LAST PLANNER

MANAGE PHASE PULL PLANS AND WEEKLY WORK COMMITMENTS

FINALIZE PROJECT MILESTONES

PULL PLAN 1ST PHASE

MILESTONE 1　MILESTONE 2　MILESTONE 3　MILESTONE 4　MILESTONE 5

PRECONSTRUCTION　　　　*CONSTRUCTION*

PHASE 1　　　PHASE 2　　　PHASE 3

MILESTONE 2　　　**MILESTONE 3**

PHASE 2 MAKE-READY PLAN

PHASE 3 MAKE-READY PLAN

PHASE 2 MILESTONE PULL PLAN

MANAGE WEEKLY WORK PLANS

PHASE 3 MILESTONE PULL PLAN

WEEK 1　　　WEEK 2　　　WEEK 3

DAILY HUDDLE (×16)

WEEKLY WORK PLANNING　　WEEKLY WORK PLANNING　　WEEKLY WORK PLANNING
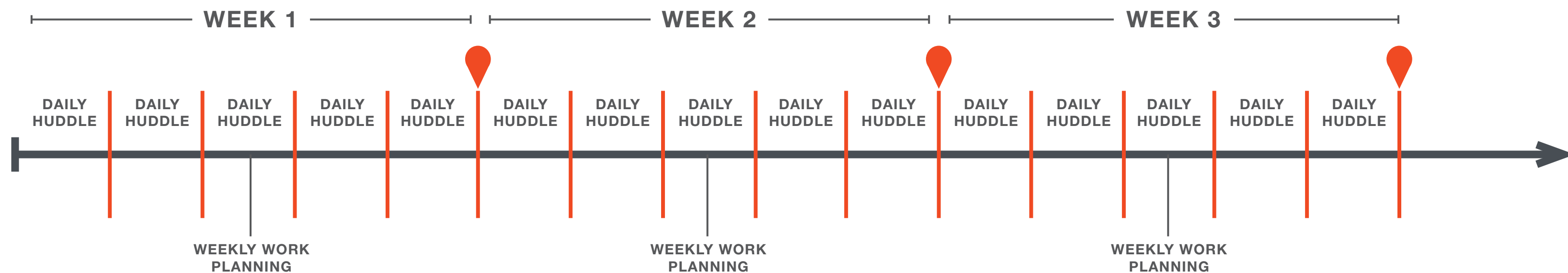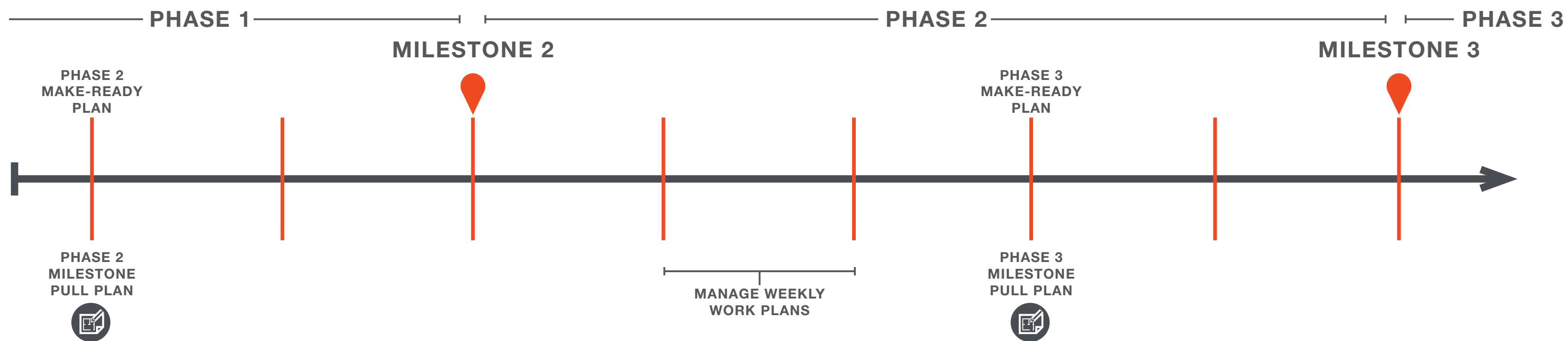
SHOULD

MILESTONE SCHEDULE

- Create schedule as early as practical using CPM logic
- Define a milestone—releases the next phase of work
- 5-10 key dates by phase plan
- Account for reasonable weather days/unforeseeable delays in each phase
- Reviewed with Senior Project Leader
- Engage designer and owner

PHASE PULL PLAN

- Limit attendance to those trades working in the area
- Efficient staging of space for the conversation
- Pull from each milestone
- Should not be attempted without visual aid (model, PlanGrid, phasing plan)
- Limit each area work plan to be accomplished in two hours or less
- Sequence flow units determined by project team
- Batch sizes determined by most work the smallest crew can accomplish in one day

CAN

MAKE-READY PLANNING

- Facilitate the discussion, don't dictate solutions
- Develop live constraint log
- Get specific about tasks and dates; objective is to identify and remove constraints
- Break out work into daily work detail
- Adjust 1-6 weeks out
- Coordinate and level work; get specific tasks

WILL

WEEKLY WORK PLAN

- Superintendent, Foremen, GCC Team
- Timeframe/participants (30-40 minutes)
- Review during weekly meeting
- Record promises made
- Use TouchPlan software when available

DID / WILL

DAILY STAND-UPS

- Don't solve problems in meeting—create parking lot
- Coordinate with safety huddles in the space
- Sticky notes on floor plan
- 15 minutes max
- 2x: morning - safety and logistics, afternoon - reporting on commitments

LEARN

RETROSPECTIVES

- 1 hour long, max
- Send agenda ahead of meeting
- Flow unit, 3 questions: Continue? Stop? Start doing?
- Discover lessons learned
- Adjust future plans accordingly
- One per phase