

Team Health:

A Measured Approach to
Collective Learning

2019 IGLC Conference

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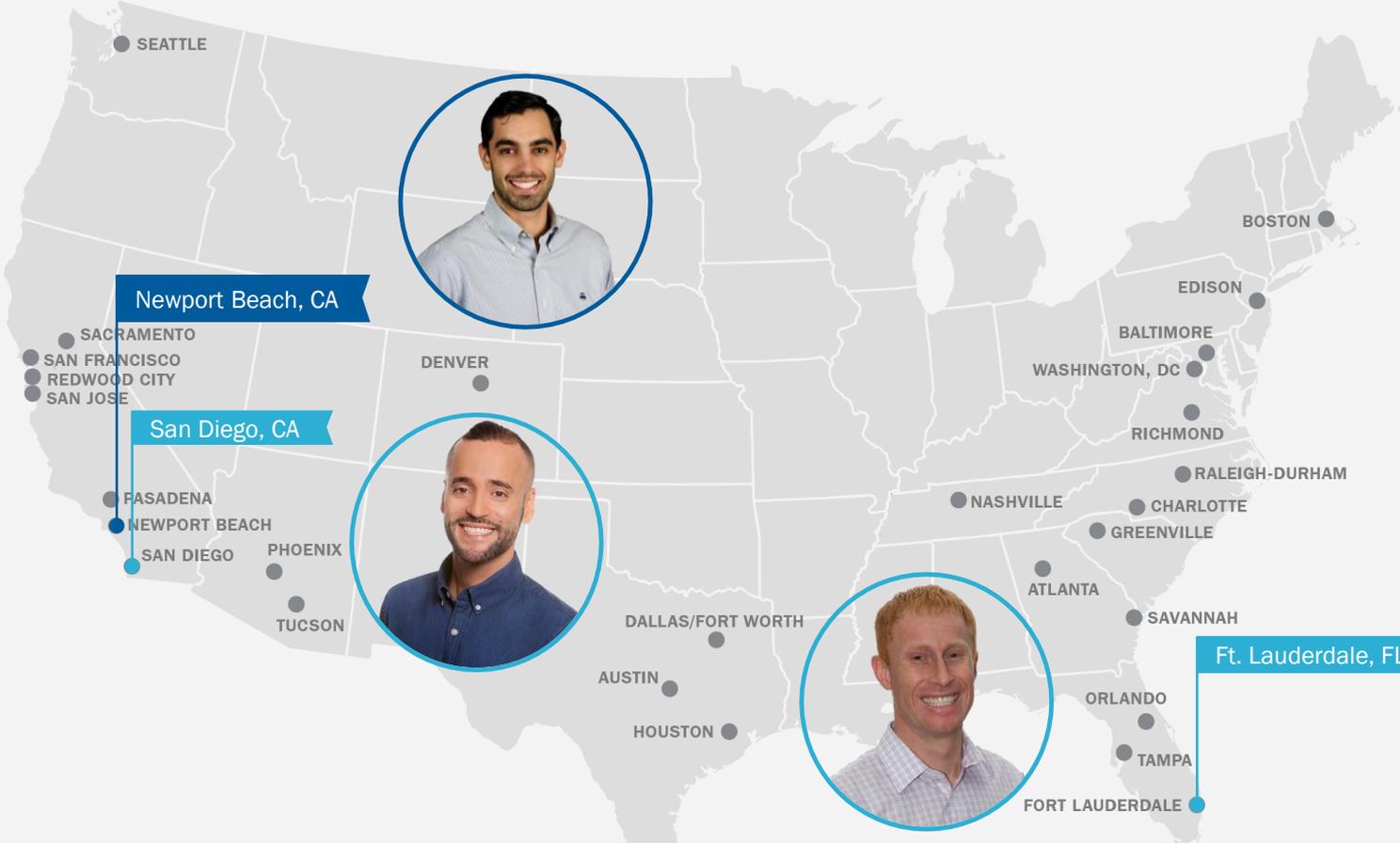
CHRIS DIERKS

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DPR
CONSTRUCTION

DPR Construction

Presenters



Newport Beach, CA



San Diego, CA



Ft. Lauderdale, FL



How Success is Measured

Monitor, Measure, and Manage

Introduction

Background

So Cal Case Study

PSU Case Study

Conclusion

How Success is Measured

Monitor, Measure, and Manage

- Milestones
- Phases
- WWP
- KPI's
 - PPC
 - Productivity
 - Burn Rates



Source: https://www.inetsoft.com/products/key_performance_indicators_examples/

How Success is Measured

Monitor, Measure, and Manage



Team Health Assessments

A Measured Approach to Collective Learning



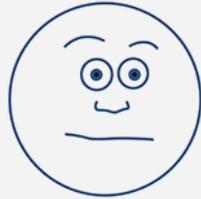
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**No
Hurt**



2

**Hurts
Little Bit**



4

**Hurts
Little More**



6

**Hurts
Even More**



8

**Hurts
Whole Lot**



10

**Hurts
Worst**

So Cal Healthcare Private Client

Multiple Campus Improvement Projects



CONDITIONS OF SATISFACTION

MEANS OF MEASURING

The team will request and transmit quality information in a timely manner. Communicate the right information to the right person.

⦿ Team Health Check: **Communication** = 4/5.

The team will implement the Last Planner System to remain ahead of schedule by involving the right trades to make reliable commitments.

⦿ Complete Projects Ahead of Schedule.
⦿ LPS = 80% PPC.

No Surprises!

Ensure a positive patient/staff experience by establishing early open communication on upcoming work.

⦿ Zero unplanned interruptions.
⦿ End User staff survey 85% satisfaction.
⦿ Team Health Check: **End User Satisfaction** = 4/5

No impact to the end-user and the facility.

Keep communications flowing with open dialogue, teamwork, and cooperation allowing us to proactively resolve conflicts within the team.

⦿ Team Health Check:
Communication + Trust + Time Management = 4/5.

Project commits to meet owner cost expectations by staying on budget while maintaining a fair and reasonable profit for all parties.

⦿ Track cost, monthly reports.
⦿ Change Order Log from all subs to be up to date monthly.

Win-Win Situation!

No failed inspections on this project by establishing efficient quality control and trade accountability. **Do it right the first time.**

⦿ Team Health Check: **Quality** = 4/5
⦿ Owner Quality Score: 4/5

No injuries or lost time across all projects. **Injury Free Environment.**

⦿ Team Health Check: **Safety** = 4.5/5
⦿ Owner Safety Score: 4.5/5

The Team will successfully collaborate to exceed OSHPD requirements and expectations regarding quality and change orders. All documents to be thoroughly reviewed and prepared prior to be presented.

⦿ 80% approval rate at first presentation to OSHPD.

Individual enjoyment and growth to continue throughout the duration of the project. Team enjoys each other's company while solving challenging problems.

⦿ Team Health Check: **Enjoyment+ Participation** = 4/5.

Stay committed to Lean Learning and Value Education throughout the project and our respective organizations.....**Ever Forward!**

⦿ Monthly Lean learning per Cluster by different member.
⦿ Team Health Check: **Learning + Innovation**= 4/5.

KPI Description	HELP US IMPROVE, PROVIDE HONEST FEEDBACK Completely Anonymous		SCORE 1 to 5
COMMUNICATION	1	Information is requested and transmitted in a timely manner. Right information to the right person.	
COMMITMENT	2	The Team makes reliable commitment to each other to support the project schedule.	
PROJECT DOCUMENTS	3	The Team successfully utilizes the design documents and BIM to execute the coordinated work and communicates back to the design team.	
INNOVATION	4	I am encouraged to seek out and bring innovative ideas, solutions, and processes to the project.	
COLLABORATION	5	The team is effectively collaborating to ensure all issues are brought up as soon as they arise and dealt with quickly.	
VISUAL MANAGEMENT	6	Team successfully utilizes visual control methods-dashboards, A3's, logs, drawings, etc.	
AWARENESS	7	I fully understand the construction schedule for the project and when my response is critical to the schedule.	
QUALITY	8	The team defined clear and measurable definable features of work. Quality expectations of the projects are understood and implemented by all.	
TRUST	9	Team members demonstrate trust and respect across all levels of the team.	
LEARNING	10	The project team embraces an open, collaborative learning process and implement lessons learned.	
END USER SATISFACTION	11	The Team values End User and Member experience as a priority.	
SAFETY	12	Do you feel safety is demonstrated as a top priority?	
COST	13	Are all team members consistently integrating project budget and forecast in their daily decision making ?	
PARTICIPATION	14	Do you feel openly that you have a voice and are an important member of this project team?	
TIME MANAGEMENT	15	Are we spending time in meetings that add value?	
ENJOYMENT	16	Would you chose to work with this team again?	
	17	What is the one thing you would like to see improved? (Can be anything)	
	18	What is the one thing the team is doing well and should continue to do? (Can be anything)	

NEVER

INFREQUENTLY

SOMETIMES

MOST OF
THE TIME

ALWAYS

1

Never means
NEVER!

The team is
unaware of
what to do

2

We **need to start** trusting
each other

We **need to start**
identifying
with our
team, not just
our own
individual
goals

3

We **are starting to**
trust each
other

We **are starting to**
identify with
our team, not
just our own
individual
goals

4

We have a
trust level

We
identify with
our team, not
just our own
individual
goals

5

We have a
strong trust
level

We **strongly**
identify with
our team, not
just our own
individual
goals

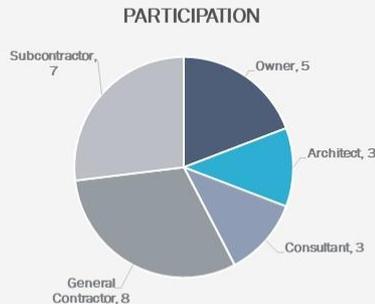
Team Monthly Average KPI Scores



Only 27 Surveys filled out of 60 participants

Feedback

	March	May	+/-
COMMUNICATION	3.9	4.0	0.1
COMMITMENT	4.3	3.8	-0.5
PROJECT DOCUMENTS	3.8	3.7	-0.1
INNOVATION	3.7	4.0	0.3
COLLABORATION	3.8	4.0	0.2
VISUAL MANAGEMENT	3.9	4.0	0.1
AWARENESS	3.8	3.9	0.1
QUALITY	4.1	3.7	-0.4
TRUST	3.7	4.1	0.4
LEARNING	4.1	4.0	-0.1
END USER SATISFACTION	3.6	4.5	0.9
SAFETY	4.3	4.6	0.3
COST	3.9	4.1	0.2
PARTICIPATION	3.9	4.2	0.3
TIME MANAGEMENT	3.5	3.8	0.3
ENJOYMENT	4.0	4.2	0.2



What should we keep doing?



- 1 Open and transparent communication
- 2 Respectful & Collaborative
- 3 Everyone seems to be more present at meetings which makes them run in a more efficient manner.
- 4 Collaboration and trust are increasing showing strong signs of a high performing team. Let's keep it going!
- 5 Mutual respect amongst the team.
- 6 Open collaboration and a passion to get issues resolved in the most optimal way with a focus on the end user.
- 7 Time management has been very well improved.
- 8 Trusting each other
- 9 field superintendent and subs alignment
- 10 Visual display of parking lot & Plus/deltas items.

What can we improve?

- 1 Better meeting participation by key stakeholders. Right people, right time. Pay attention during the meeting! Come prepared to update on your action items.
- 2 n.a
- 3 Telling the team about problems sooner. Celebrating successes--it's not all doom and gloom/fire drill all of the time.
- 4 We are improving but we need to always remember to respect each other meaning attending meetings you are invited to, keep the agenda on track during meetings, stay away from your laptop and participate.
- 5 The last meeting was an improved way of running a meeting and taking meeting notes.
- 6 Outline of steps for approval for carrying out tasks in each department.
- 7 Scheduling dates and project schedule
- 8 Eliminating waste and continuous improvement
- 9 time management
- 10 Everyone needs to be working off the latest set of drawings. With all of the RFIs & emails, the drawings are not updated.

So Cal Healthcare Private Client

Multiple Campus Improvement Projects



Penn State University

Ag Eng Renewal Project



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Penn State University

Ag Eng Renewal Project

- \$45M USD
- 95,000sf
- Historic Renovation
- 16 Month Construction Schedule
- 5-Party IPD Agreement

Penn State University

Ag Eng Renewal Project



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Tips & Key Points

Continuous Improvement

- Scale to the Team
- Facilitation is Key
- Make Time
- Be Timely
- One Thing to Improve!

Ag Eng Project – IPD Team Health Questions

Questions 1 – 11: Rate 1 to 5 (5 being the highest score)		
Key Performance Indicator (KPI)	Question	Score
Procurement	1. The procurement process is allowing work to be executed as planned.	_____
Learning	2. The project team embraces an open, collaborative learning process.	_____
Decision Making	3. The Supers / Foreman are empowered to make on the spot decisions in the field.	_____
Innovation	4. I am encouraged to seek out and bring innovative ideas, solutions, and processes to the project.	_____
BIM & Coordination	5. The field staff successfully utilizes BIM to execute the coordinated work.	_____
Trust	6. Team members demonstrate trust and respect across all levels of the team.	_____
Visual Management	7. The team successfully utilizes (including updates) visual control methods - Dashboards, A3's, Logs, Drawings, etc.	_____
Mapping Commitments	8. The Pull Planning Sessions have been effective.	_____
Schedule Awareness	9. I fully understand the construction schedule for the project and how it impacts me.	_____
Co-Location	10. The trailer is a functional workspace for me.	_____
Academic Enhancement	11. Team members are actively engaging in teaching classes, involving students, etc.	_____
	Questions 12-16: Answer "Yes" or "No"	YES or NO
Safety	12. Do you feel safety is demonstrated as a top priority of this team?	_____
Prefab	13. I am being encouraged to prefab as much as "practical".	_____
Cost	14. Are all team members adequately managing manpower and material resources to promote a productive and efficient workflow; using the productivity log, etc.	_____
Participation	15. Do you feel openly that you have a voice and are important member of this project team?	_____
Team Spirit	16. Are you having fun?	_____
	Written Question Last question requiring a written answer What is one thing you would like to see improved? (Can be anything)	

Tips & Key Points

Continuous Improvement

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Ag Eng Project – IPD Team Health Questions

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Written Question

Last question requiring a written answer What is one thing you would like to see improved? (Can be anything)

#	Key Performance Indicators (KPIs)	Average KPI Scores	October	January	February	March
1	Procurement	3.79	3.23	3.54	3.85	4.15
2	Learning	4.31	4.15	4.38	4.38	4.46
3	Decision Making	3.89	3.43	3.64	4.36	4.36
4	Innovation	4.22	3.36	4.71	4.64	4.64
5	BIM & Coordination	3.67	3.43	3.36	3.79	3.79
6	Trust	4.13	3.86	4	4.14	4
7	Visual Management	4.00	4.15	3.79	4.07	4.29
8	Mapping Commitments	3.71	3.79	3.93	4.43	4.29
9	Schedule Awareness	3.83	4	3.86	4.07	4.21
10	Co-Location	3.98	4.07	4.57	4.64	4.64
11	Academic Enhancement	3.53	3.36	3.57	3.93	4.21
Number Scored		11.00	11.00	11	11	11
Total Points		43.03	40.83	43.35	46.3	47.04
Score		3.90	3.70	3.90	4.20	4.30

#	Key Performance Indicators (KPIs)	Average KPI Agreement	October	January	February	March
12	Safety	100	100	100	100	100
13	Prefab	69	59	83	88	93
14	Cost	80	53	78	82	60
15	Participation	97	88	100	100	100
16	Team Spirit	81	88	67	82	87

Penn State University

Ag Eng Renewal Project

- “Better alignment of documents with field understandings. We need to refine a process where coordination efforts of design team and PM’s make it to foreman and into the project.”
- “Faster response to changes from design team to sub’s”
- “Transitions from BIM modeling to BIM coordination to construction. Change priorities = time = \$\$”

It All Starts Here...



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