Lean Construction for Trades: Toolbox Talk Series

Developed by the AGC Lean Construction Forum

Hand Off’s – Phase Scheduling
Lean Construction for Trades Toolbox Talk

Series Goals:

- Introduce Lean Construction concepts in the field through conversational learning
- Recognize opportunities to review and improve current processes
- Describe how to empower each other to identify and eliminate waste, work safely, and reduce overproduction
- Adopt a Lean culture
Lean Construction for Trades Toolbox Talk
Session Goals: Hand-off Commitment Cycle

• Illustrate the flow of a hand-off cycle at the Phase Scheduling level of Last Planner System

• Explain how buy-in can be achieved

• Understanding the value of why reliable hand offs are important
What is a “Hand Off”? 

With respect to Phase Planning in the Last Planner system, a handoff is the release of the physical work space to the next trade partner who needs to perform their work activity while including clear communication of the turn over conditions of satisfaction.
Hand Off Example:

For example, a *grading* trade partner will have hand-offs that must occur before the *asphalt* trade partner can do their work. Likewise, the *rebar* trade partner will have hand-offs that must occur before the *formwork* trade partner can do theirs.

Identifying and understanding the conditions of satisfaction for each handoff is critical to coordinating and maintaining a reliable work flow in the field.
When are Sequences, Hand-Off, and Durations agreed to?

The ideal time is during a pull plan session, where trade partners, foremen, project managers, and superintendents work together to identify phasing/sequencing, hand-offs, and their durations to create a reliable plan together as a team. This collaboration achieves buy-in and certainty around planning construction activities.

A pull plan starts at the END of a milestone and works BACKWARDS, to the beginning. Visit www.leanconstruction.org to learn more.
Why is identifying hand-offs important?

For a few reasons. One, understanding hand-offs and their durations provides clarity across all disciplines and a better understanding of each trade’s work.

Two, identifying hand-offs provides opportunities to change, overlap, or move activities to expedite those activities and/or the schedule.

And three, allowing trade partners to discuss their hand-offs and durations makes planning easier and more accurate.
Printable Card

1. A hand-off is the release of the physical work space to the next trade partner.
2. The ideal time to discuss sequencing, hand-offs, and durations is during a Pull Plan session.
3. Identifying and understanding the conditions of satisfaction for each handoff is critical to coordinating and maintaining a reliable work flow in the field.
4. Hand-offs are important because they
   1. Provide clarity across all disciplines.
   2. Provide opportunities to change, overlap, or move activities.
   3. Allow trade partners to discuss their hand-offs and durations makes planning easier and more accurate.