

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

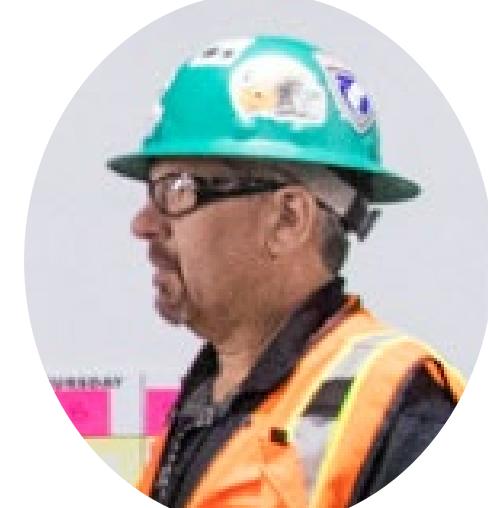
Southland Industries



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

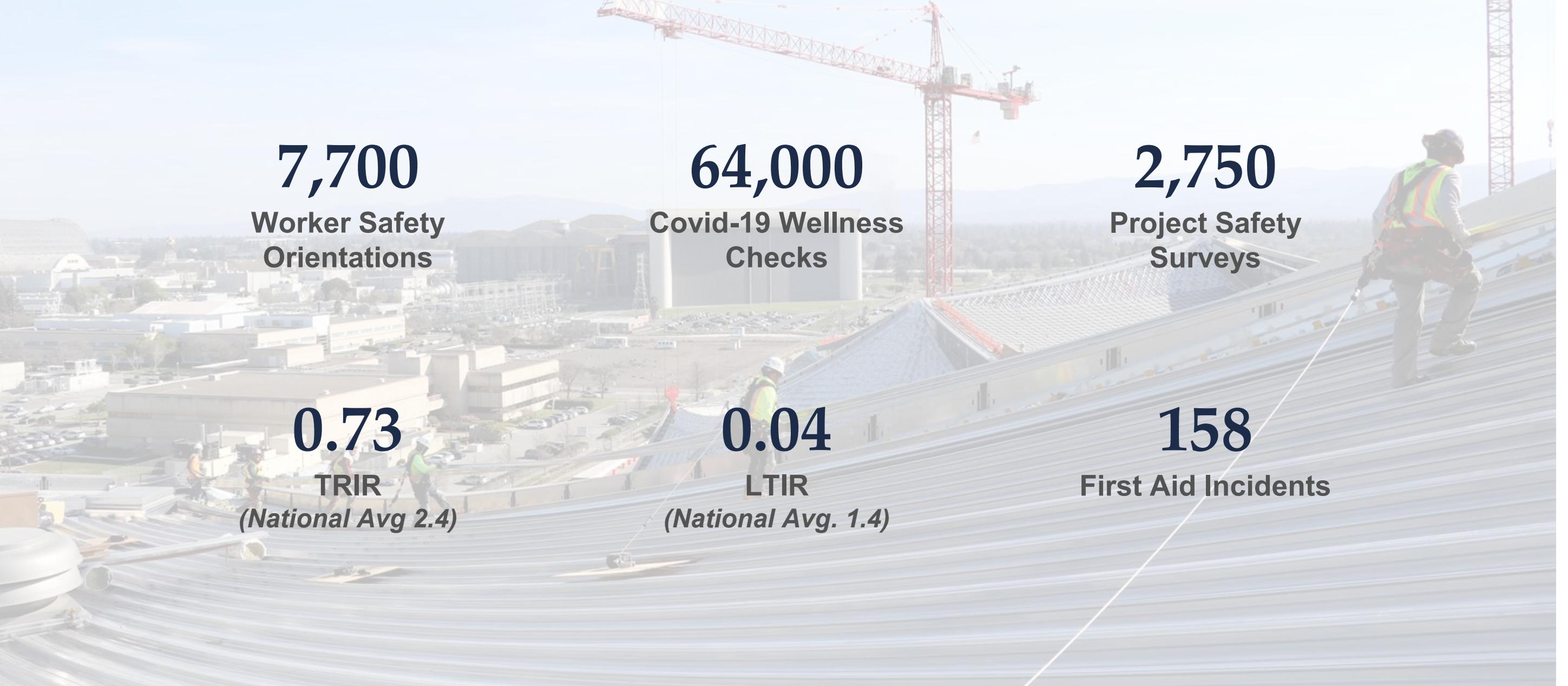
Tons of Structural Steel

420 Miles

Length of Pipe



Defining a Successful LEAN Safety Program



7,700

Worker Safety
Orientations

64,000

Covid-19 Wellness
Checks

2,750

Project Safety
Surveys

0.73

TRIR
(National Avg 2.4)

0.04

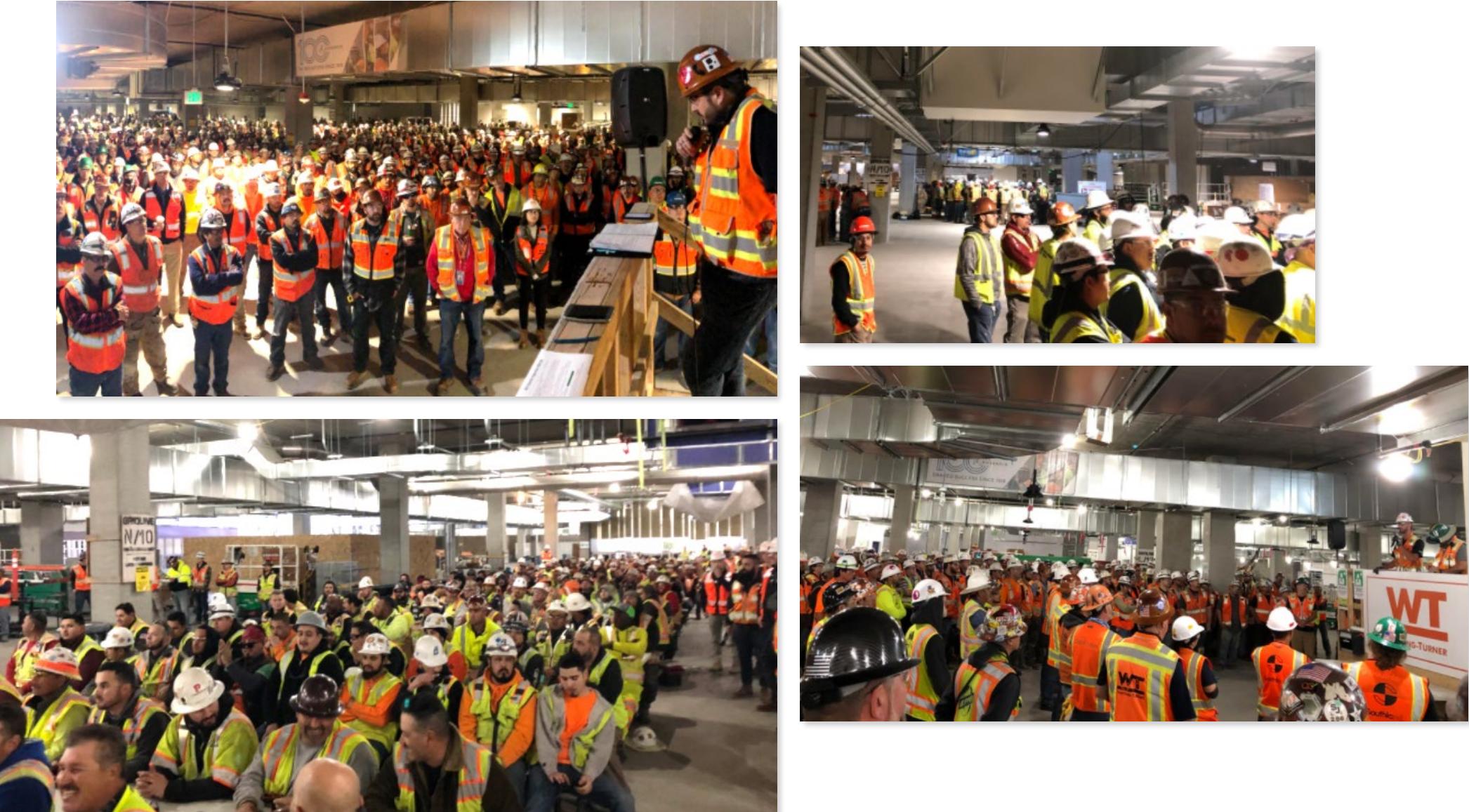
LTIR
(National Avg. 1.4)

158

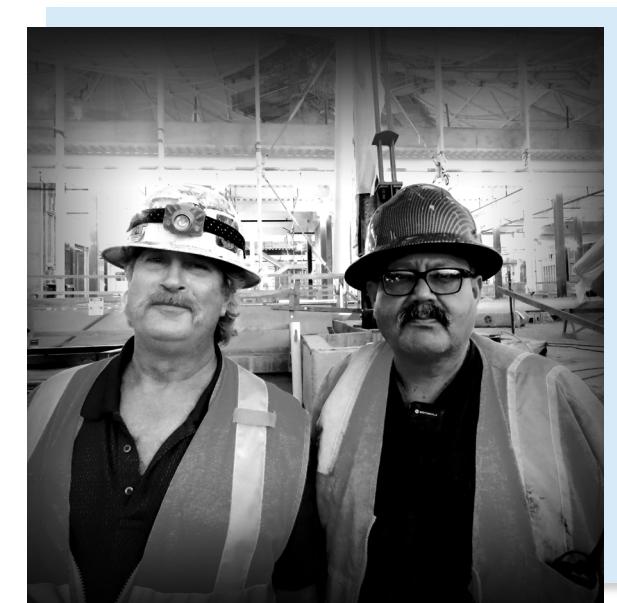
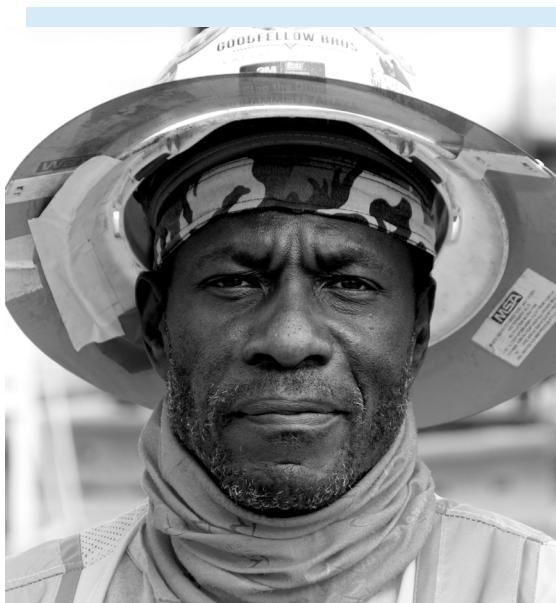
First Aid Incidents

Challenges Faced On a Mega Project

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



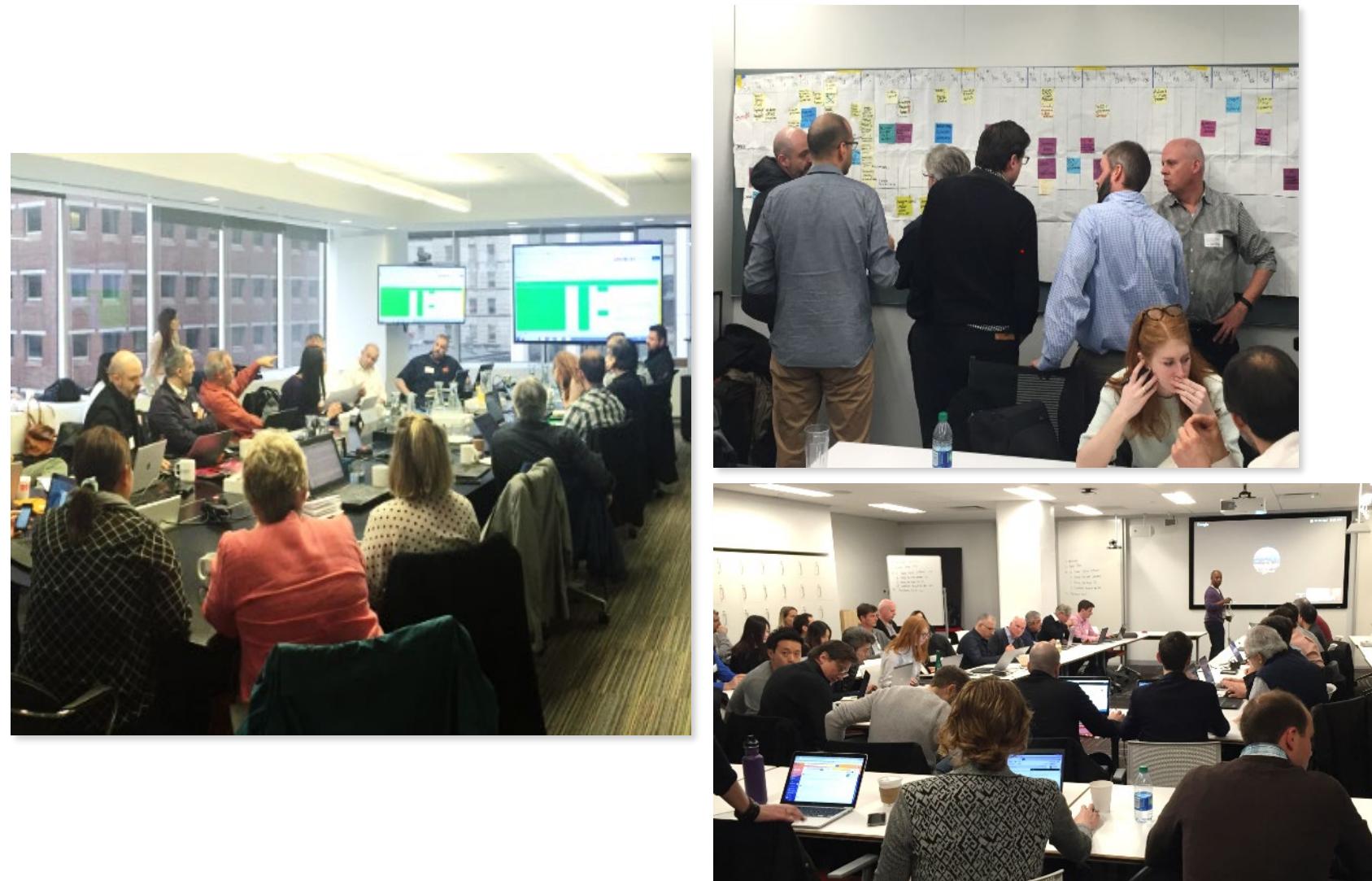
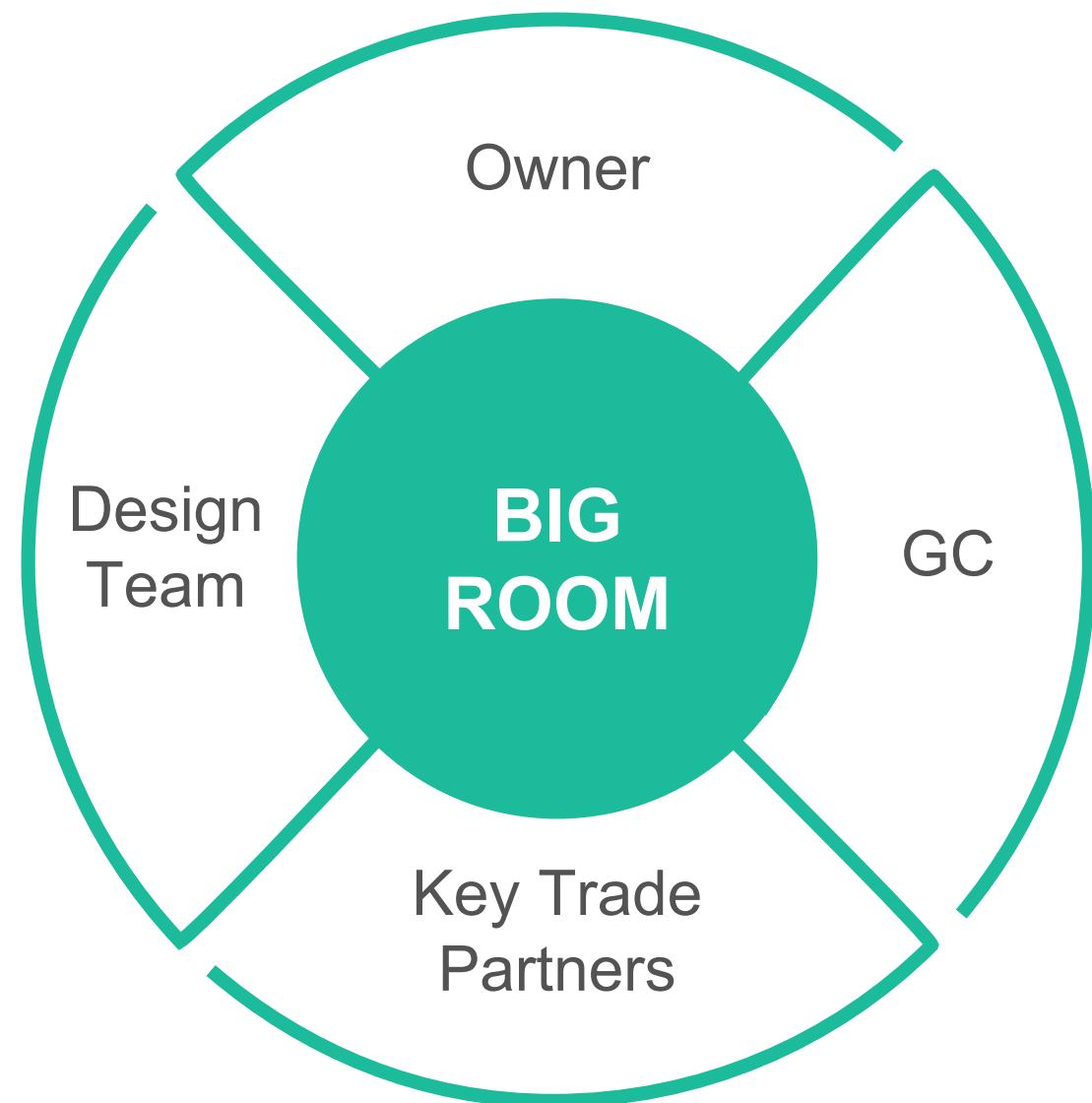
Our LEAN Solutions



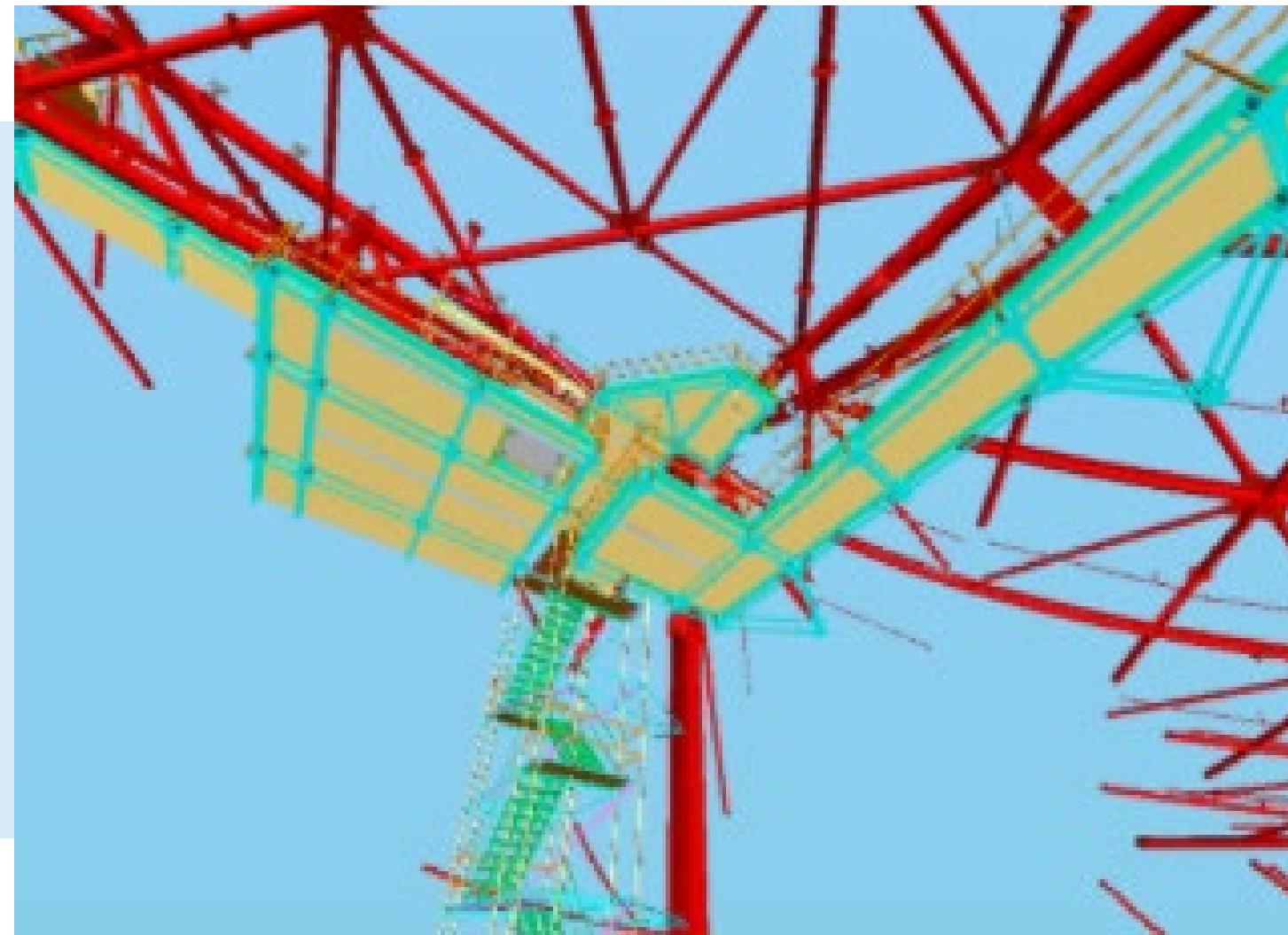
Planning for Productivity and Safety



Before The Shovel Hits The Dirt



When Conventional Doesn't Work



Creating Flow Through Collaboration



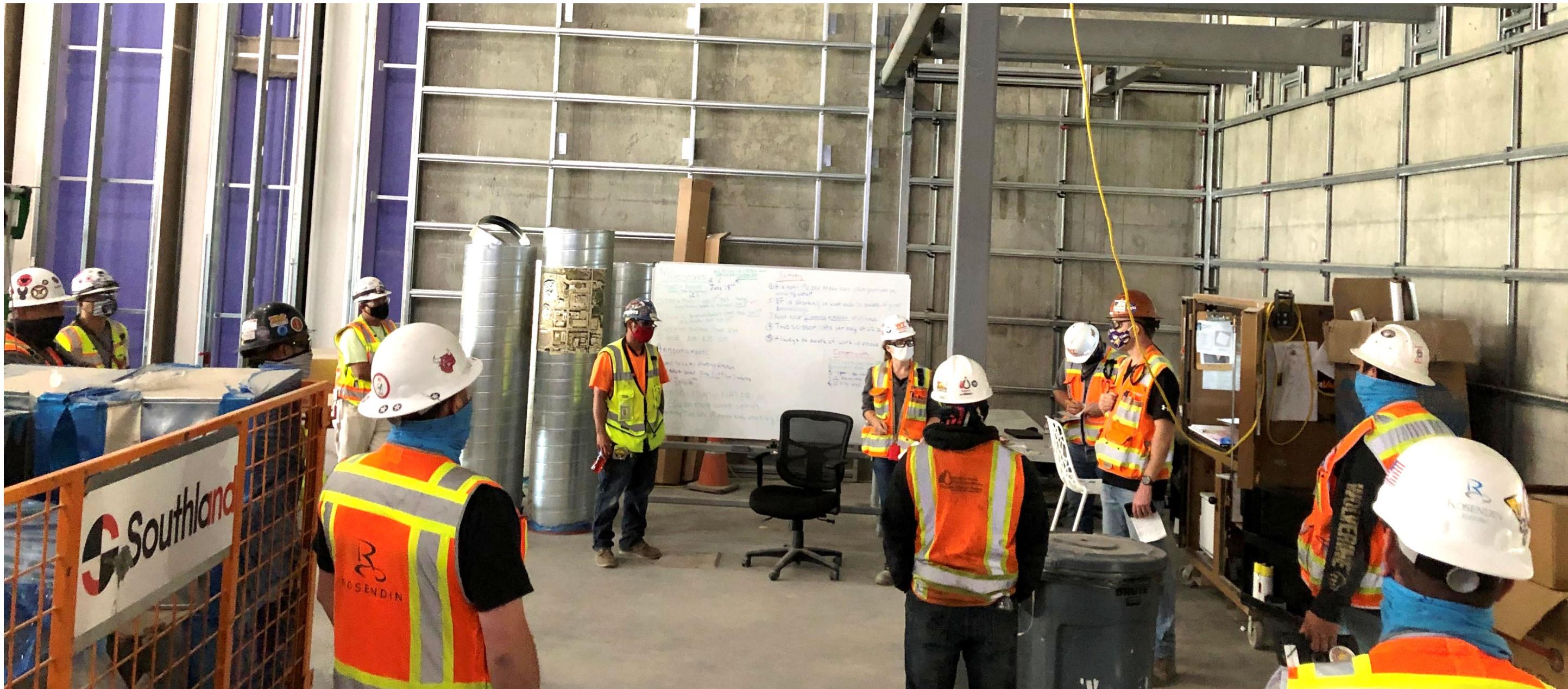
Putting Last Planners in Charge



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

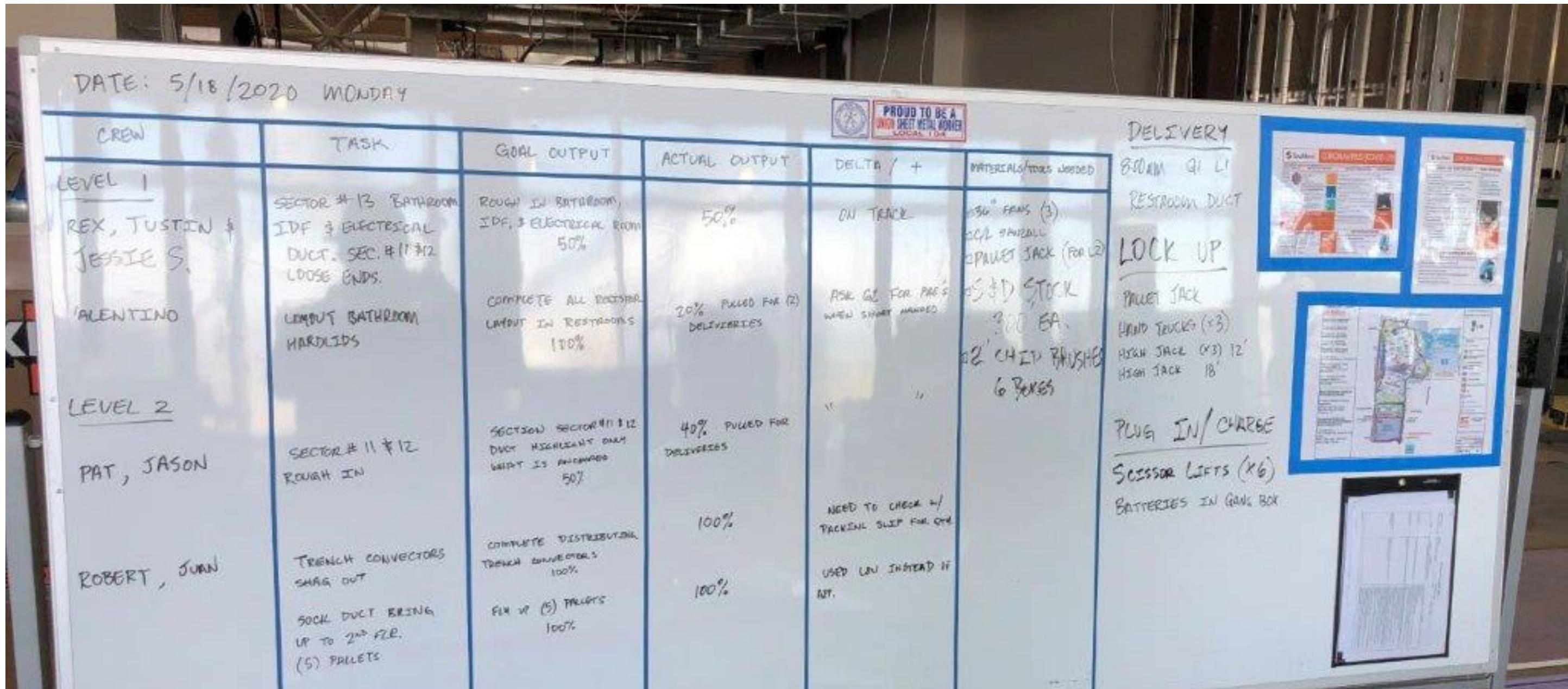
**PROUD TO BE A
SHEET METAL WORKER
LOCAL 104**

CREW	TASK	GOAL OUTPUT	ACTUAL OUTPUT	DELTA / +	MATERIALS/HANDS NEEDED
<u>LEVEL 1</u>					
REX, TUSTIN & JESSIE S.	SECTOR #13 BATHROOM IDF & ELECTRICAL DUCT. SEC. #11 #12 LOOSE ENDS.	ROUGH IN BATHROOM, IDF, & ELECTRICAL FROM 50%	50%	ON TRACK	36" FRNS (3) SCL TANDEM PALLET JACK (FOR 2)
ALENTINO	LENDIT BATHROOM HARDLIDS	COMPLETE ALL DUCTS LENDIT IN RESTAURANTS 100%	20% PULLED FOR (2) DELIVERIES	ASK GL FOR PLS'S WHEN SHIPS ARRIVED	15' 3D STOCK 300 EA. 12' CHIP BRUSHES 6 BAGS
<u>LEVEL 2</u>					
PAT, JASON	SECTOR #11 #12 ROUGH IN	SECTION SECTOR #11 #12 DUCT HIGHLIGHT DAY WEIGHT IS ENHANCED 50%	40% PULLED FOR DELIVERIES		
ROBERT, JUAN	TRENCH CONVECTORS SHAG OUT SOCK DUCT BRING UP TO 2ND FLR. (5) PALLETS	COMPLETE DISTRIBUTION TRENCH CONVECTORS 100%	100%	NEED TO CHECK w/ PACKING SLIP FOR ONE	SCISSOR LIFTS (X6) BATTERIES IN GANG BOX
		FIX UP (5) PALLETS 100%	100%	USED LBN INSTEAD IF NT.	

DELIVERY
8:00AM GL LI
RESTAURANT DUCT

LOCK UP
PALLET JACK
HAND TRUCKS (X3)
HIGH JACK (X3) 12'
HIGH JACK 18'

PLUG IN/CHARGE
SCISSOR LIFTS (X6)
BATTERIES IN GANG BOX



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

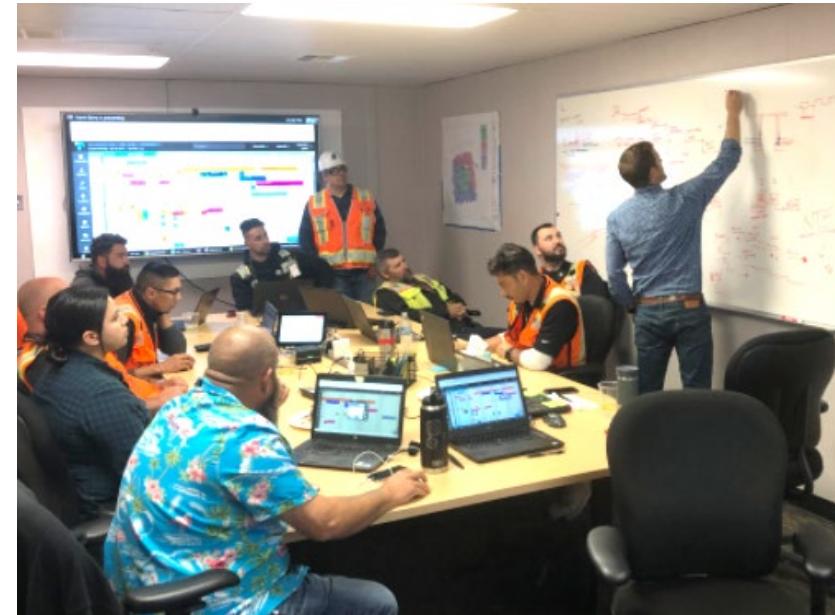
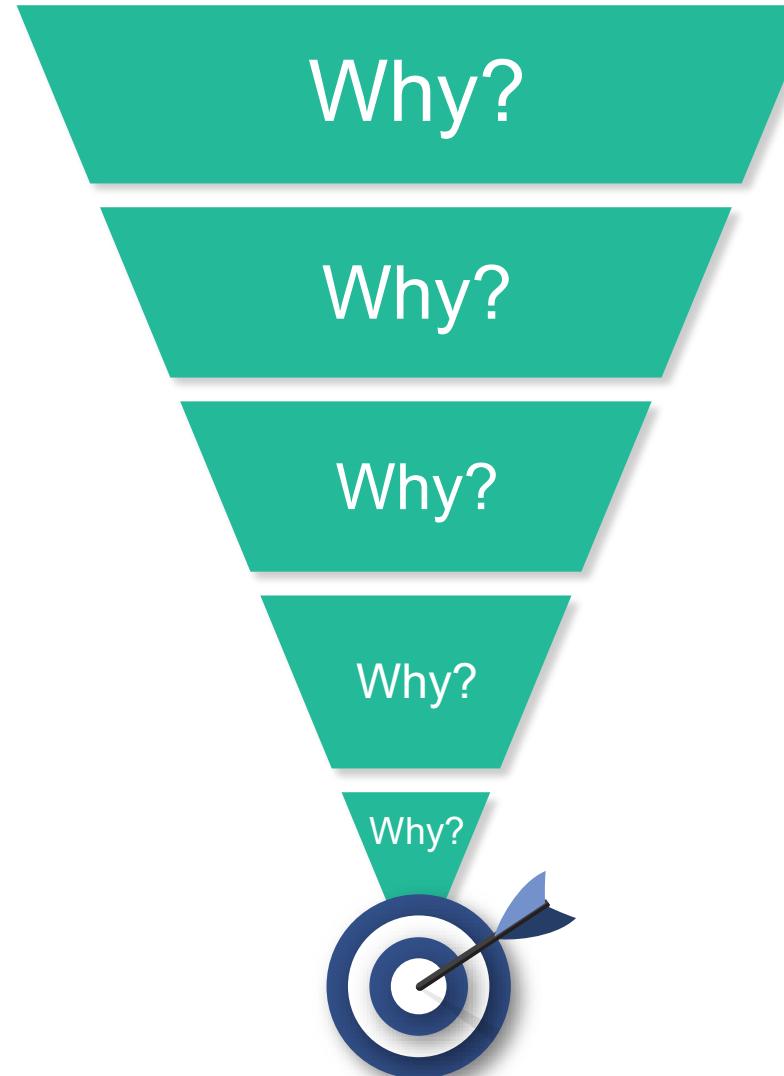
Job Status - Labor Feedback Report

Version: Week

As Of: 07/28/2018

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	
1	13119	20	CONST PL Temp Water - 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	1,378 115,650 115.86	
1	13120	20	PL Black Steel Threaded Plumbing NA NA	Y	LF Hrs LF/MD Cost \$ / HR	2,024 1,413 11.5								1,825 1,307 11.2 151,903
1	13120	25	PL Black Steel Threaded Plumbing NA NA	Y	LF Hrs LF/MD Cost \$ / HR	172,386 122.00								116.22
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!**