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Hand Off's – Phase Scheduling



Lean Construction for Trades: Toolbox Talk Series

Developed by the AGC Lean Construction Forum

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.25 CM-Lean CE Credit | AGC of America recognizes this series as qualifying for continuing education hours towards the renewal of AGC's Certificate of Management-Lean Construction (CM-Lean).

Lean Construction for Trades Toolbox Talk

Series Goals:

- Introduce Lean Construction concepts in the field through conversational learning
- Recognize opportunities to review and improve current processes
- Describe how to empower each other to identify and eliminate waste, work safely, and reduce overproduction
- Adopt a Lean culture

Lean Construction for Trades Toolbox Talk

Session Goals: Hand-off Commitment Cycle

- Illustrate the flow of a hand-off cycle at the Phase Scheduling level of Last Planner System
- Explain how buy-in can be achieved
- Understanding the value of why reliable hand offs are important

Presentation provided by **THE LEAN BUILDER**

What is a “Hand Off”?

With respect to Phase Planning in the Last Planner system, a handoff is the **release** of the physical work space to the next trade partner who needs to perform their work activity while including clear communication of the turn over conditions of satisfaction.

Hand Off Example:

For example, a *grading* trade partner will have hand-offs that must occur before the *asphalt* trade partner can do their work. Likewise, the *rebar* trade partner will have hand-offs that must occur before the *formwork* trade partner can do theirs.

Identifying and understanding the conditions of satisfaction for each handoff is critical to coordinating and maintaining a reliable work flow in the field.

When are Sequences, Hand-Off, and Durations agreed to?



The ideal time is during a pull plan session, where trade partners, foremen, project managers, and superintendents work together to identify phasing/sequencing, hand-offs, and their durations to create a reliable plan together as a team. This collaboration achieves buy-in and certainty around planning construction activities.

A pull plan starts at the END of a milestone and works BACKWARDS, to the beginning. Visit www.leanconstruction.org to learn more.

Why is identifying hand-offs important?



For a few reasons. One, understanding hand-offs and their durations provides clarity across all disciplines and a better understanding of each trade's work.

Two, identifying hand-offs provides opportunities to change, overlap, or move activities to expedite those activities and/or the schedule.

And three, allowing trade partners to discuss their hand-offs and durations makes planning easier and more accurate.

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1. A hand-off is the release of the physical work space to the next trade partner.
2. The ideal time to discuss sequencing, hand-offs, and durations is during a Pull Plan session.
3. Identifying and understanding the conditions of satisfaction for each handoff is critical to coordinating and maintaining a reliable work flow in the field.
4. Hand-offs are important because they
 1. Provide clarity across all disciplines.
 2. Provide opportunities to change, overlap, or move activities.
 3. Allow trade partners to discuss their hand-offs and durations makes planning easier and more accurate.