



Enabling Success

Creating Alignment Between the Field and the
Office



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Introduction

Maxim Consulting Group Overview

 Management Consulting	 Lean Transformations	 Peer Groups	 Corporate Finance Advisory
<ul style="list-style-type: none">▪ Strategic Planning▪ Operational Excellence▪ Technology Integration▪ Training & Development	<ul style="list-style-type: none">▪ Supply Chain Management▪ Design Standards▪ Enterprise Scheduling▪ Process Standardization	<ul style="list-style-type: none">▪ Electrical▪ Mechanical▪ Fire Protection▪ General Contractor▪ Heavy Civil▪ Utility	<ul style="list-style-type: none">▪ Mergers & Acquisitions Advisory▪ Equity & Debt Financing▪ Ownership Transition▪ Management Succession▪ Captive Insurance

Agenda

- Aligned Vision
- Definition of Success
- Complexity of Construction Operations
- Tools to Enable Success
- That was good, and completely necessary. This is even better

Aligned Vision

Four Tenants of the Most Successful Construction Firms

1. Hire the Right People
2. Strong Organizational Culture
 - a. Communication
 - b. Leadership
 - c. Consistency
3. Financial Aptitude
 - a. Understanding how “MY” actions create an impact
4. Discipline
 - a. We do things one way, the best way

Us vs. Them – Cause and Effect

Lack of:

- Trust
- Discipline
- Defined processes
- Role definition
- Involvement
- Incentives
- Training

Causes:

- Confusion
- Impatience
- Anger
- Disengagement
- Lack of accountability
- False starts
- Lack of motivation

Us vs. Them – Root Causes

- Ego
- Loyalty to “One Side”
- Status
- Greed
- Control

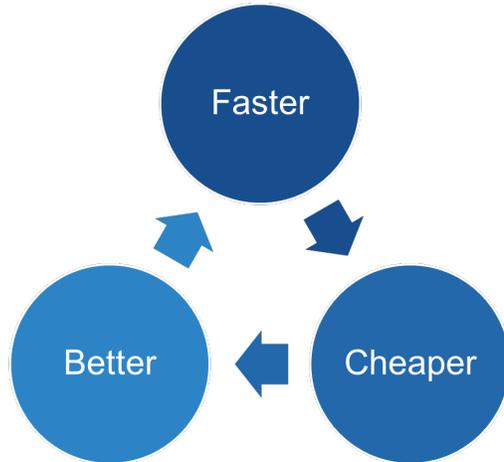
Collaboration gone wrong

1. Who should have been consulted?
2. What different input may have been shared?

Overcomplication ≠ Success

Definition of Success

What Does the Client Want?



Types of Clients

- Internal Clients
 - Estimating
 - Design
 - Manufacturing
 - Project Operations
 - Field Operations
 - Etc.
- External Clients

How Do We Drive Customer Satisfaction?

- **Behaviors:**
 - Trust
 - Discipline
 - Defined processes
 - Role definition
 - Involvement
 - Incentives
 - Training
- **Results:**
 - Operational Excellence
 - Superior Company Culture
 - Financial Opportunity
 - Etc.

What Does the Field Want From Operations?

- _____
- _____
- _____
- _____
- _____
- _____

Desired:

- › Right information
- › Right tools
- › Right materials

Furnished:

- › When needed
- › How needed
- › Where needed

Accomplished by:

- › Defined processes
- › Great communication
- › Effective structure
- › Strong leadership

Complexity of Construction Operations

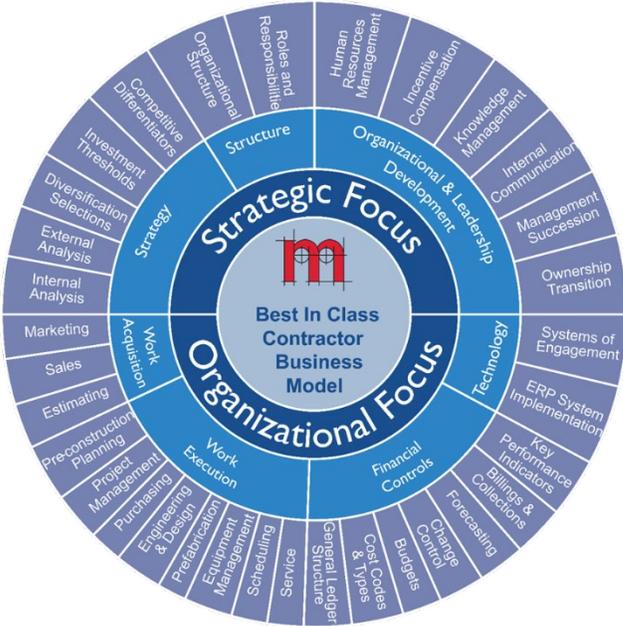
Four Tenants of the Most Successful Construction Firms

1. Hire the Right People
2. Strong Organizational Culture
3. Financial Aptitude
4. Discipline

Construction Operations – an Overview



Construction Operations – Detail

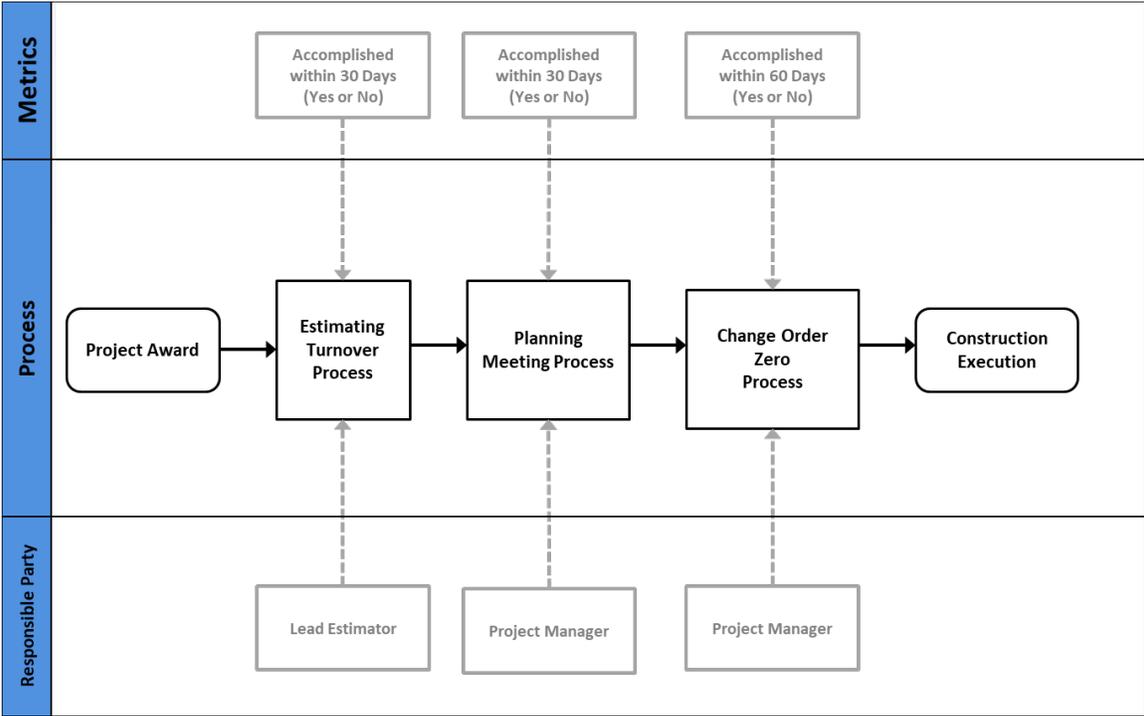


The Field Performs/Uses/Contributes to These:

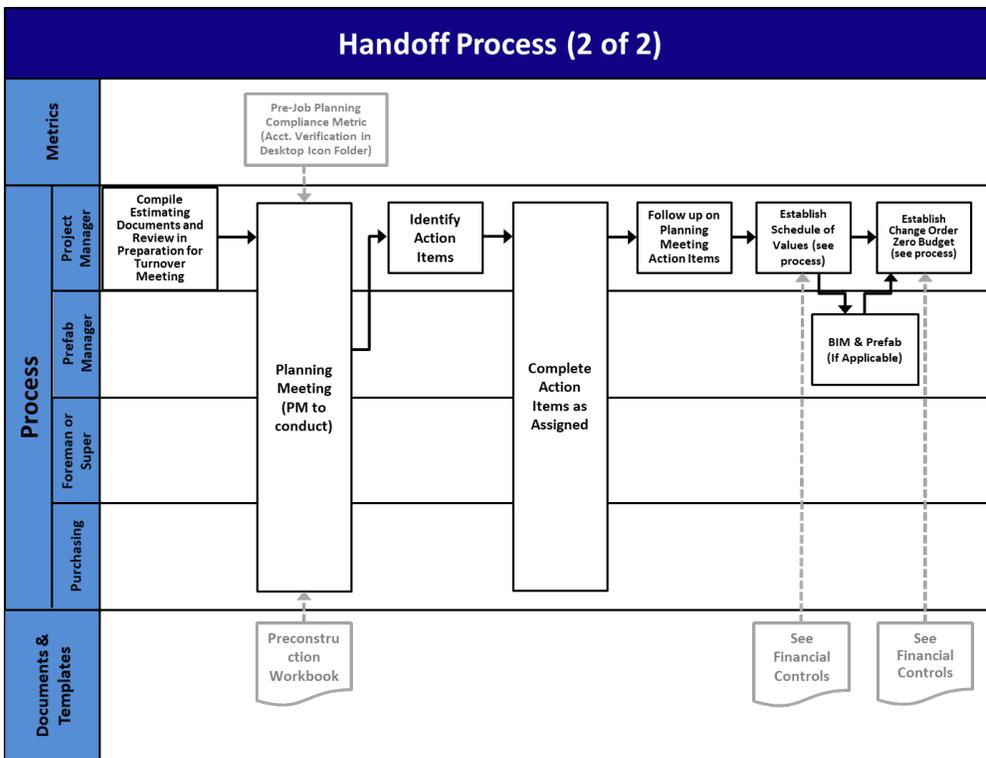
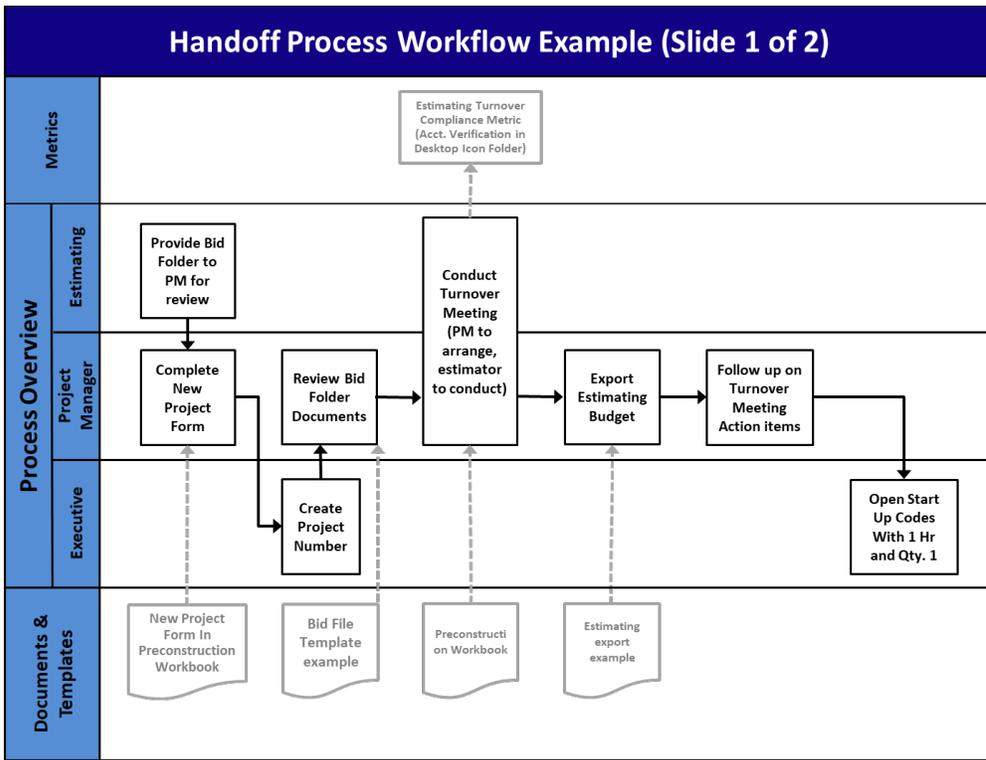


Tools to Enable Success

Pre-Job Planning Process Overview



Enabling Success



Short Interval Plans

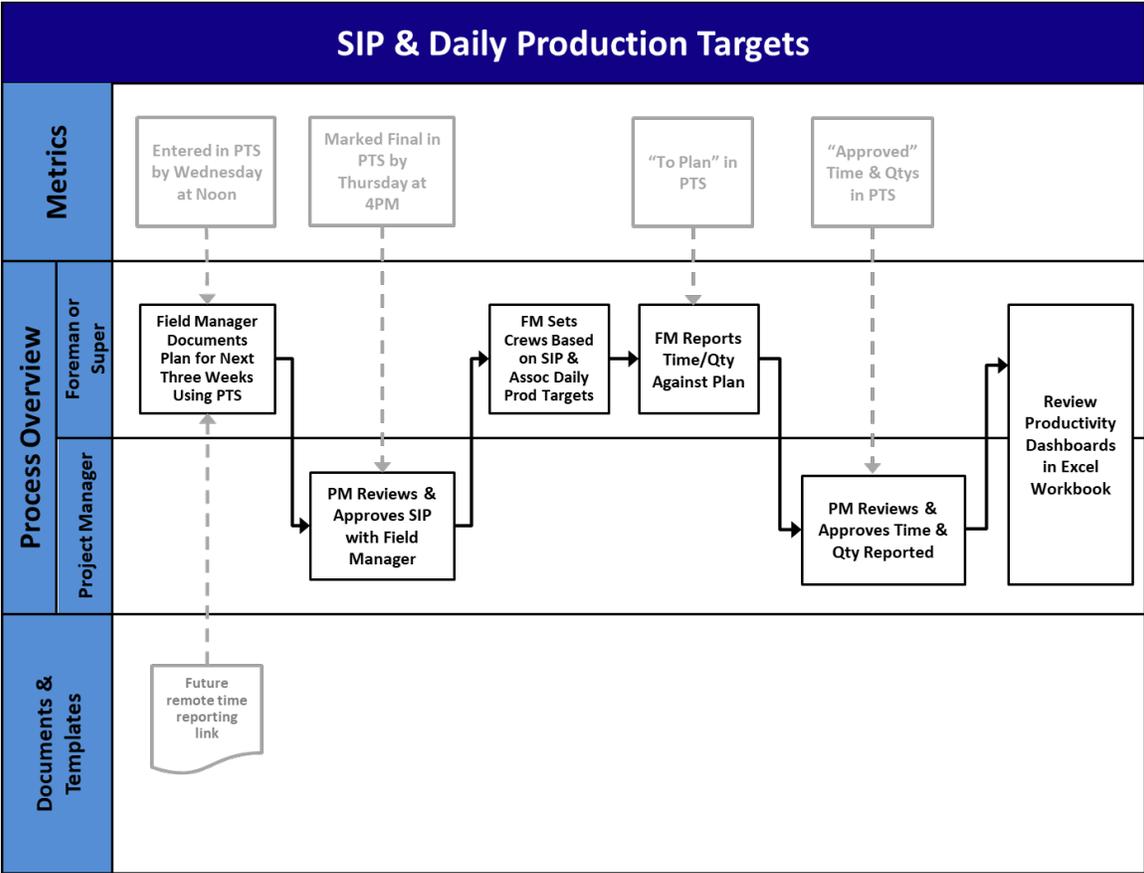
- 3 week look aheads are done to communicate the plan including materials, equipment, tools, other needs that are not yet on site for the work, as well as production targets

Short Interval Plans – Underutilization

- Obstacles to excellence:
 - “I don’t have time”
 - “I don’t see the value”

Short Interval Plans

Short Interval Plan - Entry																		
Area		Phase Code		Mon		Tue		Wed		Thu		Fri		Sat		Sun		
Show Activity for:	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
				Daily Shift Length:								Plan is Final? <input checked="" type="checkbox"/>						
												<input type="button" value="Save Plan"/>						
Activities planned for week STARTING: 03/11/2019				Materials			Tools	Production Rate		Daily Man Hours							Target	
Phase Code	Description	Area	Source	Status	Eqp	Qty	UM	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Qty	UM		
00-00-703	DIRECT JOB SUPERVISION	00				1.00	HR	8	8	8	8	8	0	0	40.00	HR		
00-00-711	SAFETY TRAINING	00				1.00	HR	1	1	1	1	1	0	0	5.00	HR		
00-01-230	1 WALL ROUGH IN	01	V	R	Y	11.26	LF	16	16	16	16	16	0	0	901.08	LF		
00-01-241	1 OH COND 1 & SM	01	V	D	Y	16.49	LF	15	15	15	15	15	0	0	1,236.72	LF		
00-01-350	1 BRNCH WIRE #8 & SM	01	V	D	Y	182.70	LF	8	8	8	8	8	0	0	7,308.18	LF		
00-01-416	1 FLANGED LINEAR LIGHTING	01	V	B	Y	3.81	EA	8	8	8	8	8	0	0	152.28	EA		
00-UG-211	UG UG COND 1 & SM	UG	V	R	N	12.49	LF	16	16	16	16	16	0	0	999.51	LF		
00-UG-212	UG COND 1 1/4 & LG	UG	V	R	N	6.23	LF	16	16	16	16	16	0	0	498.20	LF		
00-02-440	2 WALL DEVICES & TRIM	02				2.45	EA	0	0	0	0	0	0	0	0.00	EA		



Short Interval Plans – Done Poorly

Unplanned Calls to Shop <48 Hours Notice	Planned Calls to Shop >48 hours Notice
70%	30%

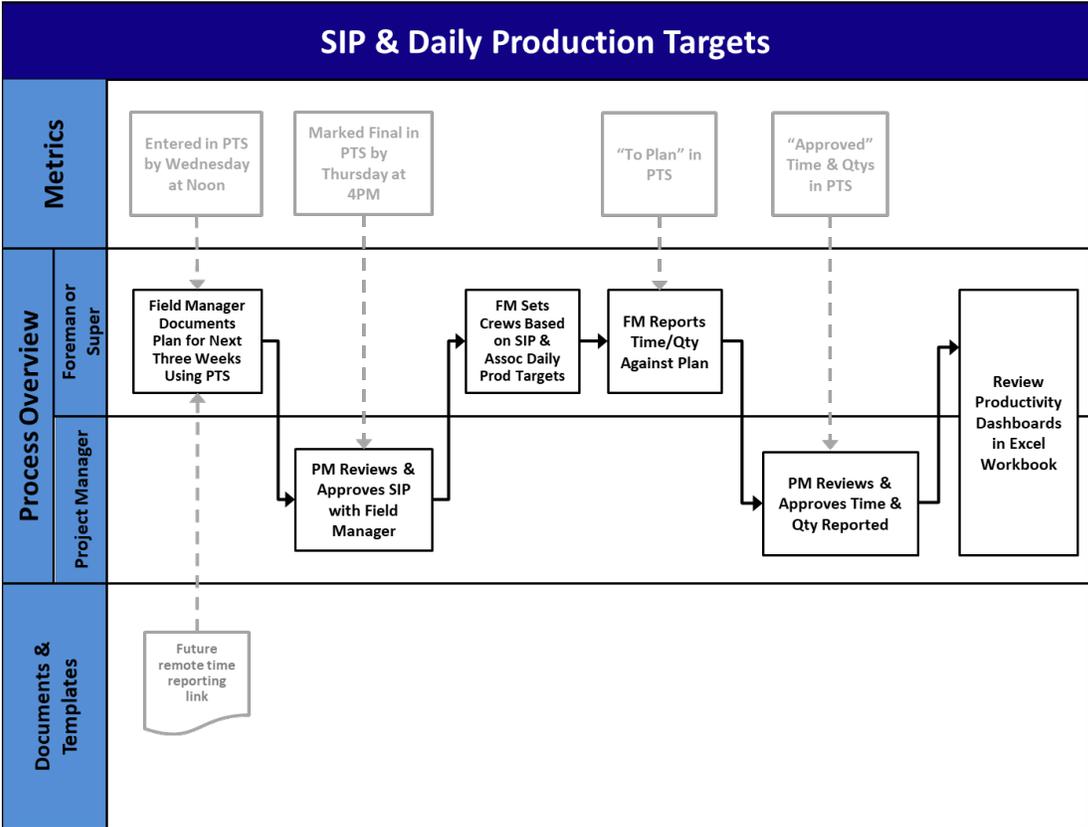
This means that 70% of the time, we are using HOPE as a strategy to achieve excellence.

Short Interval Plans – Done Well

Unplanned Calls to Shop <48 Hours Notice	Planned Calls to Shop >48 hours Notice
70%	30%
30%	70%

How different would this be?

Operationally? Culturally? Financially?



Time Reporting

- Time reporting should be accurate

Employee Time - All Employees on Job			Trade /		Mon 02/11	Tue 02/12	Wed 02/13	Thu 02/14	Fri 02/15	Sat 02/16	Sun 02/17	Final?	
Phase Code	Area	Skill	Reg	OT	Reg	OT	Reg	OT	Reg	OT	Reg	OT	
✓ [REDACTED]			8.00		8.00		8.00		8.00		0.00	0.00	✓ 40.00
CLEAN UP	00		0.25		0.25		0.25		0.25		0.00	0.00	
SAFETY TRAINING	00		0.25		0.25		0.25		0.25		0.00	0.00	
P1 BRNCH WIRE #8 & SM	P1		7.50		7.50		7.50		7.50		0.00	0.00	
✓ [REDACTED]			8.00		8.00		8.00		8.00		0.00	0.00	✓ 40.00
CLEAN UP	00		0.25		0.25		0.25		0.25		0.00	0.00	
SAFETY TRAINING	00		0.25		0.25		0.25		0.25		0.00	0.00	
P1 BRNCH WIRE #8 & SM	P1		7.50		7.50		7.50		7.50		0.00	0.00	
✓ [REDACTED]			8.00		8.00		8.00		8.00		0.00	0.00	✓ 40.00
DIRECT JOB SUPERVISION	00		2.00		2.00		2.00		2.00		0.00	0.00	
CLEAN UP	00		0.25		0.25		0.25		0.25		0.00	0.00	

Quantity Reporting

- Quantity reporting should be accurate
- Analysis of planned activities versus unplanned must be completed

Activities Planned for week STARTING: 02/11/2019				Budget		Previous JTD			Week Target		Week Actual		JTD
Phase Code	Description	Area	Quantity	UM	Quantity	UM	% Comp	per Plan	per Time	Quantity	UM	% Comp	
✓ 00-00-703	DIRECT JOB SUPERVISION	00	2,080.00	HR	1,112.80	HR	53.50%	15.00	14.00	20.80	HR	54.50%	
✓ 00-00-709	CLEAN UP	00	470.00	HR	267.90	HR	57.00%	10.00	9.25	11.75	HR	59.50%	
✓ 00-00-711	SAFETY TRAINING	00	374.00	HR	374.00	HR	100.00%	10.00	9.25	0.00	HR	100.00%	
✓ 00-D1-410	D1 LIGHTING	D1	555.00	EA	555.00	EA	100.00%	0.00	41.14	0.00	EA	100.00%	
✓ 00-NC-360	NC FEED WIRE #6 & LG	NC	7,737.00	LF	0.00	LF	0.00%	2,481.25	0.00	0.00	LF	0.00%	
✓ 00-P1-350	P1 BRNCH WIRE #8 & SM	P1	65,151.00	LF	45,279.95	LF	69.50%	18,690.86	23,319.07	16,613.50	LF	95.00%	
✓ 00-P1-360	P1 FEED WIRE #6 & LG	P1	4,309.00	LF	0.00	LF	0.00%	1,776.90	666.34	689.44	LF	16.00%	
✓ 00-P1-410	P1 LIGHTING	P1	146.00	EA	94.90	EA	65.00%	42.16	47.44	29.20	EA	85.00%	
✓ 00-P1-440	P1 WALL DEVICES AND TRIM	P1	351.00	EA	0.00	EA	0.00%	78.28	0.00	0.00	EA	0.00%	

Productivity Data

- Proving the impact

Week of	Area	Phase Code	Description	---- Budget ----			--- Hours ---		--- Quantity ---		
				Labor	Quantity	UM	Actual	Earned	Week	To Date	% Comp
02/11/2019	00	00-00-703	DIRECT JOB SUPERVISION	2,080.00	2,080	HR	14.00	20.80	20.80	1,133.60	54.50%
		00-00-709	CLEAN UP	470.00	470	HR	9.25	11.75	11.75	279.65	59.50%
		00-00-711	SAFETY TRAINING	374.00	374	HR	9.25	0.00	0.00	374.00	100.00%
	D1	00-D1-410	D1 LIGHTING	371.00	555	EA	27.50	0.00	0.00	555.00	100.00%
	NC	00-NC-360	NC FEED WIRE #6 & LG	343.00	7,737	LF	0.00	0.00	0.00	0.00	0.00%
	P1	00-P1-350	P1 BRNCH WIRE #8 & SM	366.00	65,151	LF	131.00	93.33	16,613.50	61,893.45	95.00%
		00-P1-360	P1 FEED WIRE #6 & LG	97.00	4,309	LF	15.00	15.52	689.44	689.44	16.00%
		00-P1-410	P1 LIGHTING	277.00	146	EA	90.00	55.40	29.20	124.10	85.00%
		00-P1-440	P1 WALL DEVICES AND TRIM	269.00	351	EA	0.00	0.00	0.00	0.00	0.00%
							296.00	196.80			

Productivity Data as a Tool

Week of	Area	Phase Code	Description	----- Budget -----		--- Hours ---		--- Quantity ---		
				Labor	Quantity UM	Actual	Earned	Week	To Date	% Comp
02/11/2019	00	00-00-703	DIRECT JOB SUPERVISION	2,080.00	2,080 HR	14.00	20.80	20.80	1,133.60	54.50%
		00-00-709	CLEAN UP	470.00	470 HR	9.25	11.75	11.75	279.65	59.50%
		00-00-711	SAFETY TRAINING	374.00	374 HR	9.25	0.00	0.00	374.00	100.00%
	D1	00-D1-410	D1 LIGHTING	371.00	555 EA	27.50	0.00	0.00	555.00	100.00%
	NC	00-NC-360	NC FEED WIRE #6 & LG	343.00	7,737 LF	0.00	0.00	0.00	0.00	0.00%
	P1	00-P1-350	P1 BRNCH WIRE #8 & SM	366.00	65,151 LF	131.00	93.33	16,613.50	61,893.45	95.00%
		00-P1-360	P1 FEED WIRE #6 & LG	97.00	4,309 LF	15.00	15.52	689.44	689.44	16.00%
		00-P1-410	P1 LIGHTING	277.00	146 EA	90.00	55.40	29.20	124.10	85.00%
		00-P1-440	P1 WALL DEVICES AND TRIM	269.00	351 EA	0.00	0.00	0.00	0.00	0.00%
						296.00	196.80			

Spent 296 hours. Should have spent 196.8 hours. Impact is 99.2 hours

Daily Project Report

- First-hand account of what happens on the jobsite

Weather:

Between 60 and 74

Contractors:

Contractor	Crew Size	Comments
[REDACTED]	7	running conduit to tie in ceilings and rooms , pulling branch wires .

Equipment Used:

Source	Type	Hours Used	Date Rented	Comments
N/A		0.00		

Materials Received:

Quantity	Description	Source	Problems
2	Panel interiors, covers , and fuses .	CRAWFORD and wholesale electric	

Safety Issues:

Description	Responsibility
slips , trips, cuts , and falls .	wear ppe's , and clean up areas.

Work Accomplished:

pulled branch wires, and ran conduits for tying in rooms and lighting.

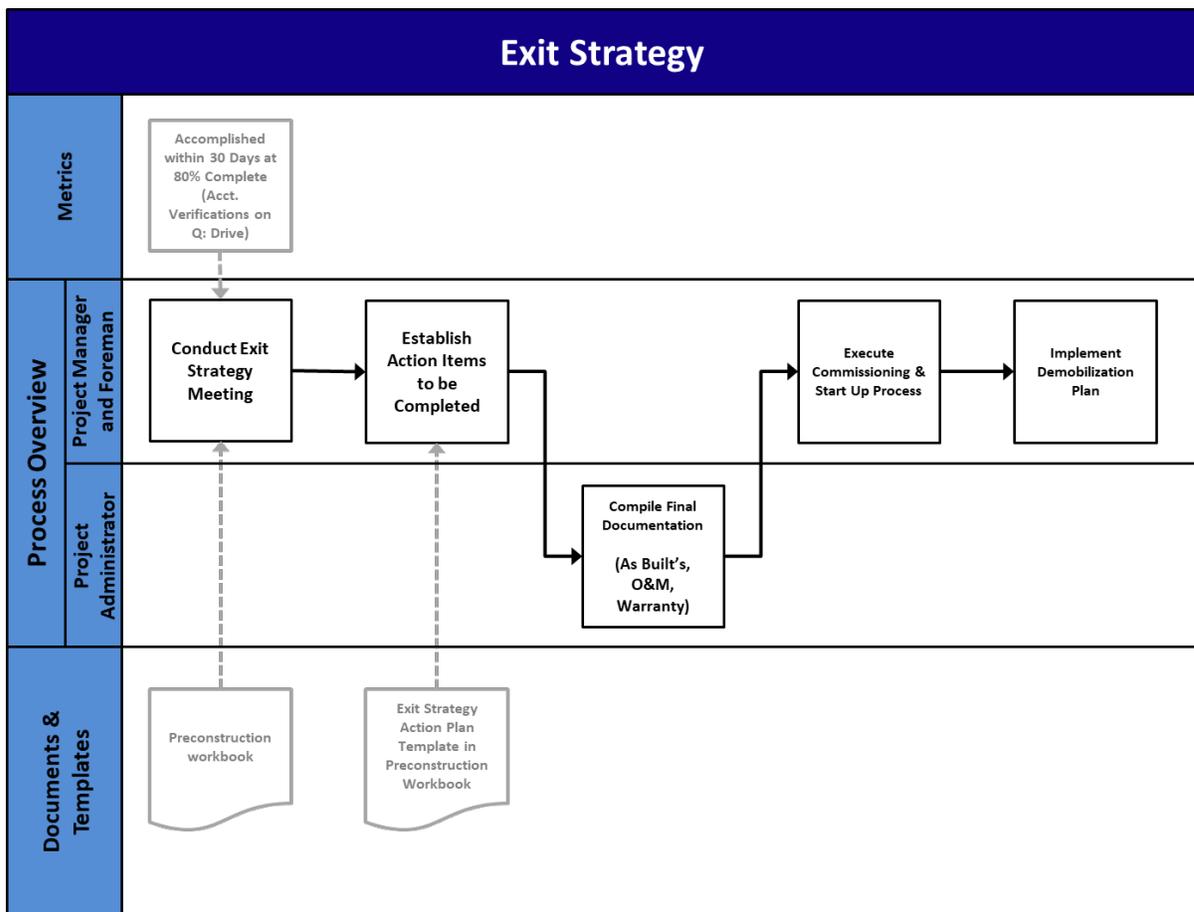
Delays:

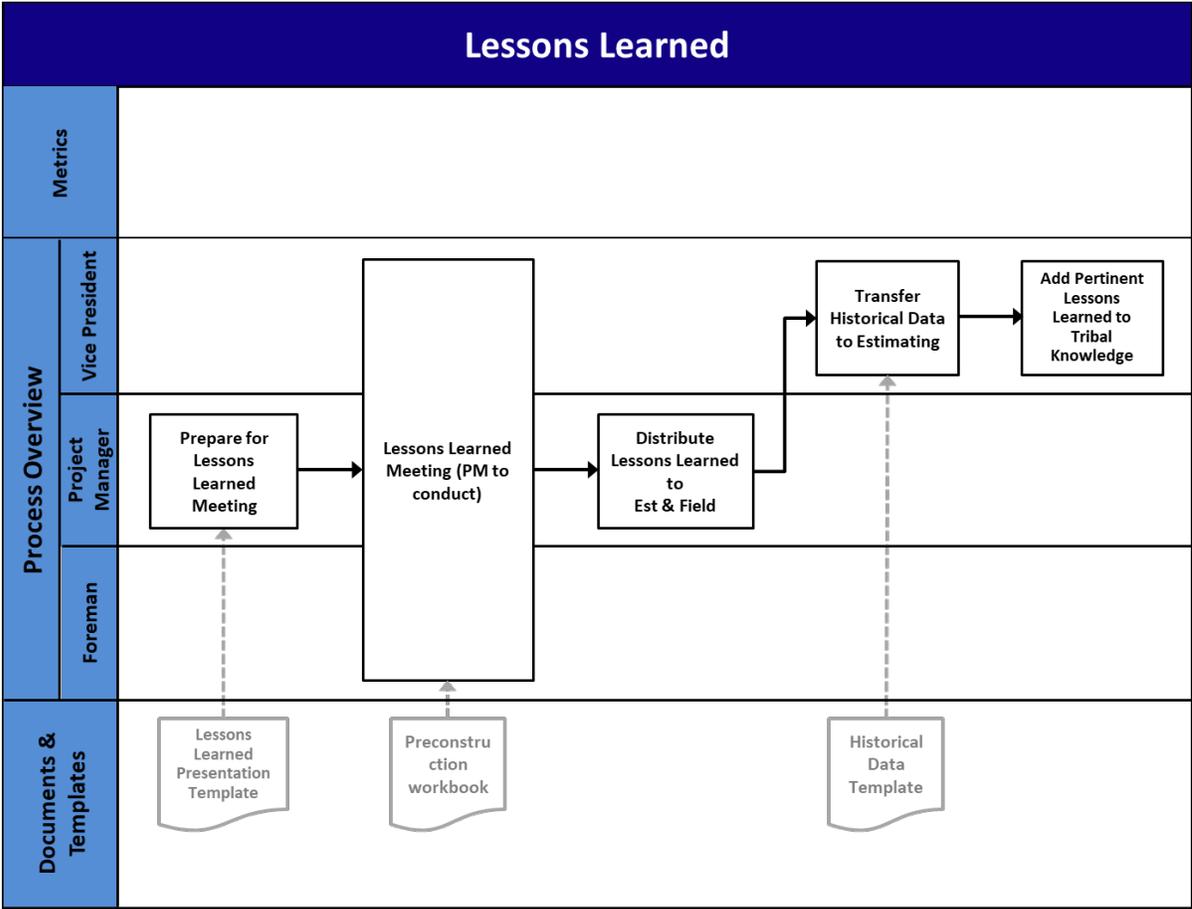
need antenna , furnished by others , and need all fur downs to be completed.Also need Slack to complete storm lines at Nicks to be able to run conduit under ground in slab .

Additional Comments:

Opportunities for Communication – Driven by Processes

1. Short Interval Plan
 - Documents what the field is planning on working on, with needs and obstacles identified for the team to solve
2. Time Reporting
 - Record of what we spent our time doing
3. Quantity Reporting
 - Record of what we were able to get installed
4. Daily Project Report
 - Record of site conditions, delays, and other relevant facts for the operations team to know
5. Production Reports
 - Proving the impact on labor of what we spent versus what we should have spent





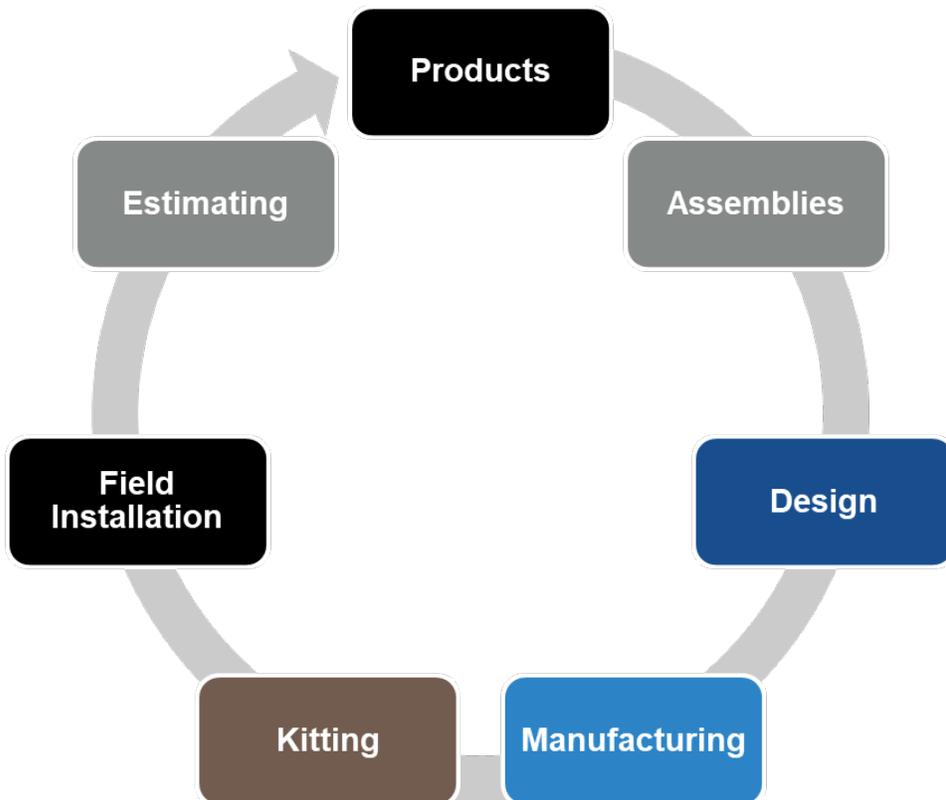
That was good, and completely necessary. This is even better

Making it Happen

The crews in the field are the consumer of the product. Therefore, they should have input as to the upstream activities

Imagine This – It isn't Just a Dream

Imagine that every job title involved contributed in defining/implementing STANDARDS for the following:



Speaker Bio



STEPHANE MCSHANE

Director

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Career History

- Maxim Consulting Group
Director
(2011-current)
- Turnupseed Electric
Division Manager
(2010-2011)
- A-C Electric Company, Inc.
Division Manager
(1998-2010)
- Gates Electric Company
(1985-1998)

Background

Stephane McShane is a Director at Maxim Consulting Group responsible for the evaluation and implementation processes with our clients. Stephane works with construction related firms of all sizes to evaluate business practices and assist with management challenges. With a large depth of experience working in the construction industry, Stephane is keenly aware of the business and, most specifically, operational challenges that firms face. Her areas of expertise include: Leadership development, executive coaching, organizational assessments, strategic planning, project execution, business development, productivity improvement, and training programs. Mrs. McShane is an internationally recognized speaker, mentor, author, and teacher. Her ability to motivate, inspire, and create confidence among your work groups is extremely rare and very effective.

Professional and Industry Experience

Stephane possesses the rare combination of talent from being in the field as an apprentice, electrician, foreman, then working her way through each operational chair within a successful electrical construction firm. Her ability and drive defined her to be "best in class" at each position held. This talent is what makes her tremendously effective at operational and organizational assessments today. She has successfully conquered every operational position from being an estimating trainee through executive management. She has built, trained, and led her teams to become the undisputed leaders in their markets. She is able to quickly identify organizational positives and negatives and assess appropriate action steps and throughputs.