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**SMACNA ANNUAL CONVENTION**

*Maui, Hawaii*

OCTOBER 26-29

Thou Shalt Labor Plan

# The Presenters

- Ryan Meitl (CEO, RIVET Work)
- Ken Ahler (COO, Lee Mechanical)



**“Plans are worthless, but planning is everything”**

- Dwight D. Eisenhower

A decorative illustration at the bottom of the slide. On the left, there are dark brown mountains with some green foliage. In the foreground, there are stylized waves in shades of blue and white. On the right, there is a large, vibrant pink and white hibiscus flower. The background of the illustration is a solid yellowish-gold color.

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# Learning Objectives

1.

The cost of not having a good labor planning process

2.

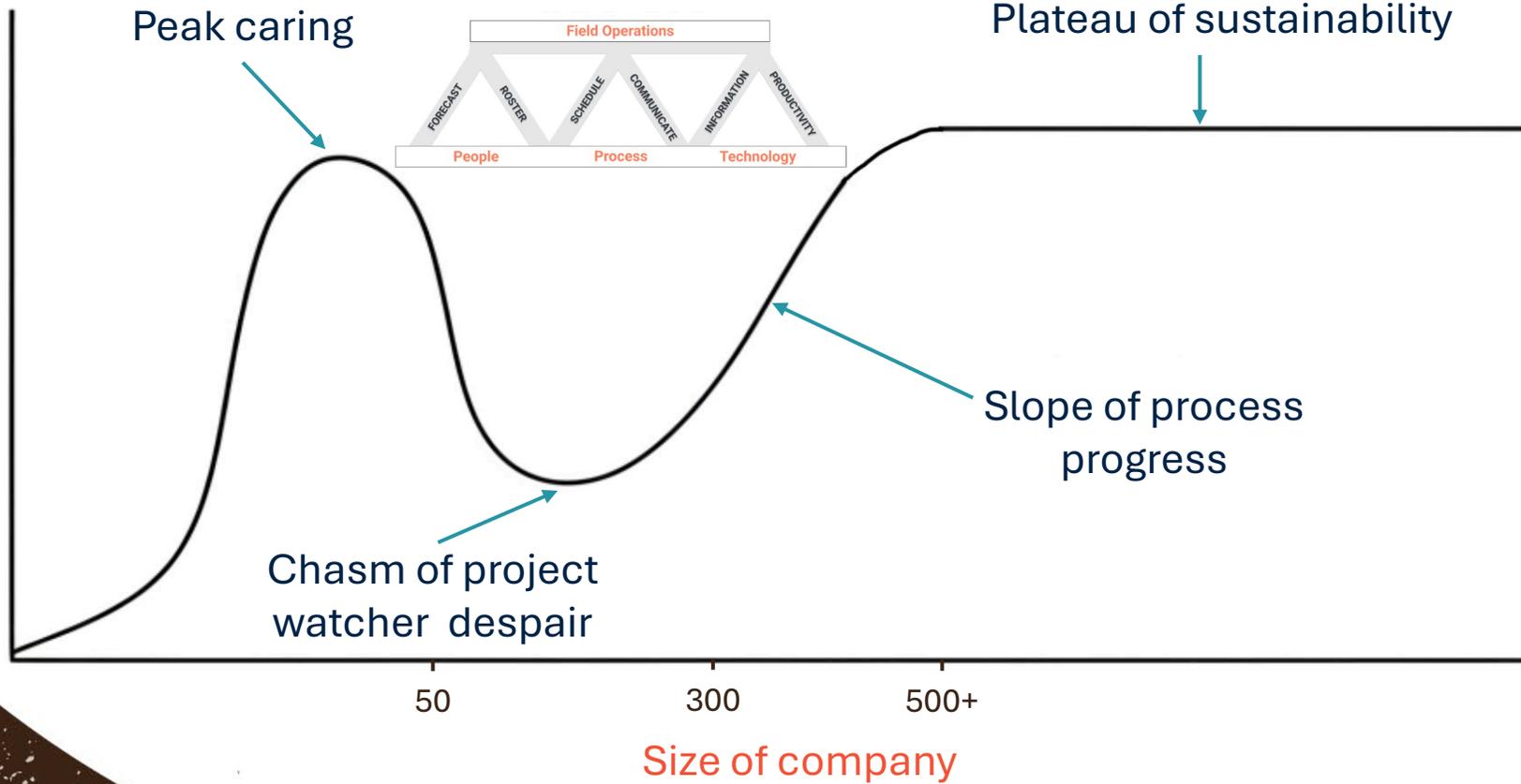
The key components of a company labor plan

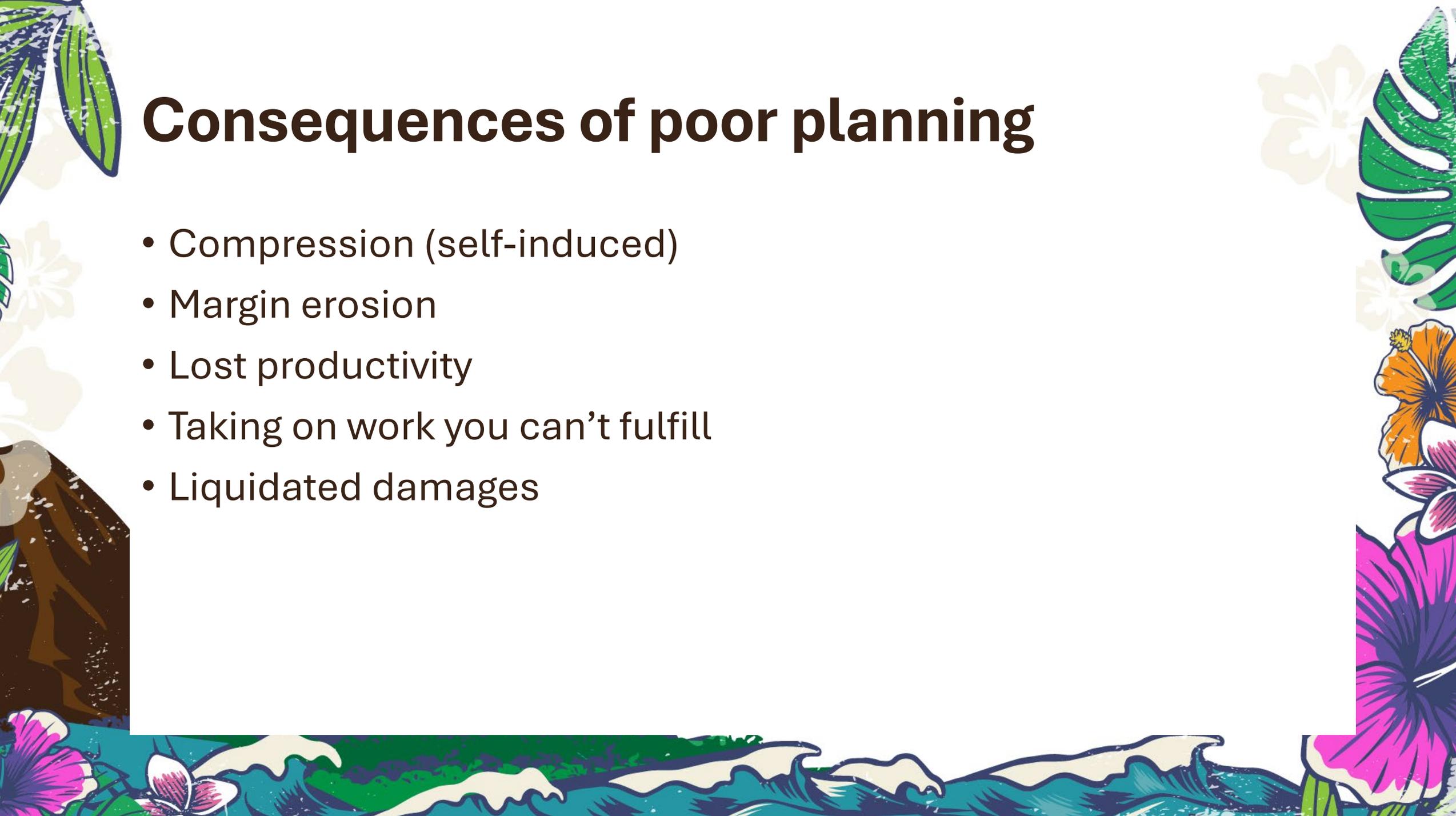
3.

How leading contractors plan labor

# Chasm of despair

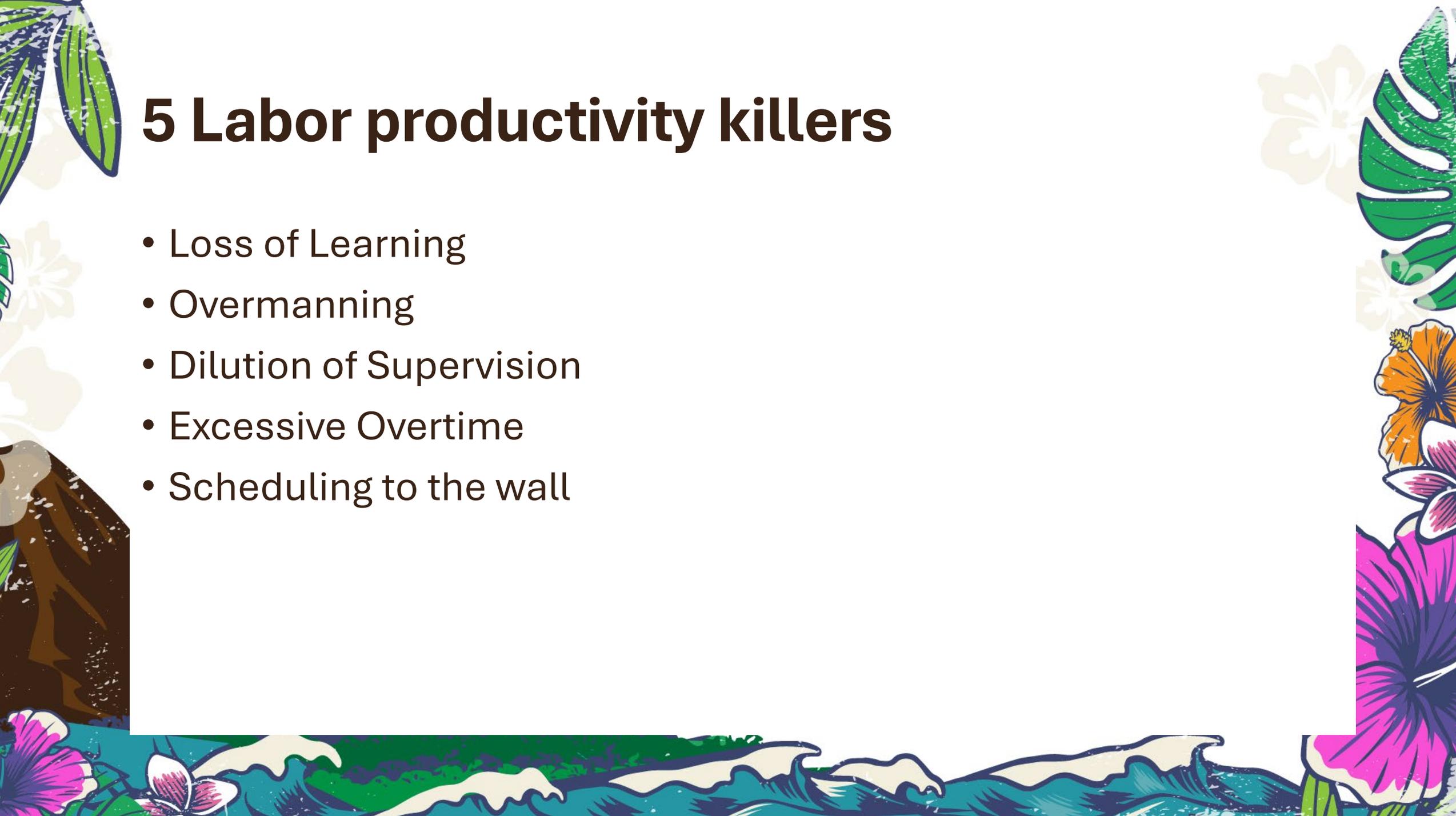
How well you plan your work





# Consequences of poor planning

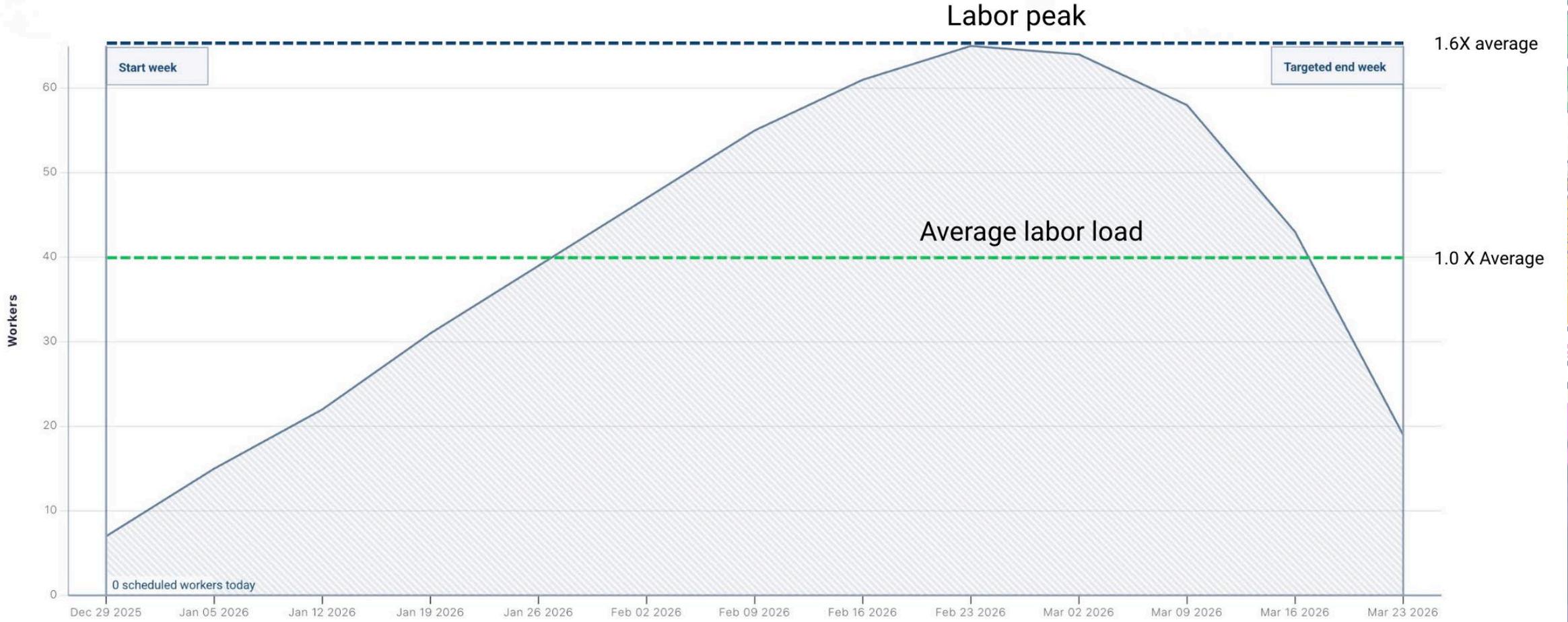
- Compression (self-induced)
- Margin erosion
- Lost productivity
- Taking on work you can't fulfill
- Liquidated damages



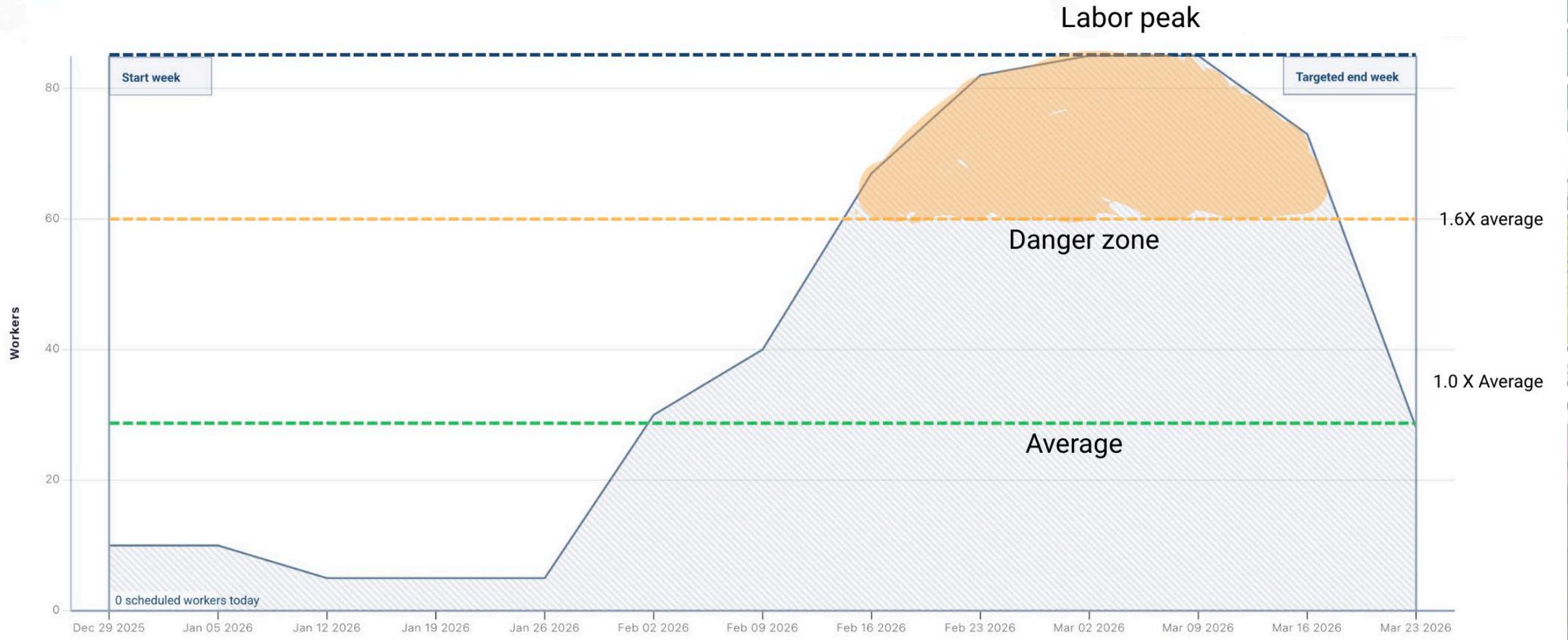
# 5 Labor productivity killers

- Loss of Learning
- Overmanning
- Dilution of Supervision
- Excessive Overtime
- Scheduling to the wall

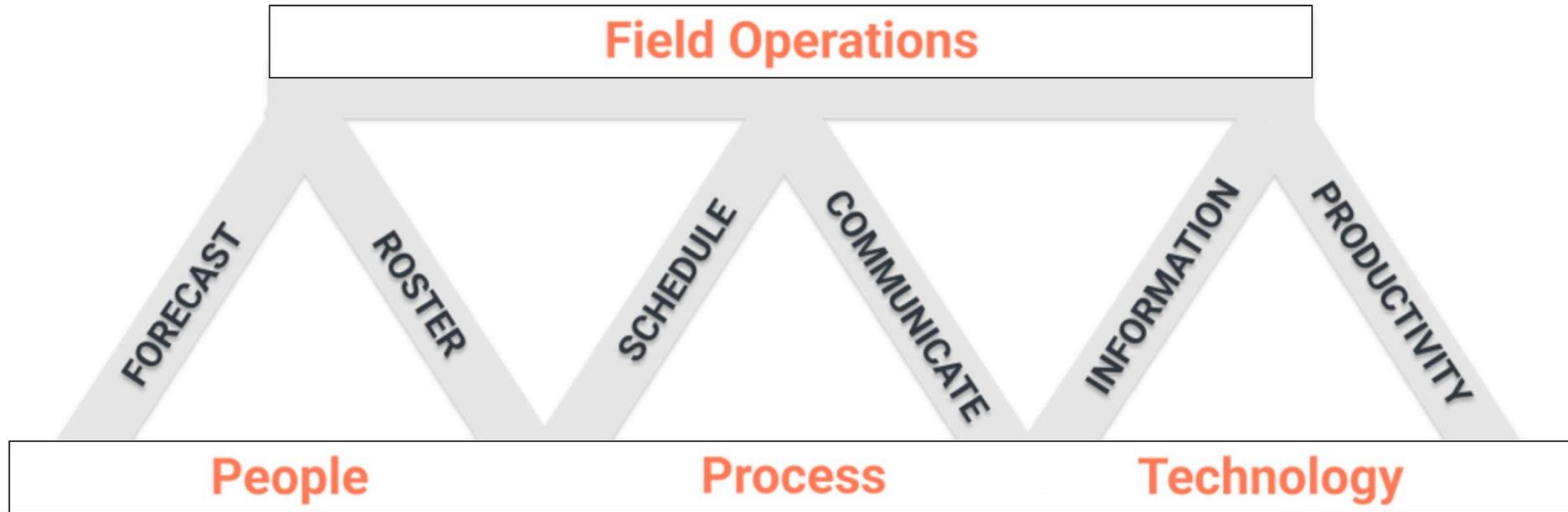
# Overmanning



# Overmanning

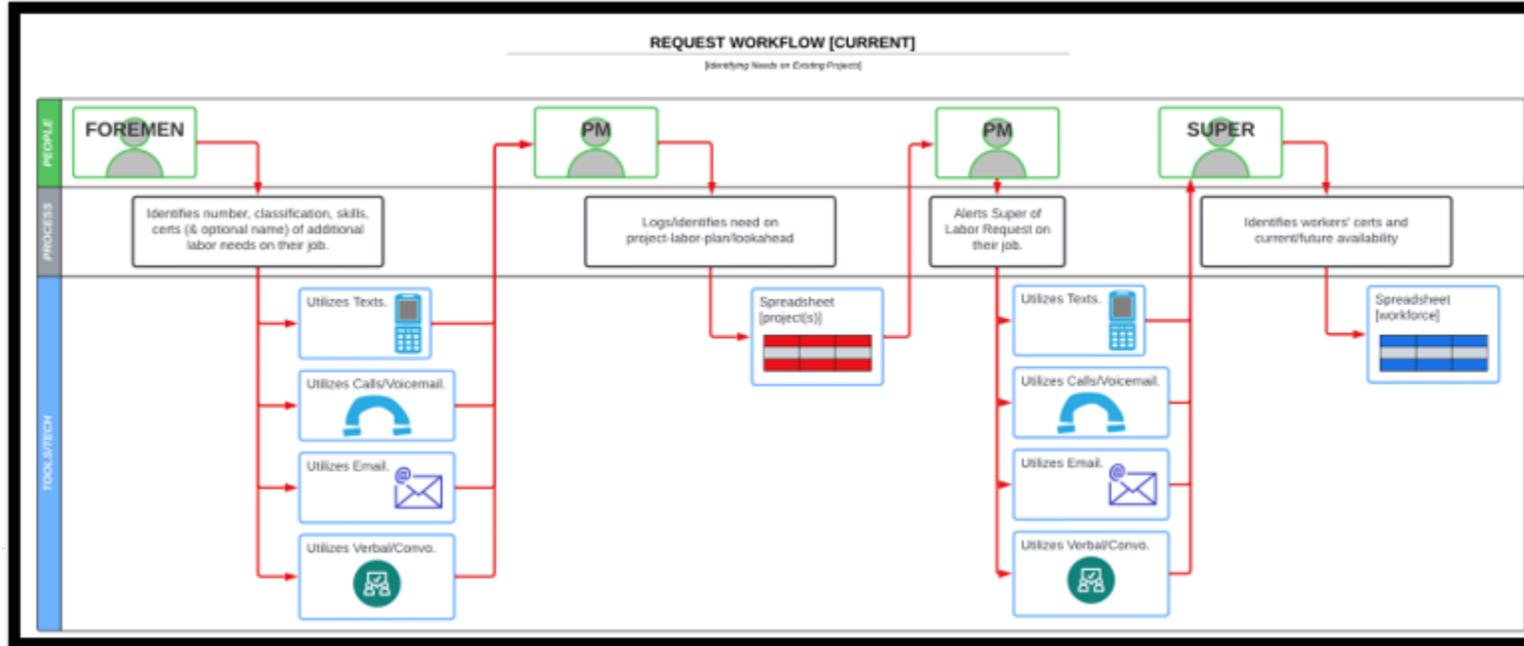


# Workforce management bridge



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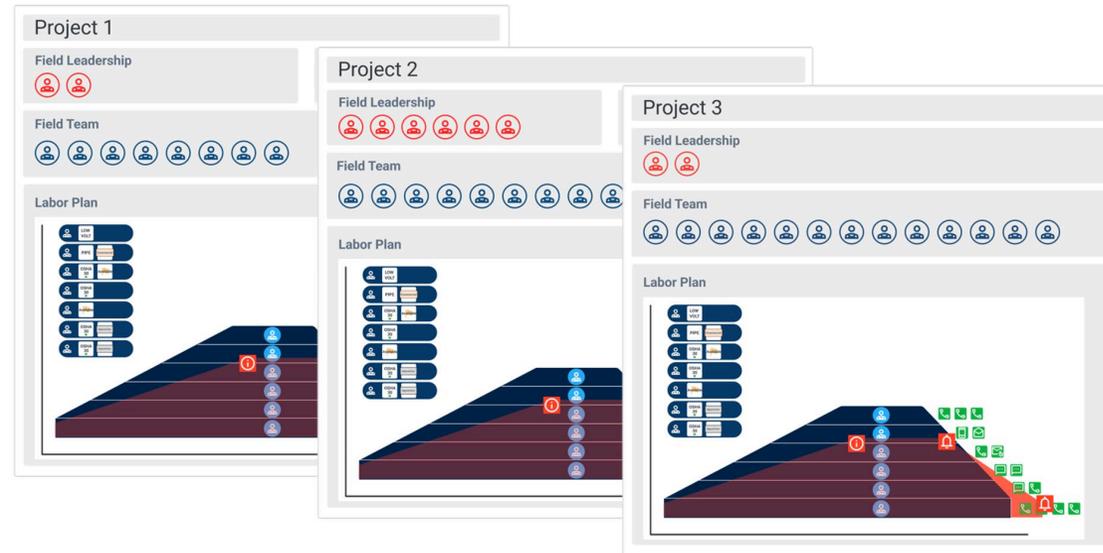
# SOPs



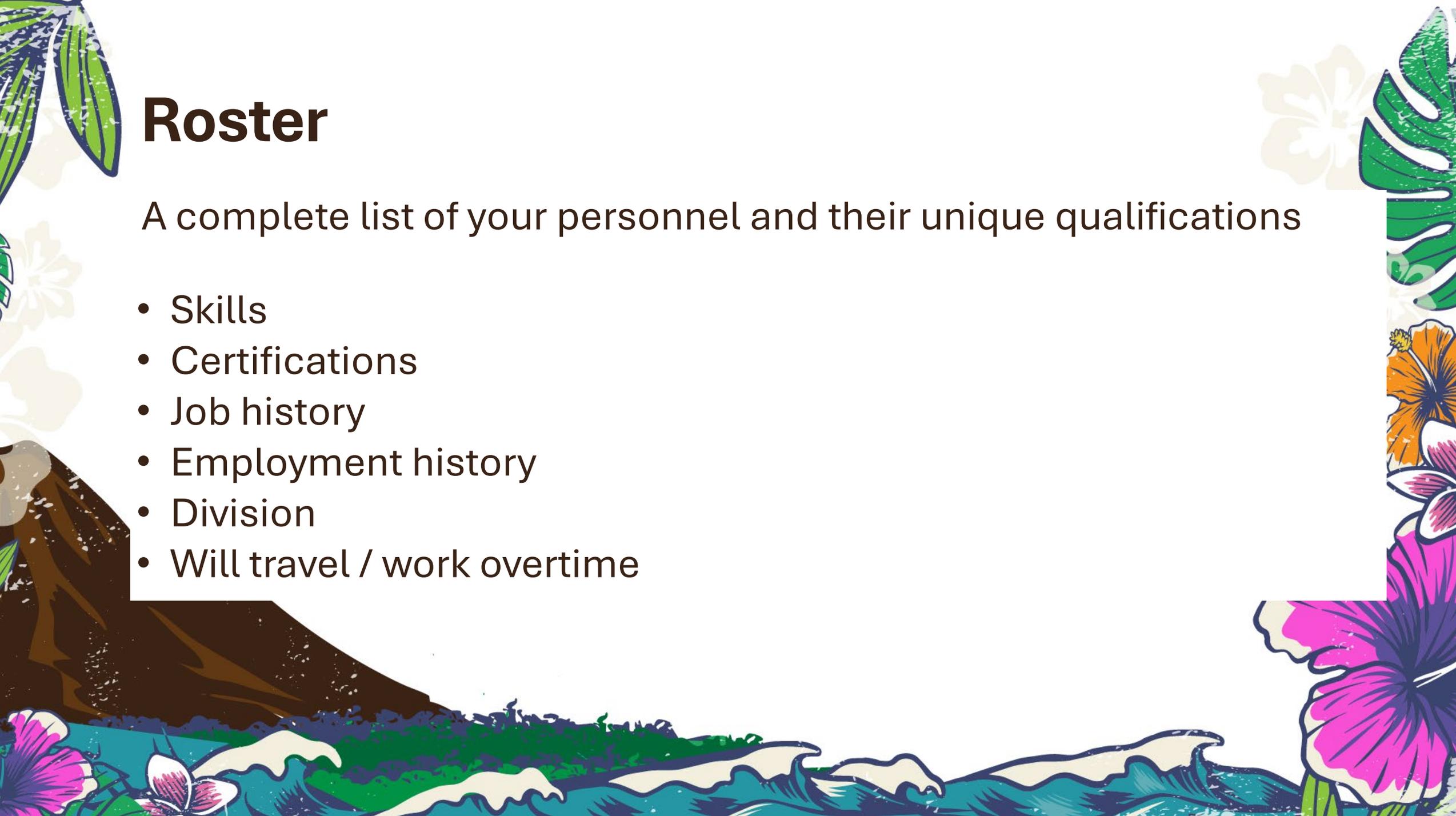
# Forecasting

Planned labor quantities for each project by week or day

- Single Projects
- Entire divisions
- Enterprise wide



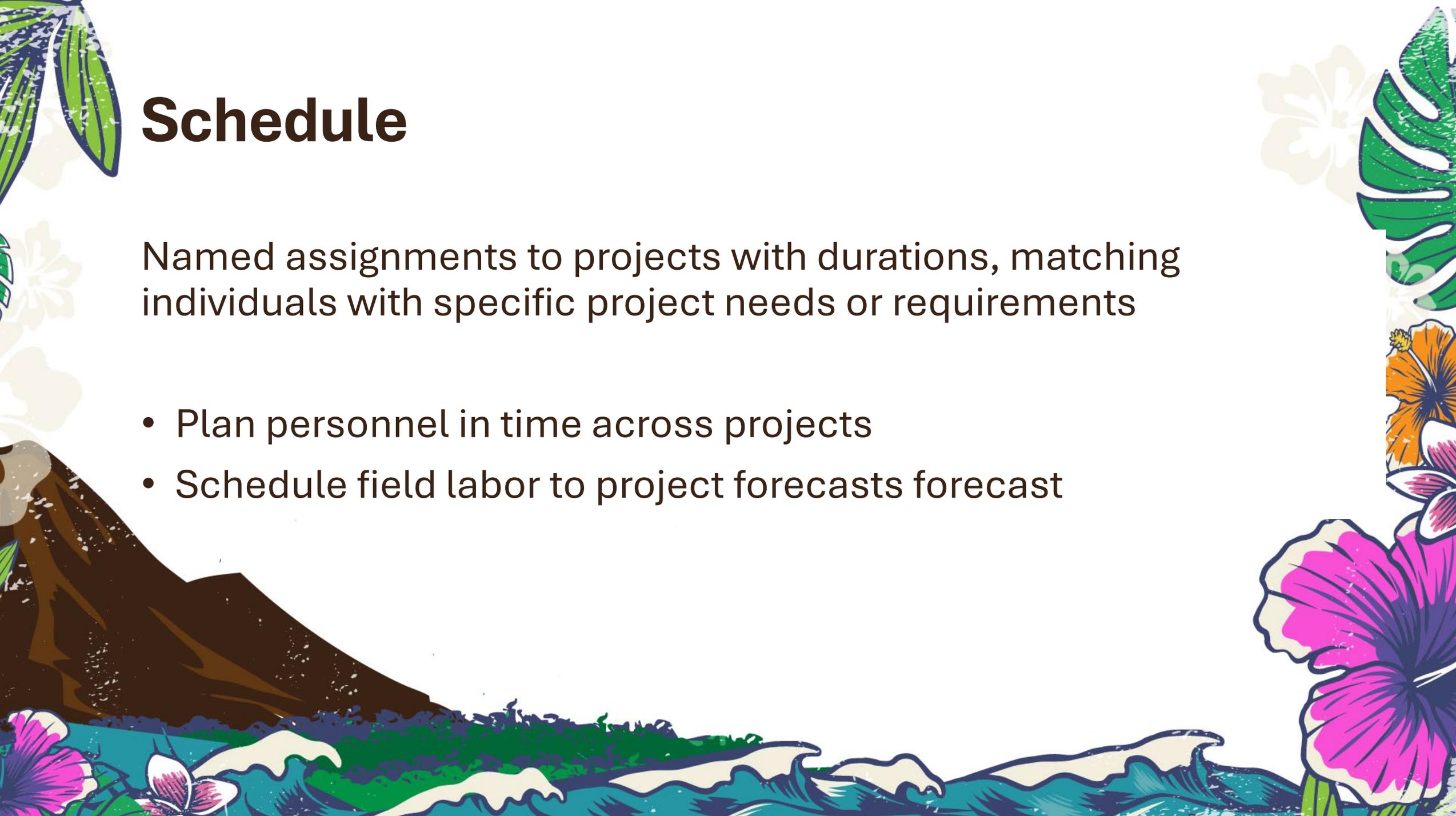
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# Roster

A complete list of your personnel and their unique qualifications

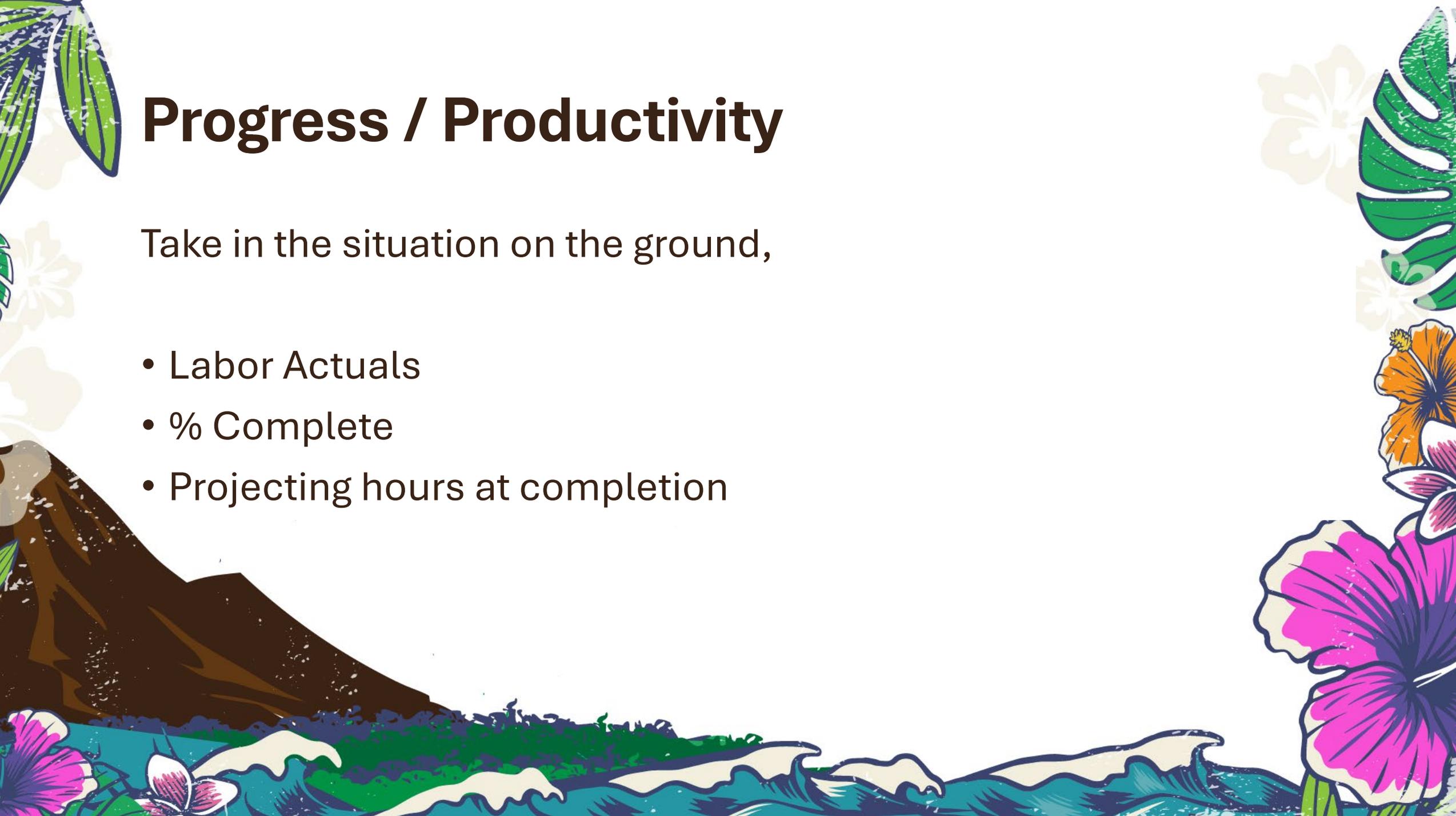
- Skills
- Certifications
- Job history
- Employment history
- Division
- Will travel / work overtime



# Schedule

Named assignments to projects with durations, matching individuals with specific project needs or requirements

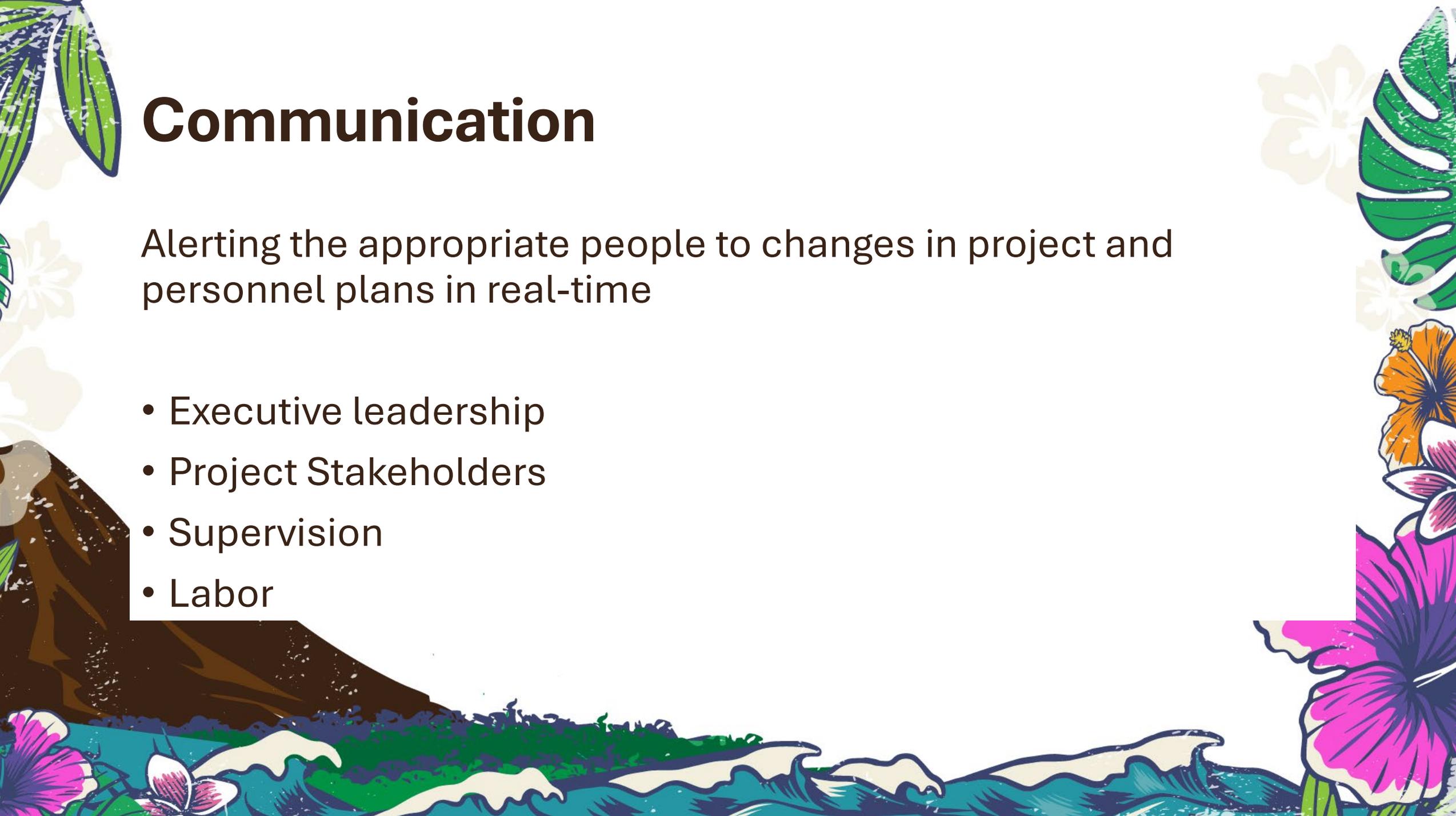
- Plan personnel in time across projects
- Schedule field labor to project forecasts forecast



# Progress / Productivity

Take in the situation on the ground,

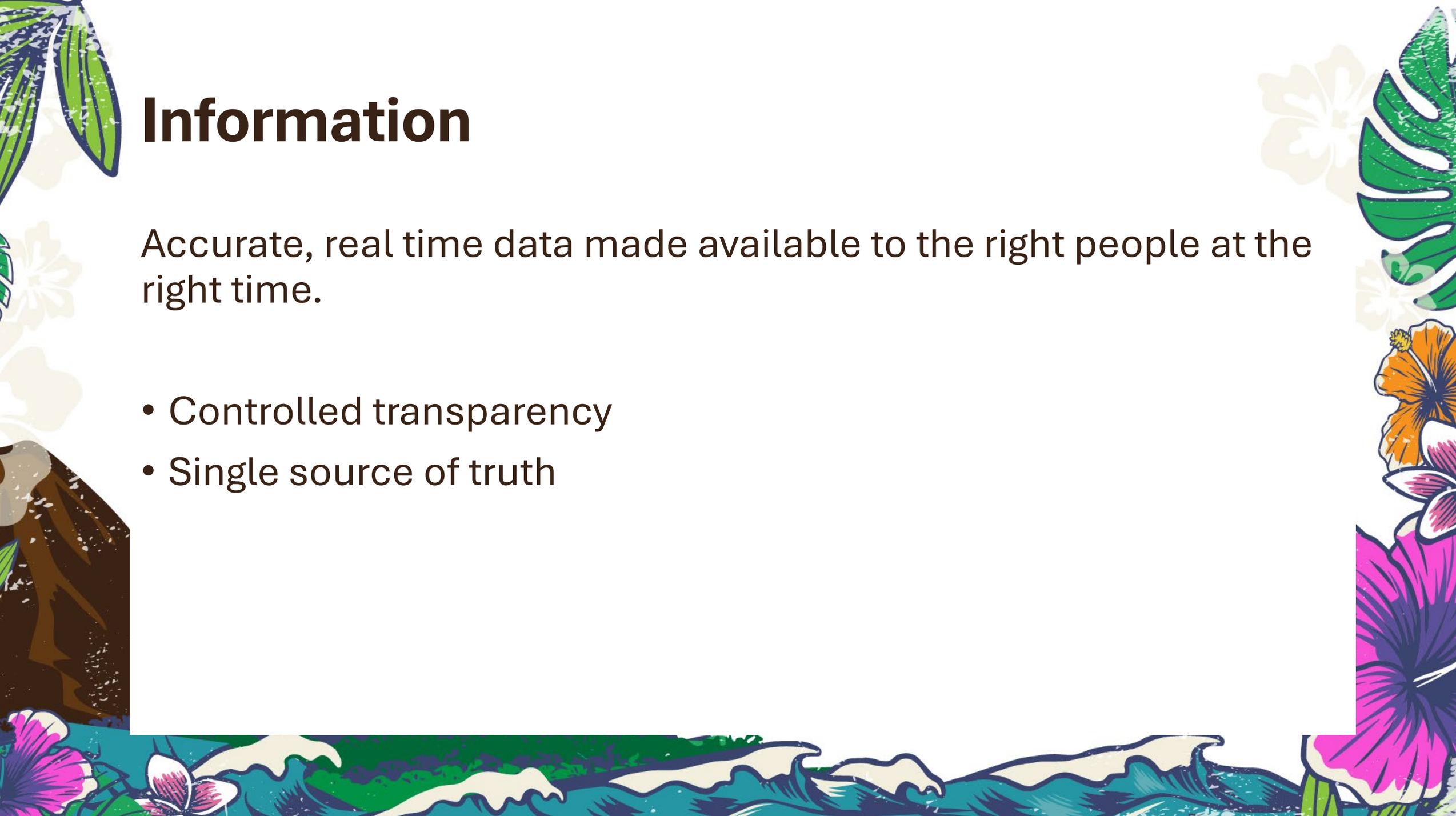
- Labor Actuals
- % Complete
- Projecting hours at completion



# Communication

Alerting the appropriate people to changes in project and personnel plans in real-time

- Executive leadership
- Project Stakeholders
- Supervision
- Labor

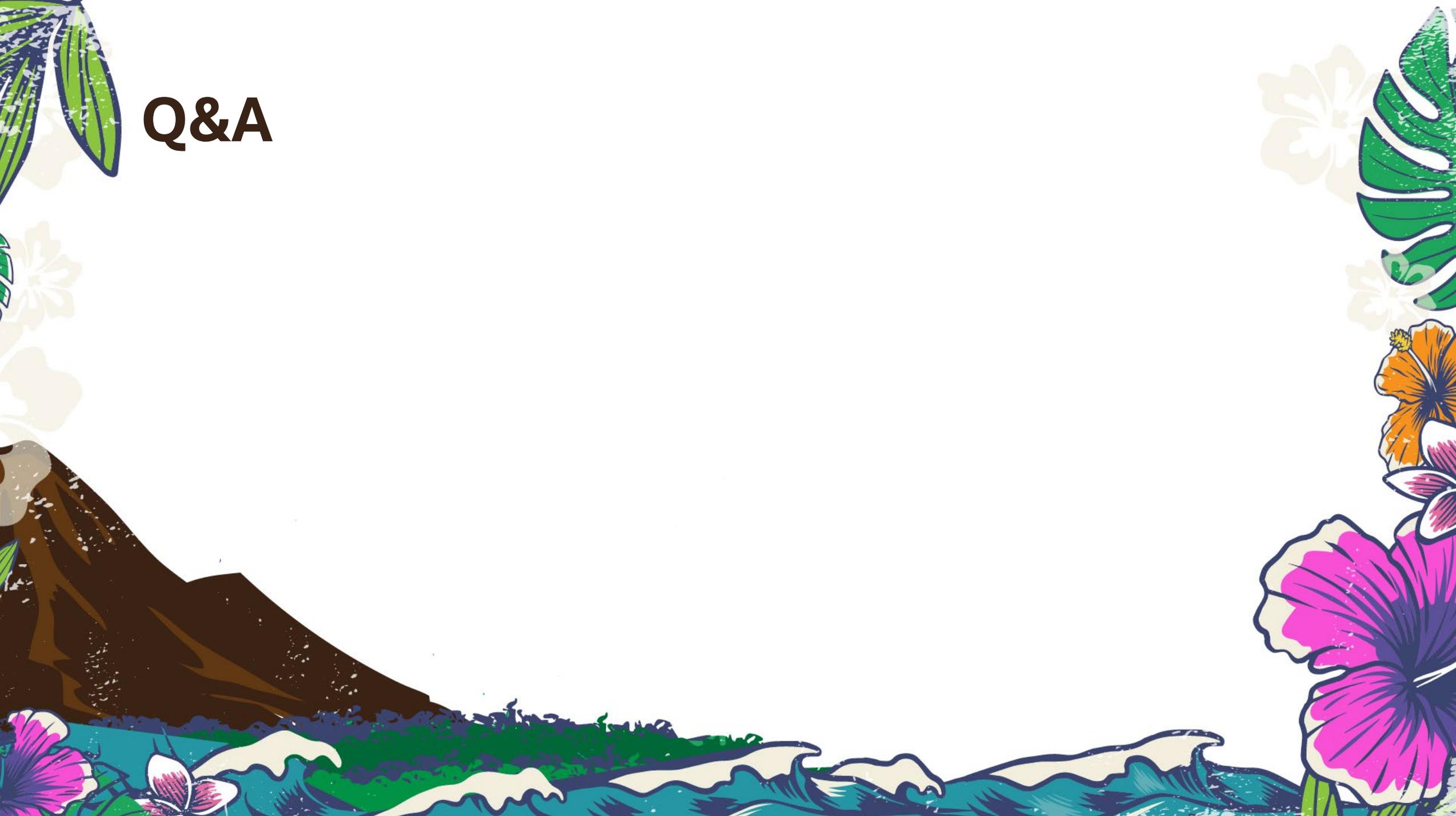
The slide features a vibrant tropical theme with illustrations of green monstera leaves, white hibiscus flowers, a brown volcano, and a blue ocean with waves and pink hibiscus flowers along the bottom edge.

# Information

Accurate, real time data made available to the right people at the right time.

- Controlled transparency
- Single source of truth

# Q&A



Please take a moment to complete the session survey provided to you.

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A decorative illustration at the bottom of the slide. On the left, there are brown mountains with some green foliage. In the center, there are blue waves with white foam. On the right, there is a large pink and white hibiscus flower. The background of the illustration is a light yellowish-brown color.