



AGC
THE CONSTRUCTION
ASSOCIATION

Lean Construction for Trades Toolbox Talk Series

Developed by the AGC Lean Construction Forum

CM-LEAN
CERTIFICATE OF
MANAGEMENT
LEAN CONSTRUCTION

.25 CM-Lean CE Credit | AGC of America recognizes this this series as qualifying for continuing education hours towards the renewal of AGC's Certificate of Management-Lean Construction (CM-Lean).

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: Weekly Work Planning

- Understand the purpose of the weekly work planning
- Understand the roles and actions in weekly work planning
- Learn some weekly work planning best practices

“Weekly Work Planning” developed by Colin Milberg, ASKM & Associates



Weekly Work Planning

- What is it and what is the goal?
- What is your role in weekly work planning and what do you need to do?
- How should you behave when weekly work planning?

What is Weekly Work Planning?

- A collaborative planning session where Last Planners (typically foremen) make commitments to each other and coordinate their work for the next 5 working days.



What is the goal?

100% Reliability

Don't over commit or under commit. Either can throw off a teams coordination. Instead commit to what you really think you will accomplish.

Fully Commit to & Coordinate the next 5 days work that can be done.

Set a baseline for & measure team reliability.

Learn and Improve team reliability.

The Weekly Work Plan Rule

Only Plan Ready Work

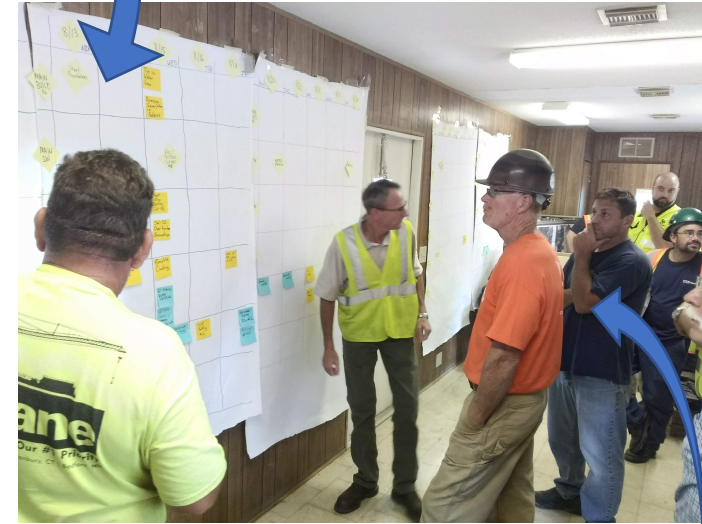
Work for which you get a commitment to the predecessor during the Weekly Work Plan is considered ready work.

Basic Agenda

- In advance of the meeting each trade posts their detailed daily plan for the upcoming 5 days, verifying the work is ready and based on available manpower.
- Calculate last weeks Percent Plan Complete (if not already done).
- **Coordinate and commit to the next 5 days work across all trades.**
- As a team, spend time to review last weeks PPC & reasons for misses, select and discuss specific reasons for misses and their root causes, identify & share countermeasures; and make commitments to execute countermeasures.
- Conduct a Plus / Delta on the meeting

What Does that Look Like?

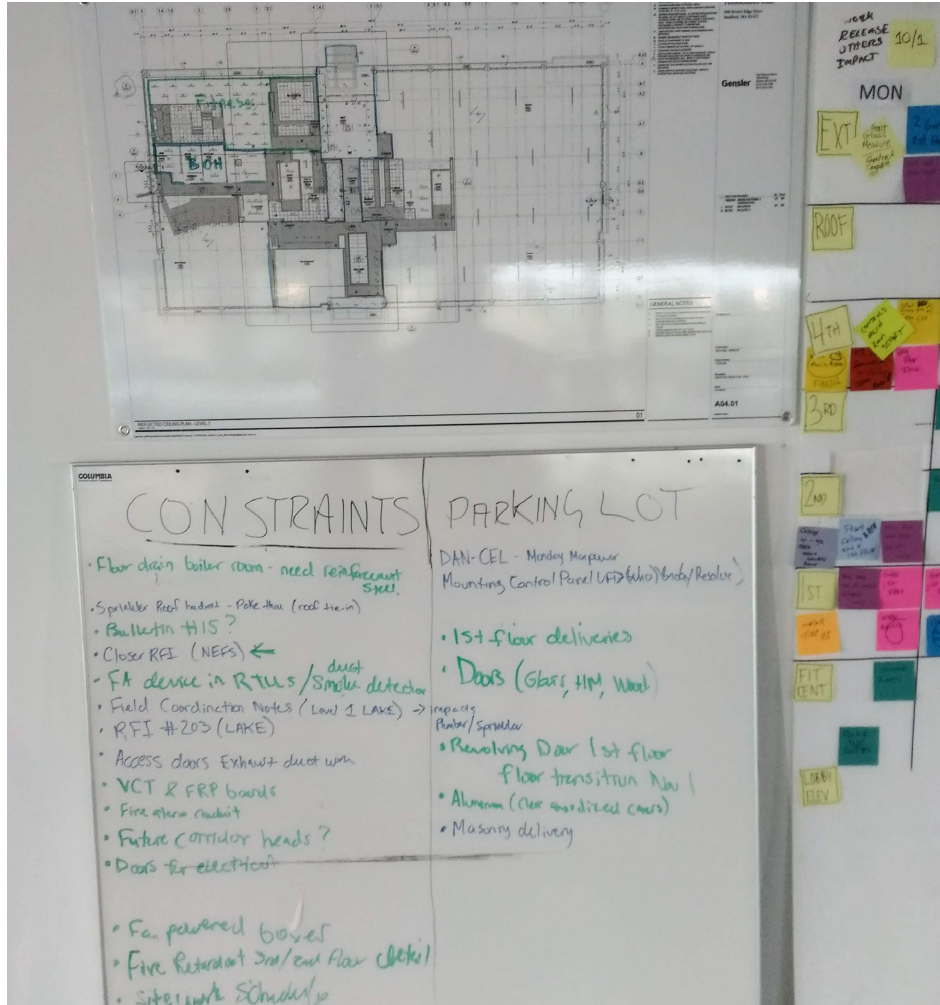
- Each Last Planner stands up and addresses the rest of the trades. They explain in detail for each of the next five days:
 - What work their crews plan to do, where and what other areas or activities it could impact;
 - What work areas they are committing to make available to other crews;
 - What commitments they need from other crews to meet their commitments for this week and currently planned work for next week; and
 - What back-up work they have and what could trigger using it.
- The other trades' roles are to: listen; interrupt with questions if they don't understand; evaluate if the plan works with their own; negotiate and coordinate any conflicts while updating the plan; and confirm any requested commitments.
- The Supers role becomes facilitating to ensure that the needed communication is happening.



**What can you take away from this image?
(FYI: Those are only the trades)**



Good Set-up Practices



What do you like about the set-up on the left?

Compare the two pictures below.

What do you see that is supporting team collaboration and accountability?





1. A collaborative and committed plan for the next 5 days.
2. Only plan ready work.
3. Measure, learn and improve with a goal of 100% reliability.
4. Make it visual and easy to understand.

Printable Card