

Lean at Turner Construction

The 8th Annual Lean Construction Congress

11/09/2006

Jennifer Sudbrink - Project Engineer

David Rowe – Senior Scheduling Engineer

Background

Jennifer Sudbrink - Project Engineer

- Calif. State Univ. Sacramento Bachelor of Science in Construction Management
- Intern with Turner: 3 years
- Full time with Turner: 2 years
- Delhi Schools \$11MM 2003
- Inderkum High School \$72MM 2004
- Sutter Sacramento MRI / Elevator 2005 - 2006
- Mills Peninsula Hospital–Burlingame: present

Background

David Rowe – Senior Scheduling Engineer

- Queensland University of Technology-Brisbane: Applied Science Construction Management
- Turner: 3 + years
- Scheduling in Australia, UK, USA: 8 years
- Calif. Pacific Med. Ctr.–Cathedral Hill Pre-con
- 555 Mission Street - 34 floors office for Tishman Spyer - present
- Laguna Honda Hospital- San Francisco: present
- Mills Peninsula Hospital – Burlingame: present

Turner's Projects with Sutter



Sutter Medical Center - Sacramento

- \$350 Million Const.
- Medical Office Bldg.
- New Hospital
- Renovate existing
- KMD design team
- 2nd intro of Last Planner



Mills Peninsula-Burlingame

- \$350 Million Const.
- Medical Office Bldg.
- New Hospital
- Parking garage
- Demolish existing
- Anshen + Allen
- 3rd intro of Last Planner

Turner's Projects with Sutter



- California Pacific
Medical Center –
Cathedral Hill
San Francisco
- \$1.2 Billion Const.
 - Medical Office Bldg.
 - New Hospital
 - Parking Garage
 - SmithGroup/SOM



- Sutter Davis Hospital
- \$ 15 Million Const.
 - New Medical Office
 - Hospital Renovation
 - Renovate Med. Office
 - Boulder Associates
 - **FIRST use of Last Planner System**

Other projects using Last Planner

- Sierra Nevada Hospital – Imaging Bldg.
 - Grass Valley, CA
- Sierra College Math Building
 - Rocklin, CA
- Washington Hospital Renovation
 - Fremont, CA
- Univ. of Kentucky – New Student Health Center and New Research Hospital
 - Lexington, KY
- Several “pilot projects” under consideration

Using the Last Planner System on my jobs, I have learned...?

- It is better for individuals doing the Work to help make THE plan.
- Takes persistence to get subs to submit their Weekly Work Plan.
- Our meetings went from 3 hours to 1 hour.
- Sometimes hard for individuals to take responsibility to remove constraints.



Using the Last Planner System on my jobs, I have learned...?

- I understand end-users' needs more.
- Several benefits to collaborative planning. (Reverse Phase Scheduling)
- The 6-Week Look Ahead Schedule sets priorities.
- Improves coordination of site visits and expectations of the design team and inspector.
- Small batch size reduces durations.

Using the Last Planner System on my jobs, I have learned...?

- It is IMPERITIVE to have buy-in and commitment from all parties!!!
- LPS is a scheduler's dream come true!
- Steep learning curve-reading-coaching.
- The advantage of one information coordinator / gatekeeper.
- The steps encourage participation in the planning process.

Using the Last Planner System on my jobs, I have learned...?

- Identifies key requirements for success.
- Builds relationships.
- 6 wk look-ahead focus on proactive problem solving.
- Identifies potential issues allowing team to initiate corrective measures.



Using the Last Planner System on my jobs, I have learned...?

- Reduces impact of delays that can not be otherwise mitigated.
- Meetings are collaborative and interactive environment.
- Facilitates coordination – everyone really is on the same page.



What's in it for me?

“This job was the smoothest running job I’ve ever been on and I know that the Lean phase schedule and look-ahead plan had a lot to do with it.”

“First job I finished that liked the Architect and want to work with them again.”

John Jones, Turner Superintendent

- Enjoy work, more fun
- Better reputation from subs and my peers
- Less fire-fighting
- Predictable work flow
- Defined standard tasks
- Safe – less injuries
- More profits to share
- Happier clients, AE’s more apt to refer me
- Job security

Panel Discussion and Questions



Thank you!

