

Lean Construction Institute

Building Knowledge in Design and Construction

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Course Name: Improving the way we work - Case Studies
from Leading Owners

Course Number - 20121010AM

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Course

Description

This session incorporates testimonies and case studies from participants in projects that used lean methodologies to improve the delivery of their facilities and change the way they deliver a project in design and construction. The case studies will dive deep into specific tools and techniques that will improve the quality of buildings, create a safer and more reliable work environment, and improve the design and construction practice.

Learning Objectives

At the end of the this course, participants will be able to:

- 1.Learn how owners have implemented lean in their organizations and on their projects
- 2.Examine case studies from the federal sector and learn how incorporating 5s, increased levels of technologies including BIM, and other Lean Process Improvements has improved the schedule, quality, and communication on those projects.
- 3.Understand the factors driving clients to implement lean in their existing project delivery program. 4.Learn how to prepare responsive proposals that allow teams to secure work.

How Owners Implement Lean Differently

The So Cal Owners Group

Established July 1, 2010



Overview

- Purpose
- Members
- Manifesto
- Lean Variations

Members – Policy Level Leaders

- Healthcare – for Profit, Non Profit
- Education - Univ and CCD, Private and Public
- Public – City, County, Public Authorities
- Private Industry – Entertainment, Developer

Purpose

- Organize a peer group of owners to implement and further develop IPD/ Lean in the capital project process.
- Educate owners
- Share better practices
- Owners top 4 functions

1. Getting the Owner's House in Order

- Effect cultural change away from DBB
- Push contract models
- Push procurement methods
- Effect strategies to develop staff (BIM & IPD)
- Share practices and lessons learned

2. Starting the Project

- Streamline the Owner's in house process
- Evolve procurement and legal positions
- Pick the right people / chemistry
- Get the right people when they can influence
- Ensure competition

3. Managing the Project

- Attempt the right amount of lean
- Balance tools and culture
- 2 Big L companies in teams
- Empower lean leaders

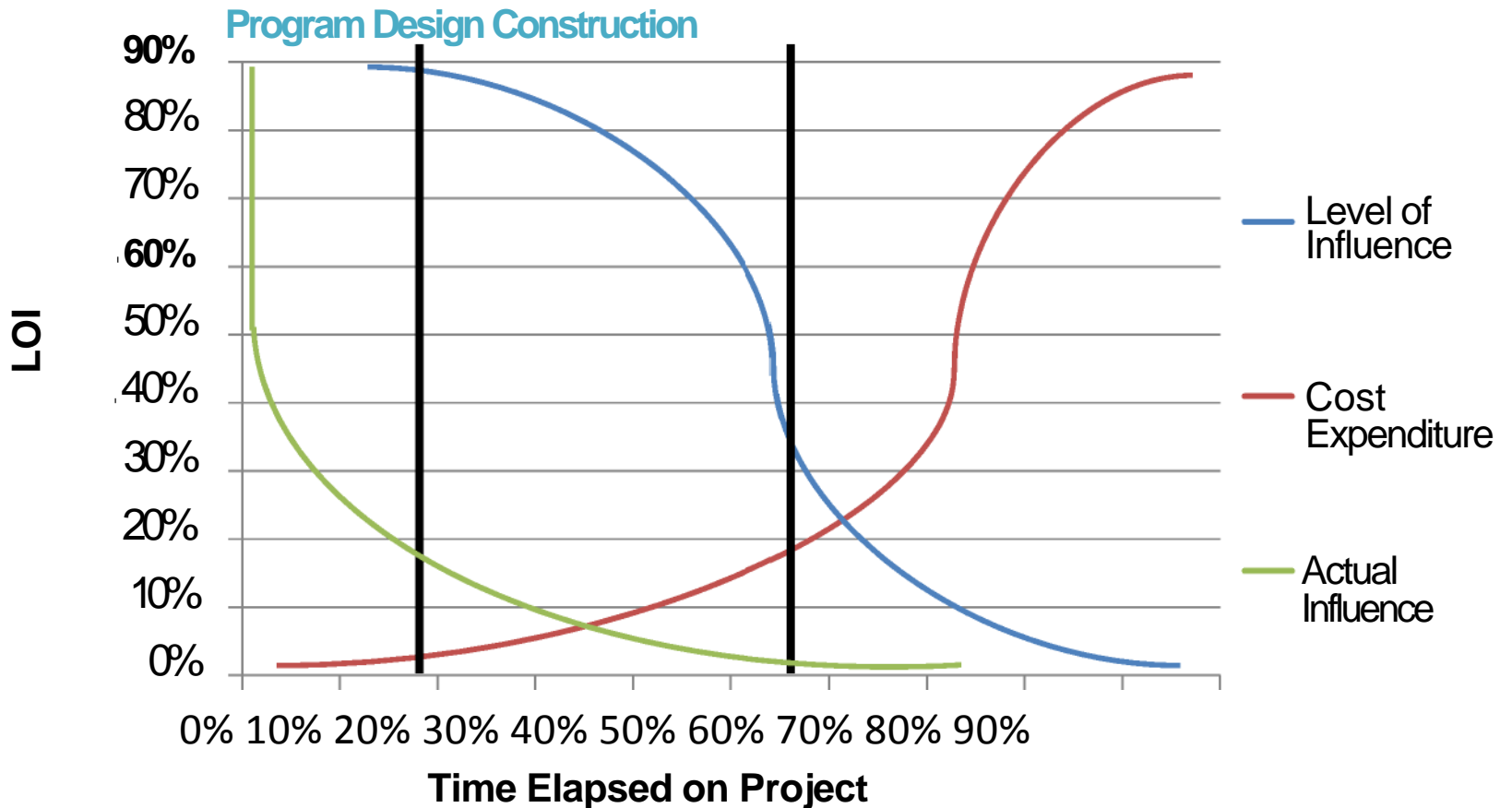
4. Sustaining Lean

- Increase the capacity of the industry to deliver lean.
- Share ways that owners can allow business partners to develop cost savings and to pass them on to the owner without damaging their profitability.
- Become the owner of choice.

Group Development

- Find a few early adopters
- Find common ground – fear of DBB
- Develop beliefs - manifesto
- Meet in places of business
- Three speakers per session
- Connect people
- Start with people you trust
- No commercials

When is Value Added?



Manifesto - April 2011

We believe that the following six principles will increase the success of projects

- Utilize best practices to change the mindsets of owner's representatives and their internal user groups to utilize Integrated Project Delivery principles in their systems.
- Evaluate design excellence of all team members when selecting teams and create mechanisms to maintain design excellence throughout the project.

Manifesto (2)

- During the team selection process, evaluate the attributes of teams to deliver as an integrated project team and make a selection criterion.
- Incentivize integrated project centric behavior on projects that results in high performance teams.

Manifesto (3)

- Utilize the team to validate the project's price in the program phase. Ensure the team designs to the target budget. Provide a mechanism to validate the cost (GMP on QBS).
- Build a community that can deliver Integrated Project Delivery results both on large projects and small projects.

Meeting Topics

- Lean examples using DB, CMAR, Design Assist, IPD
- Use of Lean in their core business
- Identifying waste in core business, Development, procurement, design and construction.
- Studying the first IFOA projects in So Cal.

3 Key IPD Elements

- One team selected early
- A contract aligning all parties' incentives
- An operating system

Tools

- Lean leadership
- Big room lean culture
- TVD/ SBD/ CBA
- Last Planner/ daily checks

Integrated Lean Project Delivery (Max Lean)

- IFOA Contract

Lean Design Build (Med Lean)

- Lean design build GMP
- Lean design build Lump Sum
- Design build with some lean tools

Low Lean

- CMAR with DB subcontractors with lean tools
- CMAR with design assist subs with lean tools
- Stipulated sum with lean tools
- CMAR with low bid subs

Delivering a Program of Work

- IFOA signing time
- Lean leadership
- Half of most programs are small projects
- Employ a variety of tools with trusted people
- Procurement/ team selection has the largest proportion of waste – time cost and people
- Create a pool of skill dedicated to serve the owner

Results

- Every owner has taken steps down the path
- The largest concern is managing small projects
- People care

This concludes The American Institute of Architects
Continuing Education Systems Course

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