

22ND ANNUAL



22ND LCI CONGRESS
OCTOBER 19-23

Roadmaps + Go & See Tours

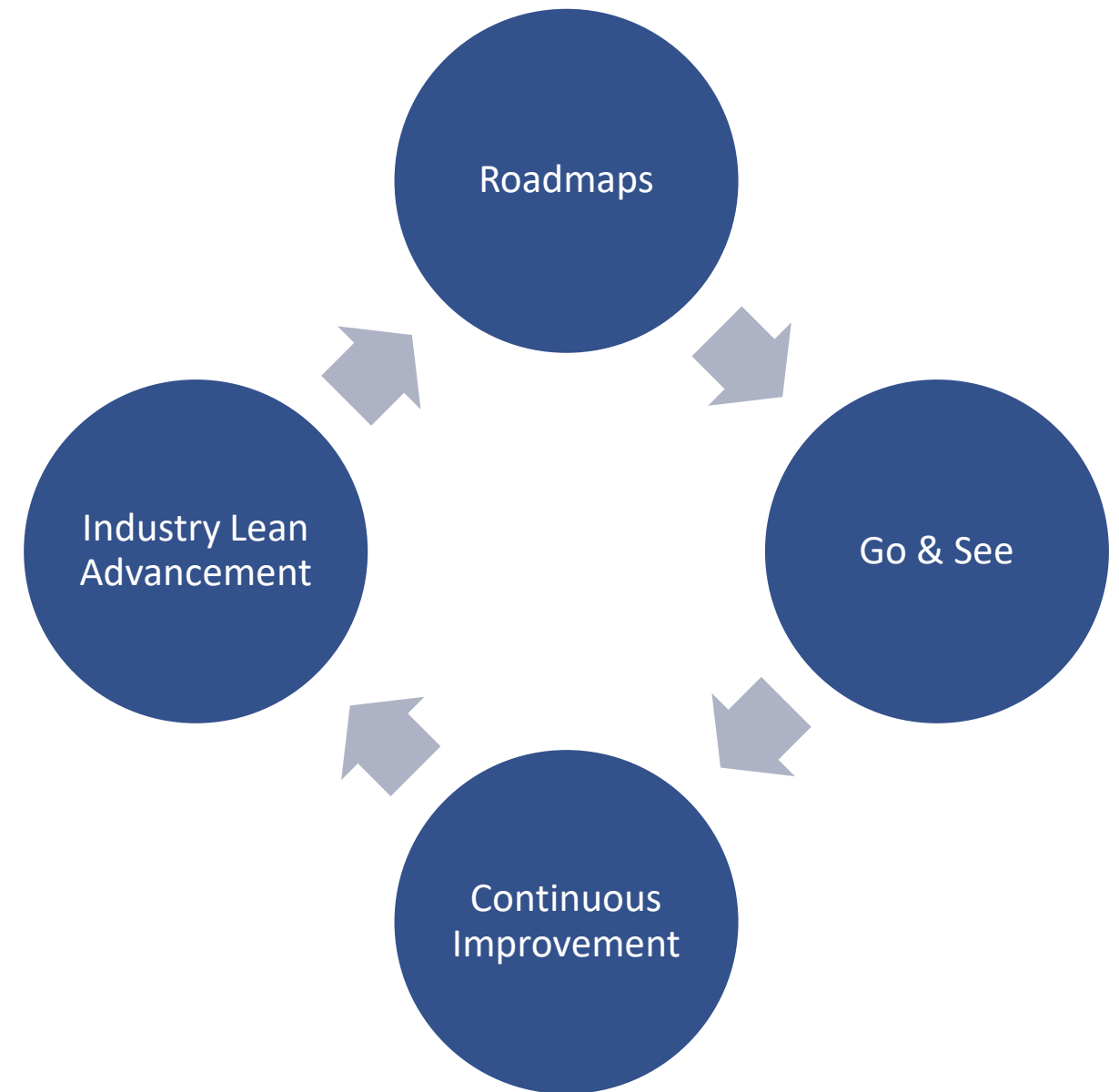
Raymond Lota, Kaiser Permanente
Adam DiMuria, Turner Construction
Blanca Diaz, Turner Construction

September 2020

The ABC's of Lean: Transformation Through Actions, Best Practices and Coaching

Encouraging Transformation

This presentation will explore how Lean Roadmaps and Project Go & See Opportunities generate a culture of continuous improvement which has ignited the growth of Lean within the industry.



Introductions, Why I Lean?

Blanca Diaz, Sr. Project Manager

Turner Construction Company

“I Lean because I believe that a focus on Lean, Quality, and Safety will always lead to project success”

Raymond Lota, Director, Construction Management

Kaiser Permanente

“I Lean to maximize talent and resources”

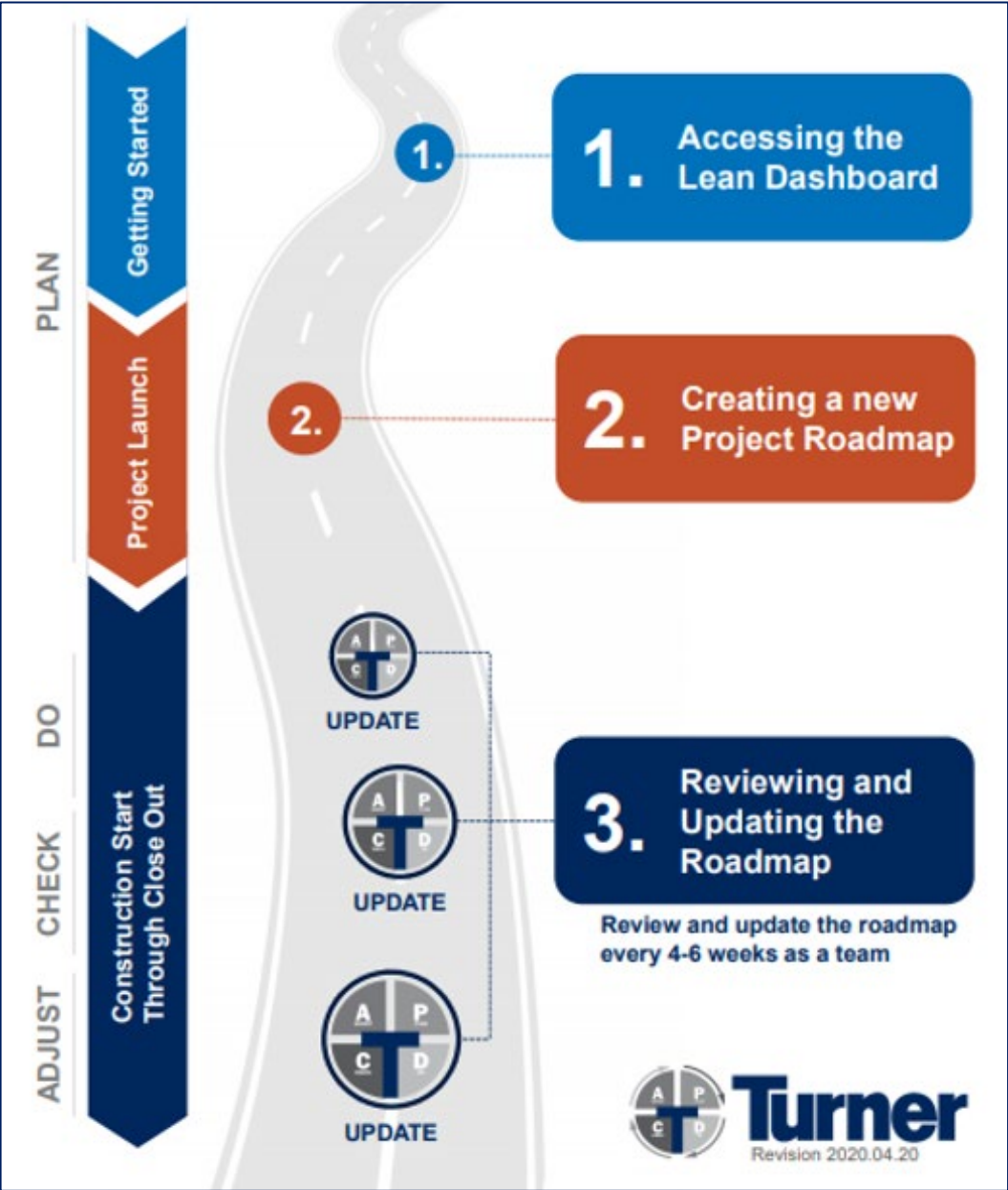
Adam DiMuria, Sr. Project Manager

Turner Construction Company

“I Lean because it creates a collaborative environment that encourages vulnerability amongst partners”



Lean Roadmap



Lean maximizes customer value by eliminating waste through continuous improvement and respect for people.

The lean project roadmap is a coaching, learning, and improvement tool focusing teams on problem solving and eliminating waste; improving Turner's value to our customers. The lean roadmap captures the project team's lean implementation plan and measures progress every 4-6 weeks, corresponding with the ORM.



Lean Roadmap

- Safety
- Lean Learning
- Continuous Improvement
- 5S and Visual Management
- BIM, VDC, and Digital Practice
- Last Planner System (LPS)
- Offsite Construction (Pre-Fabrication)
- Project Collaboration
- Sustainability
- Lean Innovation

Safety

<input type="checkbox"/> Safety #1	Utilize the A3 or basic problem solving process for a safety incident (personal injury, property damage, or near miss), or a reoccurring SafetyNet observation (unsafe behaviors) with the goal of reducing the project RIR. Implement identified counter measures to improve safety on the project. Required minimum number of A3 studies are 2 annually or 1 per recordable, whichever is greater. Additional A3 efforts may be requested by the RLM, Safety Director, and/or project leadership.
Goal Achieved	Leader: Blanca Diaz & Kevin Barb. Target Date: 2020-07-14T07:00:00
<input type="checkbox"/> Safety #2	Increase safety-focused engagement and connectivity with the Last Planner System (LPS). Examples include identifying required JHA's (Job Hazard Analysis) during pull planning and make ready planning; identify high risk activities, shutdowns, and logistical challenges on the Weekly Work Plan, and what is the plan to mitigate those risks.
Planned Goal	Leader: Ryan Conard/ Kevin Barb. Target Date: 2020-07-31T07:00:00
<input type="checkbox"/> Safety #3	Utilize Rapid Improvement Events for minimum 3 activities on the project. As we are coaching team members to look at work objectively, coach behaviors that promote productive, quality, and safe building practices.
Planned Goal	Leader: Ryan Conard/ Kevin Barb. Target Date: 2020-06-22T07:00:00
<input type="checkbox"/> Safety #4	Demonstrate Active Caring on the project. At a minimum - <ol style="list-style-type: none"> 1. Provide a structured approach where Turner team members are engaged with the work force at established times each day. 2. A method is in place for everyone on site to recognize and use first names during exchanges. 3. Project leadership demonstrates their commitment to the workforce by ensuring a senior leader is present at each safety orientation. 4. The workforce has access to well maintained break, bathroom, and dining areas protected from the weather.
Goal Achieved	Leader: Ryan Conard. Target Date: None.

Safety Selected: 4 goals



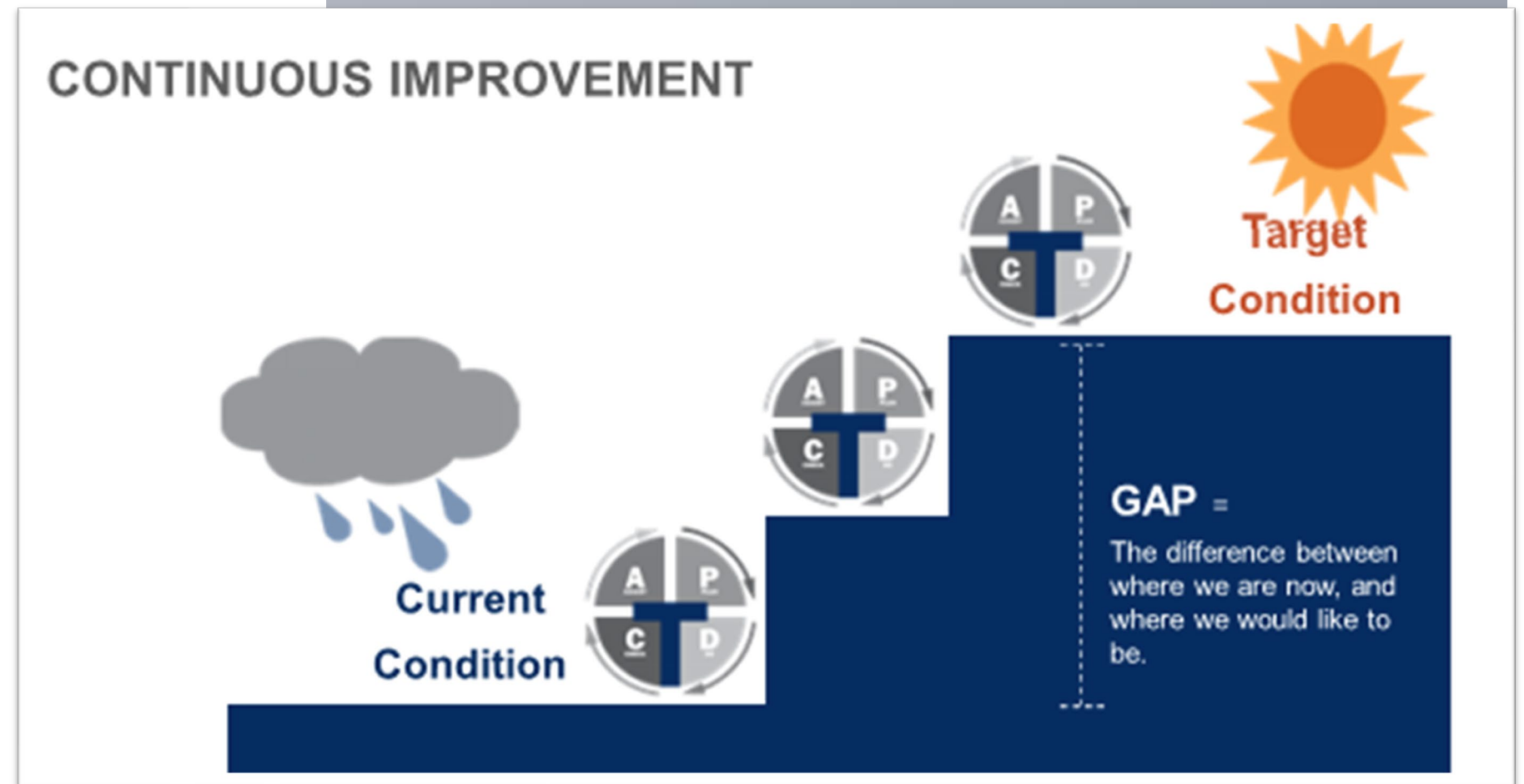
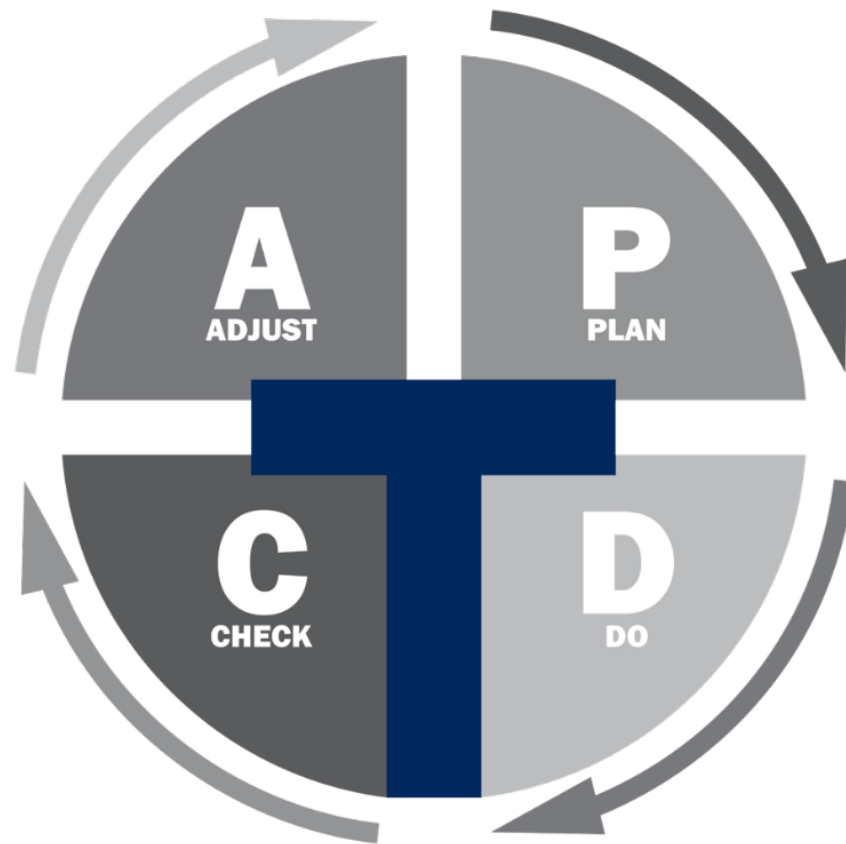
Lean Roadmap – Implementation

- Management Attends Turner Advancing Lean
- Lean Steering Committees
- Providing Monthly Updates



Lean Roadmap – Implementation

- Small Incremental Improvements
- Drives Continuous Improvement



Go & See Certification – Project Selection Criteria

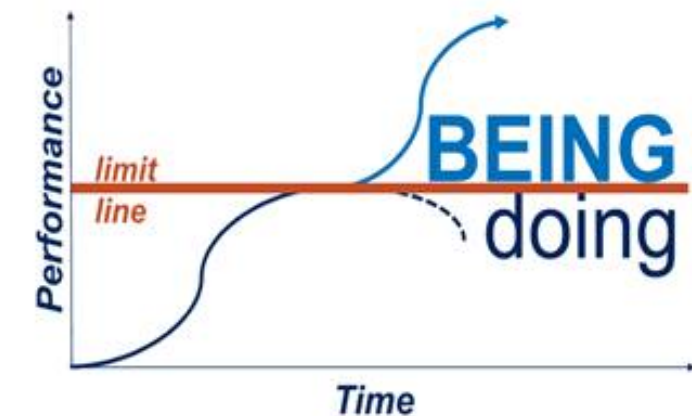
Culture and Engagement

- Effective lean teams create the **right environment** by embracing and embodying the pillars of lean: **respect for people and a commitment to continuous improvement**. On a Lean Go and See Project, Project Leaders lead by example, modeling and coaching what it is to be lean.
- The Team is **humble and transparent**, celebrating both successes and struggles in an effort to continuously improve.



BREAKING THROUGH THE PERFORMANCE LIMIT

Moving beyond just *doing* lean to **BEING** lean:



Can you break through the **limit line** by continuing to do what you are doing and NOT improving?

Turner

our lean journey

Go & See Certification – Project Selection Criteria

Culture and Engagement

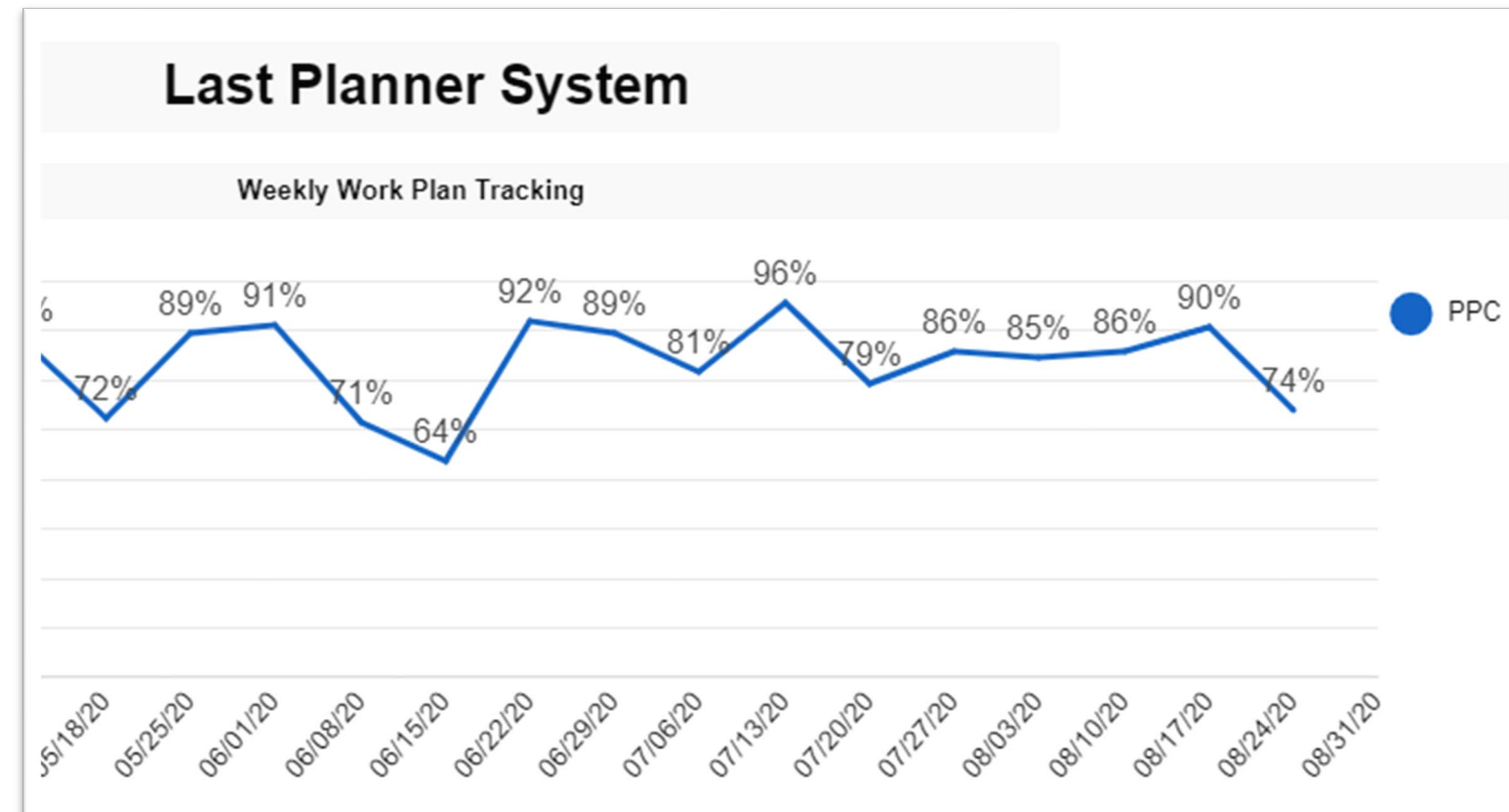


- The team is actively focused on **customer value and reducing the eight wastes** – defects, overproduction, waiting, under-utilizing talent, transportation, inventory excess, wasted motion, and excess processing.
- There is evidence of **trade buy-in** to the Lean Journey.
- Team **morale** is high and **all** Team Members have a voice.
- The team shares a sense of mutual responsibility that makes **active caring** second nature.

Go & See Certification – Project Selection Criteria

Process and Practice

- On a lean project, the project team mindset through implementation of lean processes and practices. To become a Lean Go & See, a project team must implement the **full Last Planner System**.
- Embrace **visual management techniques** to optimize workflows and facilitate collaboration and coordination amongst trades and staff.
- Visual assets are **interactive and dynamic**, the team uses them daily to plan and optimize the flow of current/ future work.



Go & See Certification – Project Selection Criteria

Process and Practice

YOU SAID	DATE CREATED	WE DID	DATE COMPLETED
LUNCH AREA CLEANED MORE OFTEN	1-10-2020	TURNER COLLEGEES WERE GIVEN TASKS AND CLEAN LUNCH AREA Daily and AFTER EACH TERM PAPERER BEAT	1-10-2020
TEMP TOILETS WERE SEAT COVERS	1-10-2020	SEAT COVERS PROVIDED TO ALL TEMP TOILETS ON JOB SITE	1-10-2020
TRADE PARTIES WERE ADDITIONAL SPIDER BONES IN BUILDING	2-14-2020	ADDITIONAL SPIDER BONES WERE PROVIDED THROUGHOUT THE BUILDING	2-19-2020
EXCESS MATERIAL ON GROUND IN BUILDING	2-14-2020	GROUP DOWN ALL WITH OTHER JOB SITES TO ADDRESS LEAN PRACTICES AND HOUSEKEEPING ON THE JOB SITE	2-18-2020
COVID-19 HAPPENED	3-16-2020	1. Social Distancing 2. Deep Cleaning of Jobsite 3. Increased Sanitation Measures 4. Trade Safety Training 5. PPE 6. Personal & Social Distancing 7. Virtual Meetings	3-19-2020
WHAT IS TURNER GOING TO DO TO ENSURE TRADE PARTIES SAFETY ON THE JOB SITE	3-16-2020	ADDITIONAL TESTS WERE OBTAINED TEST DUE 5/8/2020 TESTS DUE 5/11/2020	3-19-2020
ADDED LUNCH AREA WASHES TO ENSURE SOCIAL DISTANCING	4-24-2020	PERSONAL WASH STATION WAS ADDED TO JOB SITE AND TRASH CANES WERE PLACED ON 5/8/2020	4-27-2020
PERSONAL WASH STATION WAS ADDED TO JOB SITE AND TRASH CANES WERE PLACED ON 5/8/2020	4-24-2020		4-27-2020

- Demonstrate embrace of **5S principles**: sort, straighten, shine, standardize, and sustain. **Site is clean and organized and flow of work is evident** in order to reveal problems that prevent work from flowing.
- Leverage **Building Information Modeling (BIM)** for coordination and constructability analysis.
- Champion, engage, and invest in job safety through **Building L.I.F.E.**

Go & See Certification – Project Evaluation Process

- **Be nominated** by the Regional Lean Manager (RLM) with support of local leadership
- Undergo an **onsite evaluation** by the Lean Project Manager (Lean PM) and a RLM from outside the region to confirm it meets the criteria
- Collaborate with the RLM and Lean PM to **develop the site tour package** of Go & See materials that will increase the value of the experience for visitors
- Designate and **share times** when project is available to host tours



KP Irvine Project – First Business Unit Go and See Project

Becoming a Lean Go and See Project

Project Selection Criteria:

Culture and Engagement

Effective lean teams create the right environment by embracing and embodying the pillars of lean: respect for people and a commitment to continuous improvement. On a Lean Go and See Project,

Evaluation Process:

To become a Lean Go and See destination, a project must

1. Be nominated by the Regional Lean Manager with support of local leadership.
2. Undergo an onsite evaluation by two or more Regional Lean Managers to confirm it meets the criteria

Note: Site requires Internet Explorer 11 and above or other modern browsers

#1 – KP Irvine Medical Center NICU

#2 – Las Vegas Convention Center

Select by project name:

GOAA S Terminal - Turner
Kaiser Irvine Medical Ctr NICU
Rhodes Tower Building Envelope Reno
Las Vegas Convention Center - JV - CMAR
Microsoft CH 2 Re-engagement - Int. 12MW
Delta FLL Terminal 2 Modernization



Kaiser Permanente Irvine Lean Journey

Final OH Production Plan 11/29/18

Turner
Visitor Guidelines:
How to Return
Borrowed PPE

Kaiser Irvine NICU Weekly Work Plan

12/3/2018

TASK DESCRIPTION	COMPLETION	NAME	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
2-4 BOTTOM TRACK	NGI	Kevin	2	2	2	2	2	2	2
1-2 WALL FRAMING	NGI	Kevin	2	2	2	2	2	2	2
1-3 WOOD UP ROOM FRAMING	NGI	Kevin	2	2	2	2	2	2	2
2-10 NIGHT SHIFTS	REI	OS	2	2	2	2	2	2	2
1-2 PULL WIRE	REI	OS	2	2	2	2	2	2	2
3-14.5 PULL WIRE	REI	OS	2	2	2	2	2	2	2
3-14.5 CONDUIT	REI	OS	2	2	2	2	2	2	2
1-2 LAYOUT	REI	OS	2	2	2	2	2	2	2
2 ROUGH DUCT INSTALL	PAU	Joan	2	2	2	2	2	2	2
3 LAY OUT & HANGERS	PAU	Joan	2	2	2	2	2	2	2
3 ROUGH DUCT INSTALL	PAU	Joan	2	2	2	2	2	2	2
4 LAY OUT/HANGERS	PAU	Joan	2	2	2	2	2	2	2
2 MISC GAS	PPP	Joan	2	2	2	2	2	2	2
3 OH VENT	PPP	Joan	2	2	2	2	2	2	2
3 Hangers	PPP	Joan	2	2	2	2	2	2	2

Daily Huddle Everyday at 1230

Need: PFC: 89%

- Area 1 layout done by EOD 12/3 ✓
- Area 2 layout done by EOD 12/5 ✓
- Area 3 layout done by EOD 12/7 ✓
- Area 4 layout done by EOD 12/9 ✓
- Area 5 layout done by EOD 12/11 ✓
- Area 6 layout done by EOD 12/13 ✓
- Area 7 layout done by EOD 12/15 ✓
- Area 8 layout done by EOD 12/17 ✓
- Area 9 layout done by EOD 12/19 ✓
- Area 10 layout done by EOD 12/21 ✓
- Area 11 layout done by EOD 12/23 ✓
- Area 12 layout done by EOD 12/25 ✓
- Area 13 layout done by EOD 12/27 ✓
- Area 14 layout done by EOD 12/29 ✓
- Area 15 layout done by EOD 12/31 ✓

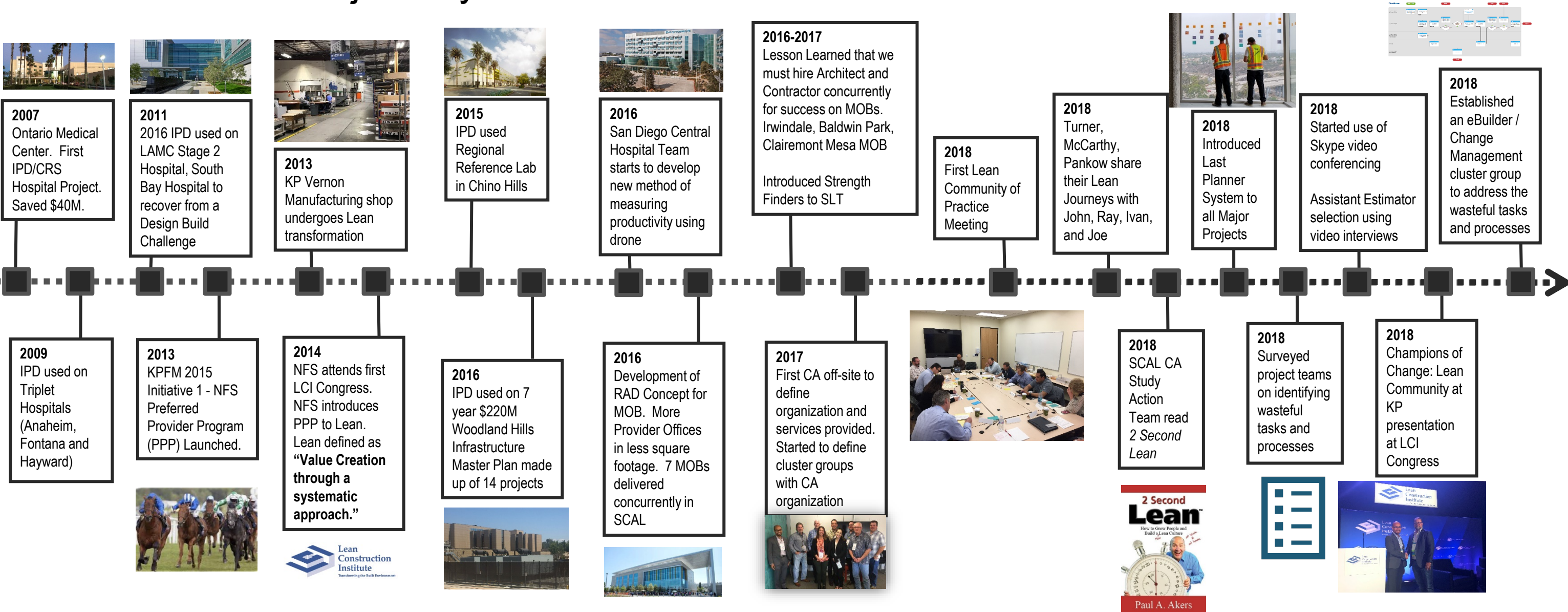
KAISER PERMANENTE SMITHGROUP architecture engineering interiors planning

Turner

Profitability
Cashflow
Reputation
Communication
Award Winning
Participation Patients
Clean Excellence
Happy Hospital
teamwork Fun
Helping Schedule Budget
Safety Transparency
Quality Learning
Sharing
Recognition
Teaching
Satisfaction
Satisfied Users
Opportunities

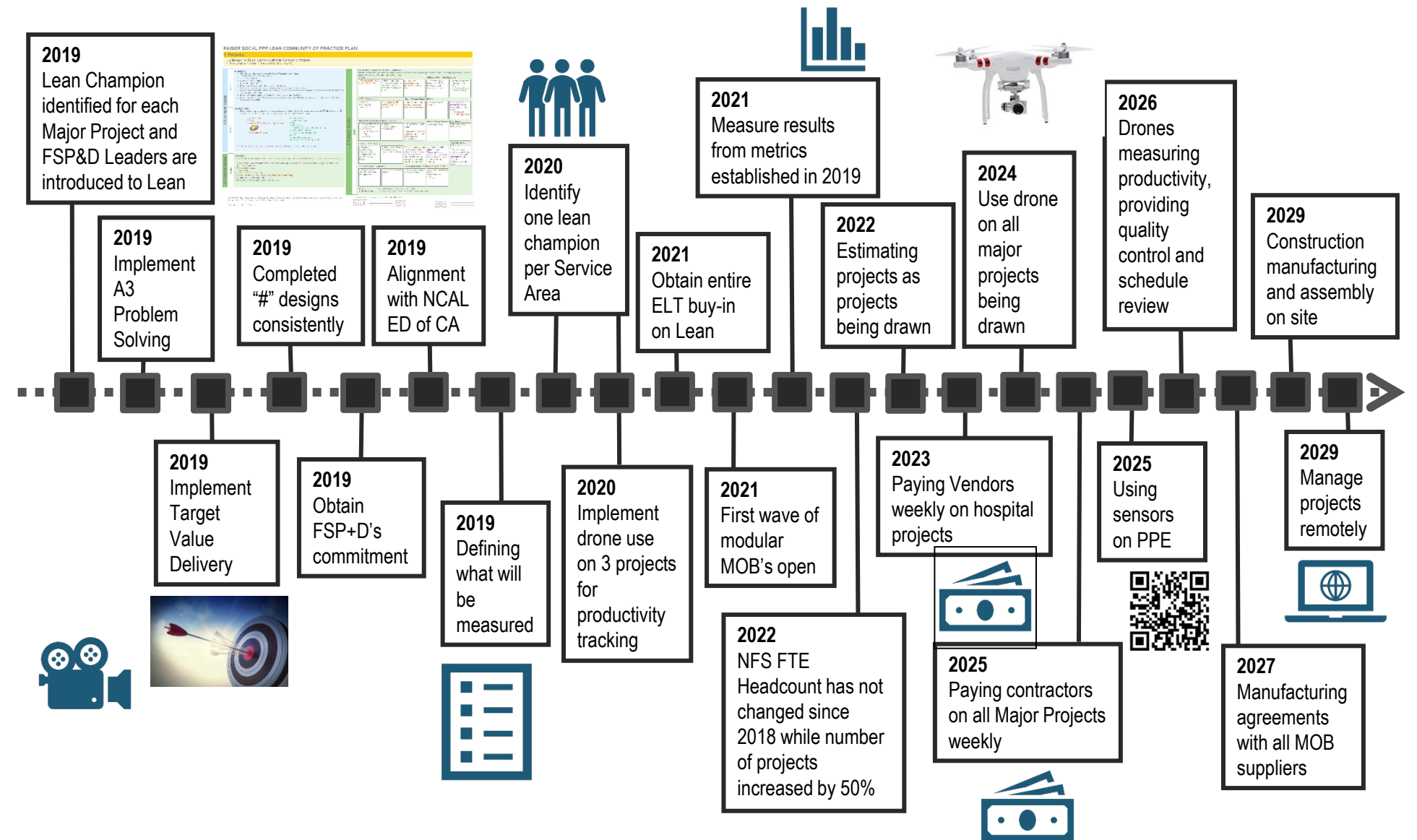
Lean Journey Roadmap at Kaiser Permanente

- Document the journey



Lean Journey Roadmap at Kaiser Permanente

- Setting a 10-year outlook with goals
- Experiment with new concepts



Lean Community of Practice at KP

- Lean Community comprised of the 10 General Contractor Preferred Providers in Southern California
- Sharing successful practices for replication
- Sharing failures so others can learn and avoid



One KP



- Created a “One KP” culture where people from across companies openly share “secrets,” templates, etc.



KP Irvine Go & See



- Created an amount of peer pressure for those who are not on board
- Openly sharing and continuing to raise the bar for all

Results from our “Go and See”

- Successes are being replicated on other KP and non-KP projects
- More teams are embracing the Lean culture and tools
- Measurable improvement with GC scorecards



Impact of “Go and See”

- Ignites the Journey
- Provides Real Time Examples Of Practices In Place
- Sets A Baseline/ Standard To Build Upon
- Skeptics Have An Opportunity To Challenge The Team And Ask Questions
- Sharing The Journey – Both Successes and Lessons Learned
- **Sharing Vulnerability And Deltas To Foster Continuous Improvement**



Coaching

- Leaders As Coaches
- Guidance is Critical to Maintain Enthusiasm
- Regional Lean Manager Continuous Project Involvement
- Shares Best Practices Across Projects Nationally
- Clear Roadblocks for the Project
- Steer The Team When Challenges Are Encountered
- **Reinforce Incremental Improvements, Take Small Bites**





CELEBRATING SUCCESS

Core Business Objective

- Building L.I.F.E.
- On Schedule
- Within or Under Budget
- High Quality Product
- Future Work Opportunities
- Integrity + Respect
- Accountability + Pride
- Leadership + Listening

Team is humble and transparent

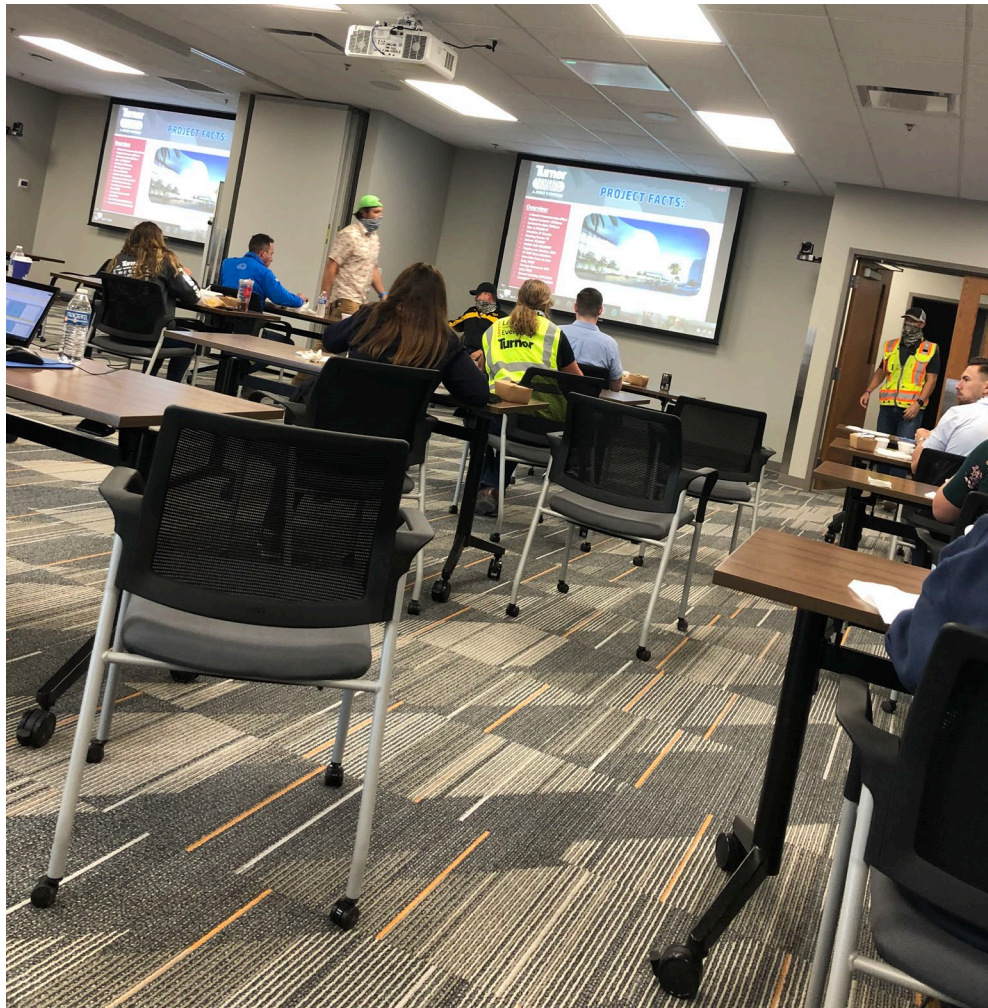
- Have Fun at Work
- Create and support a LEAN Culture w/continuous improvement behaviors
- Develop a Pro-Active and Solution Oriented Team to lessen Fire Fighting
- Build a Cohesive Team with Effective Communication & a High Level of Teamwork
- Cross Train (ask the "Whys") through Discussion + Learn from One Another
- Develop Mentorship Skills & Transfer knowledge to one another
- Create a Helpful work environment where Vulnerability is Welcome
- Everyone is Present and Participates where needed (No Silos)
- Instill and Promote Work Life Integration to defuse any potential burnout
- Expand Relationships (external) and Friendship (internal)
- Build a Positive Neighborhood Reputation
- Implement Community and Neighborhood Involvement

Making Lean Visual



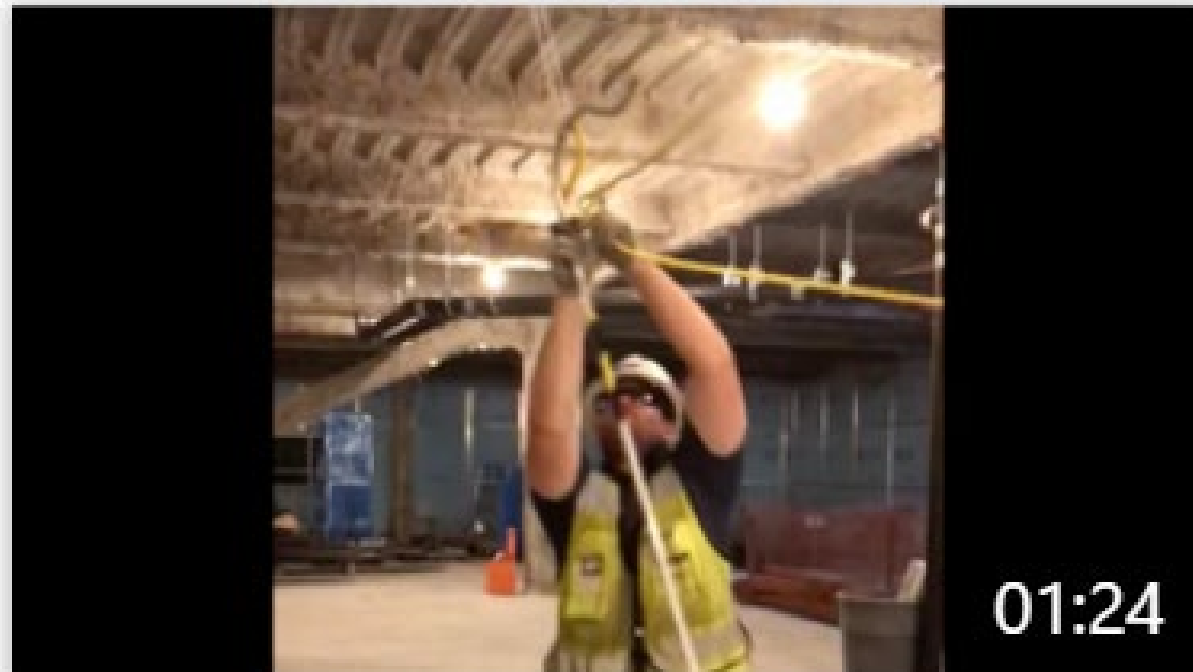
Continuing the Journey through COVID

- Virtual Go and See's



Continuing the Journey through COVID

- Virtual Sharing



Cord Hanger 3.0

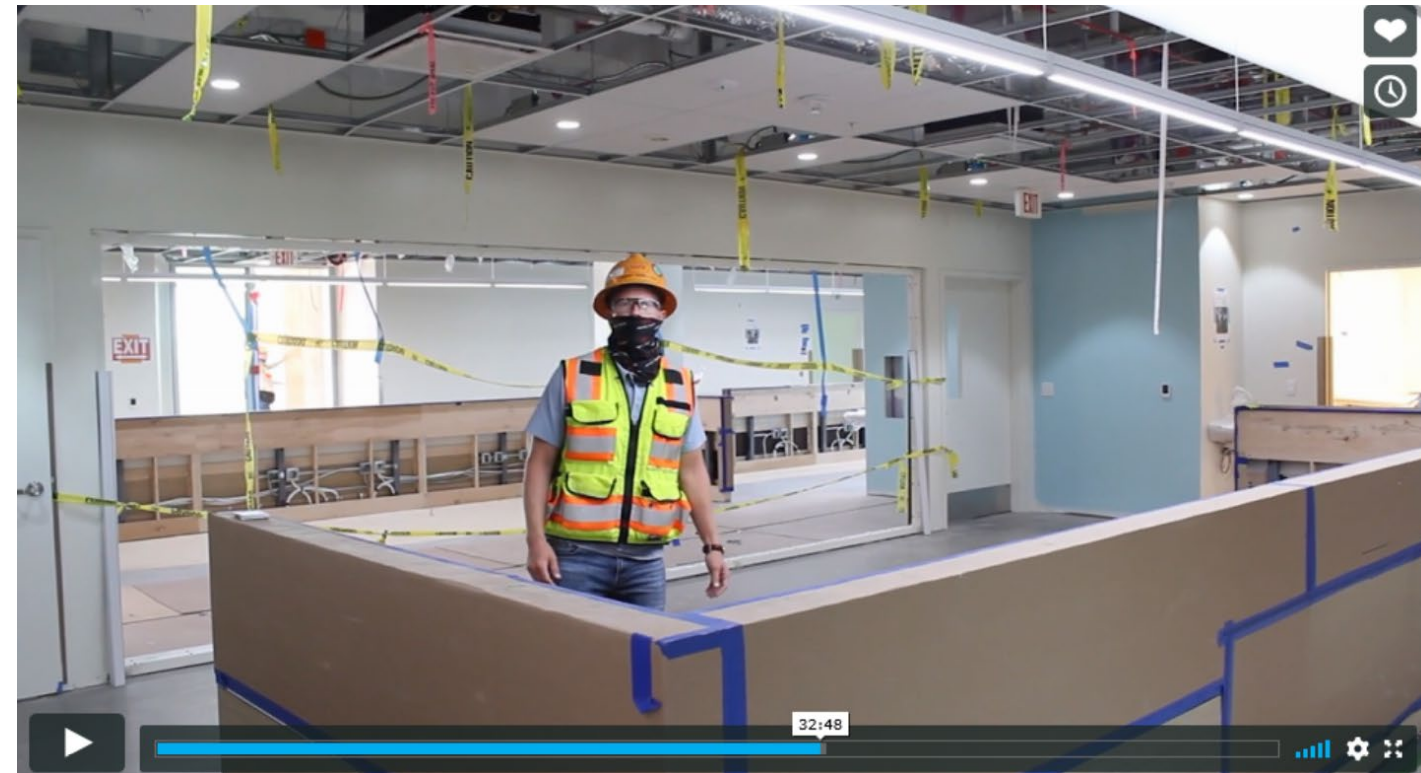
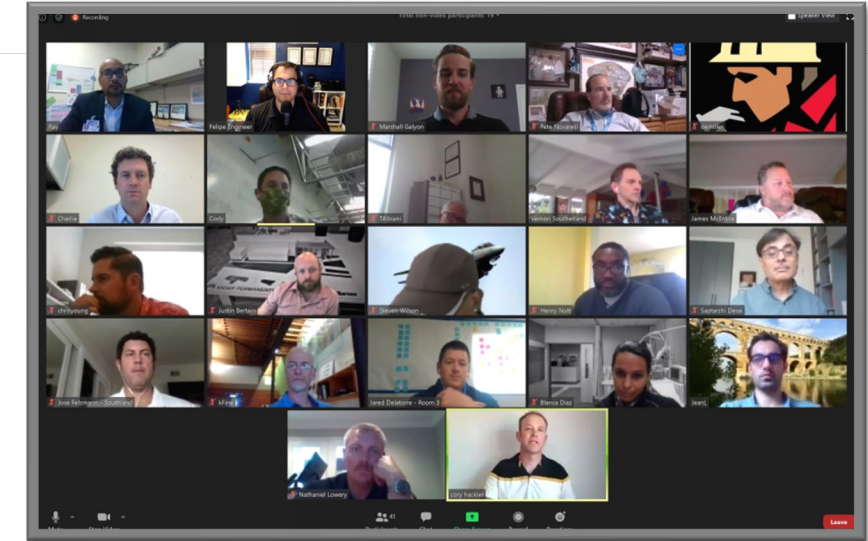
Continuous Improvement instructional video on Cord Management method.



Continuing the Journey through COVID

Virtual Go and See

- 40+ participants located throughout California
- Pre-recorded job walk
- Live Q&A

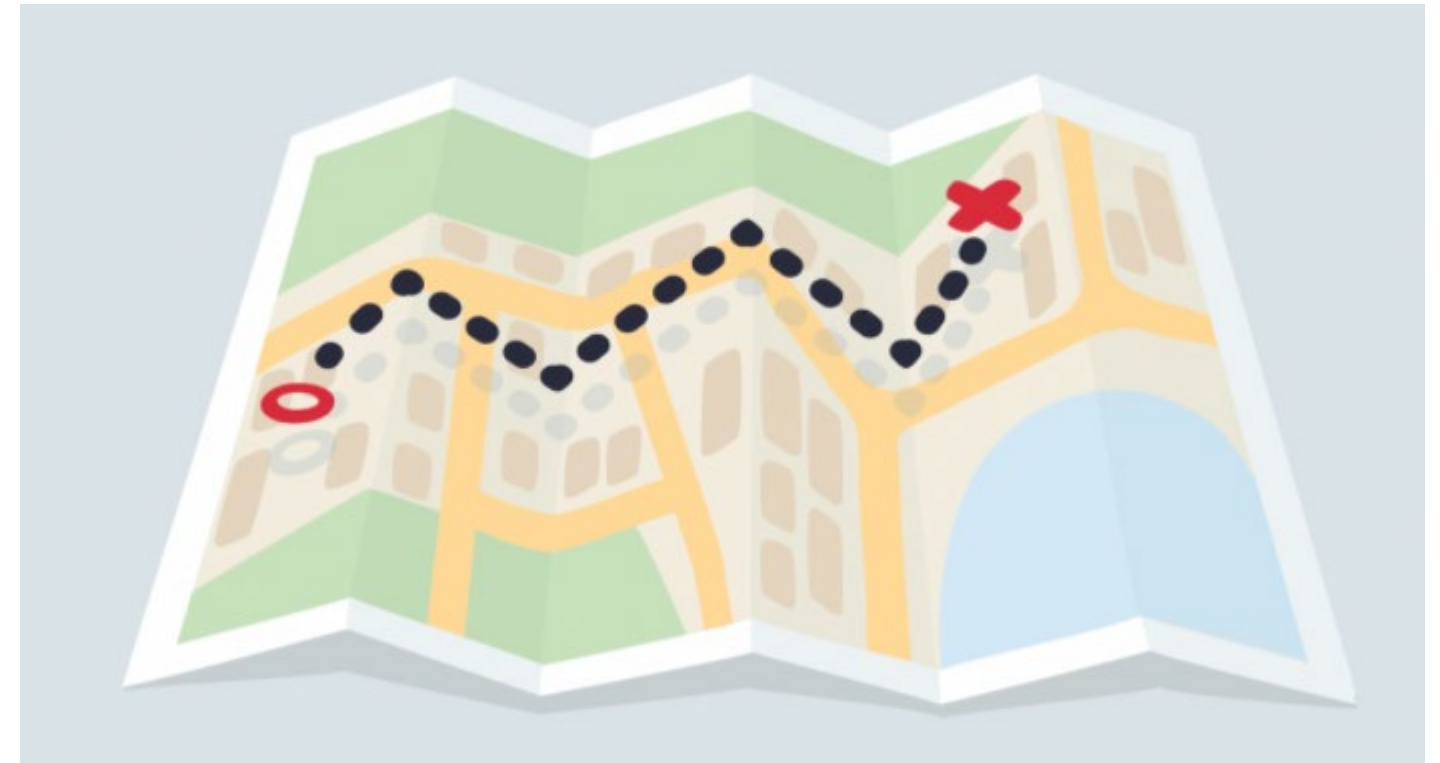


How can you apply this tomorrow?

ACTION - Create your Project Roadmap

BEST PRACTICES - Create Platform for Recurring Discussion on Lean

COACHING - Reach Out to Network/ Resources



How can you apply this tomorrow?

ACTION - Small wins are big improvements

BEST PRACTICES - Drop your company names and HR job titles at the door

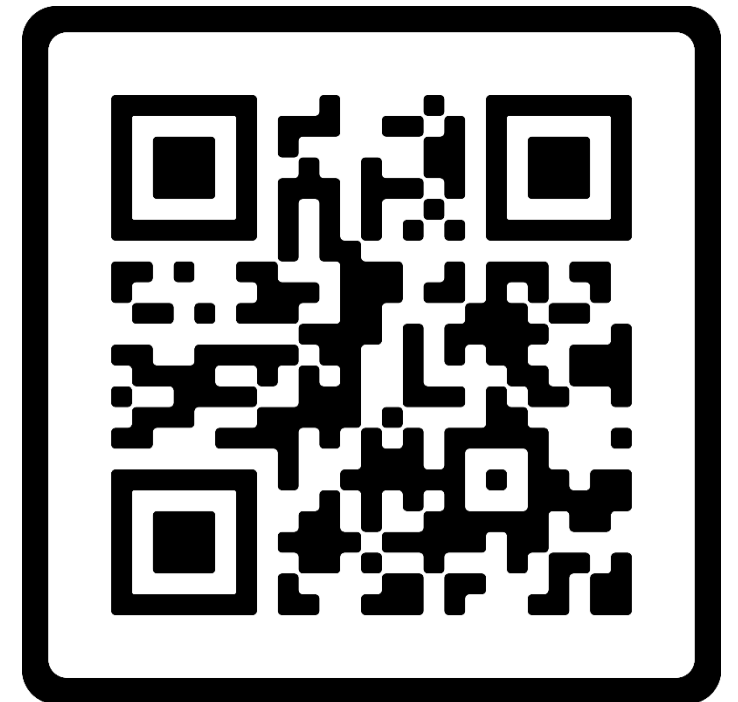
COACHING - Be transparent and make what matters visual

How can you apply this tomorrow?

ACTION - Allow teams to experiment with Lean concepts and tools

BEST PRACTICES - Share your successes and failures – We learn from both!

COACHING – Paper Clip Exercise Idea!





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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!