



MEP contractor On-Boarding

**This project will be managed using Robins & Morton's Building Forward® tenants including Collaboration, Learning Culture, Continuous Improvement, and Leadership Development.**

It is expected that each person contributing to the project be involved in Lean efforts. The goal for utilizing these tenets is to provide the best work environment for all our trade partners and to provide the best outcome for the project's stakeholders.

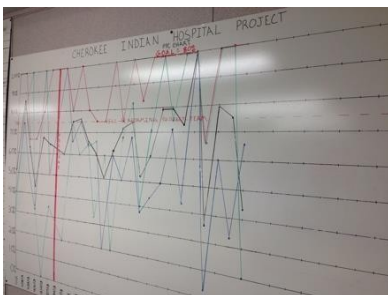


Daily No-Standup Meeting

1. Robins & Morton organizes and administers field meetings based on the **Planning at the Source System** as follows:
  - a. The project specific executive, project manager, and superintendent from each successful bidder will be required to participate in an **On-boarding Session (2 hours)**. This session is to introduce each trade contractor to our Building Forward Processes.
  - b. Trade partner foremen will be required to participate in a **Daily Standup Meeting (15 – 30 minutes)** that will be in the work area at a time designated by Robins & Morton. These meetings are intended to confirm the daily status of the Weekly Work Plan (WWP) that is developed in the Weekly Work Plan (WWP) meeting.
  - c. Trade partner foremen are required to participate in a collaborative scheduling effort during the **Weekly Work Plan Meeting (1 – 2 hours)**. These meetings are intended to confirm, develop and assign responsibility for the action items necessary in the upcoming week to stay on the strategic course developed in the Monthly Strategic Planning Meeting. This approach encourages direct coordination between trades and making reliable commitments.
  - d. All trade partners' superintendents and foremen are required to submit a **Weekly Work Plan** to Robins & Morton every week for review in the Weekly Work Plan meeting. This work plan should outline the trade contractor's manpower and activities for the following week's work so that all contractors can understand where the said contractor will be working.
  - e. All trade partner project managers and superintendents are required to participate in **Monthly Strategic Planning Meetings (half day)**. These are intended to develop strategies necessary to accomplish the quarterly goals established at the Quarterly meeting.
  - f. All trade partner executives, project managers, and superintendents are to attend **Quarterly Meetings**. These meetings are intended to



Quality at the Source Training



Percent Plan Complete (PPC) Chart

### 4 Building Forward Principles



#### COLLABORATION

This project team is engaging people from all levels of the work (design to execution) to do a task and to accomplish shared goals for the whole project, not just the interest of its members.



#### LEARNING CULTURE

Every individual on the project will be involved in opportunities for learning so that the team can develop an environment where people want to bring issues to the surface and find solutions.



#### CONTINUOUS IMPROVEMENT

A focus on improvement reduces the various layers of waste, and more importantly, encourages a craftworker to improve by learning the quality standards and seeing the additional training for knowledge necessary to excel.



#### LEADERSHIP DEVELOPMENT

People are your most valuable resource. Dedicated employees, from unskilled labor to senior management, want to feel involved in an objective. Empower employees while establishing expectations for fair accountability.

take a high-level review of the previous quarter. After this retrospective is complete, we will discuss and agree on the goals for the upcoming quarter.

2. All trade partners will be required to **identify constraints** that could impact their workflow during the project and proactively work to eliminate any constraint to avoid impact to the project schedule.
3. All trade partners are required to **identify a quality control manager prior to starting work**. This quality control manager is responsible for participating in the **Quality at the Source** program and will educate all craft workers on the quality requirements for the project. This manager will also be responsible for performing quality control inspections/punch lists for all work and submitting this quality control punch list with all corrections made to Robins & Morton prior to Robins & Morton performing any inspections/punch lists. All items listed in the trade partners quality control manager punch list or Robins & Morton punch list must be corrected immediately. There will be no adjustments made to the schedule for uncorrected items.