26TH LCI CONGRESS
OCTOBER 22-25, 2024

Manpower Boards for Specialty Trade Contractors

Chris Watne – KHS&S Project Superintendent

SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

October 24th, 2024

The Why

- To create a plan to facilitate next week's work and discuss any needs surrounding it.

- Getting information from the Pull plan into an executable WWP and assigning resources is a difficult but crucial part of creating productive flow.

- Not knowing if there is enough available work for the amount of manpower on the project.

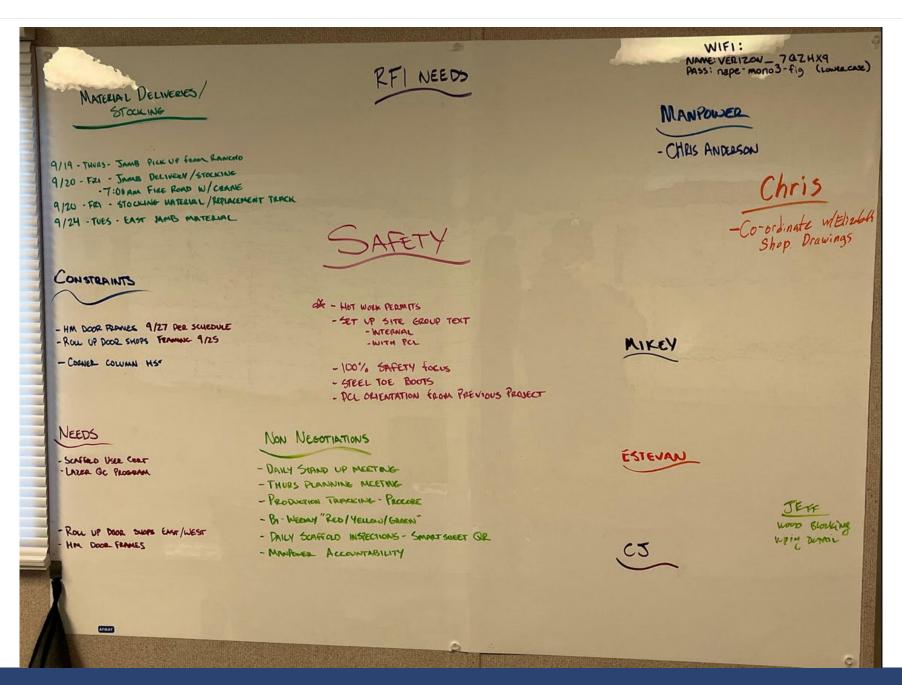- Often times we struggle to know what the plan is.

Daily Meetings

- When and Who:
  - Daily morning huddle with field leadership
  - Before work
  - 20-30 Mins
  - Fits around project start time

Daily Meetings

- What:
  - Walking through plan for the day
    - Manpower Board
  - Constraints that could interfere with our plan
  - Coordinate inspections
  - Update our material delivery board
  - Go over needs for the day
  - Open discussion

Daily Cont.

Thursday Weekly Meetings

Superintendent Weekly Planning Meeting Agenda

Universal P409
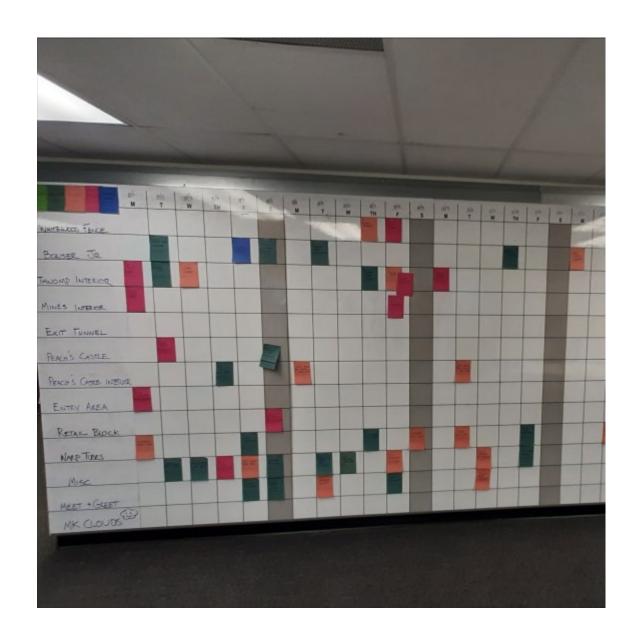
<u>Date:</u>   Every Thursday

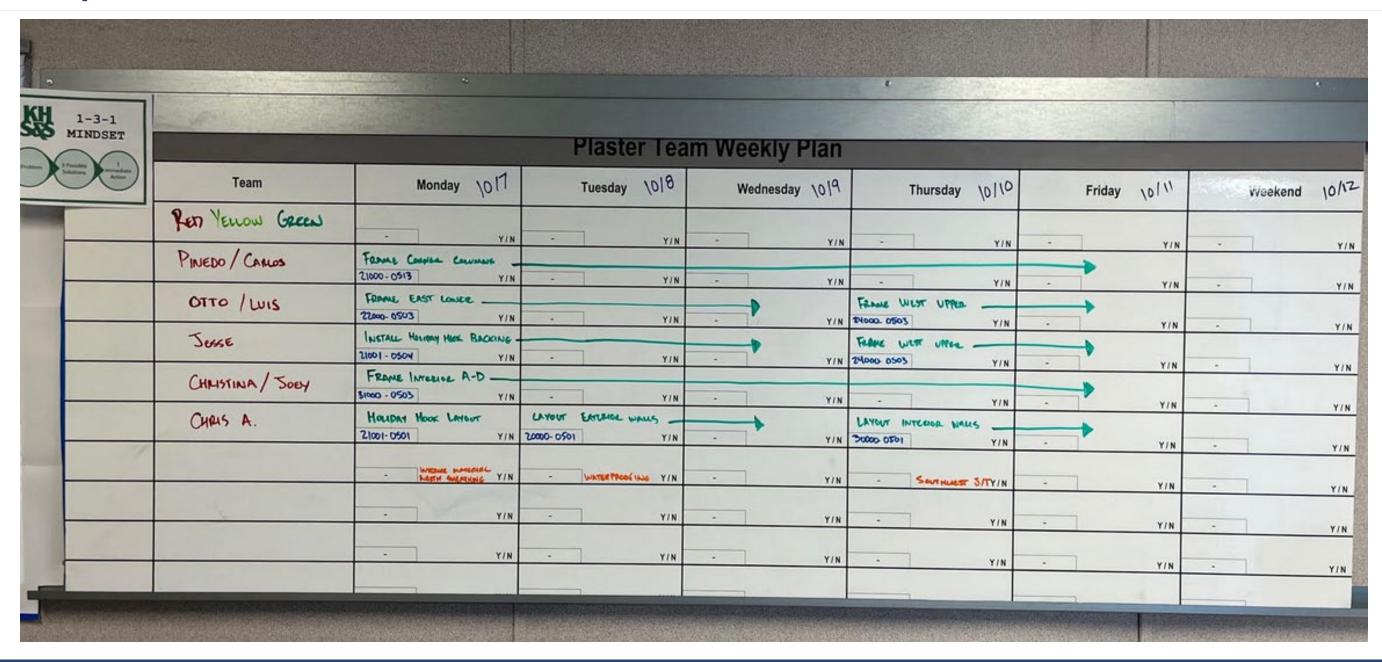<u>Time:</u>   11:00 AM – 12:00 PM

<u>Purpose:</u>   Meet as a team and set weekly work plans for the following week.

<u>Agenda:</u>

1. Site Safety issues with Darcy

2. Meet as a team to go over big picture schedule items.

3. Review budget for cost codes we are both struggling with and doing well on.

4. Pull plan 3 weeks of look ahead scope.

5. Fill out next weeks manpower boards to support the pull plan schedule.

6. Discuss any equipment needs. Scaffold Needs. Subs needs.

7. Discuss any material needs.

8. Discuss any items/RFIs/Questions needing to be answered.

9. Discuss Manpower Needs/Layoffs

10. Discuss any Universal needs

11. Plus/Delta

12. Parking Lot Items

Manpower Demonstration

WWP

PRODUCTION MANAGER'S WEEKLY WORK PLAN (WWP)

Customer Name:				Week Ending		Hours Required for Planned Production		Hours Required for Actual Production		Approved by GC Representative:			CATEGORIES OF VARIANCE						
Project Name: USH P409 Fast & Furious						Should Use	0	Should Have Used	0	CJ Gohl			1	UNSAFE CONDITION	5	EQUIP/HOISTING	9	STRUCTURAL	13 PLUMBING
Project Number: 16558-14		Key: Input Plan Info		11/1/2024		Plan to Use	240	Did Use	0	Signature:		Date:	2	WEATHER	6	RFI/SUBM/SHOP	10	CONCRETE	14 INSP/PERMIT
Project Location: Universal City, CA		Calculation done for you				Total Production Goal for Week KEY (Adjustable)							3	LABOR	7	INTEREF - KHS&S	11	MECHANICAL	15 SCAFFOLD
Senior Field Rep Name: Chris Watne		Complete at close of day/week				%	97.5%	95.0%	UNDER				4	MATERIALS	8	CO/HOLD/STOP	12	ELECTRICAL	16 0
Project Manager Name: CJ Gohl																			

TASK DESCRIPTION Example: Location (Floor 4) / Task (Framing, Drywall) / Specific Location (gridline or room #)	Current Constraint	Foreman Team #	Cost Code (If EWA, select "EWA" from list)	Sub Task Name %	Use Total Work Remaining? (Y/N)	Work Remaining UOM uf,subtask	Unit of Measure	Hours Remaining uf,subtask	Total Production GOAL SUGGESTED	Actual Production for the Week	Mon	Tues	Wed	Thurs	Fri	Sat/ Sun	Planned Hours	Calculated Hourly Prod Rate	Calculated Daily Team Production	Material (type and quantity) needed for task	"X" Ordered?	"X" Delivered?	"X" In Place?	Total Hours Used	Actual Hourly Prod Rate	Task Completed as Met Current Production	Reason for Variance	Catego
Frame North Elevation Exterior		Watne - Pinedo / Carlos	21000-0503 Description Frame Wall - LAB		Y		LF		30		2 / 8	2 / 8	2 / 8				48		10		X	X	X					
Hang North Elevation Exterior		Watne - Pinedo / Carlos	21000-0521 Description Hang Sheathing - LAB		Y		SQFT		2240					2 / 8	2 / 8		32		1120		X	X	X					
Frame 1st Floor North Interior		Watne - Otto / Luis / Chris	30000-0503 Description Frame Wall - LAB		Y		LF		360		3 / 8	3 / 8	3 / 8	3 / 8			96		90		X	X	X					
Hang Top Out 1st Floor Interior		Watne - Otto / Luis / Chris	30000-0587 Description Hang Top Out - LAB		Y		SQFT		960					3 / 8			24		960		X	X	X					
Install Door Frames 1st Floor		Watne - Jesse / Brandon	30000-0574 Description Install Door Frames - LAB		Y		Each		35		1 / 8	1 / 8	1 / 8	1 / 8	1 / 8		40		7		X	X	X					
			Description		Y																							
			Description		Y																							
			Description		Y																							

Wins

- Communicating constraints that can hold up our work

- Understanding where all manpower is going to be working and ensuring we are not over staffed

- Knowing that all team members are on the same page

- Assuring we don't have equipment on site that is not being used

- Checking in with the foreman to make sure material is at Point of use

- Ensuring that the plan matches the budget

Lessons Learned

- Spot check that the team is following the plan and has material at point of use
  - Both Daily and Weekly

- Challenging the foreman to plan for the appropriate amount of time needed for a task

- Keep everyone on track - Side conversations can start easily and be disruptive

- Have a list of milestones prior to meeting each week

Questions?

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.

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Contact Us

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KHS&S Contractors

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Thank you for attending this presentation. Enjoy the rest of the 26th Annual LCI Congress!

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Plan | Value Generation

Do

Check

Act | Safety

Continuous Improvement

Respect for people | Team

Removal of Waste

Process and Flow

Optimize the Whole

Built Environment

Tools

Resources

Training

Research

Collaboration

Emphasis