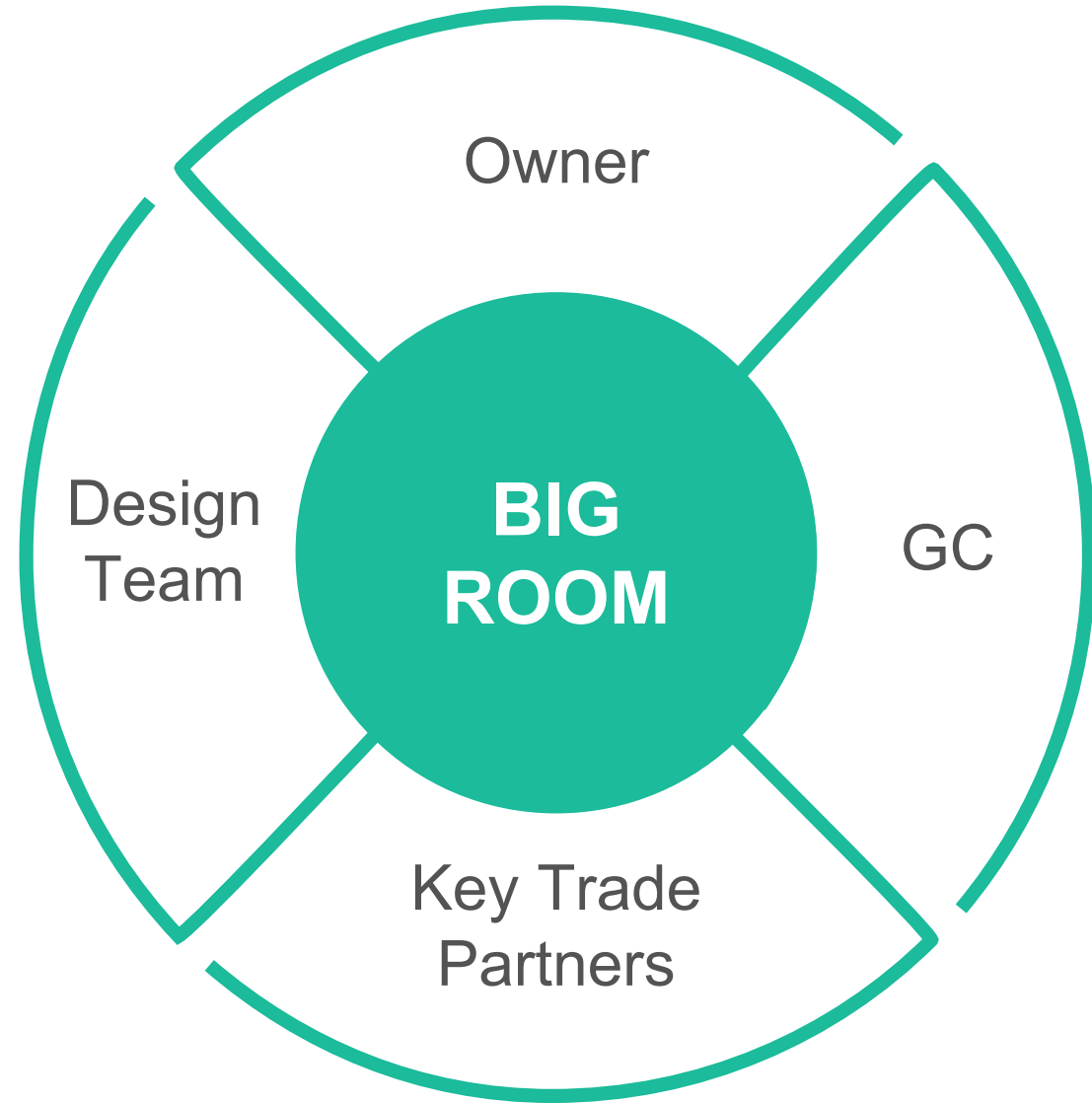
Our LEAN Solutions



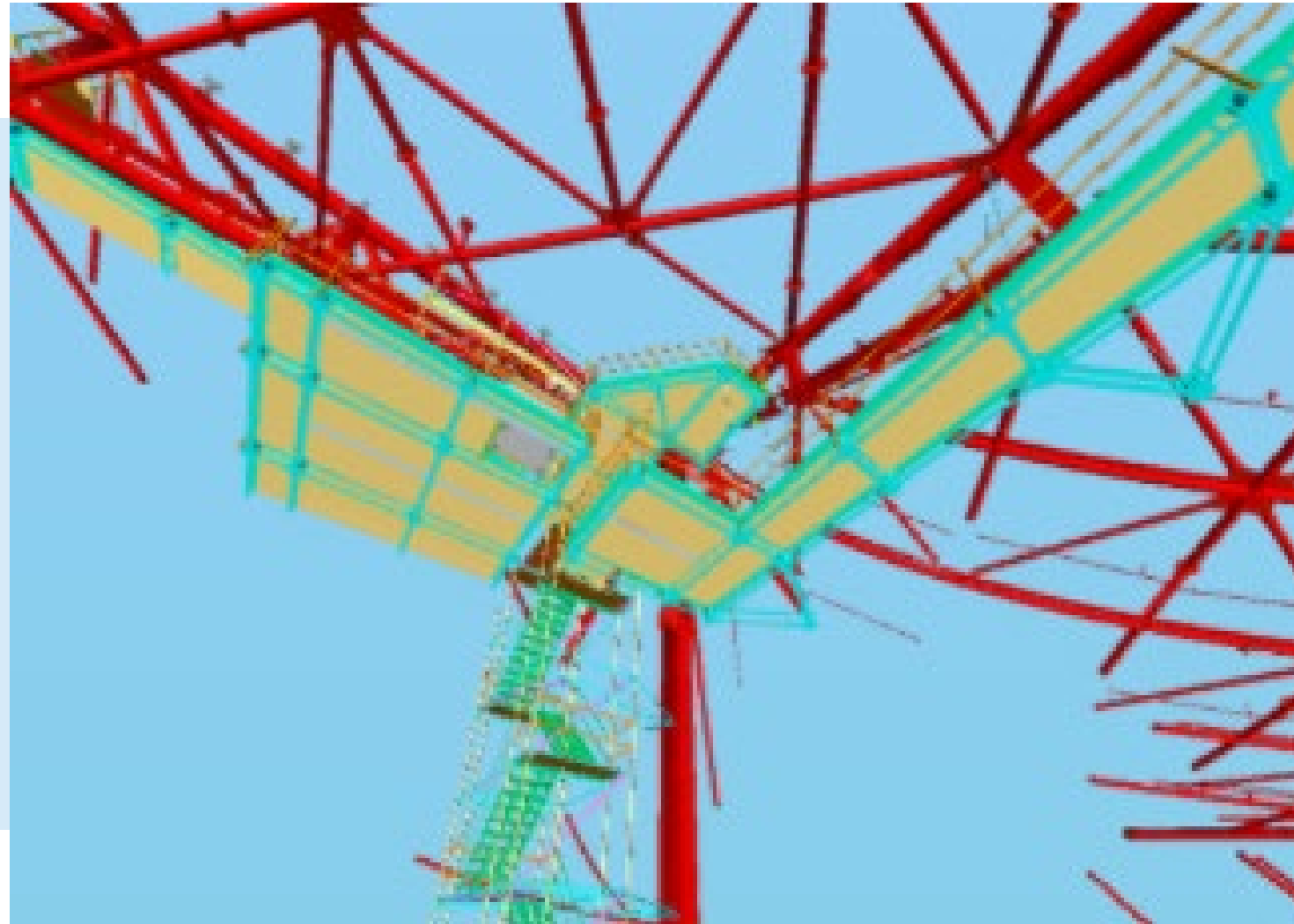
Planning for Productivity and Safety



Before The Shovel Hits The Dirt



When Conventional Doesn't Work



Creating Flow Through Collaboration



Putting Last Planners in Charge



GCs Harnessing the Power of the Morning Huddle



From the Trade Partners Lens



Trader Partners Taking It to the Next Level

DATE: 5/18/2020 MONDAY

PROUD TO BE A
JETA DRESS METAL WORKER
LOCAL 104

CREW	TASK	GOAL OUTPUT	ACTUAL OUTPUT	DELTA / +	MATERIALS/TOOLS USED	DELIVERY
LEVEL 1						
REX, TUSTIN & JESSIE S.	SECTOR #13 BATHROOM IDF & ELECTRICAL DUCT. SEC. #11 & 12 LOOSE ENDS.	ROUGH IN BATHROOM, IDF, & ELECTRICAL ROOM 50%	50%	ON TRACK	36" FANS (3) SEAL GANGLI 2 PAWEL JACK (FOR 12)	8:00AM Q1 L1 RESTROOM DUCT
ALENTINO	LAYOUT BATHROOM HARDLIDS	COMPLETE ALL ROOSTER LAYOUT IN RESTROOMS 100%	20% PULLED FOR (2) DELIVERIES	ASK GO FOR PRE'S WHEN SHORT MANDED	35' & 1' STOCK 300 EA. 22' CHIEF BRUSHES 6 BOXES	LOCK UP PAWEL JACK HAND TRUCKS (x3) HIGH JACK (x3) 12' HIGH JACK 18'
LEVEL 2						
PAT, JASON	SECTOR #11 & 12 ROUGH IN	SECTION SECTOR #11 & 12 DUCT HIGHLIGHT ONLY WHAT IS REQUIRED 50%	40% PULLED FOR DELIVERIES	"		PLUG IN/CHARGE SCISSOR LIFTS (x6) BATTERIES IN GANG BOX
ROBERT, JUAN	TRENCH CONVECTORS SHAG OUT	COMPLETE DISTRIBUTION TRENCH CONVECTORS 100%	100%	NEED TO CHECK W/ PACKING SLIP FOR QTY		
	SOCK DUCT BRING UP TO 2ND FLE. (5) PALLETS	FIX UP (5) PALLETS 100%	100%	USED LCN INSTEAD OF AUT.		

Measure Success, Learn From Breakdowns, & Build Momentum



Transparency to Last Planners

- SUCCESS: hitting milestones
- Flow
- Atmosphere
- Good safety record
- Positive project vibe (morale)
- Dealing with the Owner, design changes and uninterrupted workflow

Job Status - Labor Feedback Report

Version: Weekly

As Of: 07/28/20

Job: 5621544 - Google Bay View

Section	Activity	Cost Type	Description	Open	Units	Current Budget	Period 1 06/30/20	Period 2 07/07/20	Period 3 07/14/20	Period 4 07/21/20	Period 5 07/28/20	Rolling Total	Job To Date
1	13118	25	PL Stainless RWL Plumbing NA NA	Y	LF Hrs LF/MD Cost \$/ HR	3,711 424,910 114.50	4 814 203.50		1 50 50.00	2 195 97.50	4 601 150.25	10 1,660 166.00	2,437 1,048 18.6 126,736 120.93
1	13119	20	CONST PL Temp Water - Field Field Labor Plumbing NA NA	Y	HR Hrs UN/HRS Cost \$/ HR	1,560 190,320 122.00	16 2,048 128.00	20 2,585 129.25	25 3,313 132.52	15 1,996 133.07	12 1,591 132.58	88 11,532 131.05	1,378 159,650 115.86
1	13120	20	PL Black Steel Threaded Plumbing NA NA	Y	LF Hrs LF/MD Cost \$/ HR	2,024 1,413 11.5 172,386 122.00							1,825 1,307 11.2 151,903 116.22
1	13120	25	PL Black Steel Threaded Plumbing NA NA	Y	LF Hrs LF/MD Cost \$/ HR								
1	13121	20	PL Temp Storm Drain Plumbing NA NA	Y	HR Hrs UN/HRS Cost \$/ HR	2,400 292,800 122.00	18 2,366 131.44	17 2,237 131.59	21 2,846 135.52	15 2,055 137.00	15 2,055 137.00	86 11,559 134.41	2,410 249,247 103.42
1	13122	20	PL Kitchen Connections Plumbing NA NA	Y	EA Hrs HRS/EA Cost \$/ HR	486 2,430 5 296,460 122.00							65 6,895 106.08

Get to the Final Why



Building Momentum Through LEAN



How Can You Apply This Tomorrow?



**Empower young
leaders to run daily
morning huddles**



**Use the entire team
and have one
problem to solve**



**Get to the final why of
any issue and fix the
problem at its roots**



**Have
transparency with
your field staff**



**Create
partnerships from
the beginning**



**Attain momentum by
fostering Last
Planner ownership**

Questions?





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In the spirit of continuous improvement, we would like to remind you to complete this session's survey in the Congress app! We look forward to receiving your feedback. Highest rated presenters will be recognized.

Contact Us

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Thank you for attending this presentation. Enjoy the rest of the 22nd Annual LCI Congress!