

Cut Waste not People



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It's understandable that decision-makers are laying off entire chunks of the workforce. It's painful and most of those managers and staff will migrate to other businesses as the economy comes back. So the pain of loss will continue long into the future as re-hires and new hires need training and time to get into the company culture and rhythm.

But all the layoffs you can strategize don't reach the biggest cost hidden in the books: waste in our processes. The survivors of this pandemic-induced downsizing will still be wasting significant amounts of time (up to 57% per CII) working with un-changed processes.

CASE STUDY: A major contractor in the San Francisco Bay area challenged its lower level project engineers to streamline the RFI process. When these PE's met together, they revealed they were spending 95% of their time at the computer redundantly entering data into seven different software systems. They couldn't get timely design answers to the field because they were busy documenting their failure to get timely design answers to the field.

By redesigning their RFI process, these young engineers cut nearly 75% of the wasted time from their processes and significantly decreased the response time between designers and the field.

In the field, Construction Industry Institute studies have shown that 57% of field labor is waste: waiting for the next trade to finish or waiting for RFI answers, planning and scheduling disconnected from the daily jobsite conditions, unnecessary motion getting poorly staged materials, rework.

Lean leaders have found huge cost cutting benefits in Process Mapping (at all levels, in all departments) and implementing Last Planner System® in the field to attack that 57% waste.

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