

23RD ANNUAL



23RD LCI CONGRESS
OCTOBER 19-22

Unstoppable Lean in the Era of a Global Pandemic

Ken McBroom, McCarthy Building Companies



LEARN BY DOING FROM THOSE WHO DO

October 20, 2021

Health precautions to keep everyone as safe as possible at Congress:

- Wear masks at all times in indoor events.
- Complete your daily health screening on your phone and bring it with you when you enter the center each day.
- Practice social distancing to the extent possible. Seating at plenary sessions is being structured to help with this.
- If you feel ill at any time, please leave the conference and return to your room/consult a physician as necessary.
- Ultimately, our collective health and safety at Congress is up to all of us. Thanks for your support!



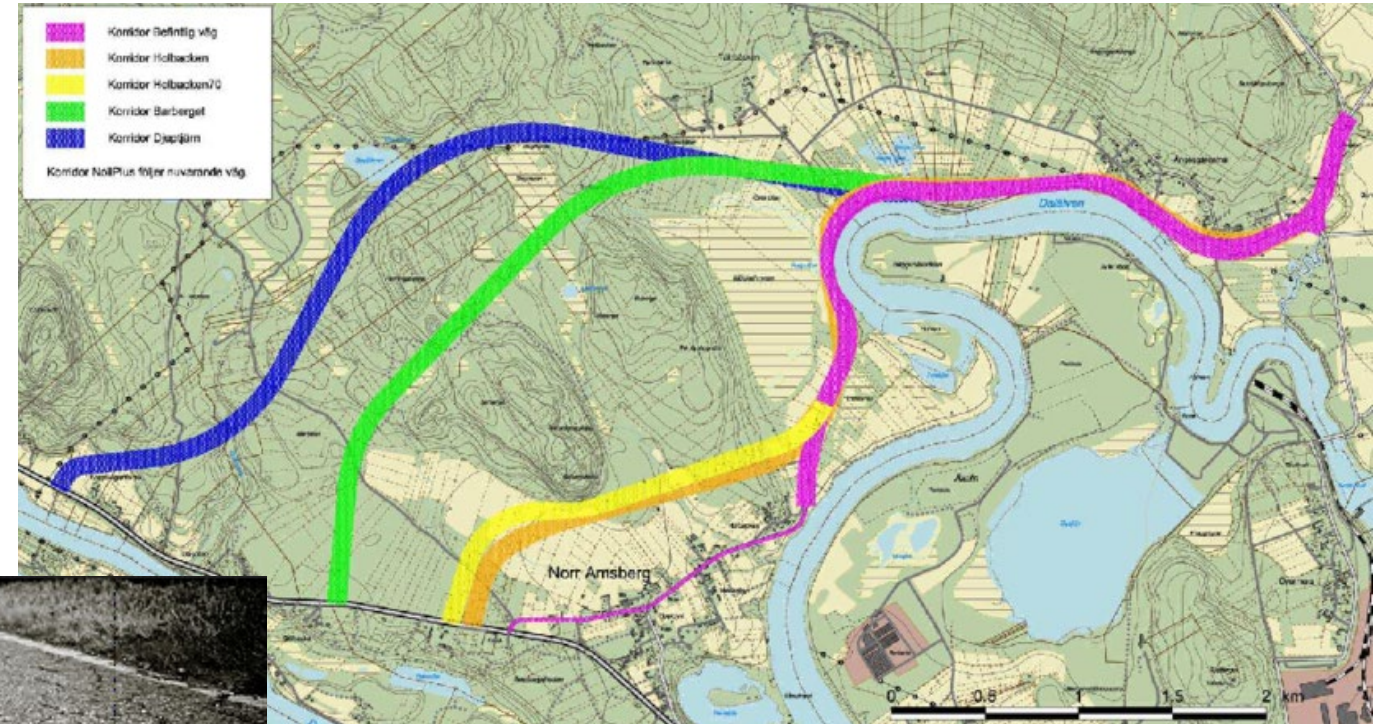
Problem Statement



Key Take Aways



Never to Late



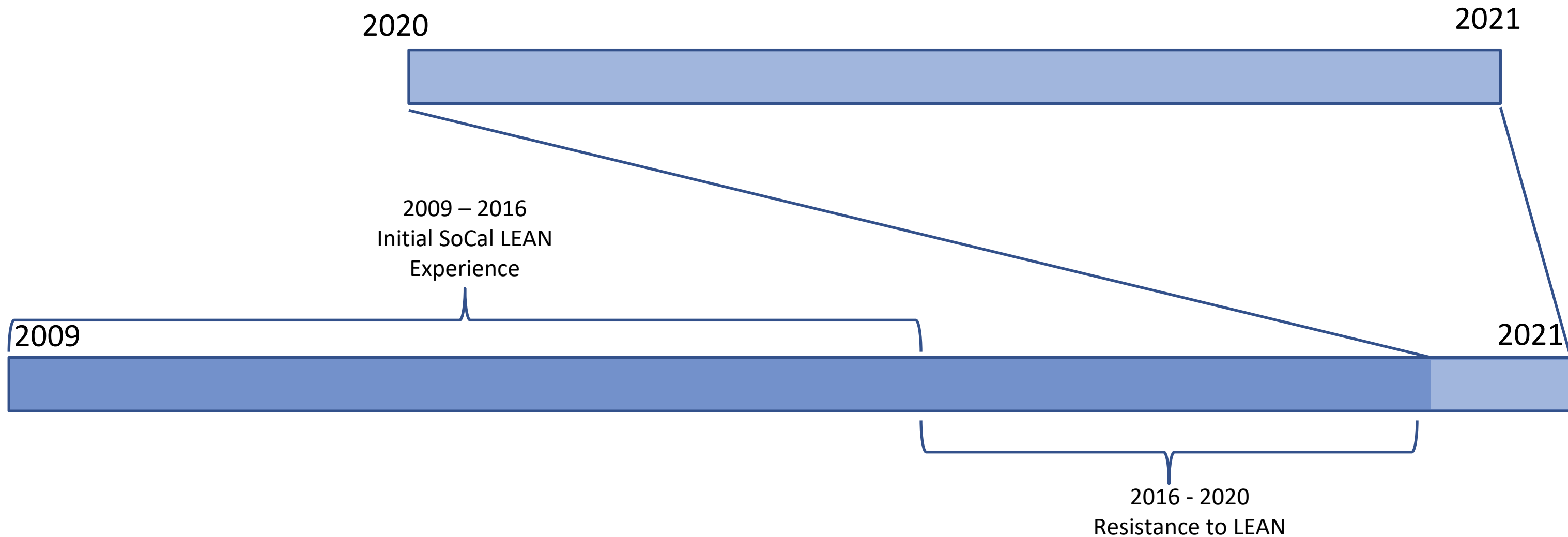
Always a Path

Practical Ideas

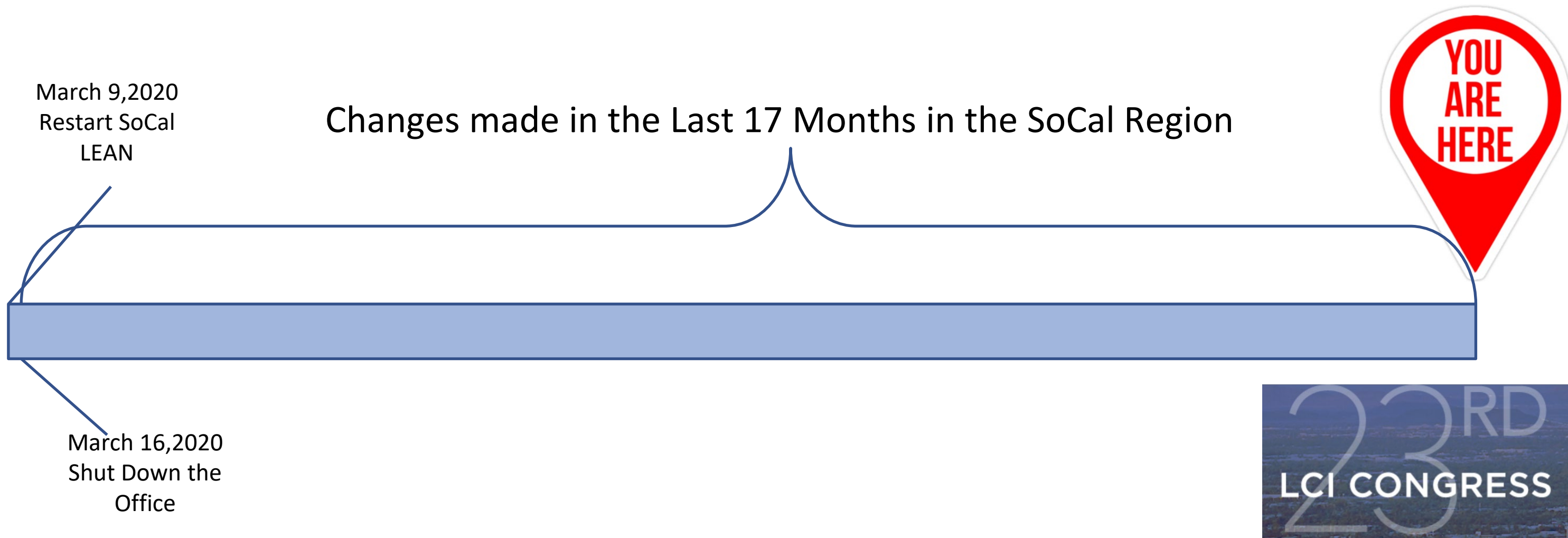
Background



Starting Point



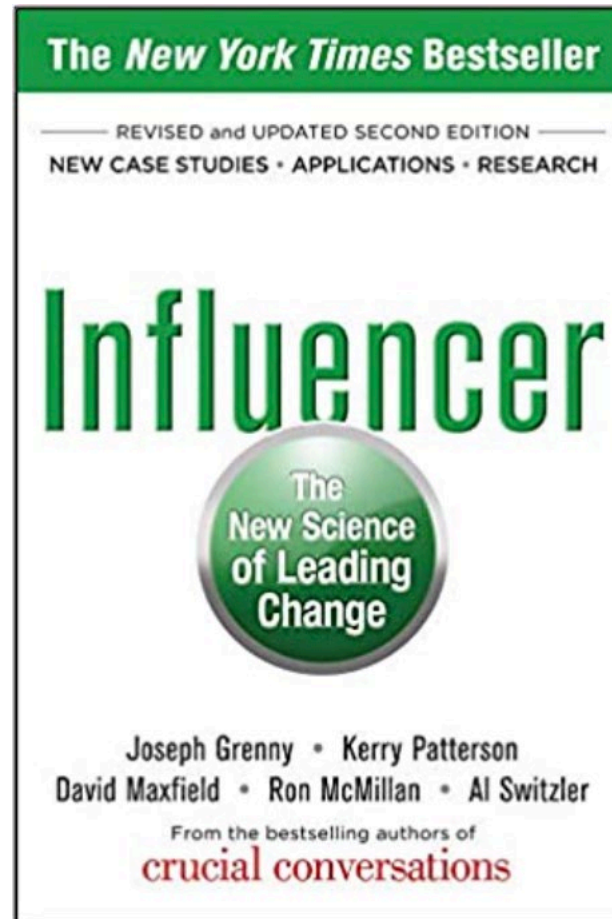
Starting Point



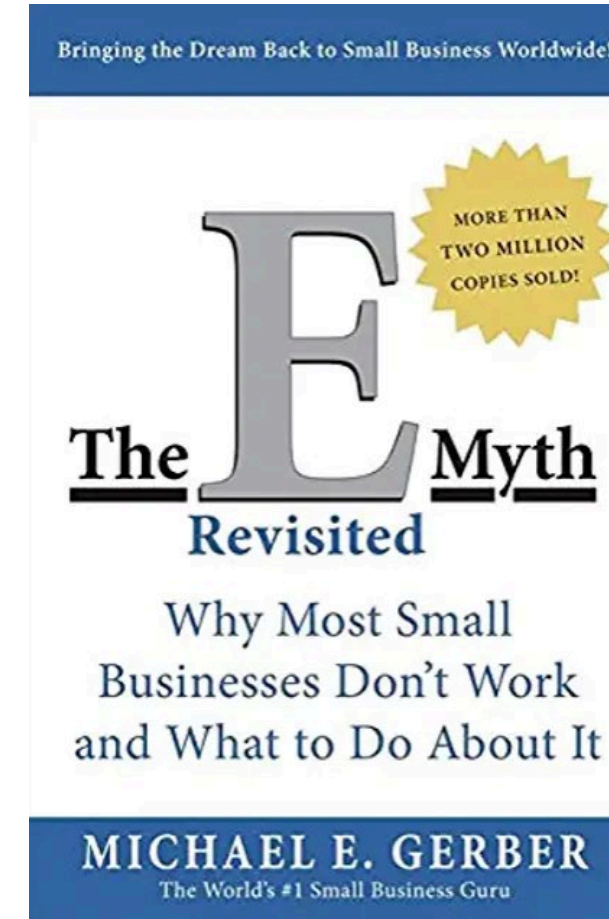
First Steps



Resource Books



Lead & Influence without
Authority



Viewed Role as a Small
Business

- Entrepreneur
- Manager
- Technician

Reach out to Peers in the Industry



The EBFC Show
MCCARTHY



University Mechanical &
Engineering Contractors, Inc...



The ReAlignment Group of California



Nevell Group, Inc.



W.E. O'Neil Construction



Gilbane Building Company

Increase Awareness


Visit Project
Sites

Lunch
Meeting



Lean Teams

Continuous Improvement Team



SUCCESS

is a series of


SMALL WINS

The Social Constant Improvement Team explores, develops and implements processes in an effort to add Value, eliminate Waste and Create a Culture of always trying to seek better ways to accomplish tasks.

LEAN

A BUILDER'S


LEAN TOOLS



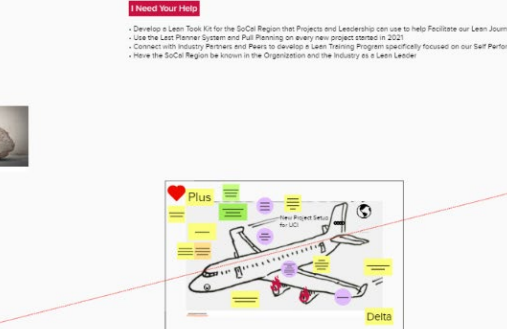
I Need Your Help

- Develop a Lean Tool Kit for the SoCal Region that Projects and Leadership can use to help Facilitate our Lean Journey
- Use the Lean Planner System and Pull Planning on every new project started in 2021
- Connect with Industry Partners and Peers to develop a Lean Training Program specifically focused on our Self Perform
- Have the SoCal Region be known in the Organization and the Industry as a Lean Leader

Plus




Delta



Lean Project Champion Team

Lean @ Aperture


+ Add task



Pull Planning (04.21.21)

Pull Planning Meeting 3.pdf

1



Procurement Board (04.09.21)

Procurement Board2.pdf

1

2 Second Lean


Week Ending	Champion	Pages
04/05/21	12.2	10
04/12/21	13.1	10
04/19/21	14.2	10
04/26/21	15.1	10
05/03/21	16.2	10
05/10/21	17.1	10

Lean

Lunch and Lean

Lean @ Scripps Tower 2


+ Add task



Wire Mesh On Top Layer Rebar

Wire Mesh On Rebar.jpg


1



Pneumatic Blade Shut Off Valve Concrete Pump

Pneumatic Blade Shut Off Valve.PNG

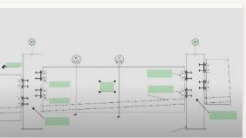
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Before and After Capitals w/ Chamfer

Lean @ City of Hope P5


+ Add task



Document Mapping with Smart Sheet

CoH Mapping.jpg

2




SmartSheet Dashboard

CoH Dashboard.jpg

2

"2 Second Improvement"



City of Hope Parking Structure

Before and After Capitals w/ Chamfer

Lean @ Skechers

+ Add task

EVERYTHING ON WHEELS, DAMAGE ON PALLETS OFF OF THE GROUND

- Confirm and prioritize
- Create an set of addresses and locations off the ground

CLEAR WALKWAYS & ACCESS

- 2x4 walkways, ramps, bridges
- Safe and unobstructed access to work areas, storage areas, etc.

ORGANIZED WORKSPACES

- 2x4 walkways, ramps, bridges
- Safe and unobstructed access to work areas, storage areas, etc.

Keep it Clean, Keep it Safe Violation Program

Capture.JPG


1

Post OAC Hot Items Review

a.JPG


1

Morning Team Huddle



Lean @ BLDG 323


+ Add task



Submittal Tracking Log

Submittal Tracking.JPG


1



3 Week Look-Ahead Board

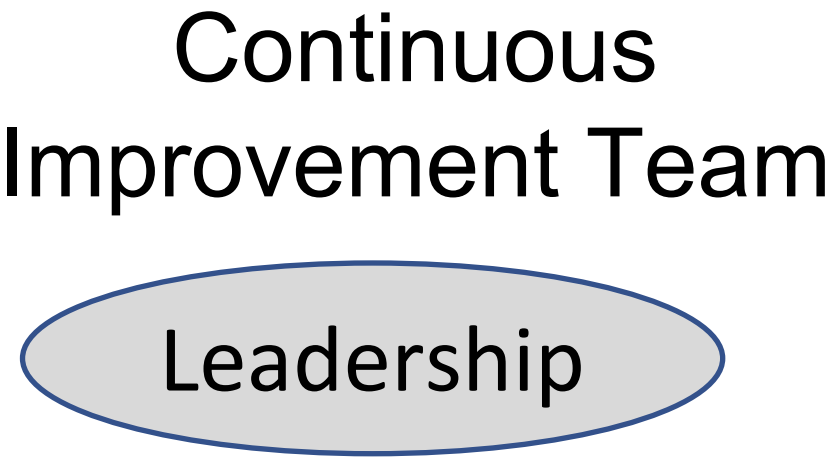
3 week board.jpg

1





Concrete Trend Charts

Lean Teams

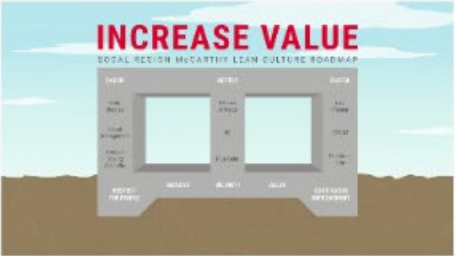


Change Culture

Adopt Lean







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Lean Teams

Continuous Improvement Team



SUCCESS

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INCREASE VALUE

DELTA REGIONAL AIRPORT

Lean Project Champion Team

Lean @ Aperture


+ Add task



Pull Planning (04.21.21)

Pull Planning Meeting 3.pdf

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Procurement Board (04.09.21)

Procurement Board2.pdf

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2 Second Lean

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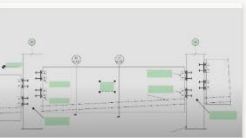
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Before and After Capitals w/ Chamfer

Lean @ City of Hope PS


+ Add task



Document Mapping with Smart Sheet

CoH Mapping.jpg


2



SmartSheet Dashboard

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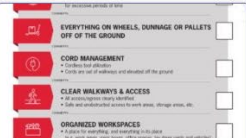
2



2 Second Improvement

Lean @ Skechers


+ Add task



Keep it Clean, Keep it Safe Violation Program

Capture.JPG


1



Post OAC Hot Items Review

3.JPG


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Morning Team Huddle

Lean @ BLDG 323

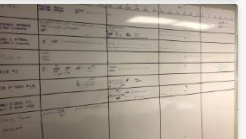
+ Add task



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Submittal Tracking.JPG


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3 Week Look-Ahead Board

3 week board.jpg

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Concrete Trend Charts

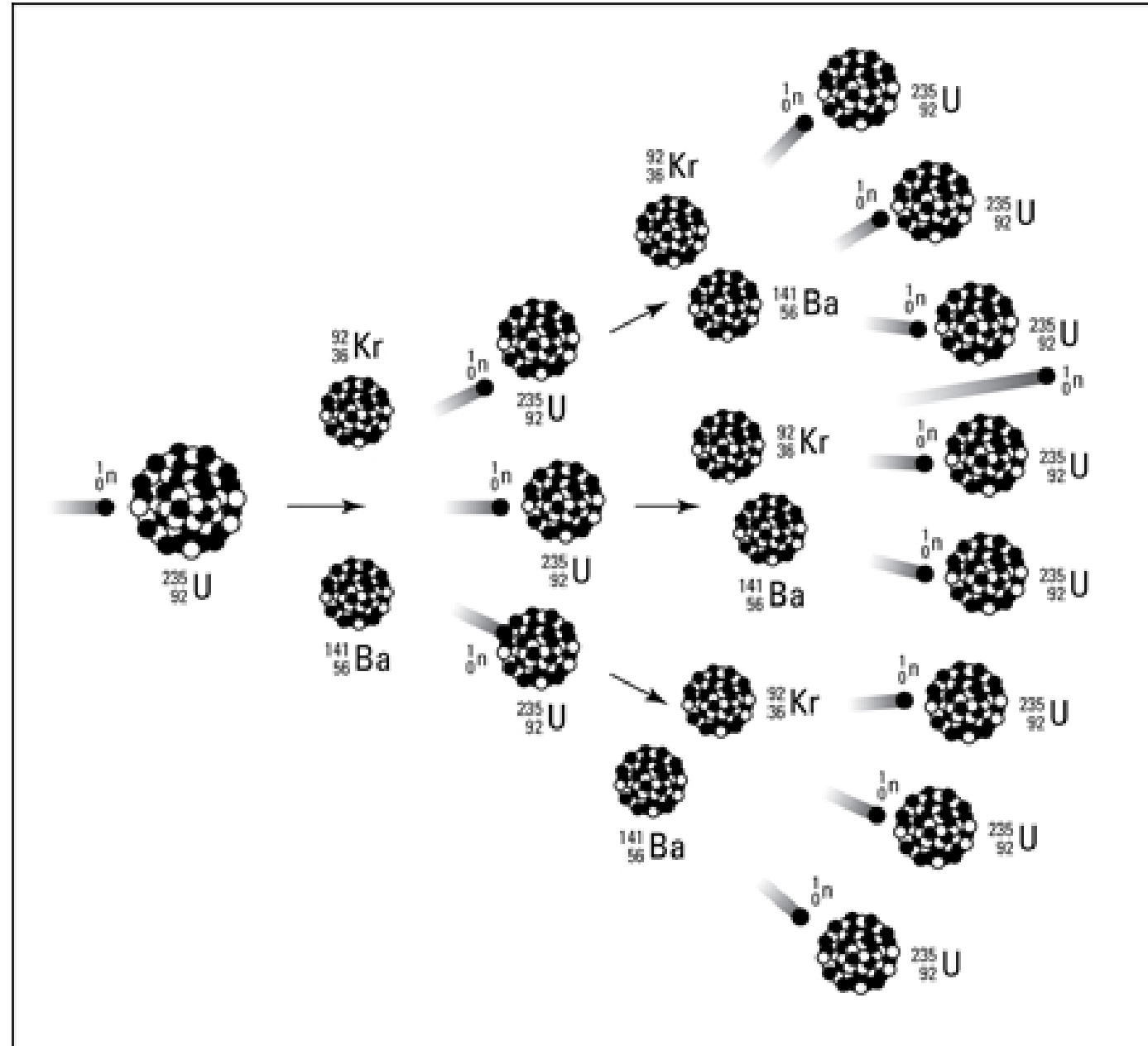
On-Site Team

Sharing Ideas

Lean Conduit to the Projects



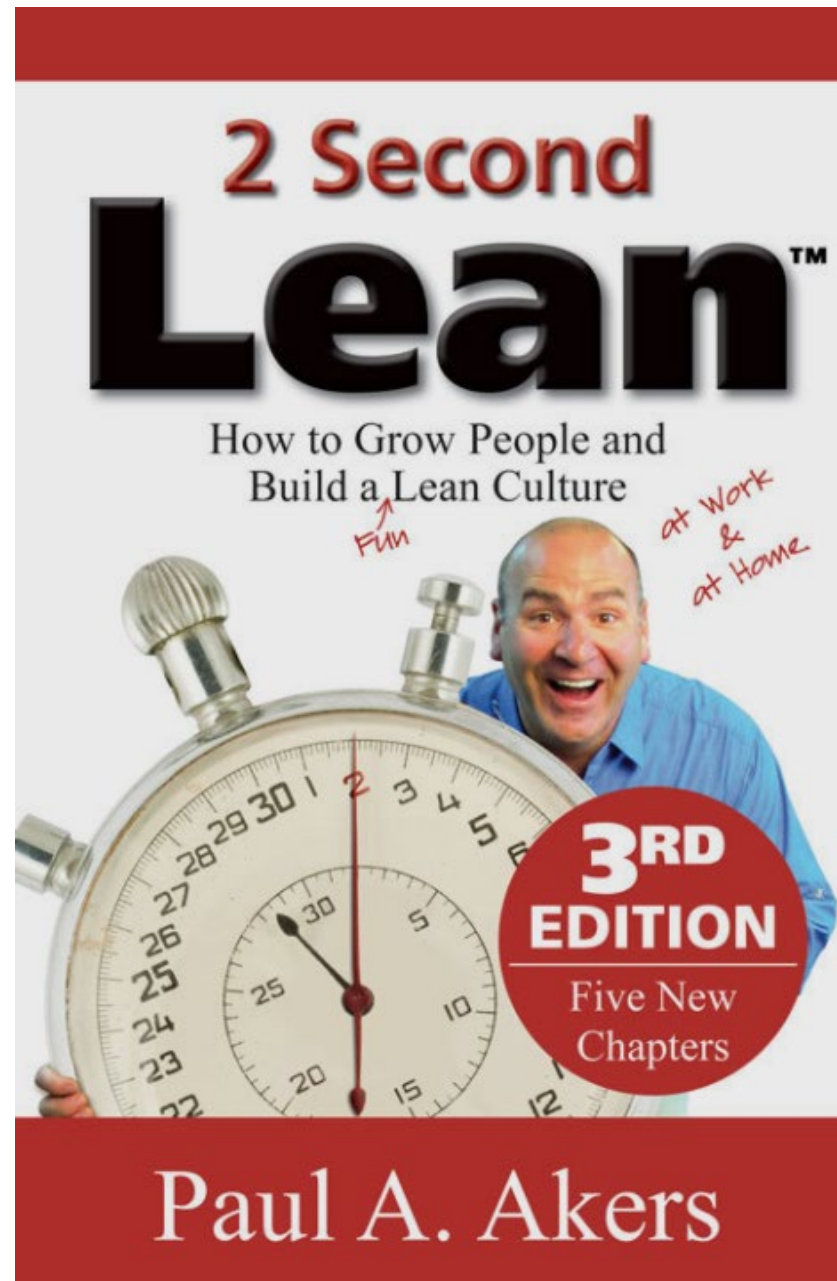
Have Promoters Promote



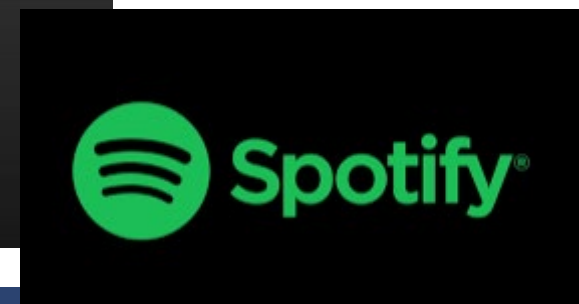
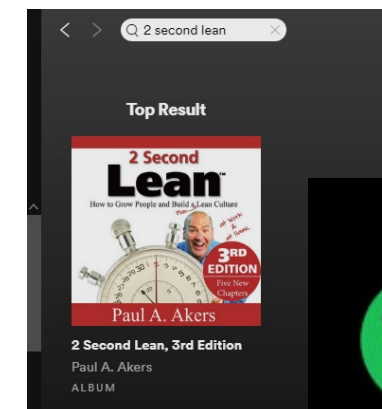
Tools Implemented



2 Second Lean



- Be Empowered to “Fix What Bugs You”



Last Planner



Last Planner

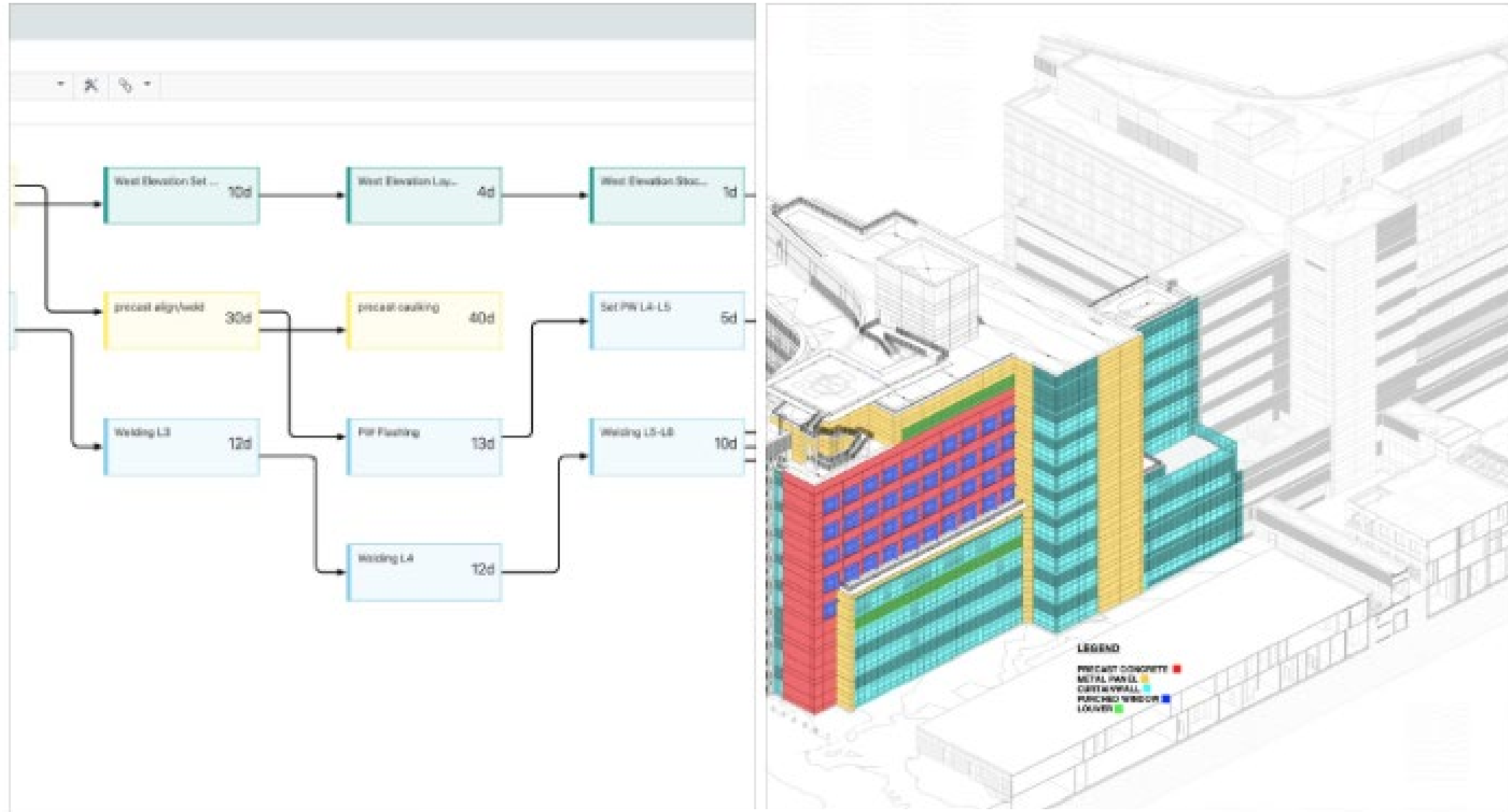


Last Planner

35 Year
Superintendent who
said **WOULD NEVER
USE POST IT NOTES OR
THAT PULL
PLANNING \$#!T**



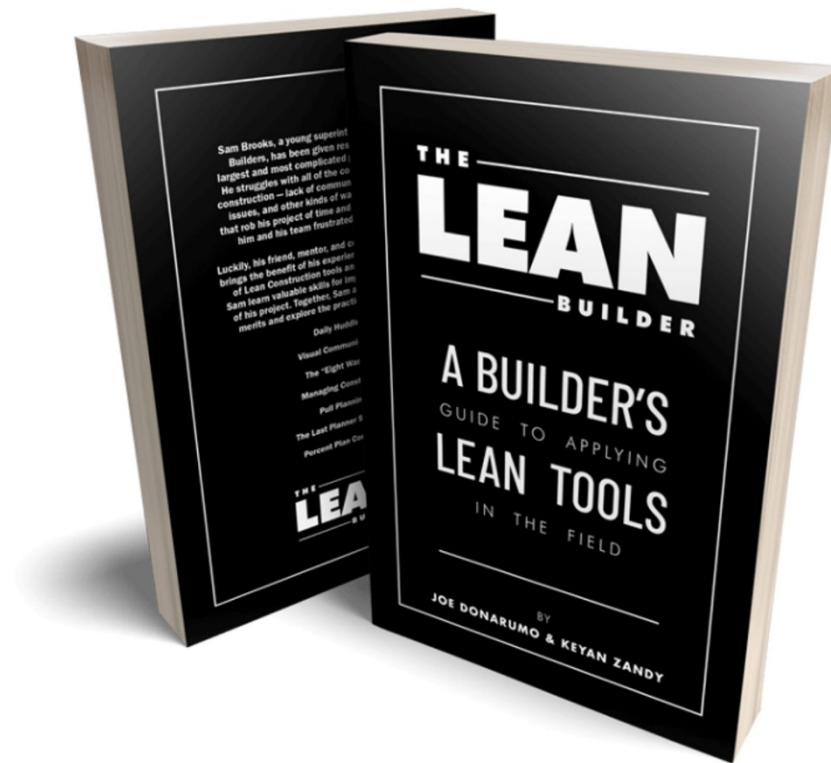
Last Planner - Virtual



ORACLE Primavera Cloud

Daily Huddles

After Reading “Lean Builder”
we started using Daily
Huddles



“I will never go back to having a weekly foreman's meeting again”

31 Year McCarthy Sr. Sup

LEARN BY DOING FROM THOSE WHO DO

SCRUM in Preconstruction



A3 Problem Solving – Safety Department

Title: Summer Injury Prevention A3

Background

Injuries spike up in the summer months

Multi Year Problem

Countermeasures / Recommendations

Review of THA upon beginning of Overtime

Identify fatigue continuously

During duration (number of days) of overtime have an increased focus on fatigue

recovery stop at the end of a certain duration of overtime

PTD for each employee

"fatigue training" for supervisors

THA Video

Monthly review BBQs (June 30, July 31)

Large referral BBQ at Labor Day

Some sort of one-on-one communication program developed each year

Summer is Dangerous



Start in April

Information campaign

THA Training

Setup personnel from each sub with a clipboard and a checklist

Visual Milestone Tracking

Current Conditions

small work windows i.e. school projects summer shutdowns

folks are more distracted

hotter weather can lead to more fatigue

hotter weather can lead to more heat stress injuries

longer days -> longer work days

more hours being worked

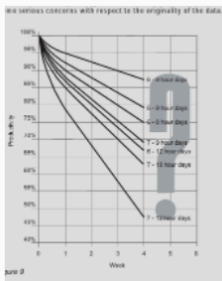
7 Recordables out of 20 in the Summer Months

2019 All Injuries



13 Recordables out of 25 in the Summer Months

2020 All Injuries



Goals / Targets

Less Injuries in the Summer Months

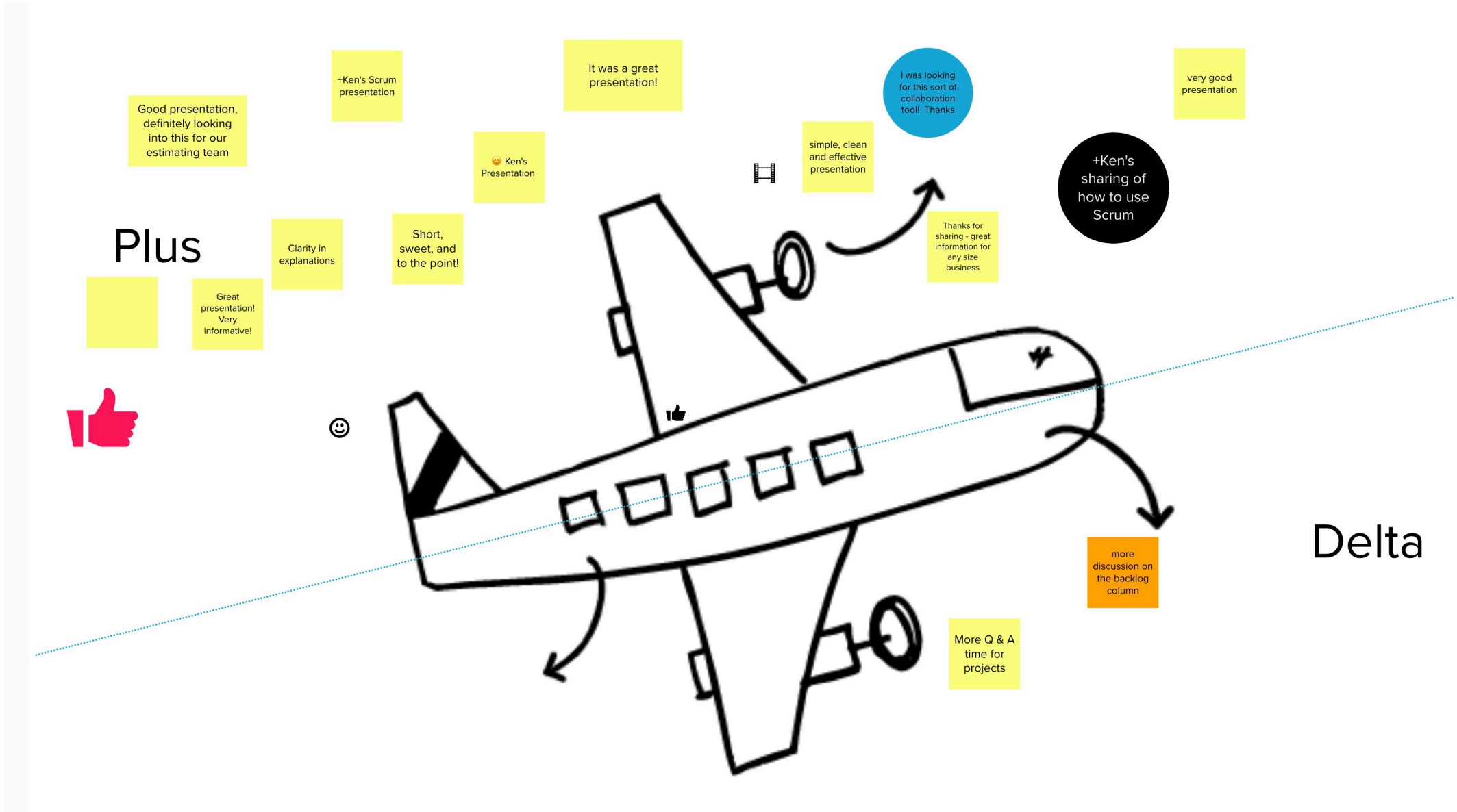
Plan

- Develop Info Campaign
- THA Training, modify for Subs?
- Meet with Project Teams, set date for what countermeasures will be used from May 1 to Labor Day
- Use this A3 to share with the Project Teams
- Reward teams for success? (We survived the Summer of 2021)

Follow up



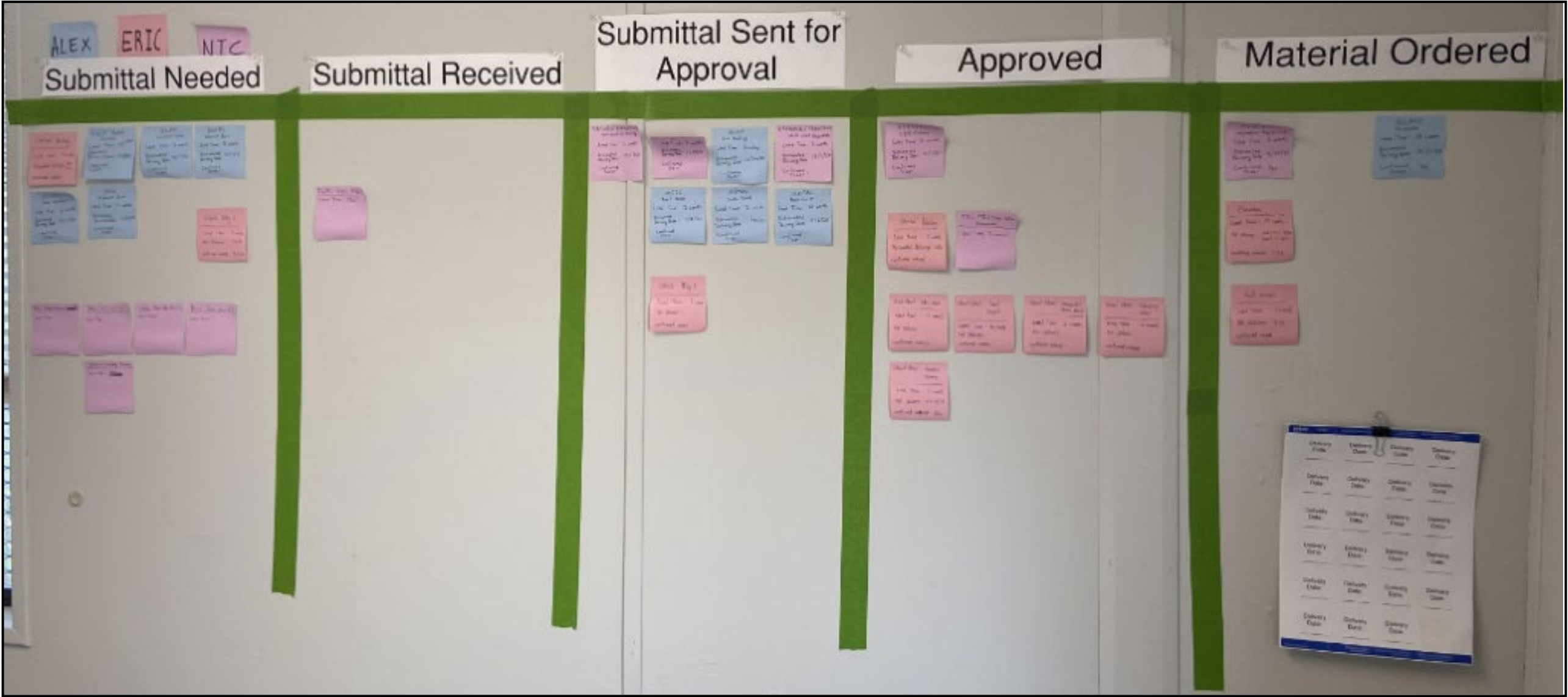
Plus / Delta Airplane in MURAL



Ideas Generated



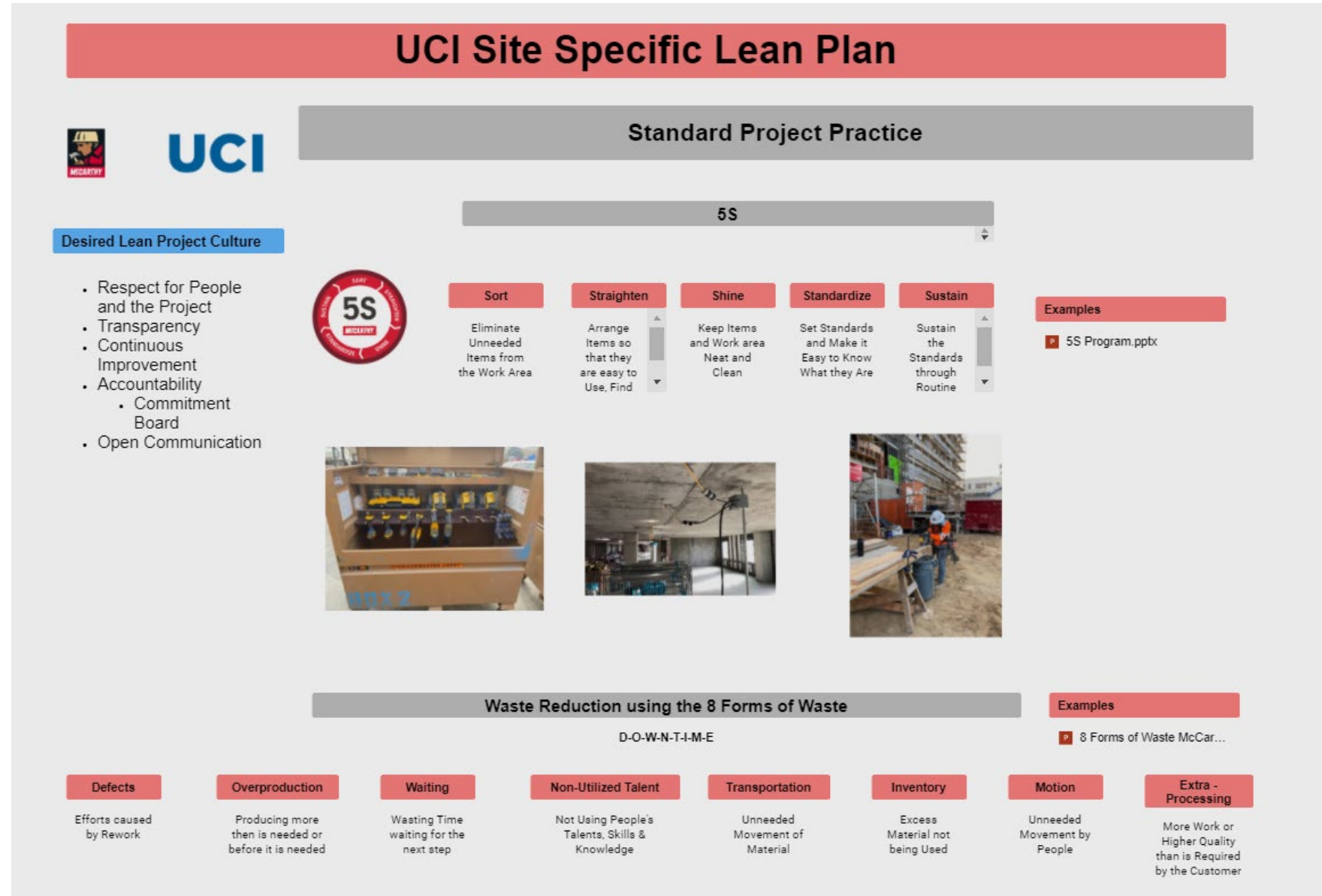
Procurement Board



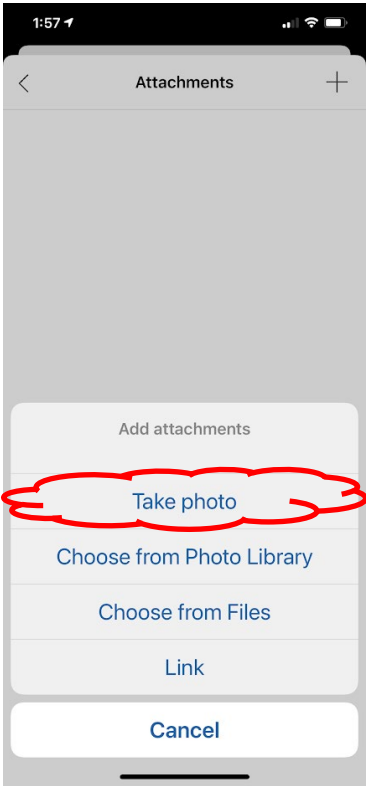
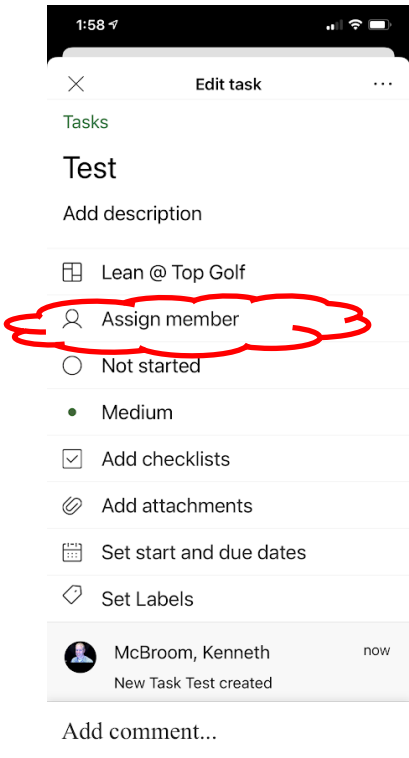
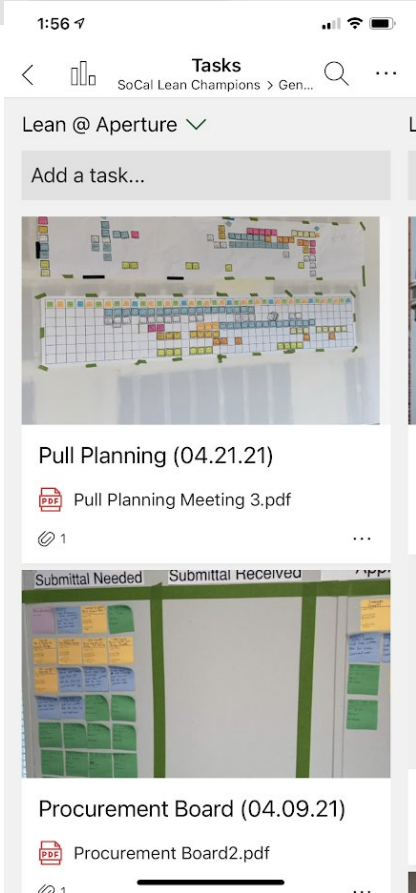
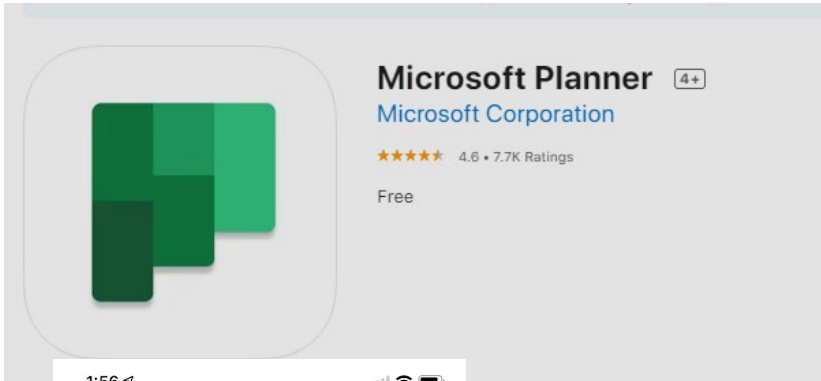
Project Site Specific Lean Plan

Written into the Contracts
with Trade Partners

- 5S
- Last Planner
- Waste Walks

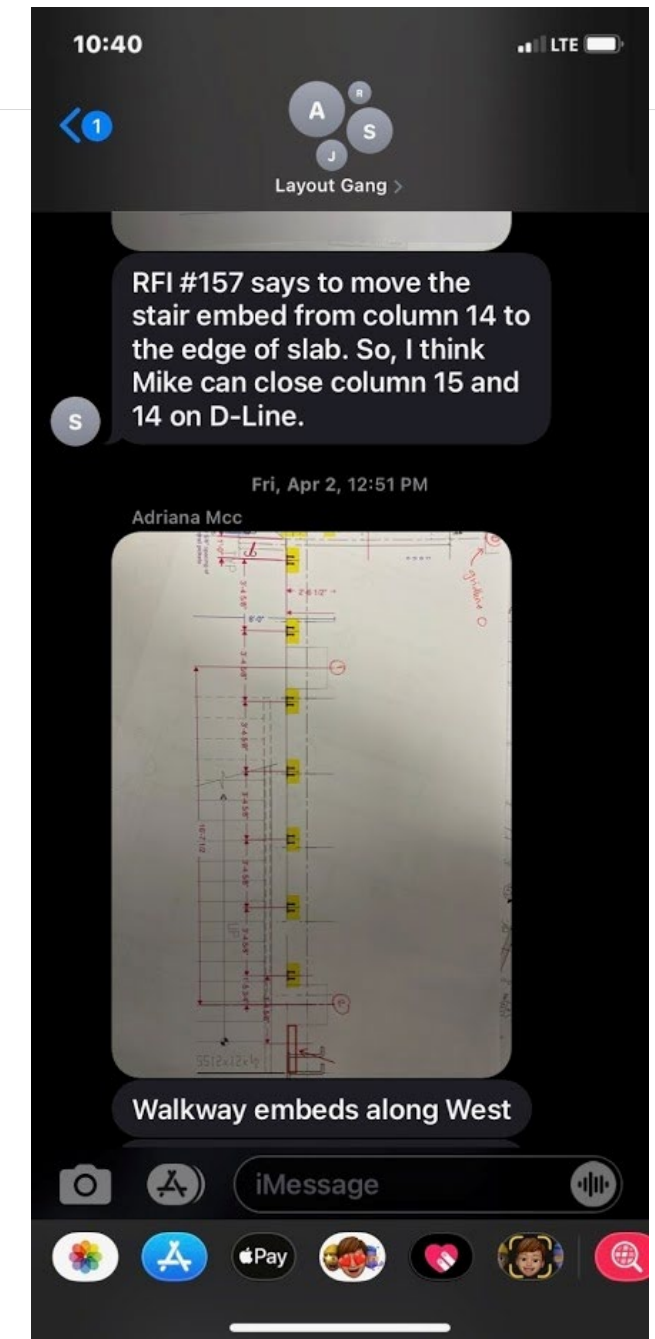
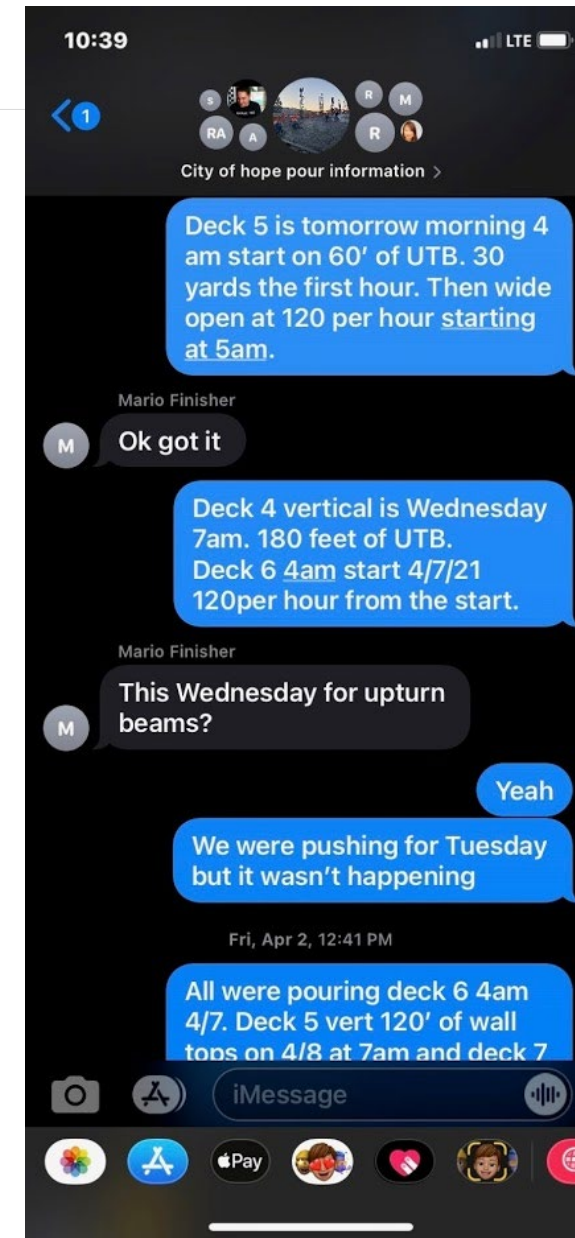


Scrum using Microsoft Planner



Group Texts

Concrete Teams
Layout Crew
Placing Crew



Visual Management

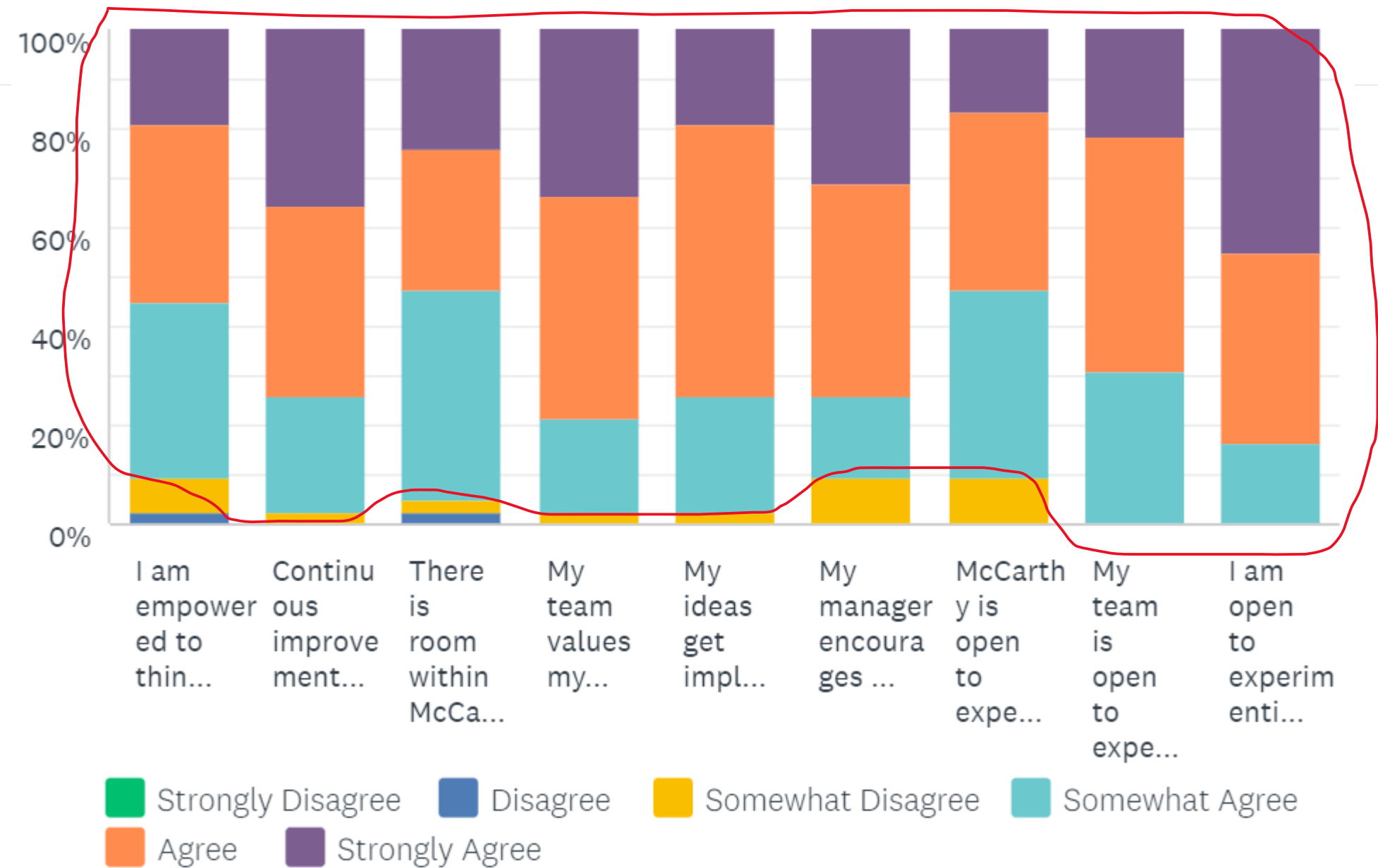


Results



Survey Results

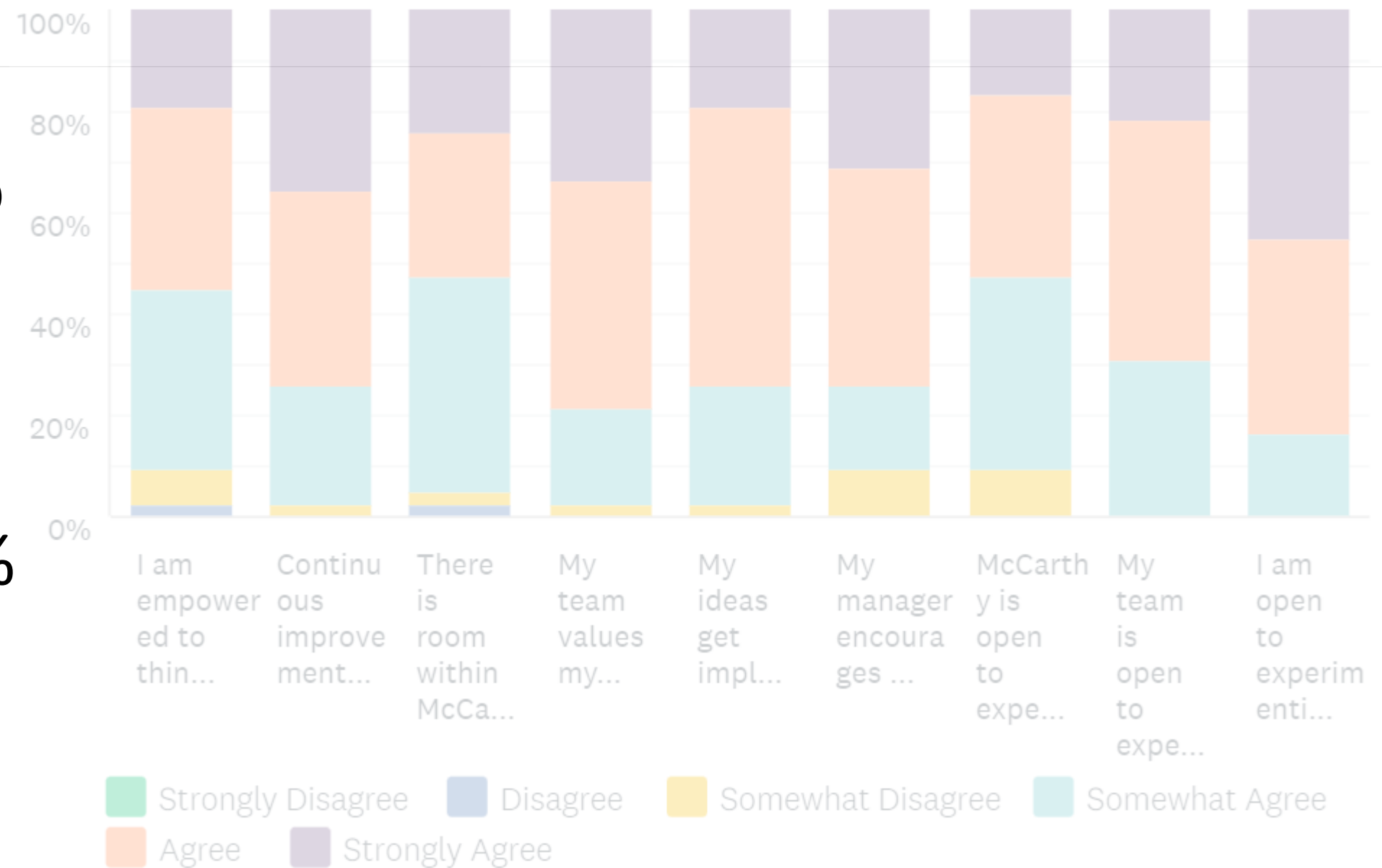
Agreement



Survey Results

I am empowered to think differently on my job

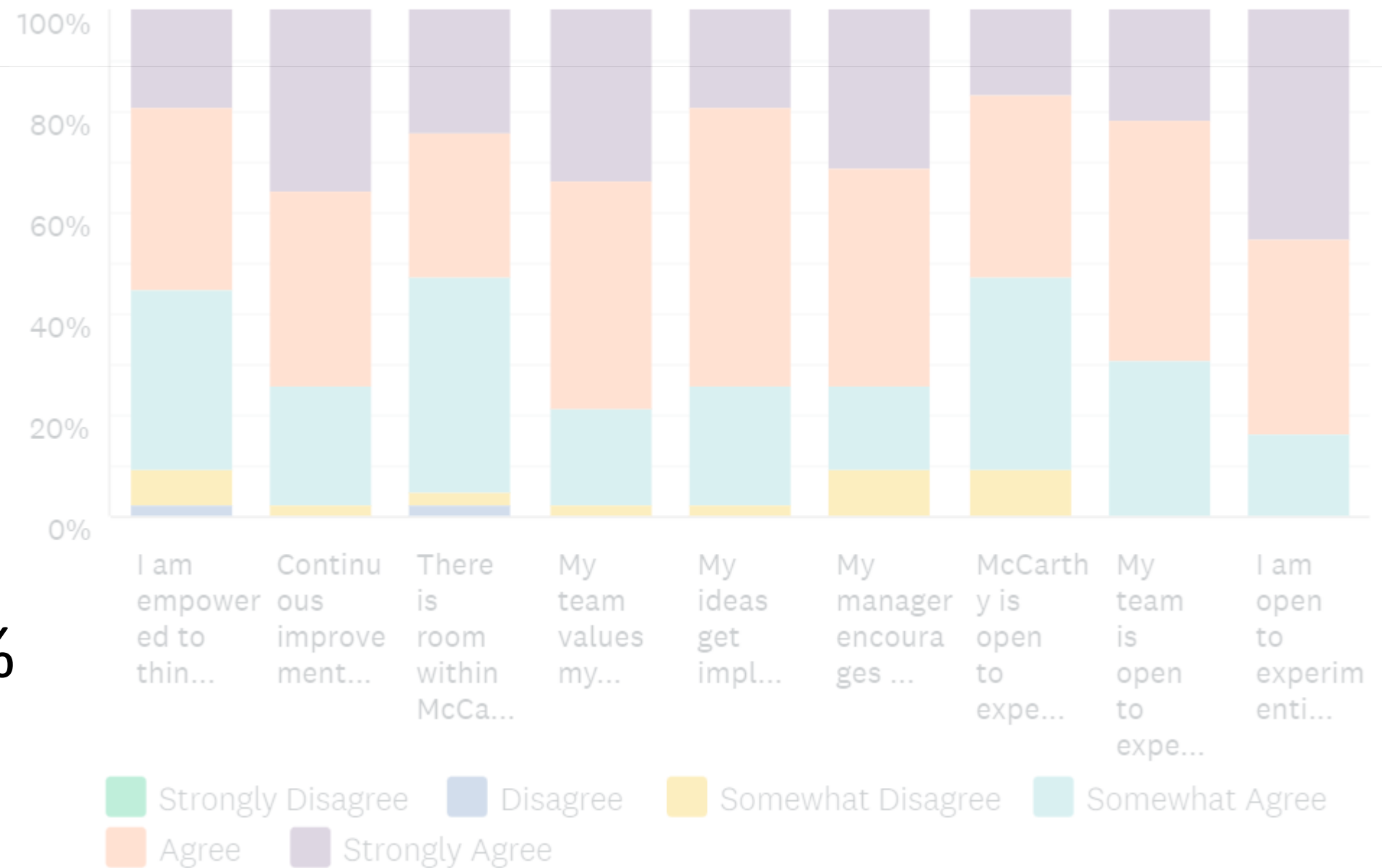
38 out of 42 = 90%



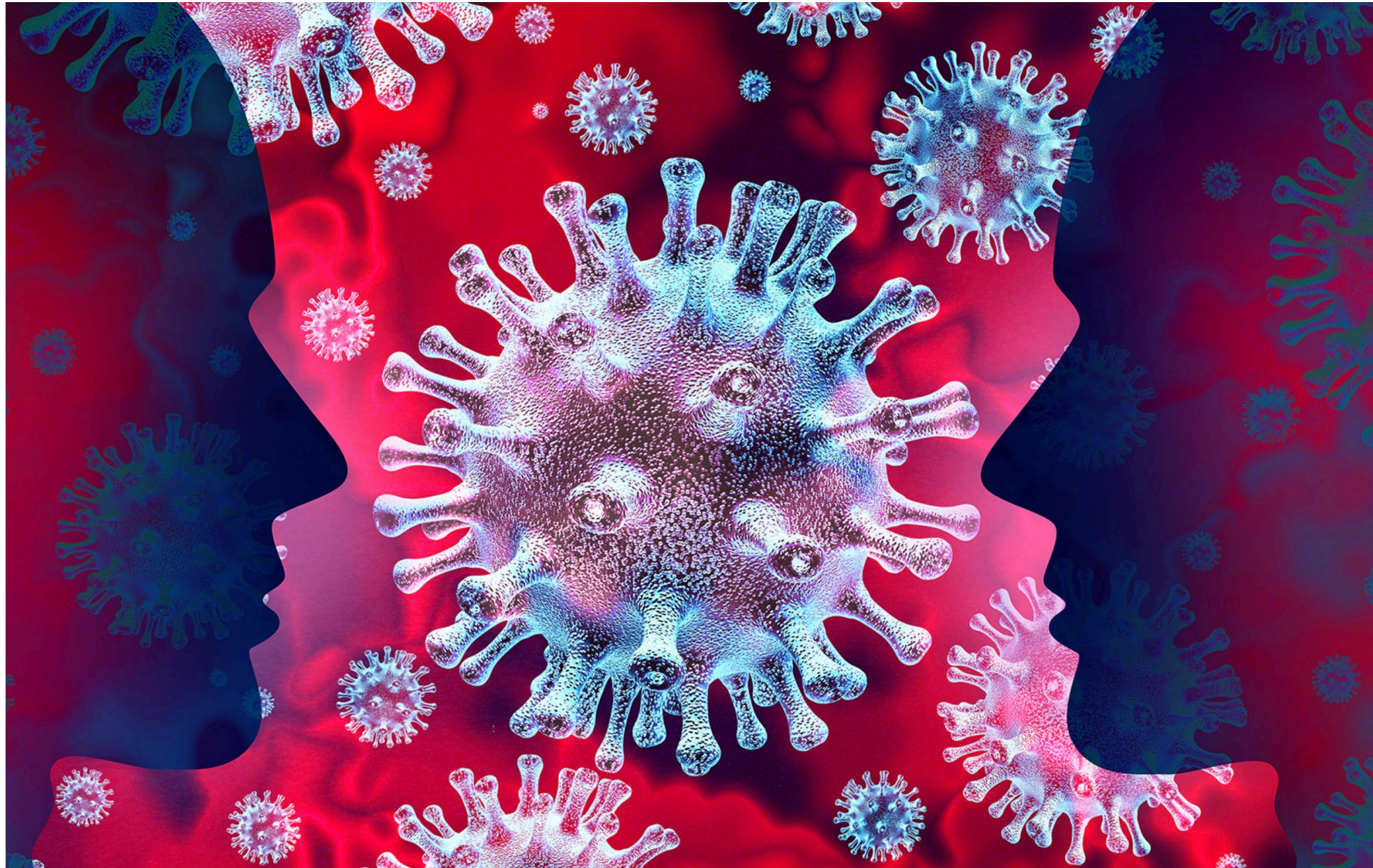
Survey Results

Continuous improvement is a regular part of how my team works

41 out of 42 = 97%



All this in the Middle of a Worldwide Pandemic



How can you apply this tomorrow?

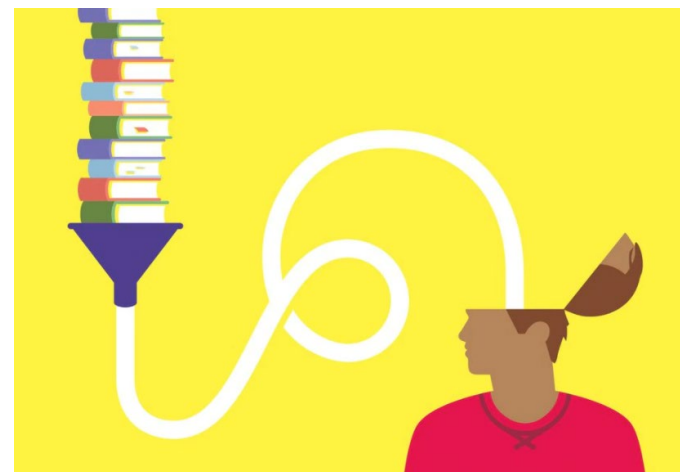
Lean
Support



Empower Lean
Champions



Start Small



Learn but Don't Force



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In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.

Contact Us

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kmcbroomjr@gmail.com





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Thank you for attending this presentation. Enjoy the rest of the 23rd Annual LCI Congress!