

22ND ANNUAL



22ND LCI CONGRESS
OCTOBER 19-23

A Tale of Two Phases

Kelley Huss, KHS&S Contractors; Jeffrey Thompson, KHS&S Contractors;
Joshua Klein, Hensel Phelps; Rex Johnston, Hensel Phelps

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

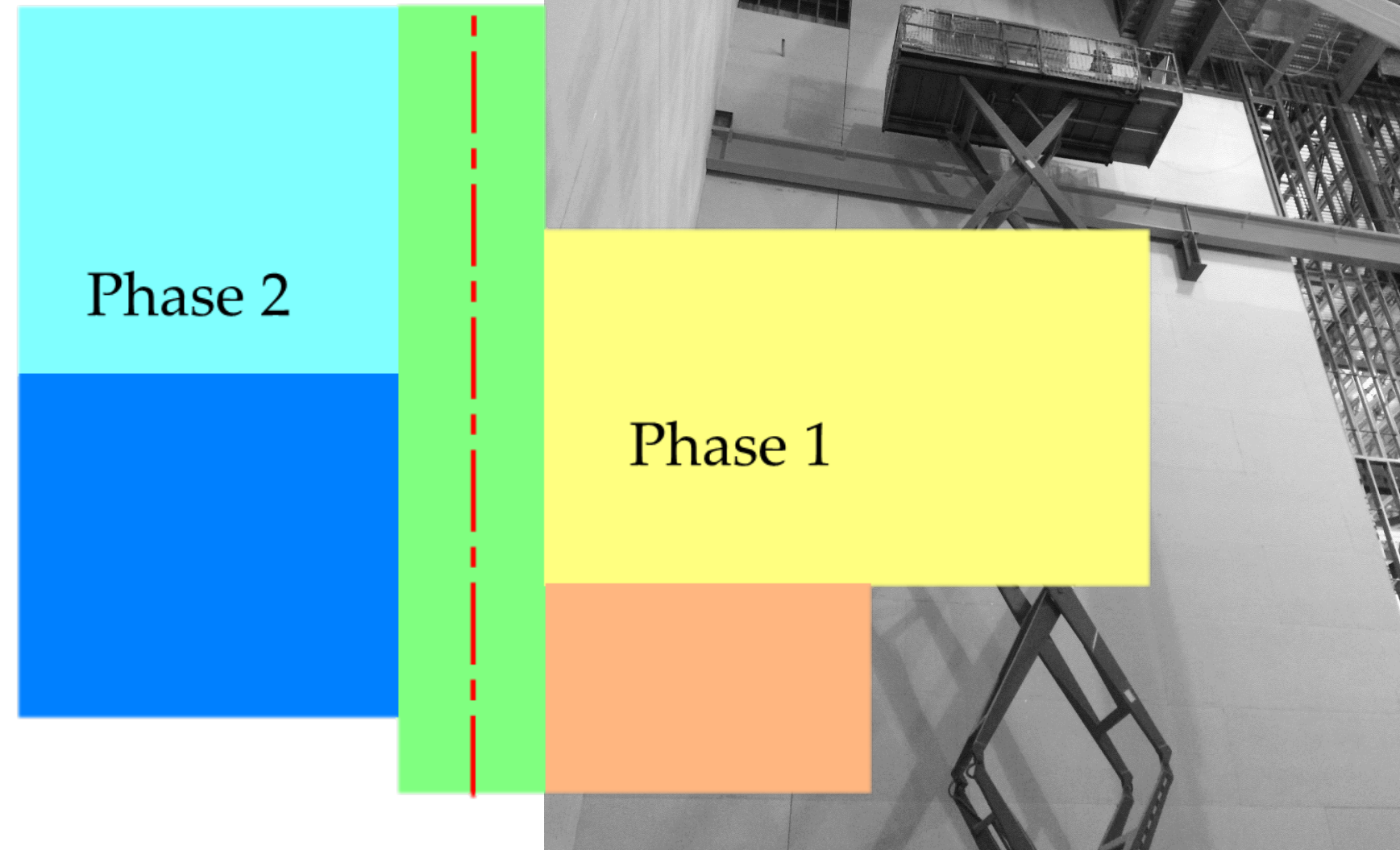
Thursday, October 22nd, 2020

Gateway Center



Project Information

- Design Build Project
- High Security/Satellite Testing Facility
- Background Checks for All
- (2) Phases
- Design-Assist Contract
- \$225M Overall Contract Value



Project Information

60-80 FT Walls



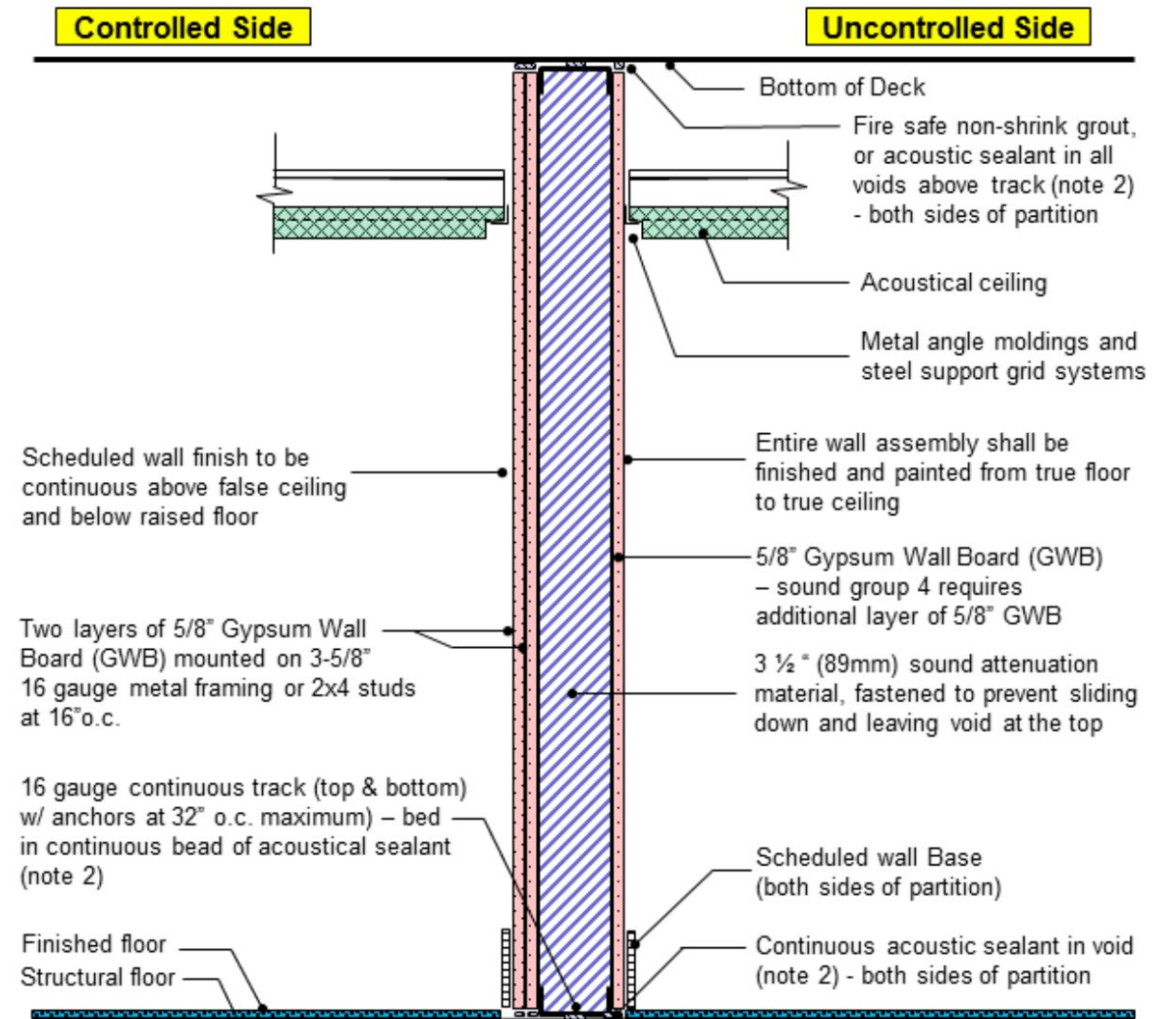
Project Information



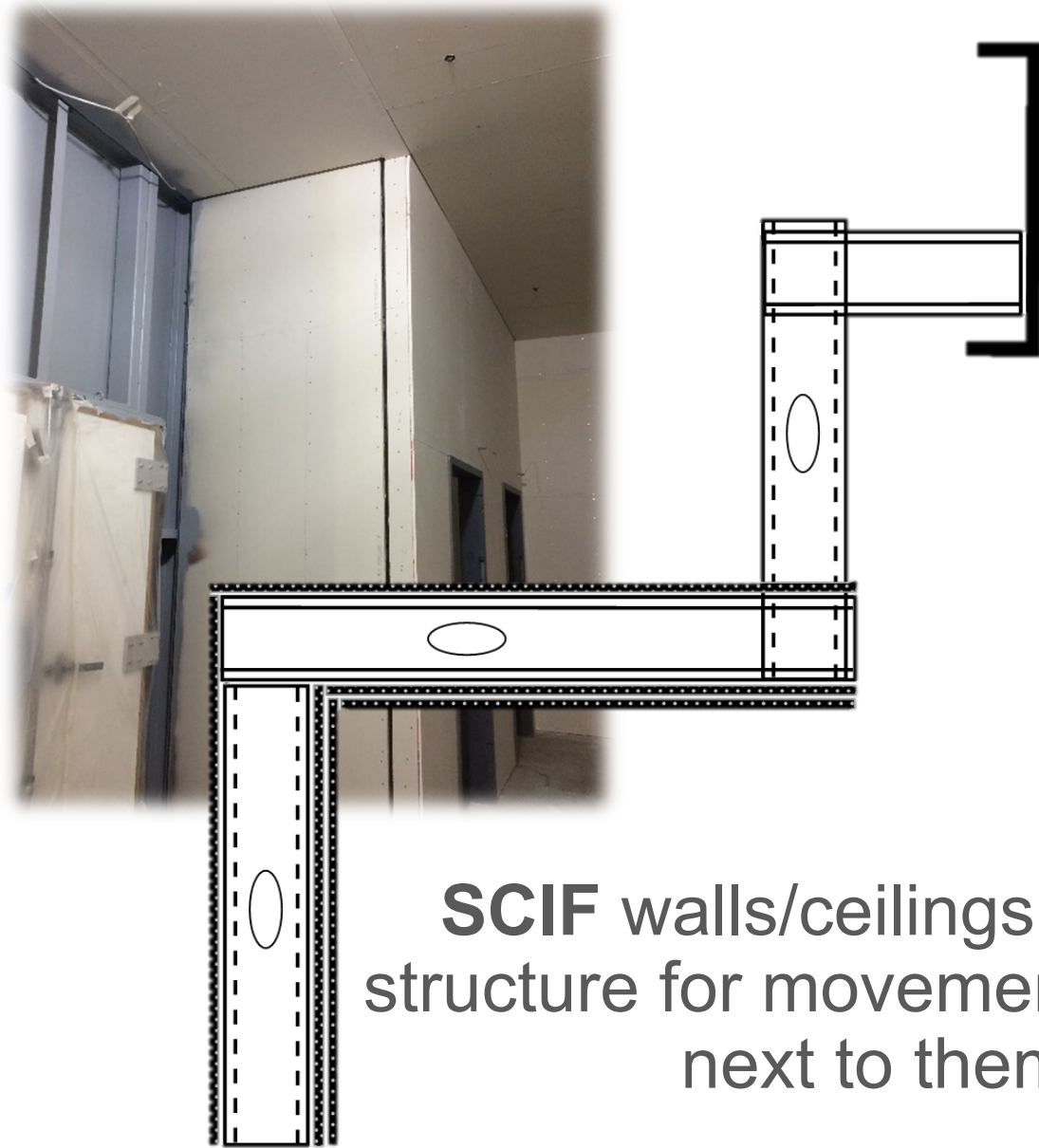
Radio Frequency (RF) Shielding

Sensitive Compartmented Information Facilities (SCIFs)

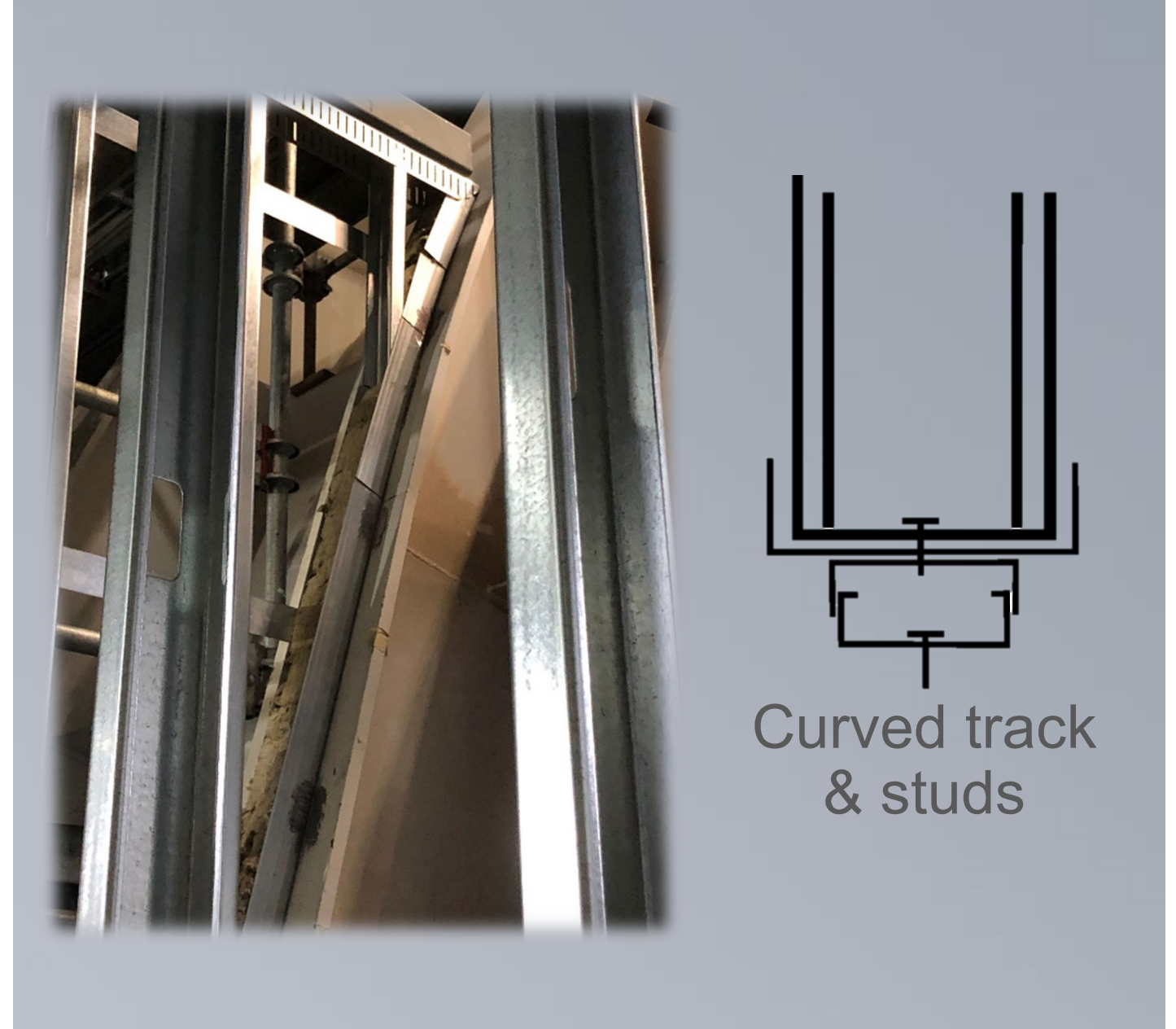
Wall A - Suggested Standard Acoustic Wall Construction



Project Information



SCIF walls/ceilings hung off structure for movement of rooms next to them

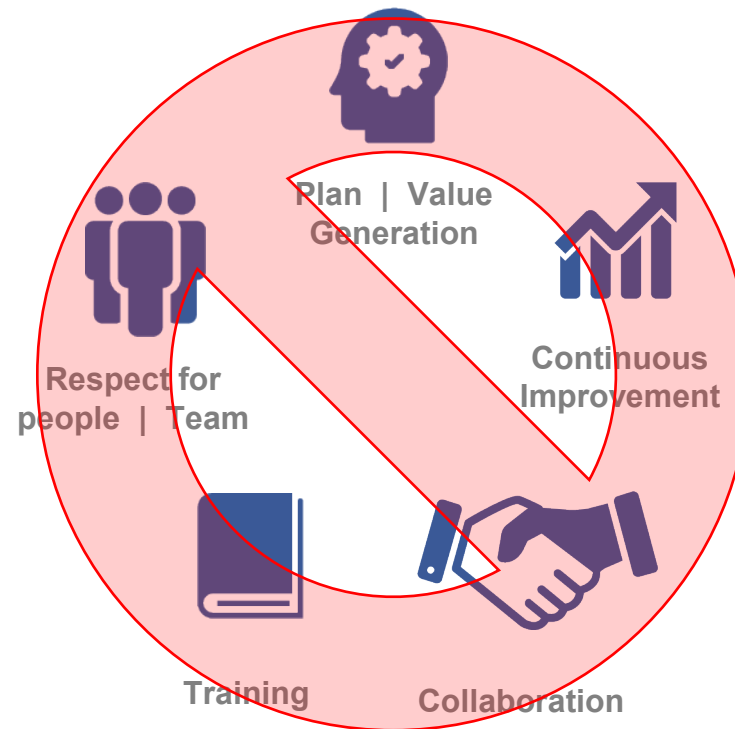


KHS&S Phase 1 *performance*



Phase 1 - Obstacles

- **Lack** of Pre-planning
- **Lack** of Communication
- Taxing Relationship with **Hensel Phelps**



- Immense **Rework**
- **Low** Morale
- Using Lean tools w/o **Culture**
- **Negative** Labor Variance

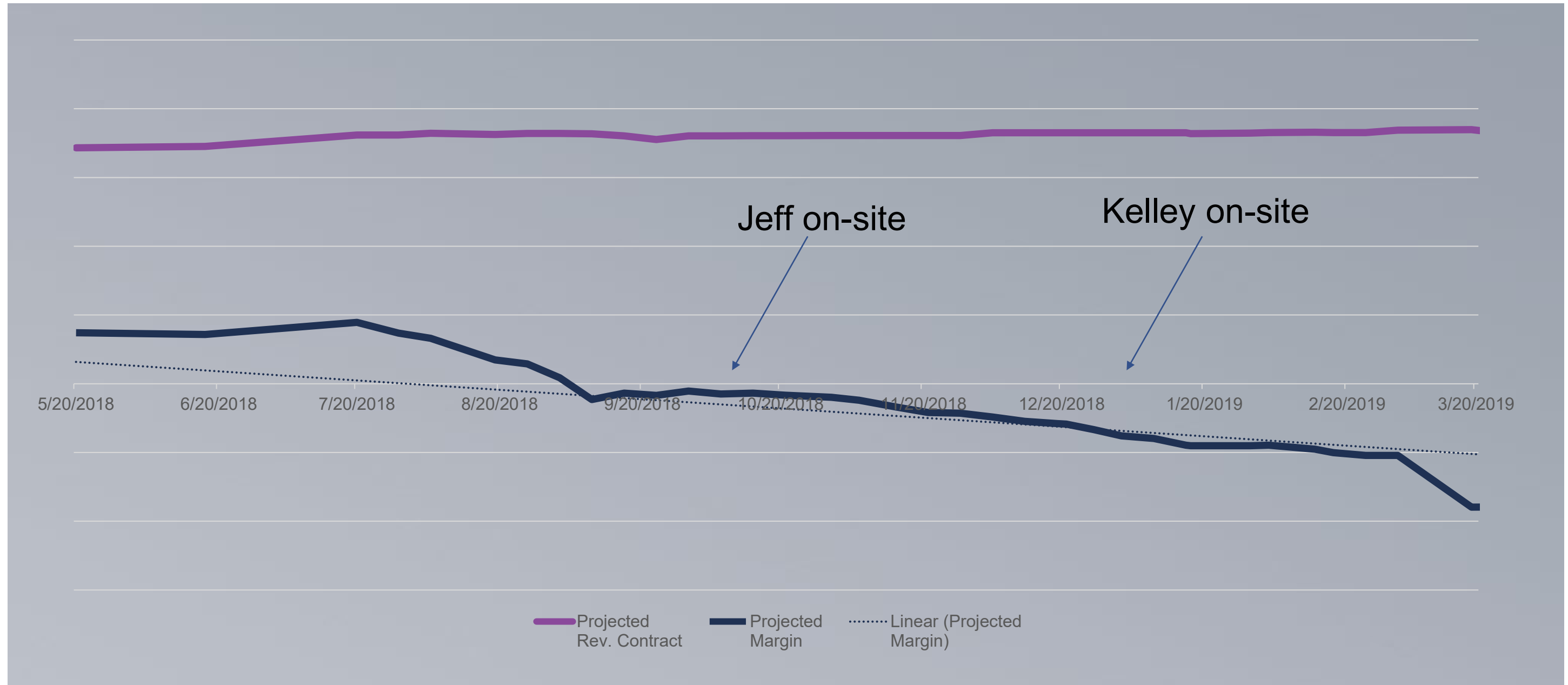
Problem Statement

- Hensel Phelps was debating if KHS&S can turn phase 2 around or would need to be supplemented.
- No clear direction for the field
- Loss of trust with construction team
- Had to turn the phase 2 around in a short amount of time

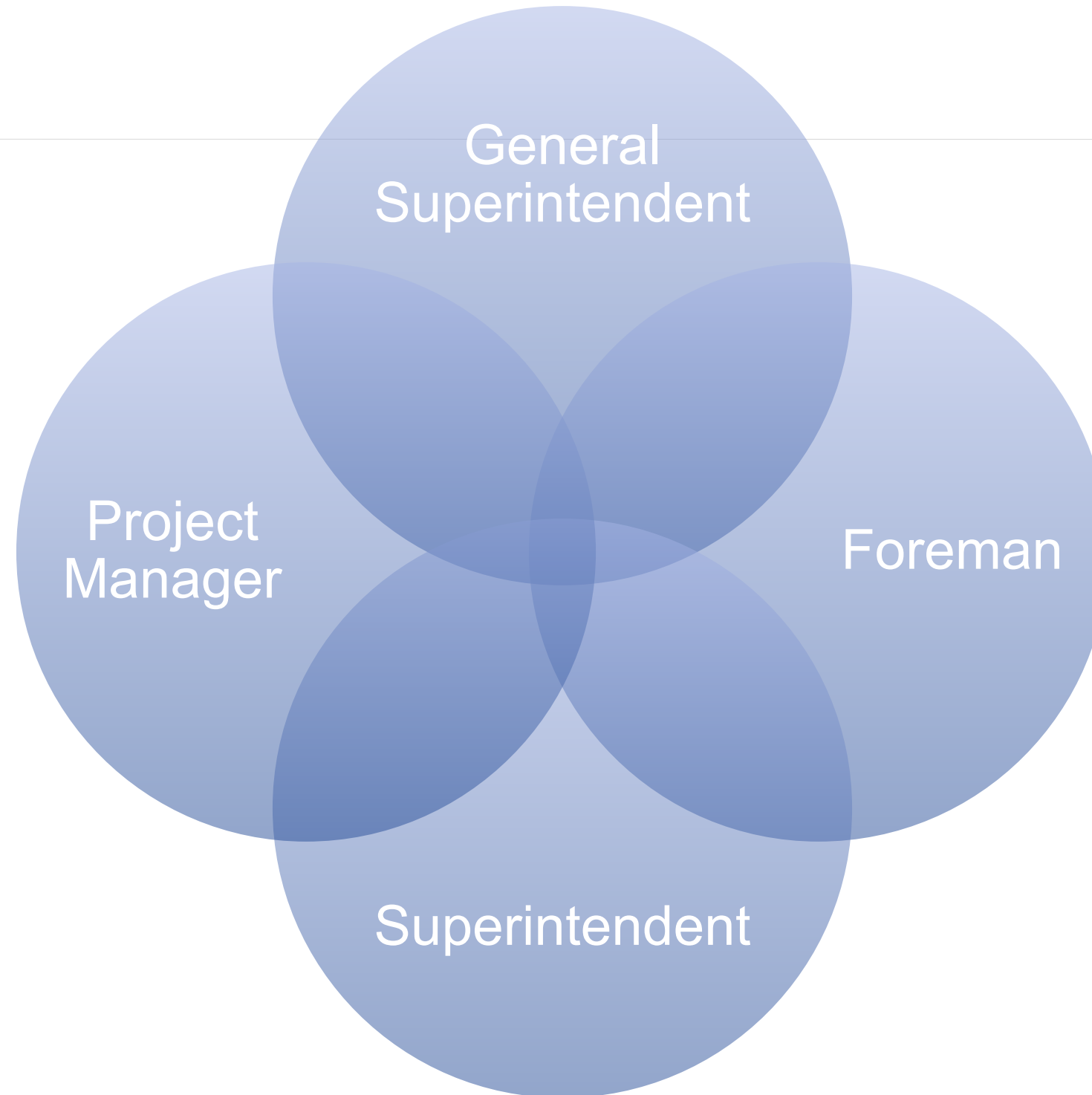
So *why* are we talking about this project?



Phase 1 - Financial Analysis



Phase 2



Lean helps manage the *chaos*!



Phase 2 - Collaboration

- Discipline, slow down and evaluate what we had left

CONSTRUCTION SCHEDULE						
Spine Levels 3	Status	QUANTITIES SF/LNF	Man Days Spent 11.7.18 - 12.18.18	Installed SF/LNF	Remaining SF/LNF	Mandays Remaing
East Spine Lvl 3						
Framing	Pending Shaft details	53	4.5	53	0	
Insulation		6,156	9	6,156	0	
1st and 2nd Layer of Drywall		14,499	24.5	14,499	0	
Finish Walls Level 4	12.10.18	6,257	18	6,257	0	
Central Spine Lvl 3						
Framing	Stair 1 and Elevator 1	165	10	155	10	
Insulation		5,500	9	5,500	0	
1st and 2nd Layer of Drywall		8,598	15	6,739	1859	
Soffits Framing		20	2	20	0	
Ceiling Framing		967	10	967	0	
Ceiling/Soffits Drywall		1,047	5	232	815	
Finish Walls Level 4		8,400	18	5,300	3100	
North Spine Lvl 3						
Framing		149	8	149	0	
Insulation		9,600	15	9,600	0	
1st and 2nd Layer of Drywall		18,754	34	18,754	0	
Soffits Framing	N/A	-				
Ceiling Framing		183	6	183	0	
Ceiling/Soffits Drywall		200	1	200	0	
Finish Walls Level 4	12.15.18	10,867		10,867	0	
ALL FRAMING TOTAL		367	67	357	10	1
ALL WALL DRYWALL TOTAL		41,851	123	39,992	1,859	6.20
ALL CEILING FRAMING		1,150	3	1,150	-	-
ALL CEILING DRYWALL		1,247		432	815	3
ALL TAPING TOTAL		25,524	35	22,424	3,100	20.67
TOTAL MAN DAYS		3,451				

Phase 2 - Collaboration


- Last planners create standardized process
- **Proactive** weekly Hensel Phelps/KHS&S meetings
- Implement **Superintendents Weekly Meeting**
- Internal lead men change document meetings




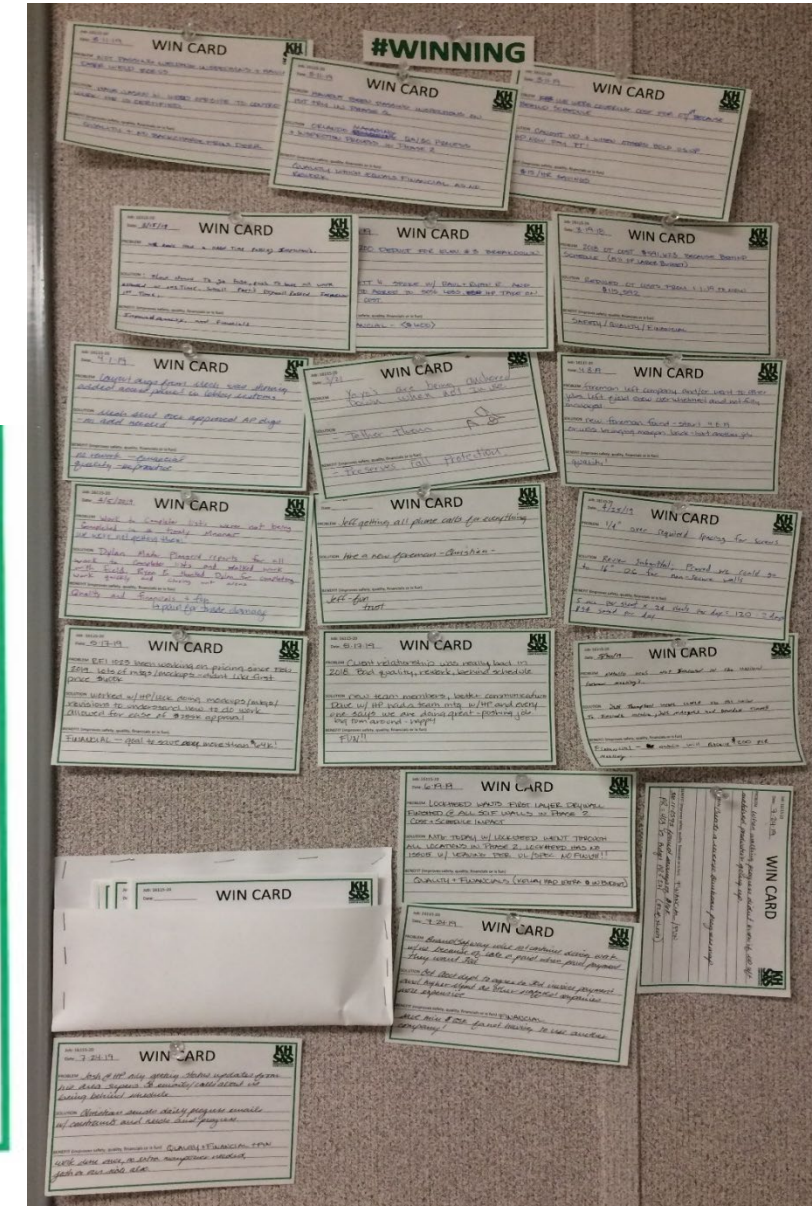
“...accurate WWP allows me to stock material where the guys will be, less material movement than before.” Justin Freybler (Foreman)

Phase 2 - Morale Boost

- Change meetings with last planners
- **Win cards**
- Beneficial visual management

Job: 16115-20	
Date: <u>7.24.19</u>	
<h2>WIN CARD</h2>	
PROBLEM	<i>When walking progress didn't know if NO left matched production going up.</i>
SOLUTION	<i>Create a reverse Bluebeam progress map.</i>
BENEFIT (improves safety, quality, financials or is fun)	<i>FINANCIAL / FUN</i> <i>300.11-0575 found savings of \$110K.</i> <i>PR = 403 vs Budget PR = 271 (320 sheets)</i>

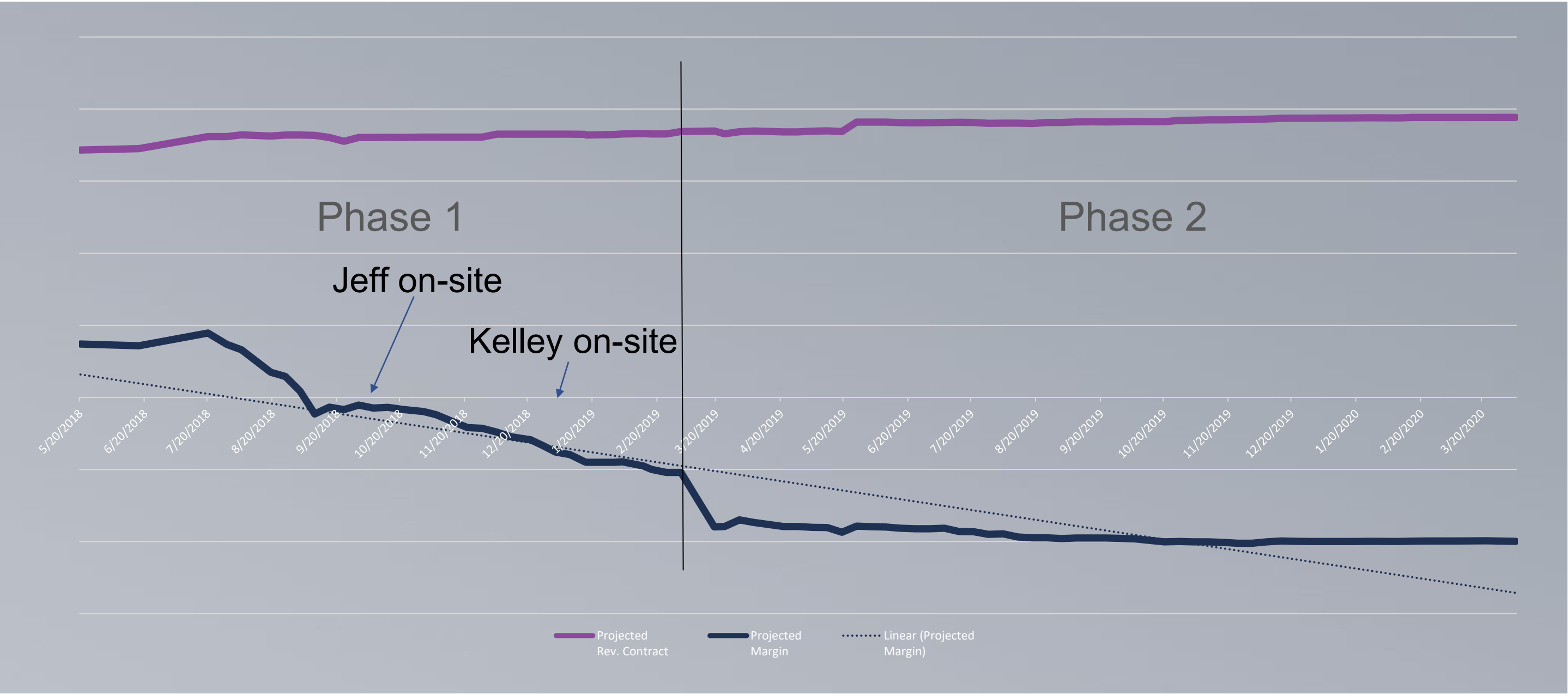
Job: 16115-20	
Date: <u>9.16.19</u>	
<h2>WIN CARD</h2>	
PROBLEM	<i>getting back changes from painter for excessive touchup in phase 1</i>
SOLUTION	<i>rotate foreman for tapers, understand why having issues, manpower changes based on experience, comm. w/ painter when complete</i>
BENEFIT (improves safety, quality, financials or is fun)	<i>quality!! - overall just better work</i>



How did KHS&S fair in the *end*?



Overall Financial Analysis



Phase 2 – Project Success



Enriched relationship with Hensel Phelps
Project finished **on time**



“...no longer a negative outlook, the job really isn’t that hard.” Marcos Estrada (Foreman)

How can you apply this tomorrow?

1. Try **one** new thing Monday morning.
2. Implement **Superintendents Weekly Meeting** with all significant field personnel (general foreman, foreman, lead man.)
3. Celebrate and record team wins to keep the team moving forward.
4. Create visual management that sparks conversation, don't be afraid to show the field personnel the money!
5. **Discipline & Patience!** This will take months, but the reward is better teams, employees and financials.

“...shift from being reactive to proactive; the improvement of team communication played a crucial role in the shift.” Dylan Hugunin (PE)



22ND LCI CONGRESS
OCTOBER 19-23



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

Kelley Huss

KHS&S Contractors

kelley.huss@khsswest.com

Joshua Klein

Hensel Phelps

JKlein@henselphelps.com

Jeffery Thompson

KHS&S Contractors

jeffrey.thompson@khsswest.com

Rex Johnston

Hensel Phelps

RJohnston@henselphelps.com



22ND LCI CONGRESS
OCTOBER 19-23

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