

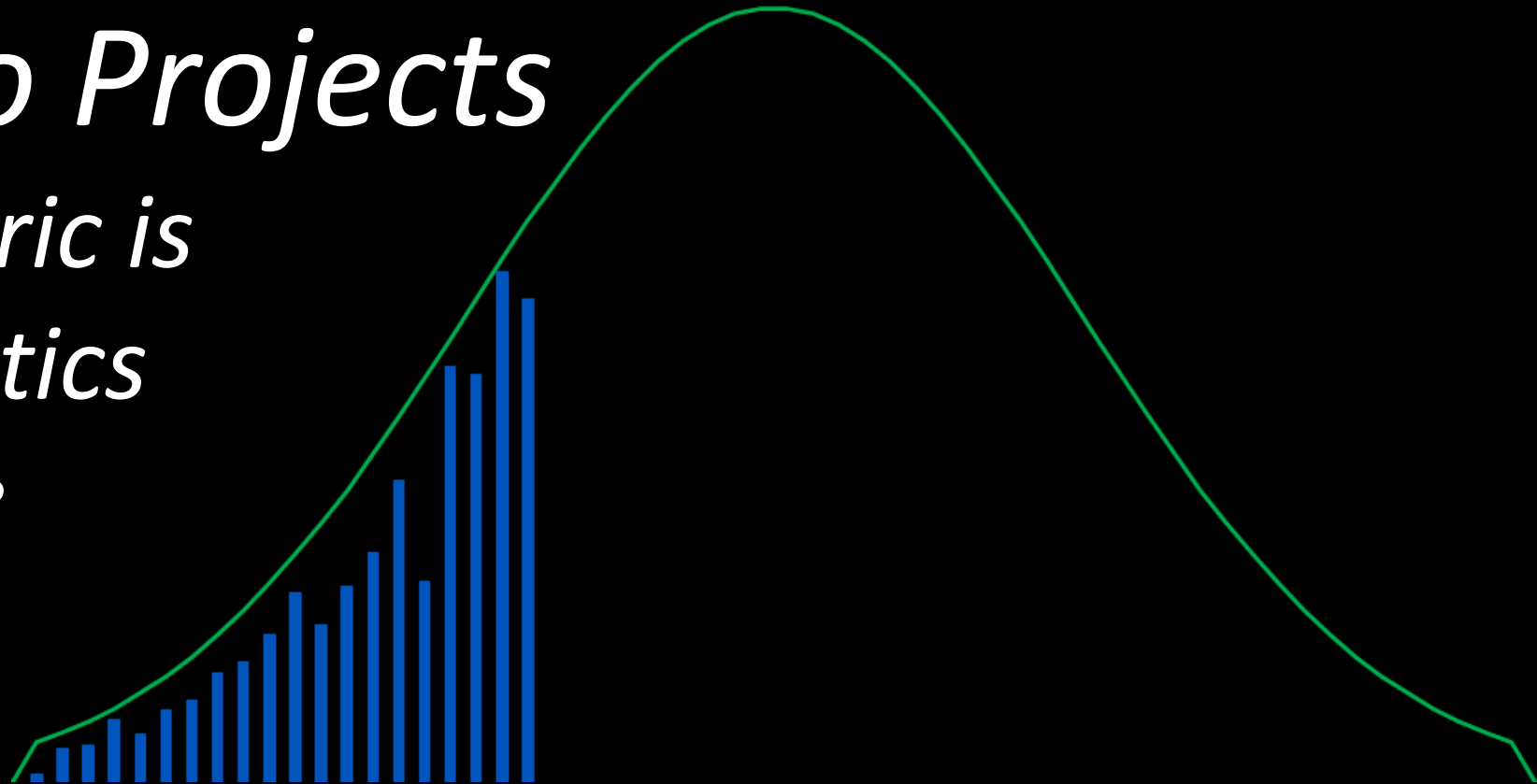


The Highest Performing National Contractor of Excellence

Jack Hineman
Vice President Of Business
Intelligence

A Tale of Two Projects

*How Gaylor Electric is
Leveraging Analytics
to Eliminate Fade*



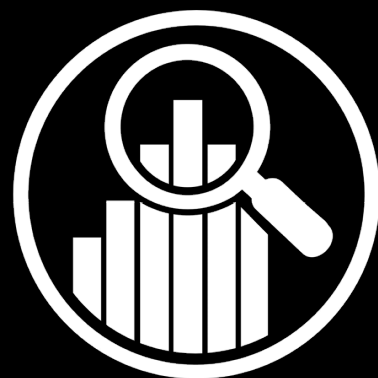
*IT'S ABOUT
RELIABILITY.*



*RELIABLE
RESOURCES*



*RELIABLE
OUTCOMES*



*RELIABLE
INSIGHTS*



*GENUINE CARE
FOR PEOPLE*



RELIABLE *INSIGHTS*

Provide Deep Understanding.

Inspections



Inspections

“Unsafe” Jobs

Jobs that have had a recordable incident

“Safe” Jobs

Jobs that have not had a recordable



Inspections

	Safe Jobs	Unsafe Jobs
Observations per Week	116	112

What gets measured, gets done



Inspections

	Safe Jobs	Unsafe Jobs
Observations per Week	116	112
Hours between Incidents	55,000	24,000

Injuries are not “Bad Luck”



Inspections

	Safe Jobs	Unsafe Jobs
Observations per Week	116	112
Hours between Incidents	55,000	24,000
Observation : Hours	1:3	1:9.5

Safe Jobsites inspect 3x more



Inspections

	Safe Jobs	Unsafe Jobs
Observations per Week	116	112
Hours between Incidents	55,000	24,000
Observation : Hours	1:3	1:9.5
Unsafe Event : Hours	1:122	1:428

Safe Jobs identify ~4x more Unsafe events





RELIABLE **RESOURCES**

Offer Unique Strengths.

Labor Efficiency



Labor Efficiency – What is the story?

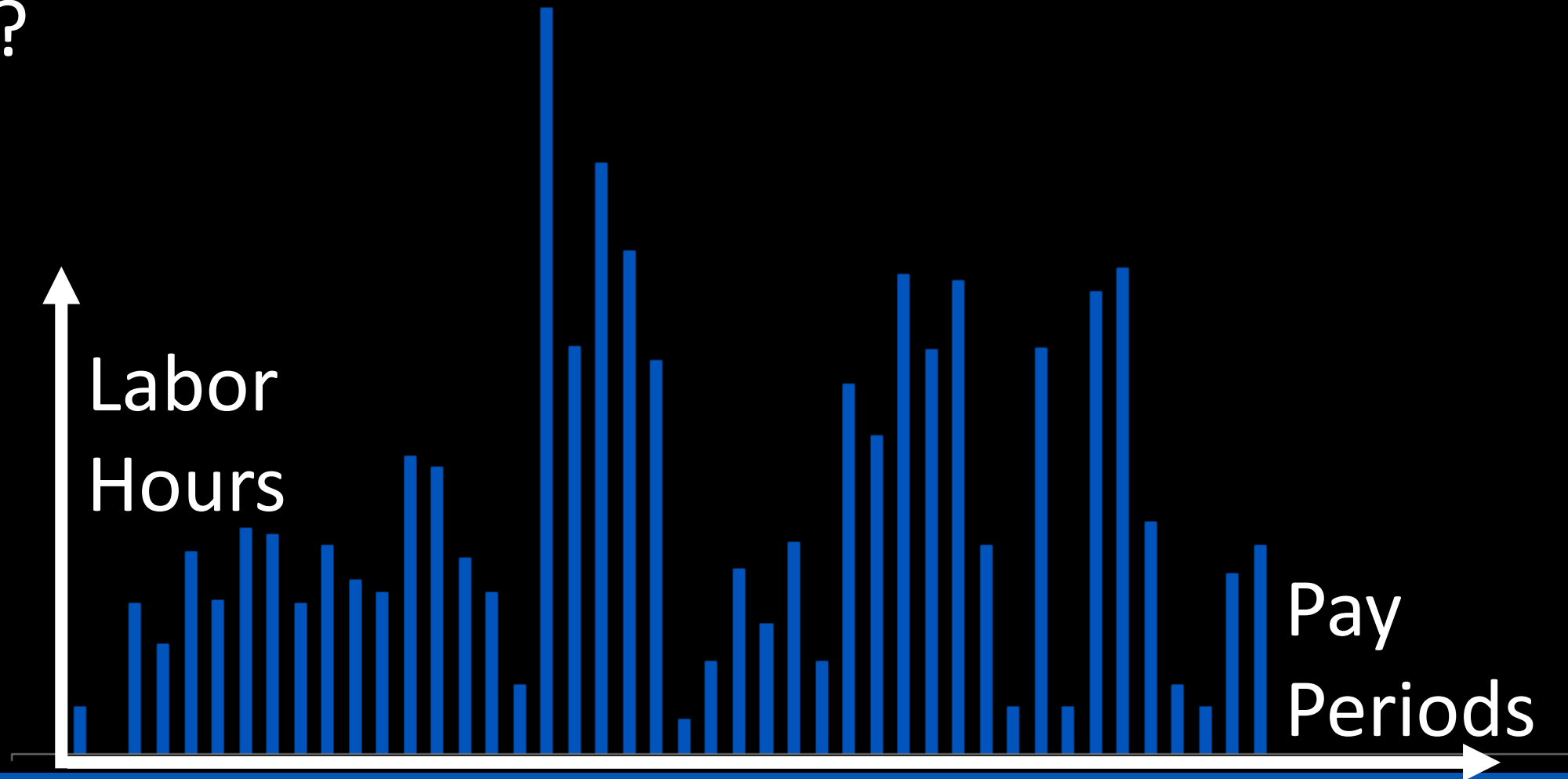
What is the story this data trying to tell us?

Date	Hours	Date	Hours	Date	Hours	Date	Hours
1/6	16.0	3/17	60.0	5/26	174.0	8/4	166.0
1/13	0.0	3/24	56.0	6/2	136.0	8/11	140.0
1/20	52.0	3/31	103.0	6/9	12.0	8/18	164.0
1/27	38.0	4/7	99.0	6/16	32.0	8/25	72.0
2/3	70.0	4/14	68.0	6/23	64.0	9/1	16.0
2/10	53.0	4/21	56.0	6/30	45.0	9/8	140.5
2/17	78.0	4/28	24.0	7/7	73.0	9/15	16.0
2/24	76.0	5/5	258.0	7/14	32.0	9/22	160.0
3/3	52.0	5/12	141.0	7/21	128.0	9/29	168.0
3/10	72.0	5/19	204.5	7/28	110.0	10/6	80.0



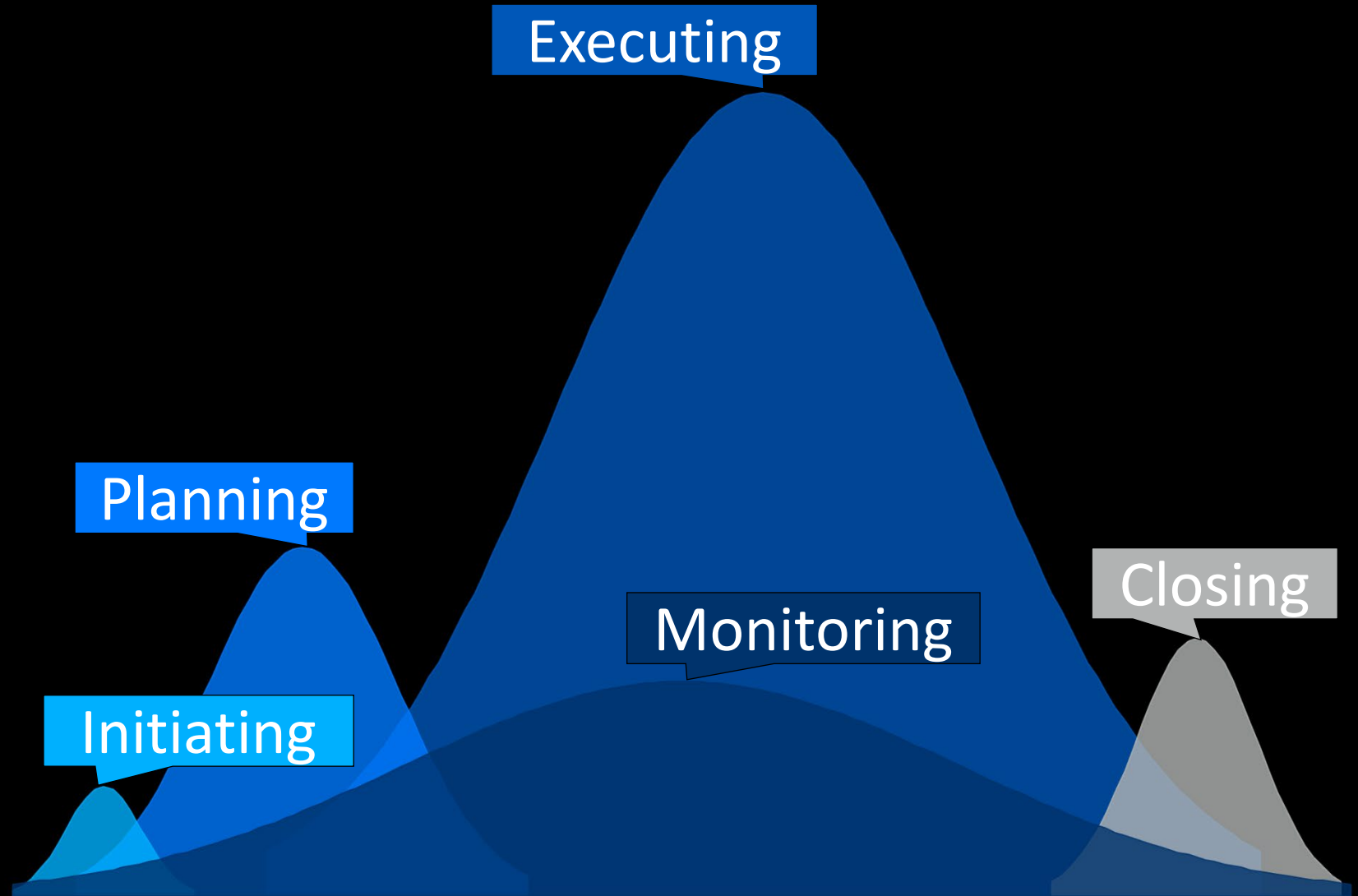
Labor Efficiency – What is the story?

What am I
looking at?



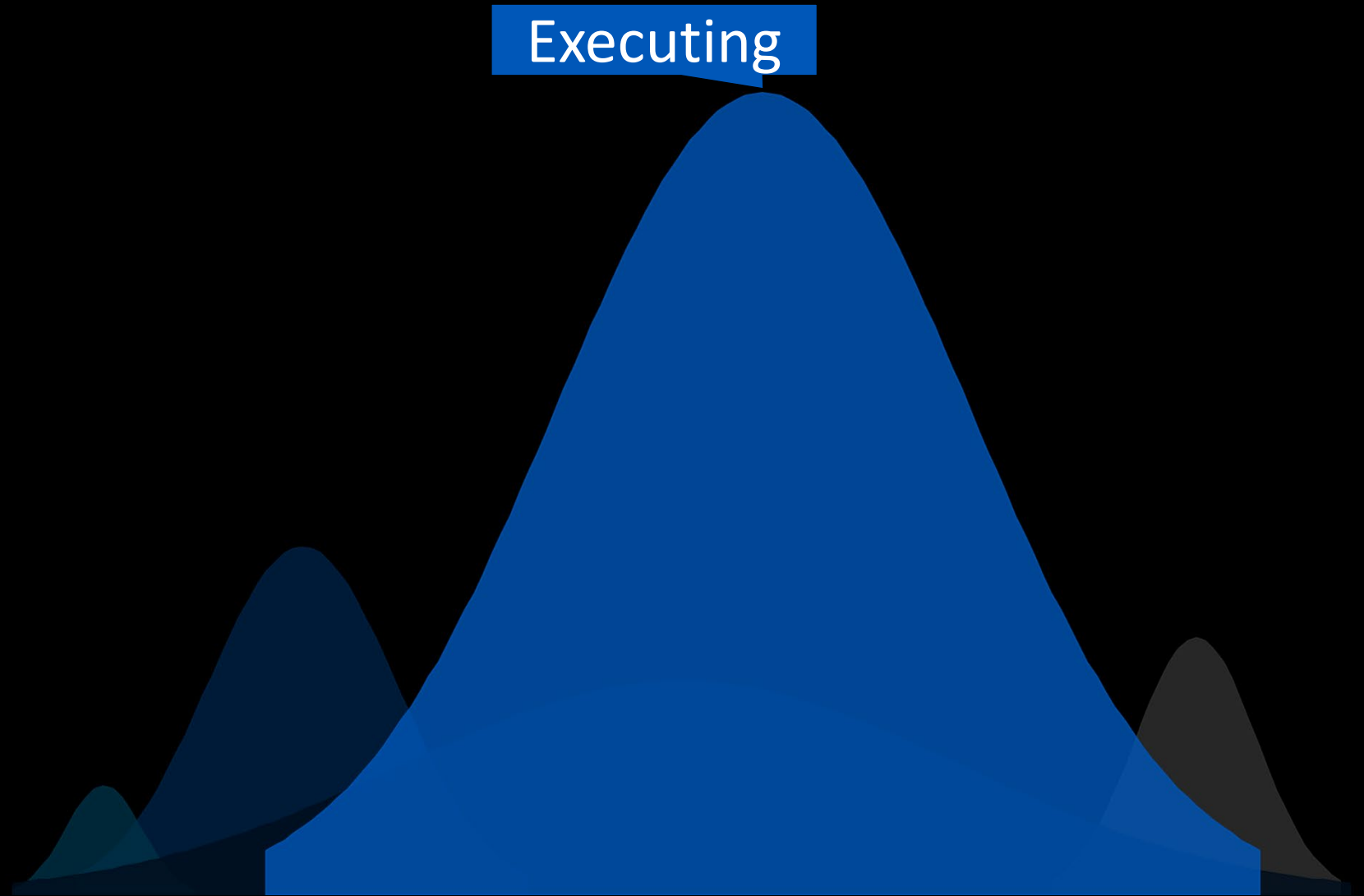
Labor Efficiency – The Bell Curve

According to the Project Management Institute (PMI) a Bell Curve is the most efficient way to manage a job



Labor Efficiency – The Bell Curve

Our Bell Curve
focuses on the
Executing
Portion of the
Project



Labor Efficiency – The Bell Curve

Duration: 1st Payroll through
Estimated Completion

First
Payroll

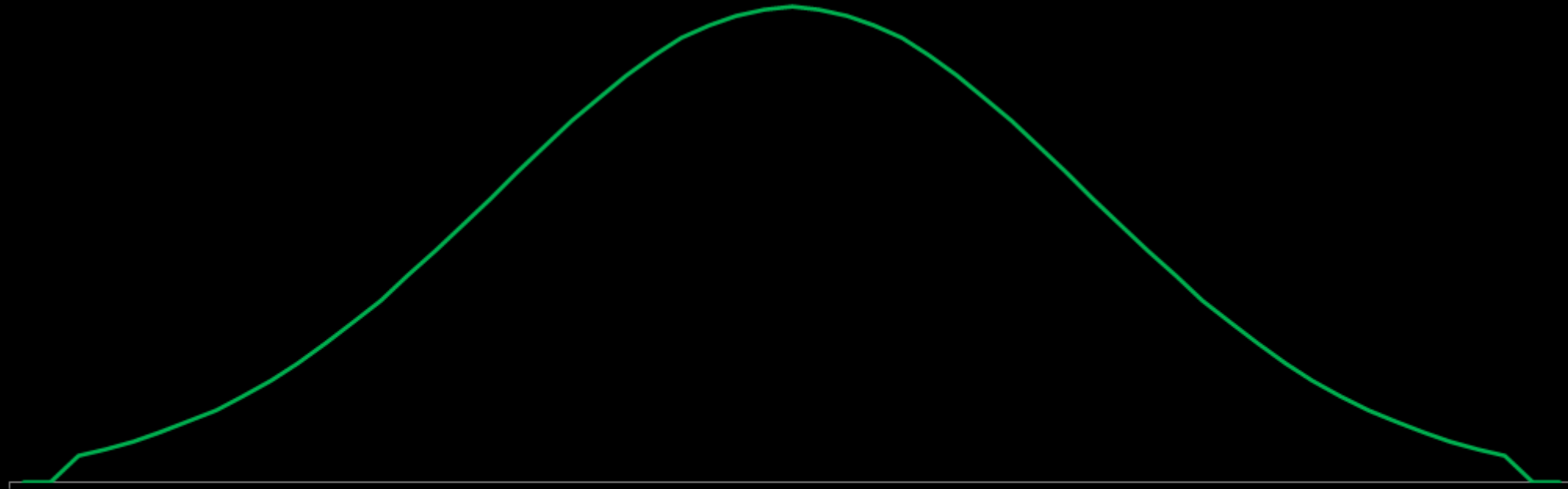
Estimated
Completion



Labor Efficiency – The Bell Curve

Duration: 1st Payroll through
Estimated Completion

Labor Estimate

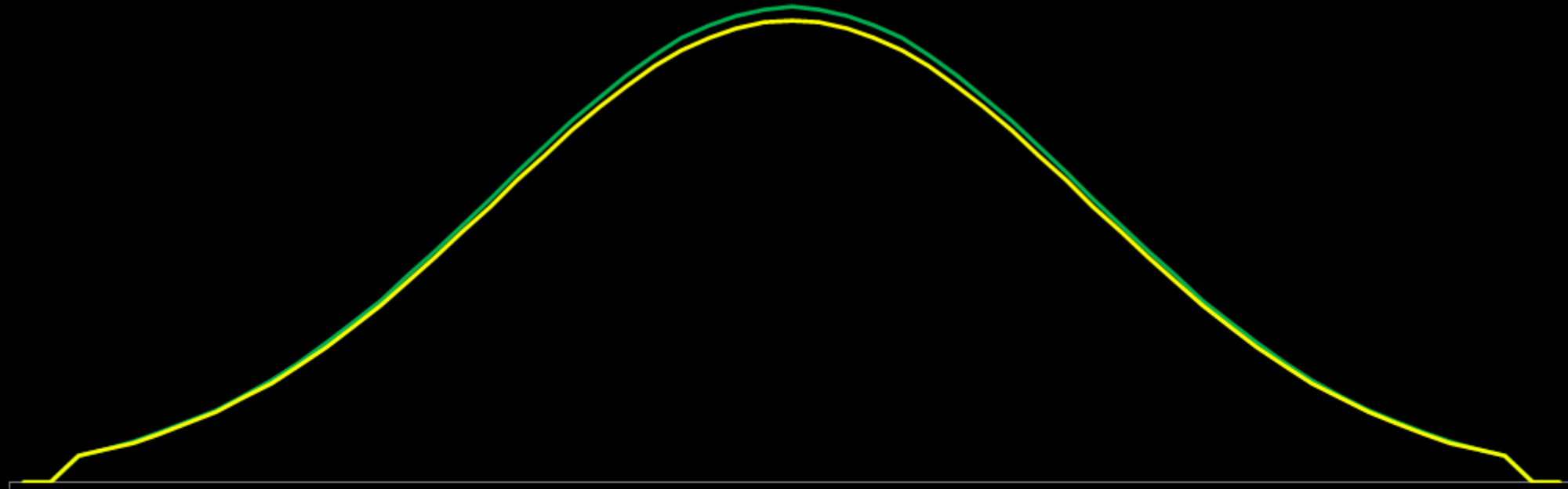


Labor Efficiency – The Bell Curve

Duration: 1st Payroll through
Estimated Completion

Labor Estimate

Projected Labor



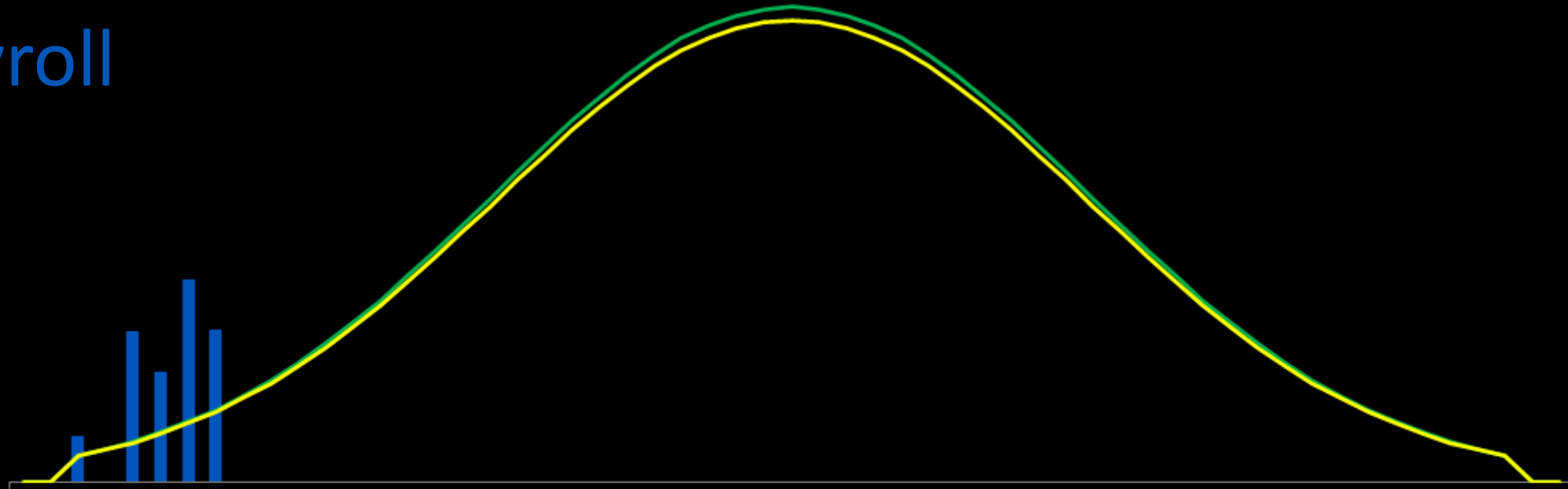
Labor Efficiency – The Bell Curve

Duration: 1st Payroll through
Estimated Completion

Labor Estimate

Projected Labor

Actual Payroll



Labor Efficiency – The Bell Curve

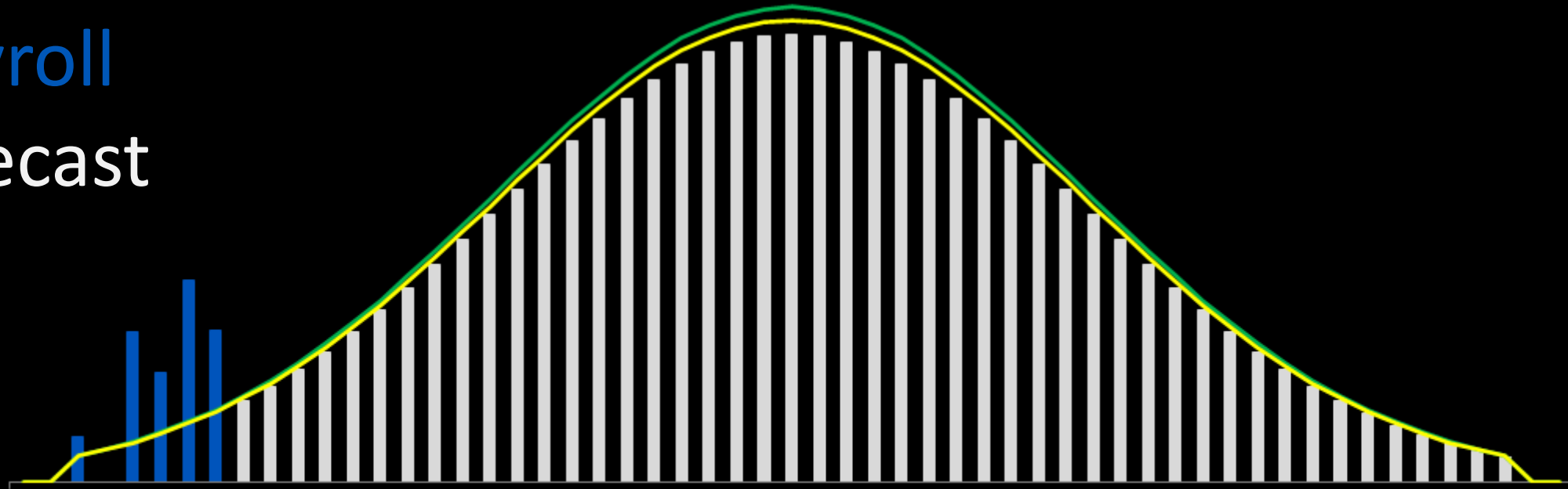
Duration: 1st Payroll through
Estimated Completion

Labor Estimate

Projected Labor

Actual Payroll

Labor Forecast



The Lagging Curve

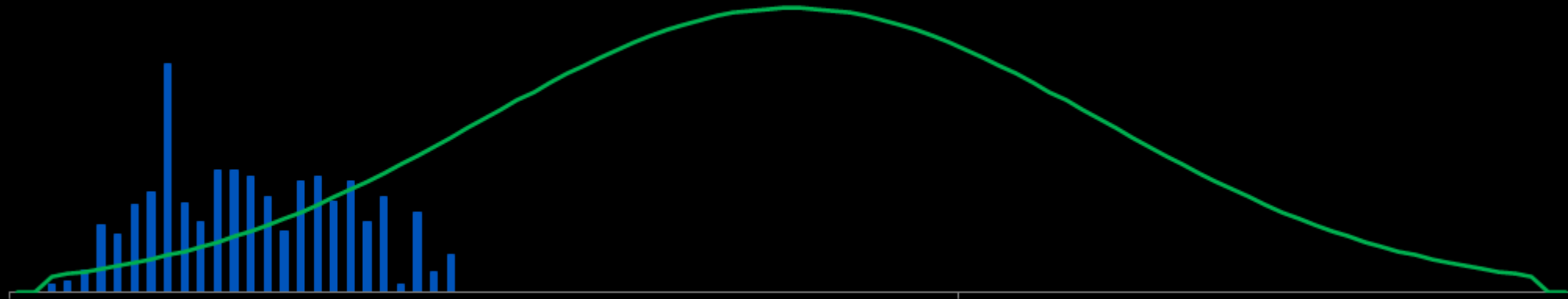


Photo Credit: sanyehnews.com



The Lagging Curve

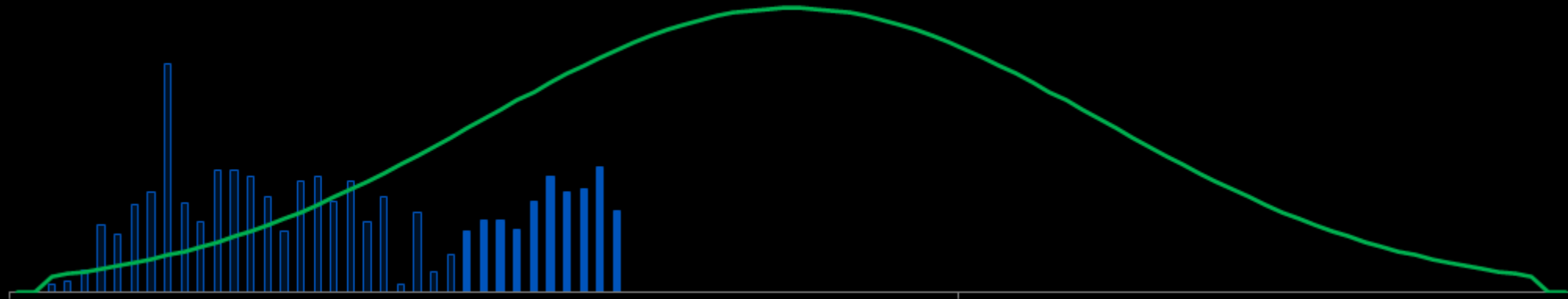
25 Weeks: Bad Weather



The Lagging Curve

25 Weeks: Bad Weather

35 Weeks: Concrete poured

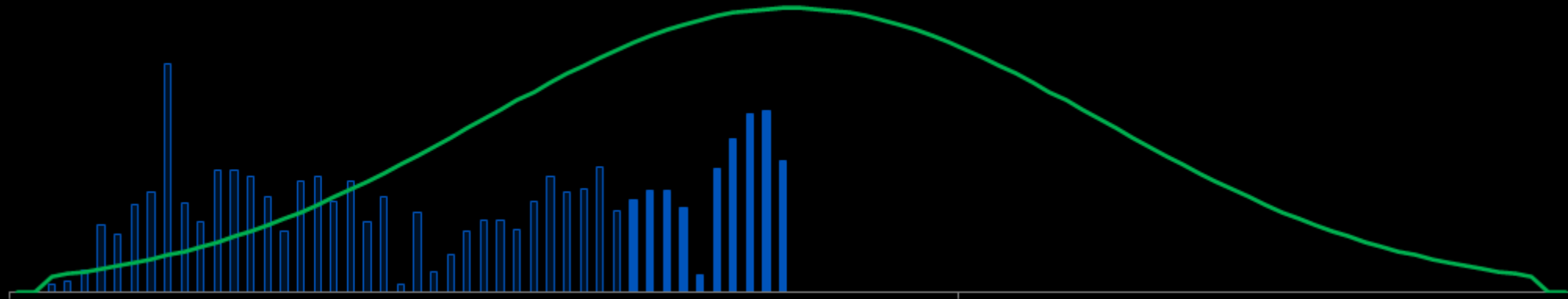


The Lagging Curve

25 Weeks: Bad Weather

35 Weeks: Concrete poured

45 Weeks: Steel goes up



The Lagging Curve

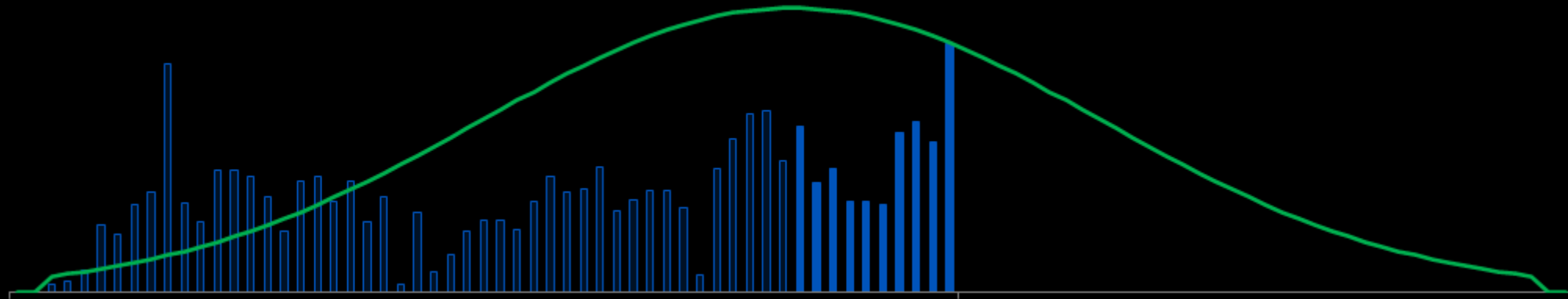
25 Weeks: Bad Weather

35 Weeks: Concrete poured

45 Weeks: Steel goes up

55 Weeks: Site finally available

This is awesome,
we are under
Budget!



The Lagging Curve

What does this have to do with people frolicking on a beach?



Photo Credit: sanyehnews.com

The Lagging Curve



Photo Credit: Youtube – UN Office for Disaster Risk Reduction



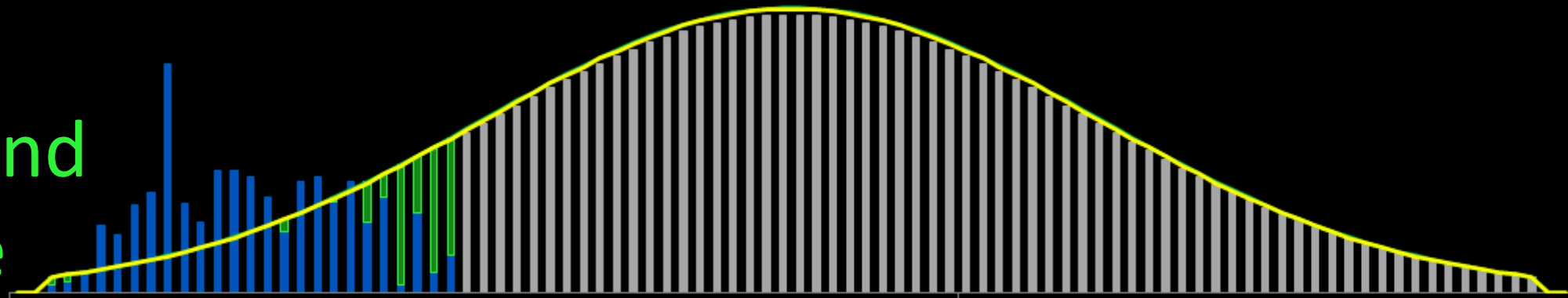
Photo Credit: Wikimedia Commons user FoxyOrange

The Lagging Curve

25 Weeks Bad Weather

770

Hours Behind
Estimate

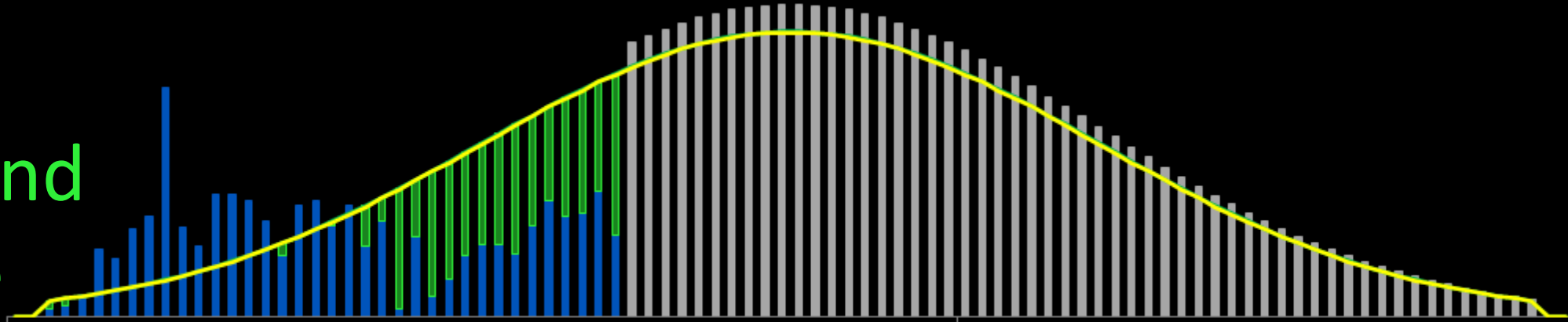


The Lagging Curve

25 Weeks: Bad Weather: -770

35 Weeks: Concrete poured

2,500
Hours Behind
Estimate



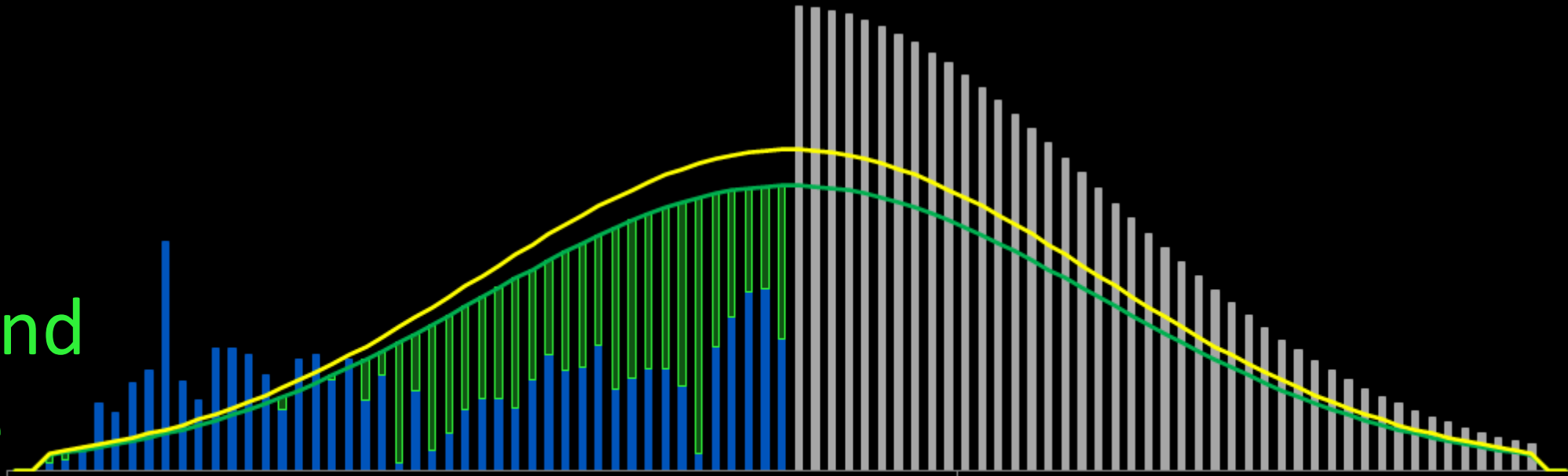
The Lagging Curve

25 Weeks: Bad Weather: -770

35 Weeks: Concrete poured: -2,500

45 Weeks: Steel goes up

4,800
Hours Behind
Estimate



The Lagging Curve

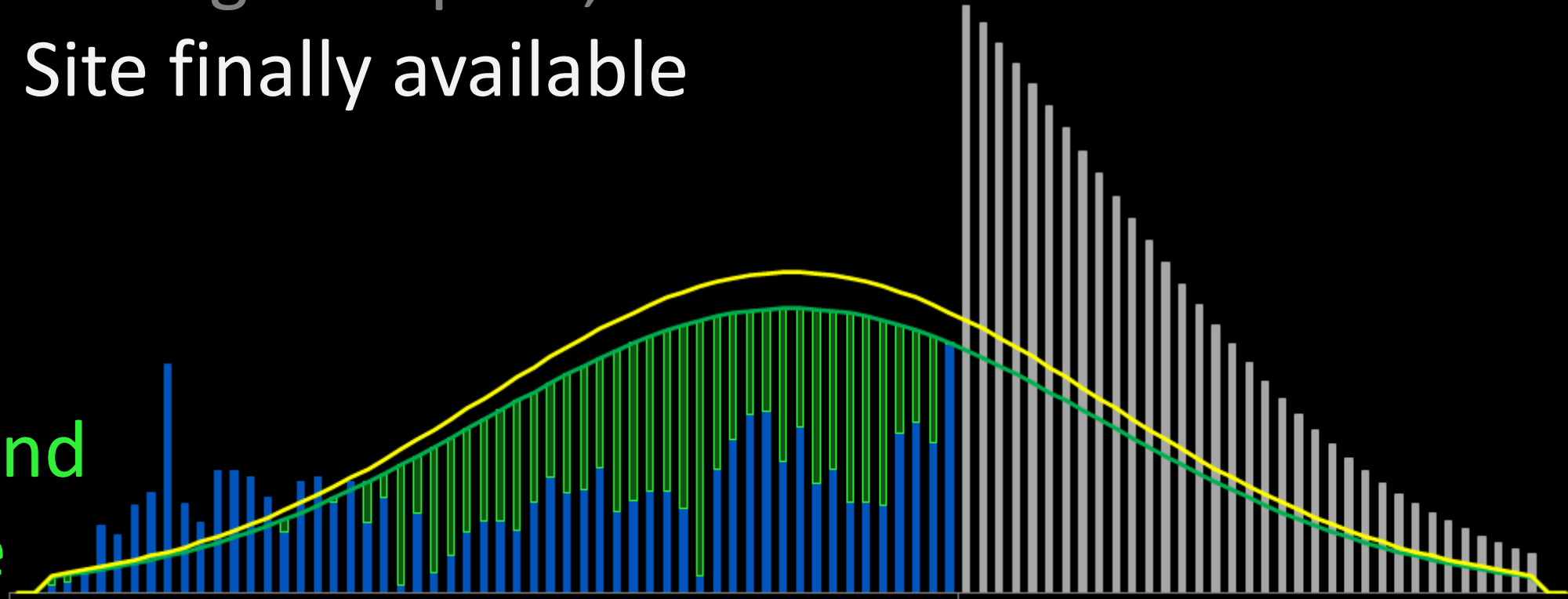
25 Weeks: Bad Weather: -770

35 Weeks: Concrete poured: -2,500

45 Weeks: Steel goes up: -4,800

55 Weeks: Site finally available

6,800
Hours Behind
Estimate

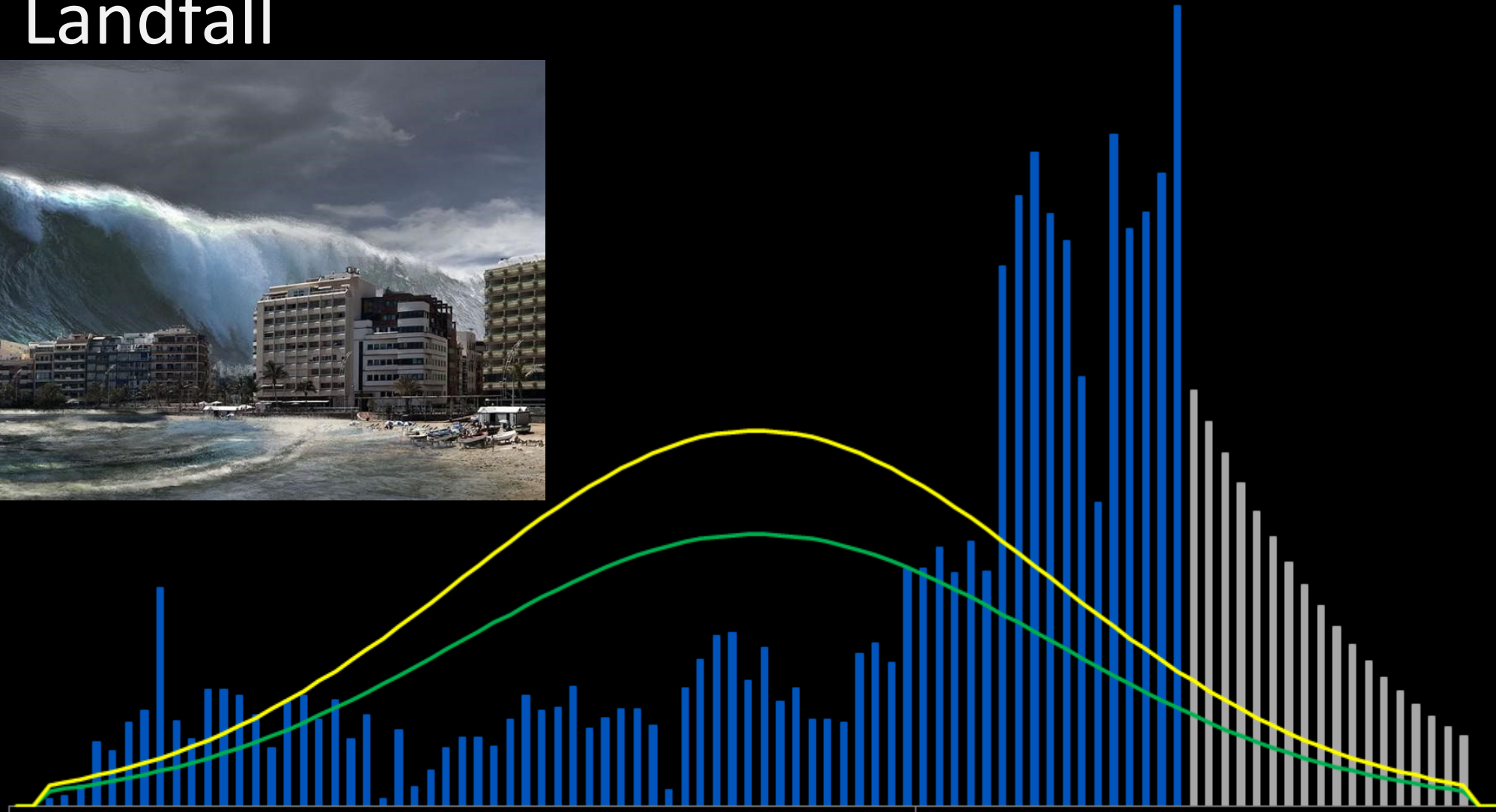


The Lagging Curve

72 Weeks: Landfall

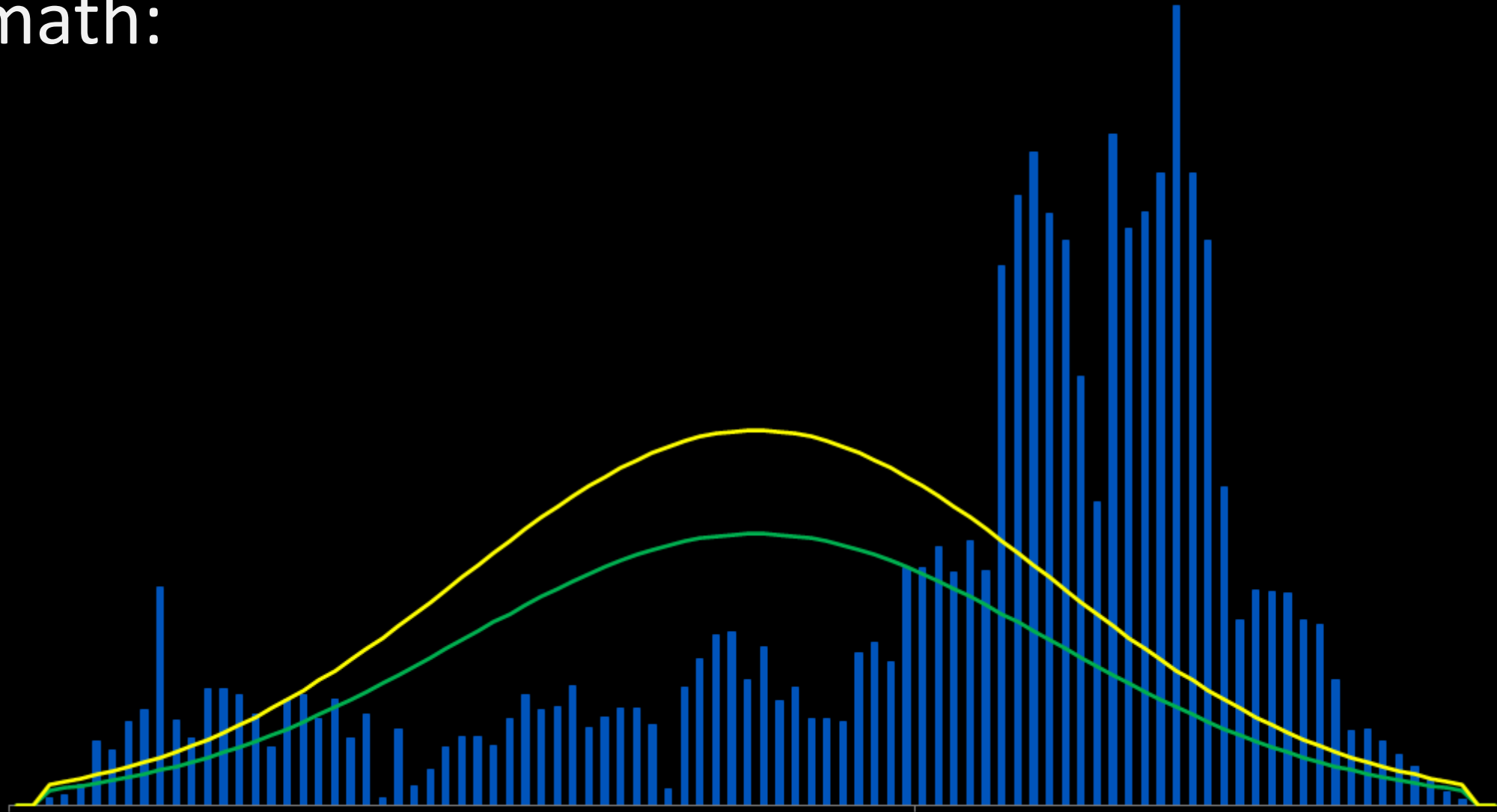


Photo Credit: milanoguida.com



The Lagging Curve

The Aftermath:



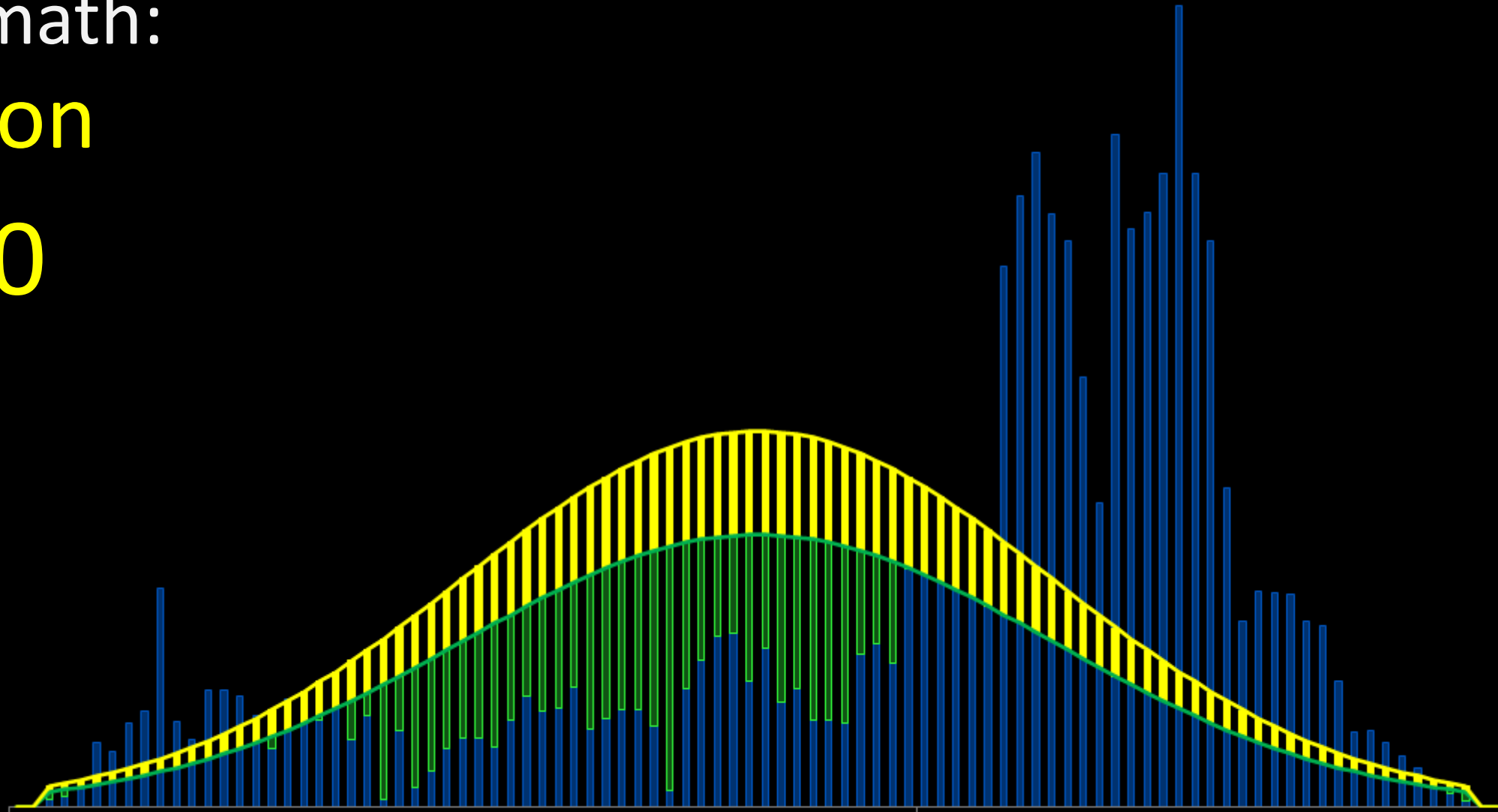
The Lagging Curve

The Aftermath:

Projection

↑ 7,500

Hours



The Lagging Curve

The Aftermath:

Projection

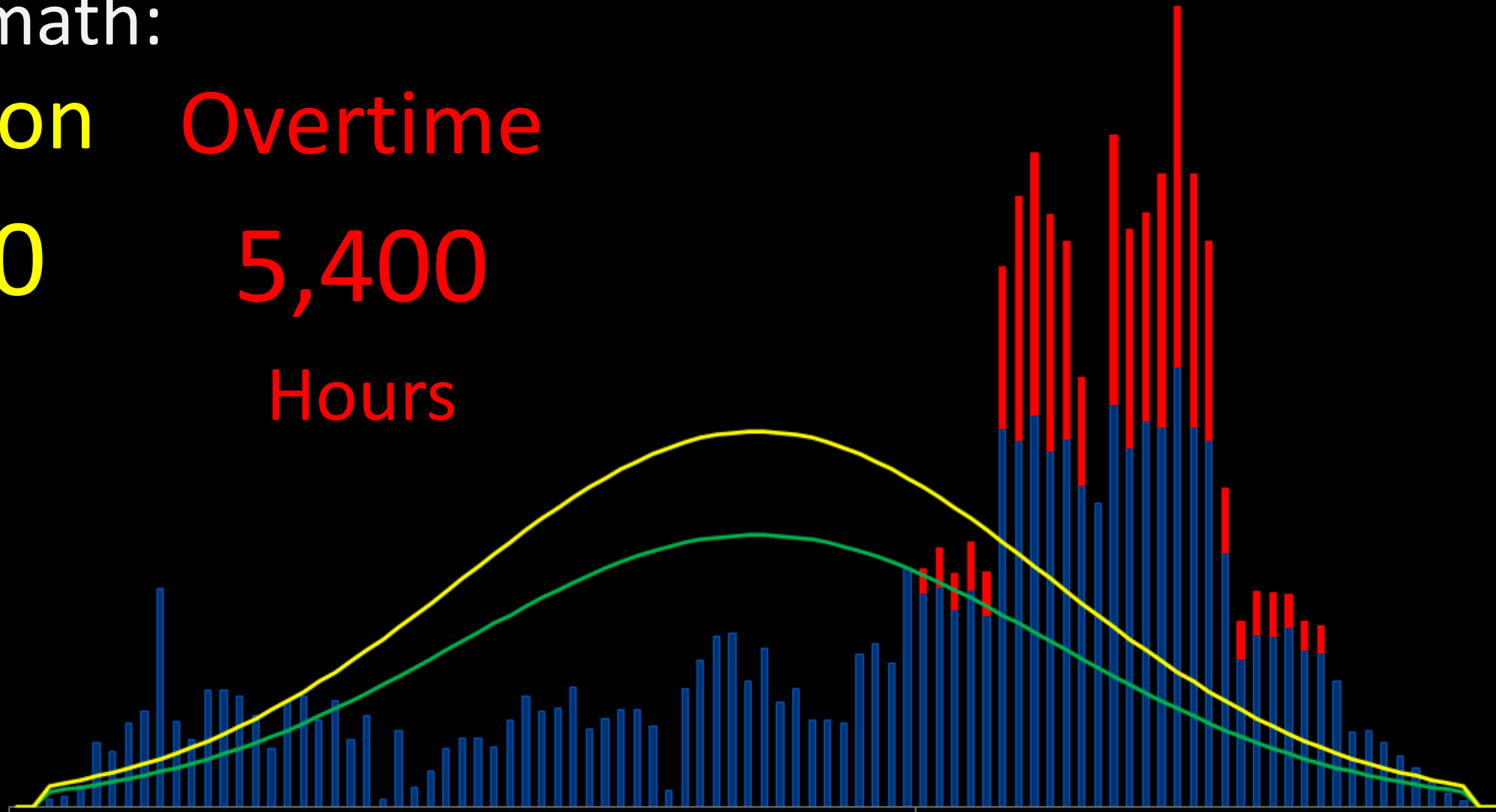
↑ 7,500

Hours

Overtime

5,400

Hours



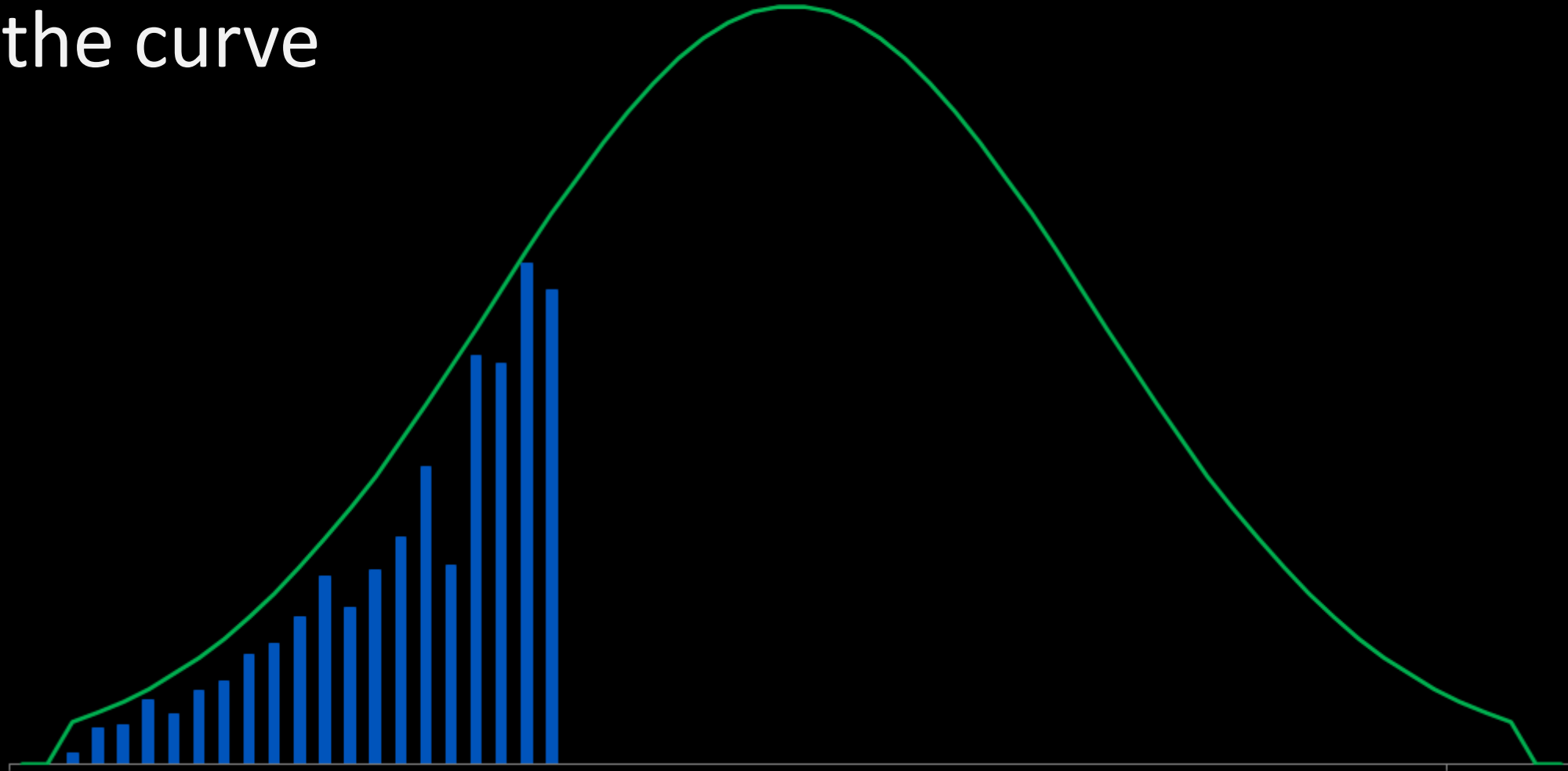
Labor Efficiency

It's all about
the Plan



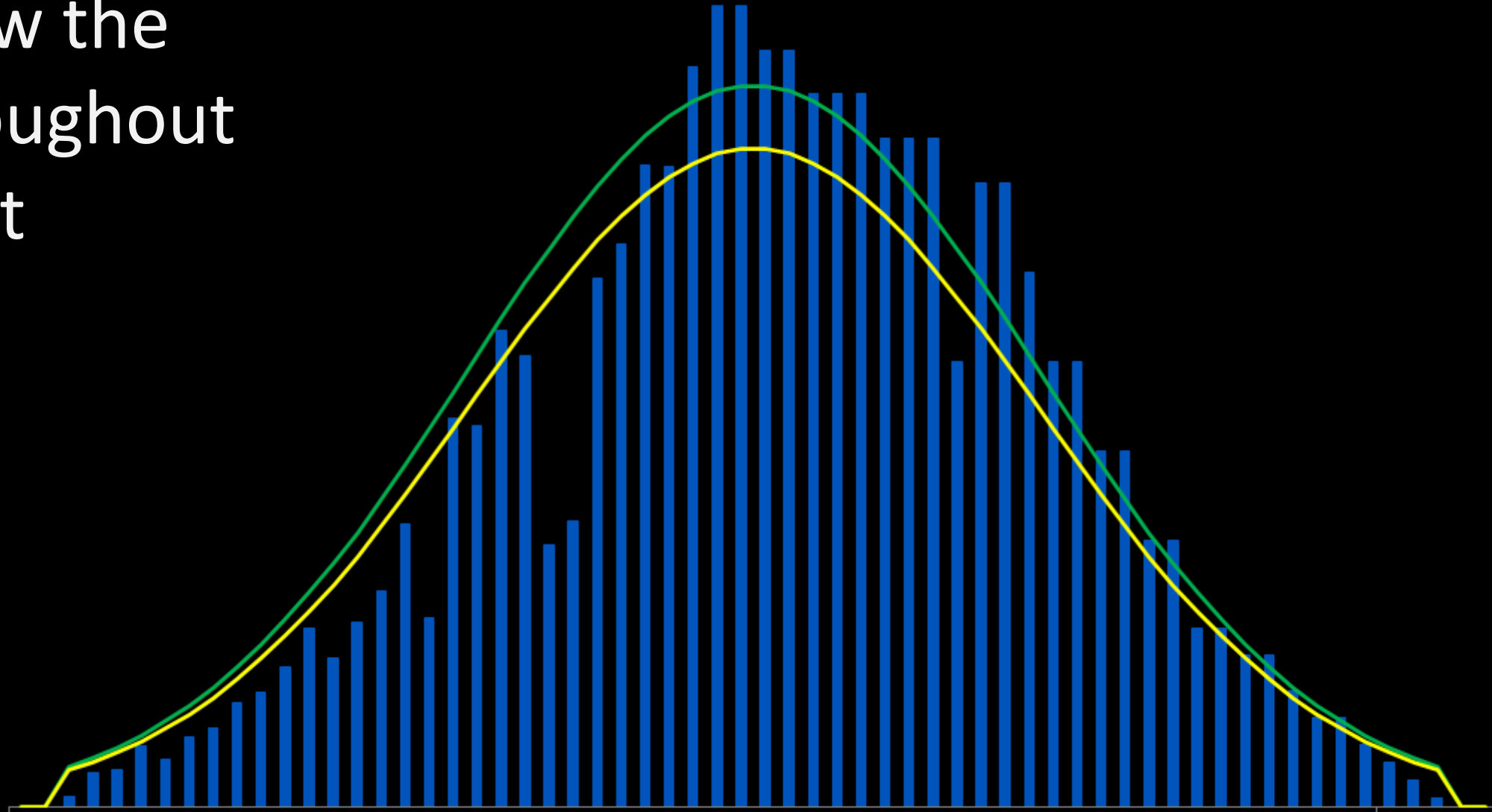
Labor Efficiency – It's all about the Plan

This team builds a
plan to fit the curve



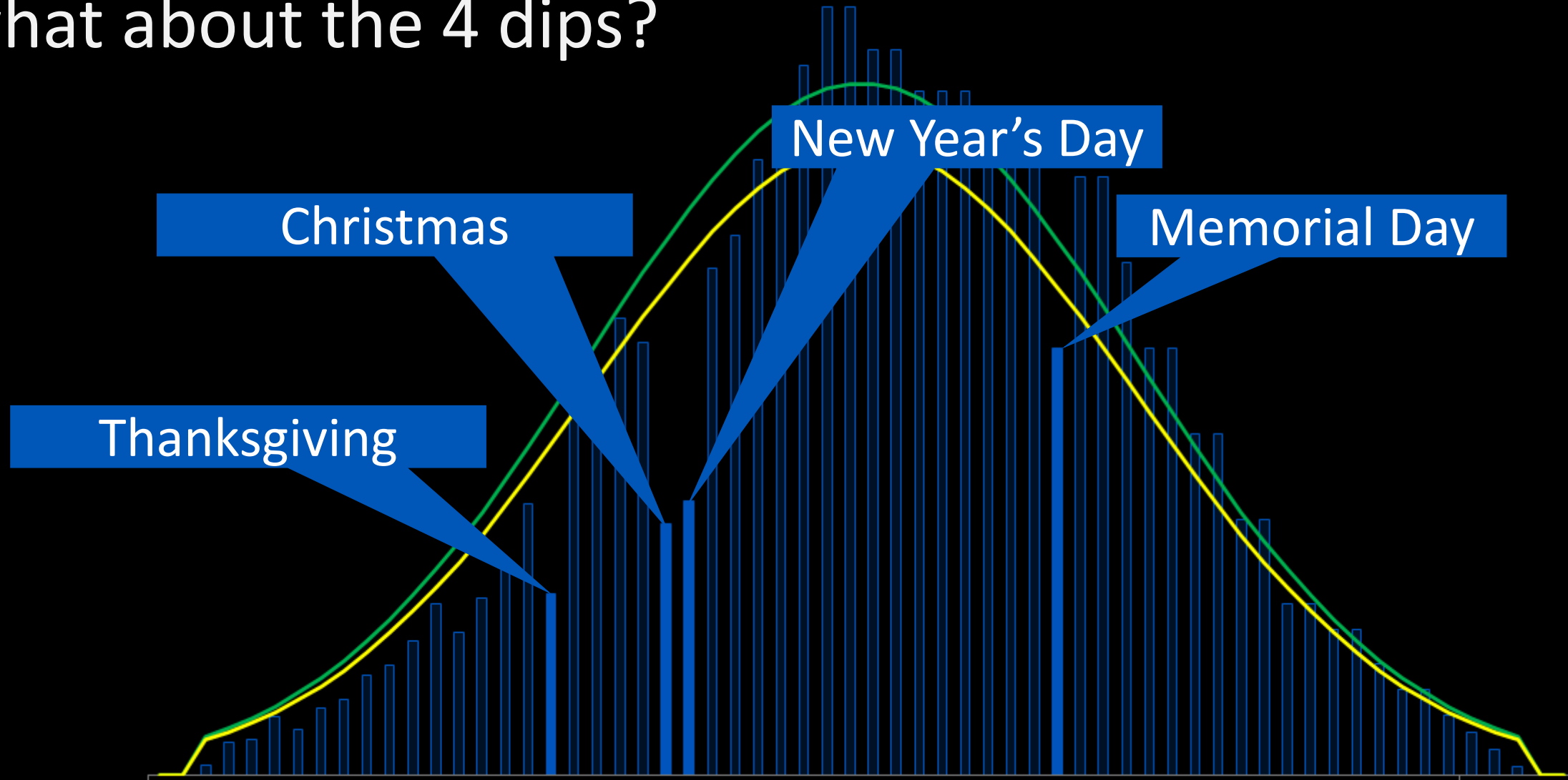
Labor Efficiency – It's all about the Plan

They follow the curve throughout the project



Labor Efficiency – It's all about the Plan

But what about the 4 dips?



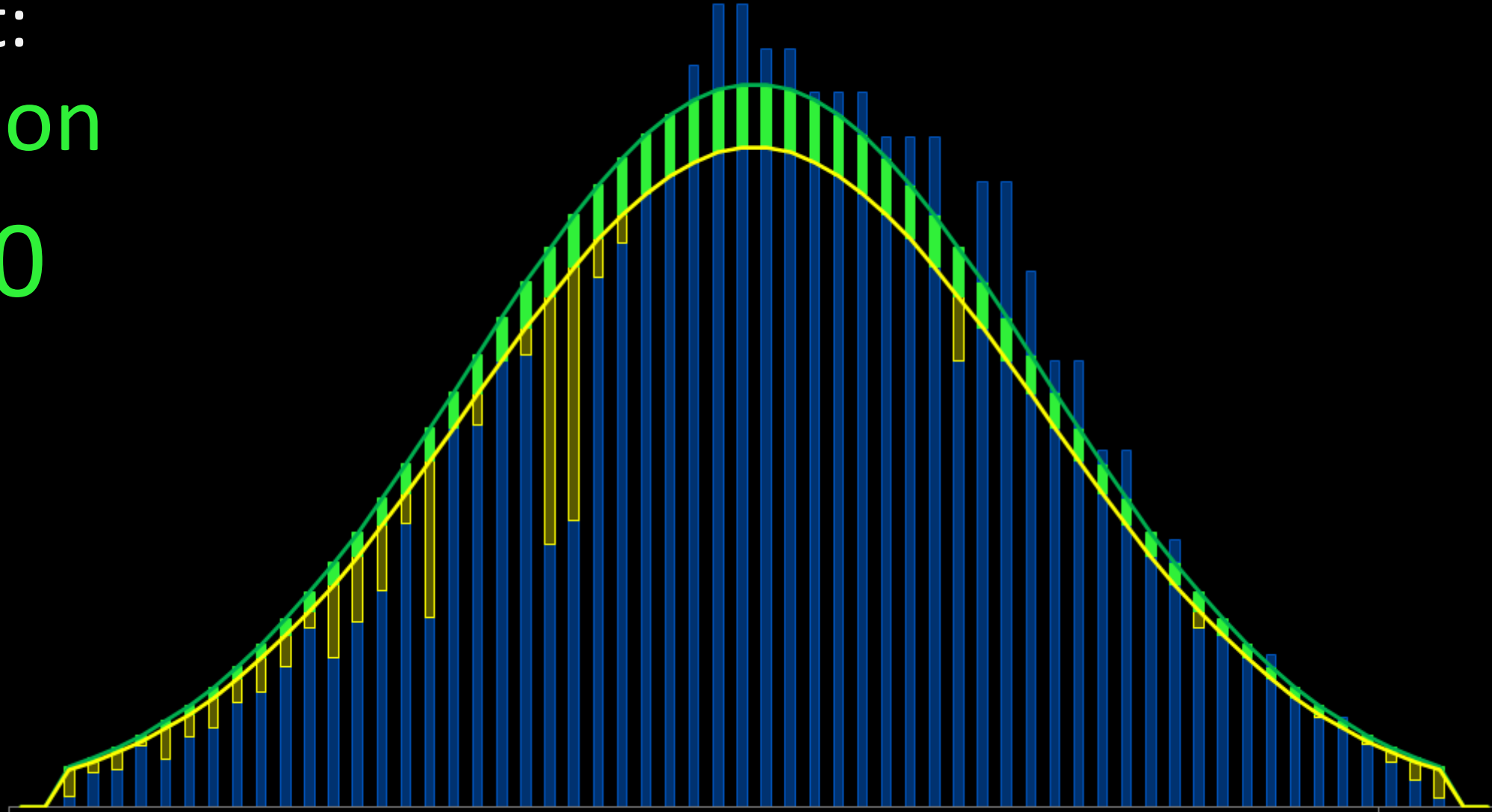
Labor Efficiency – It's all about the Plan

The Result:

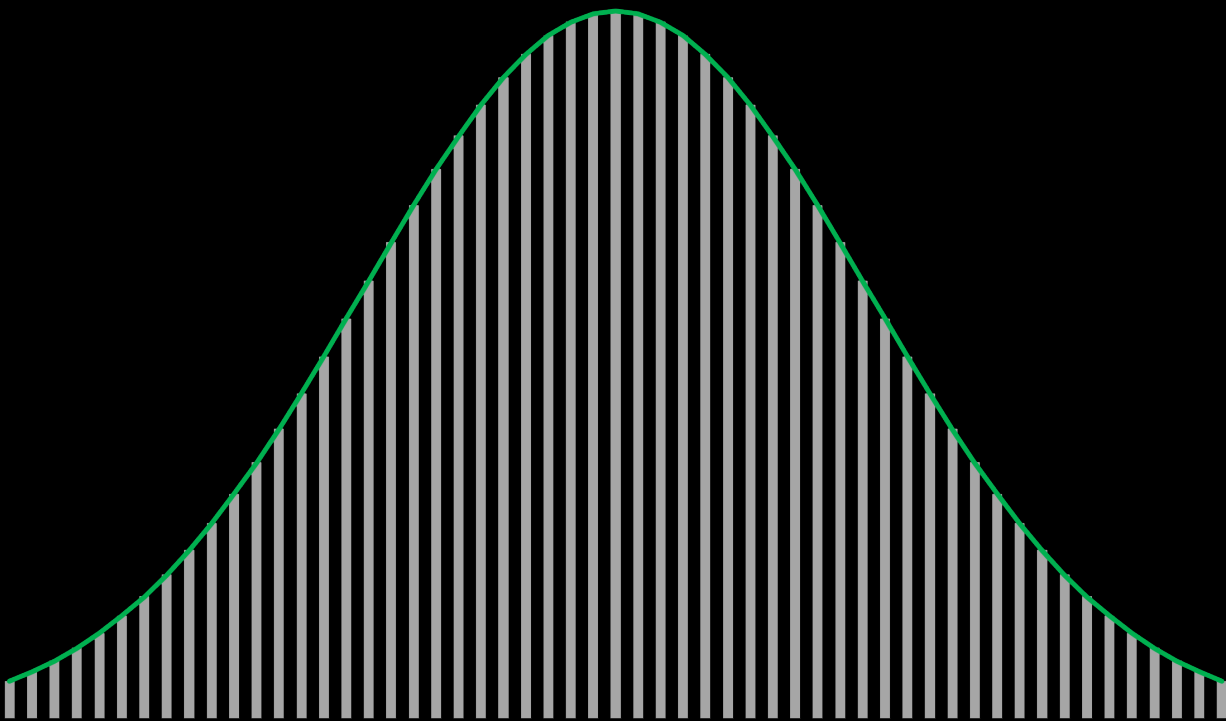
Projection

↓ 8,300

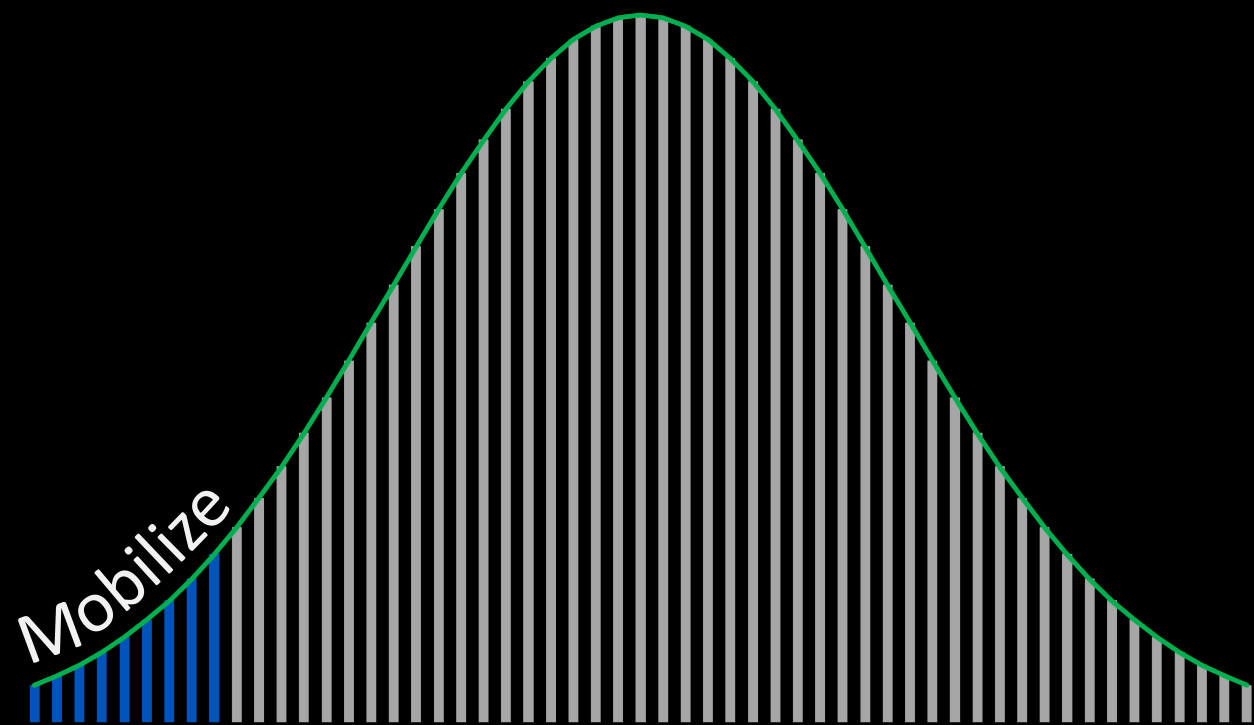
Hours



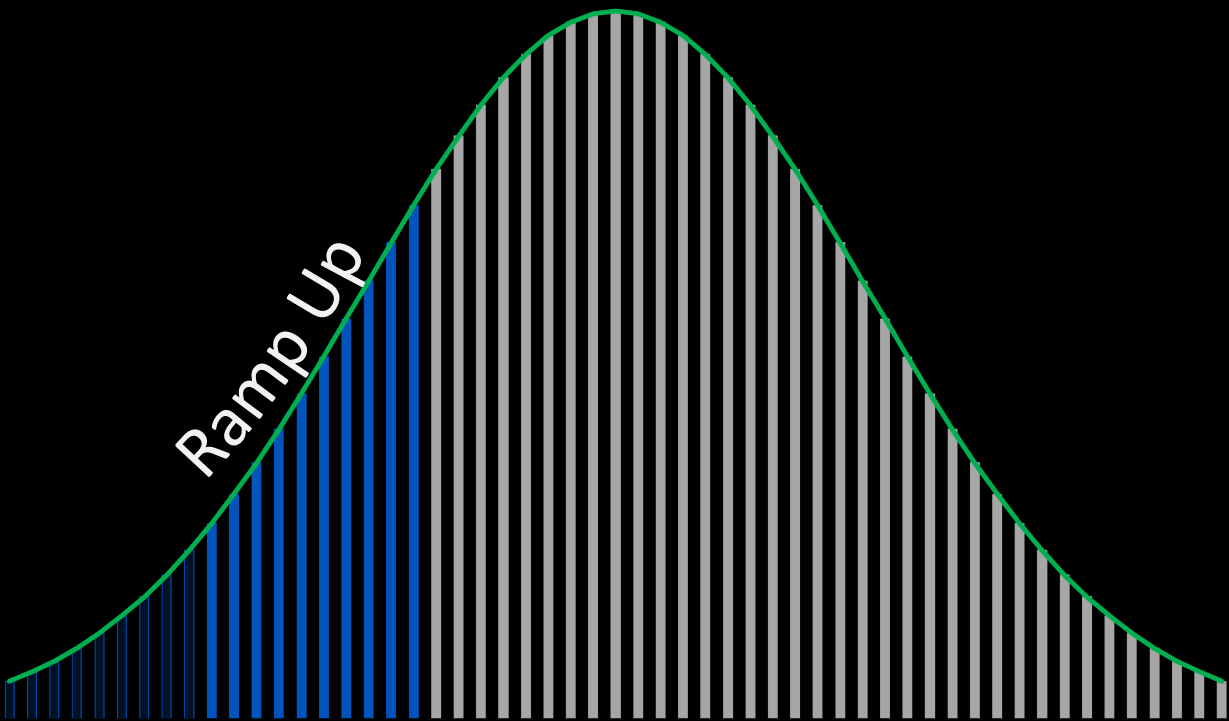
What about the next job?



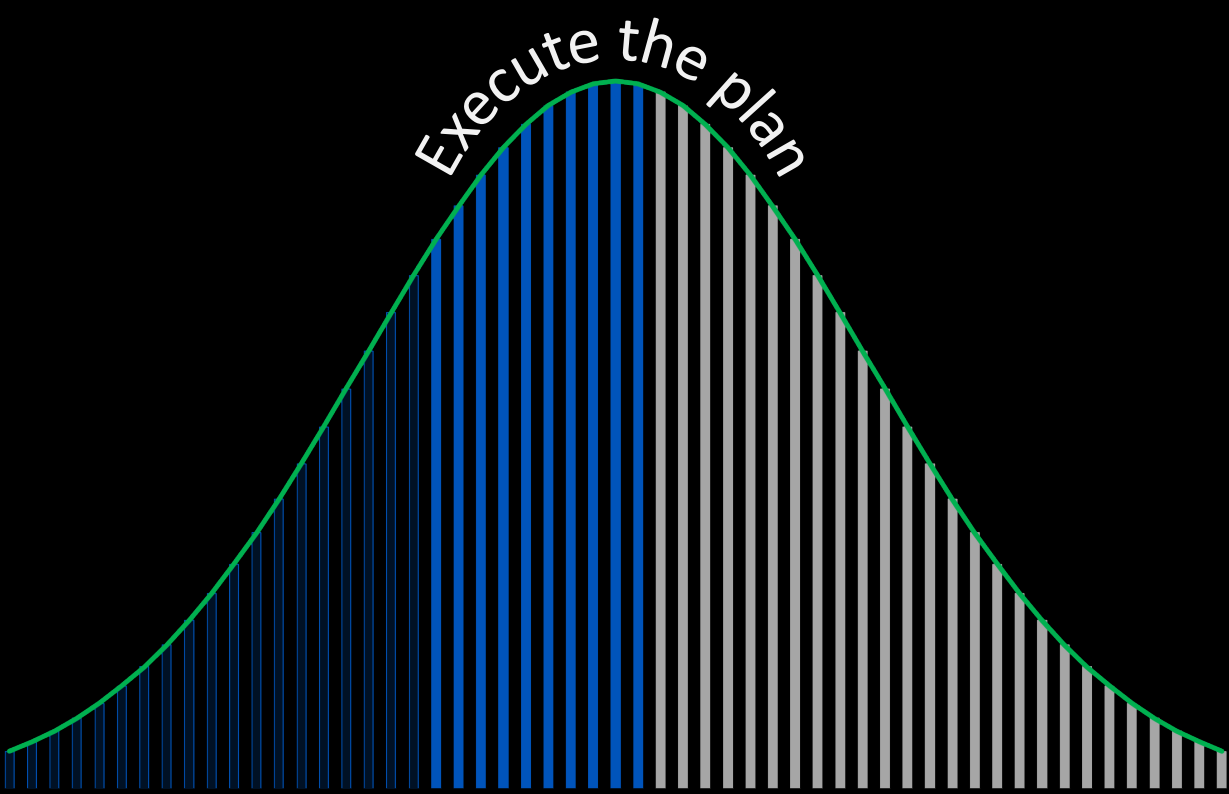
What about the next job?



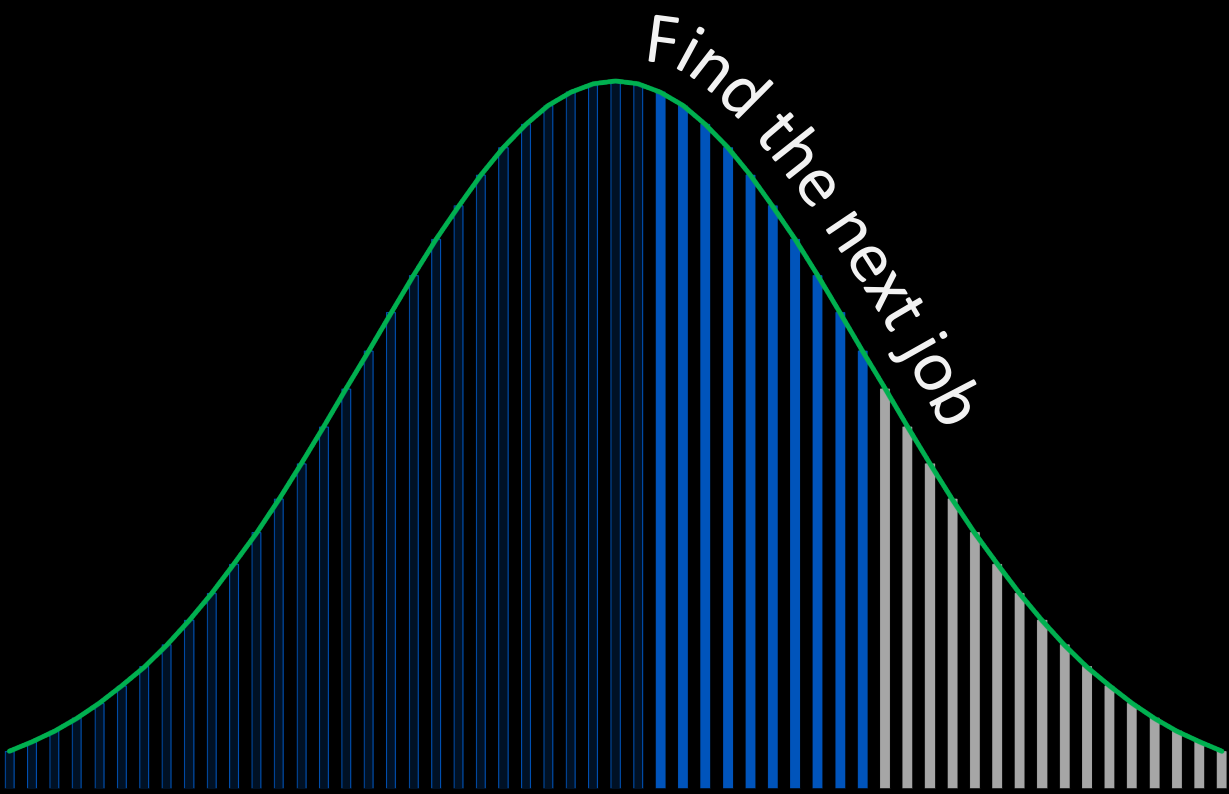
What about the next job?



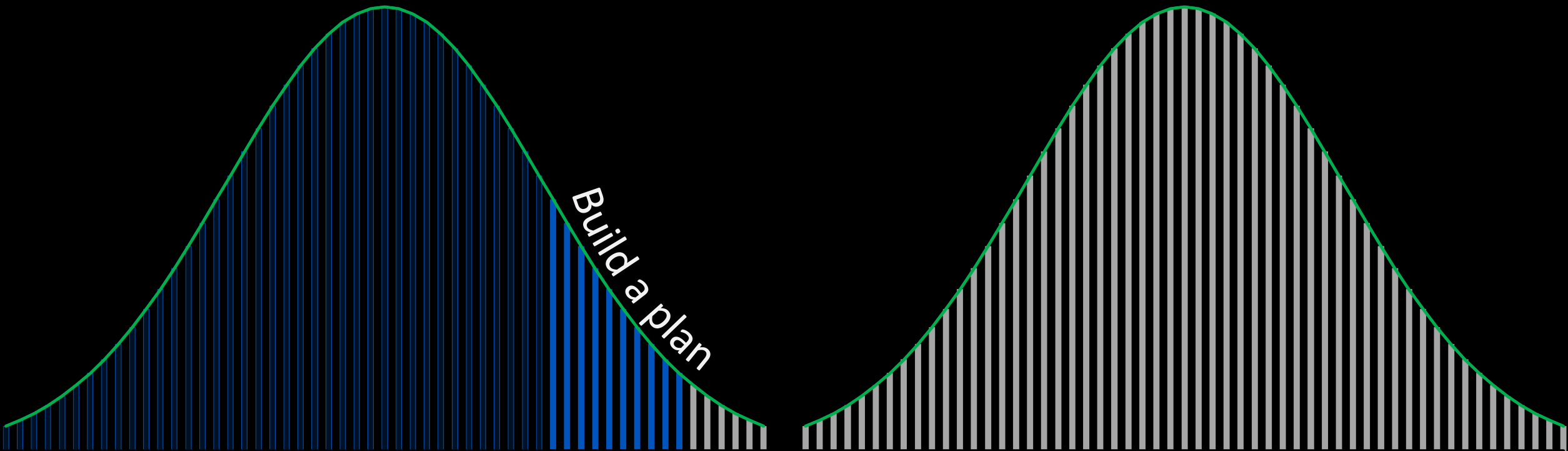
What about the next job?



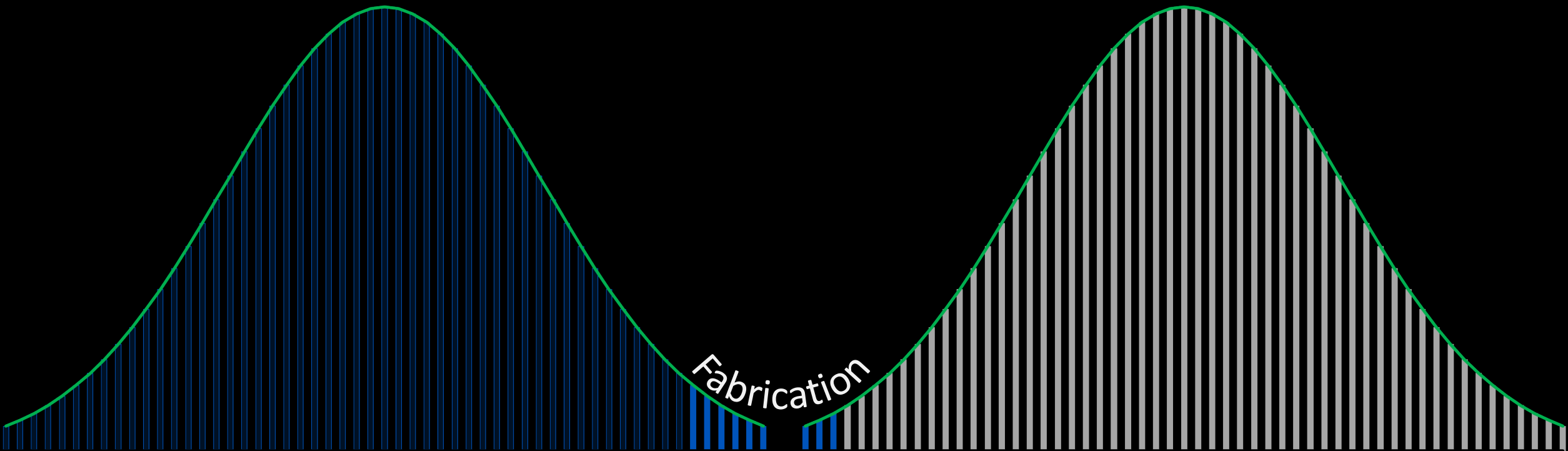
What about the next job?



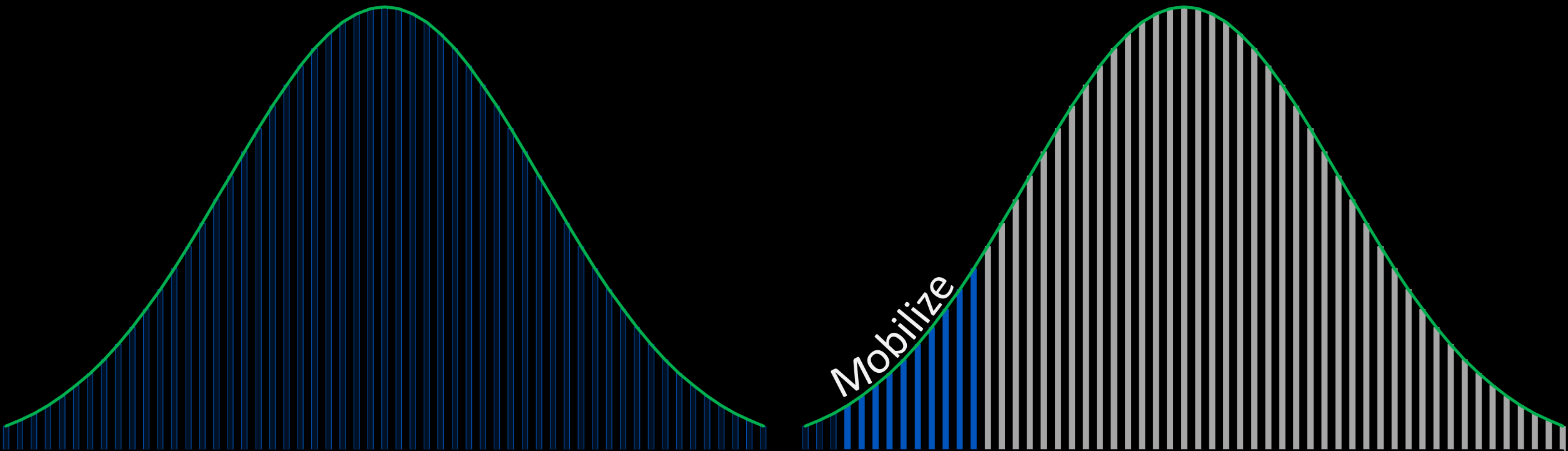
What about the next job?



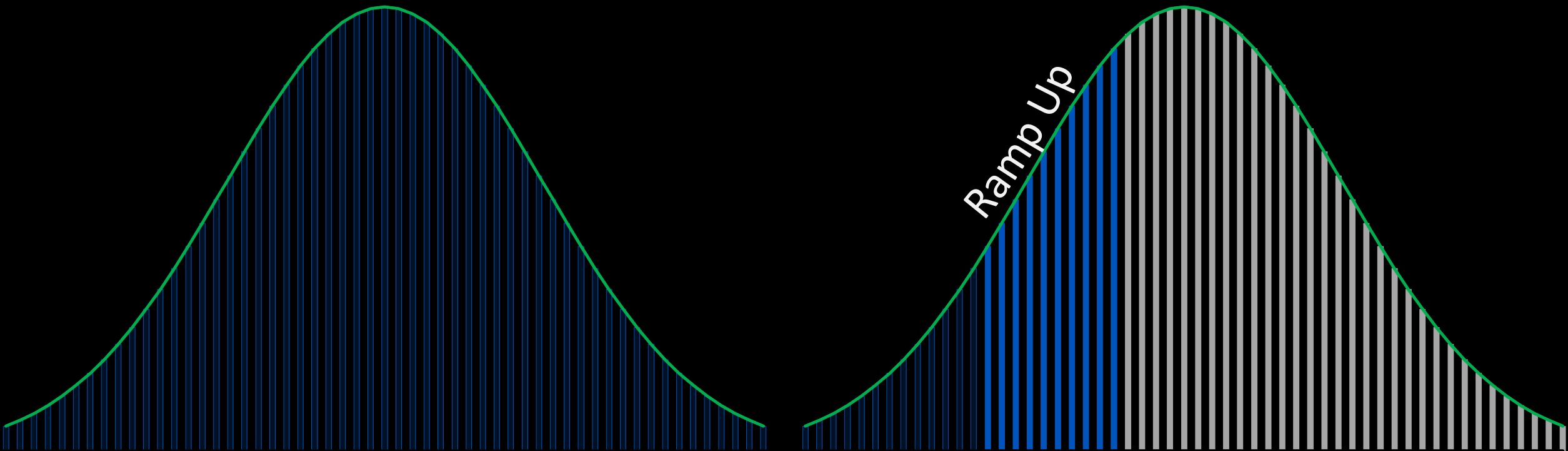
What about the next job?



What about the next job?

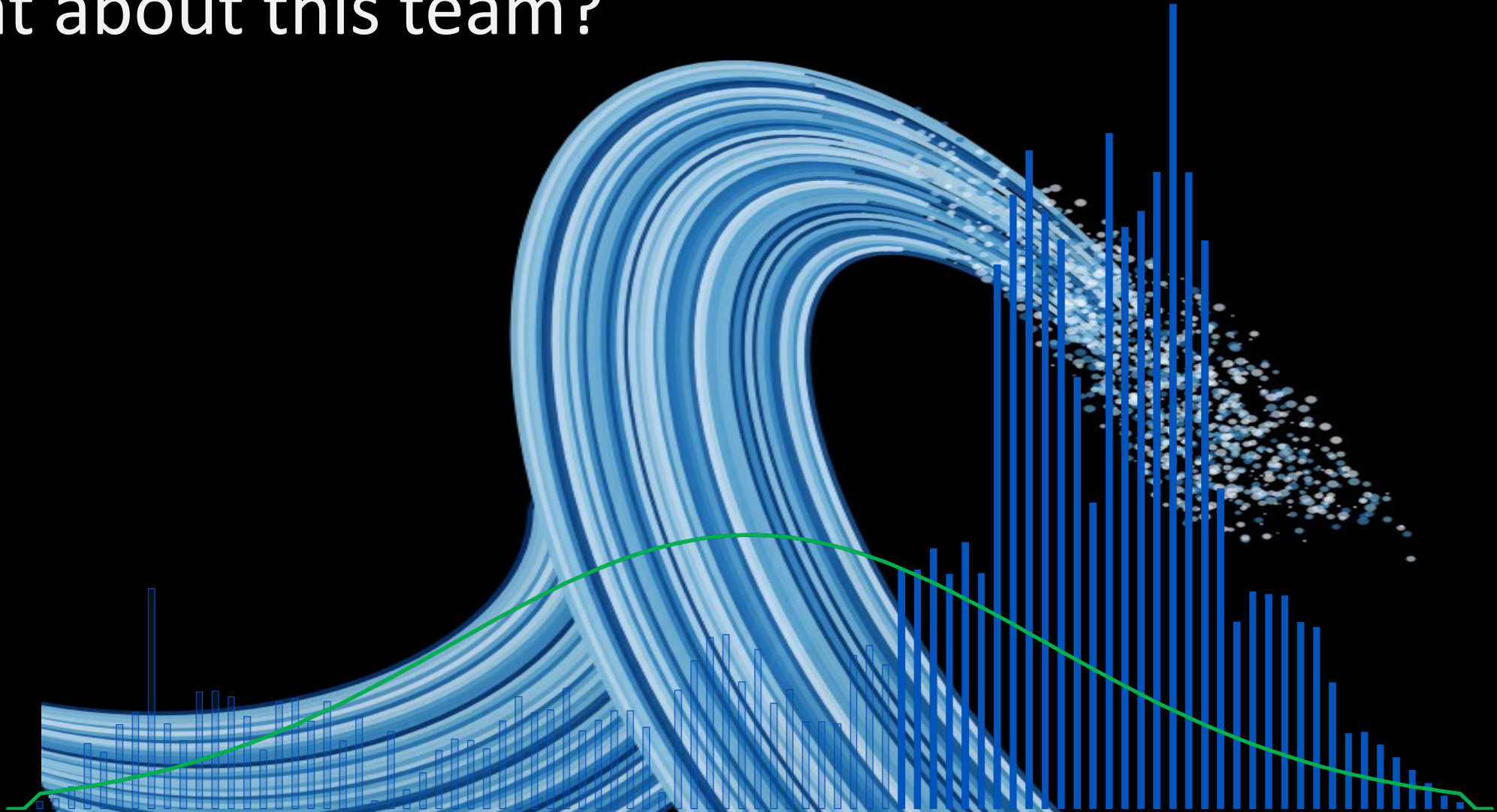


What about the next job?



A Tale of Two Four Jobs

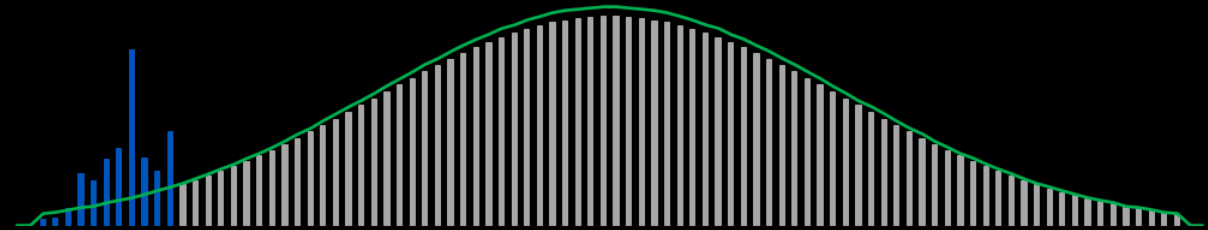
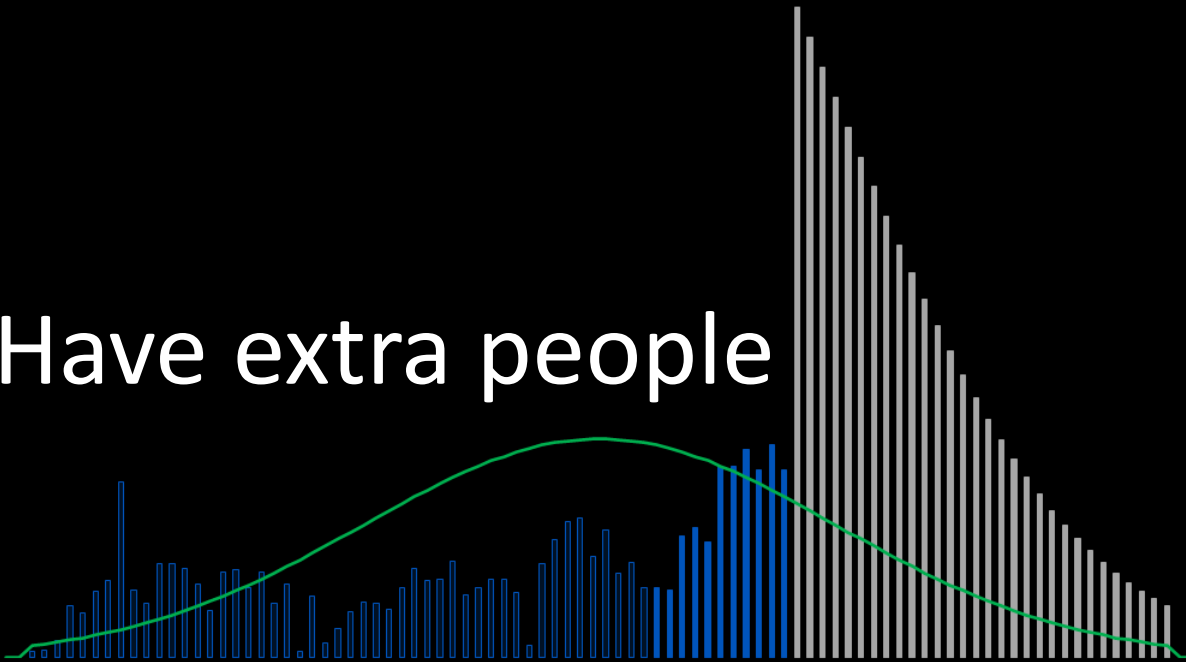
What about this team?



A Tale of Two Four Jobs

How does the next job start?

Have extra people

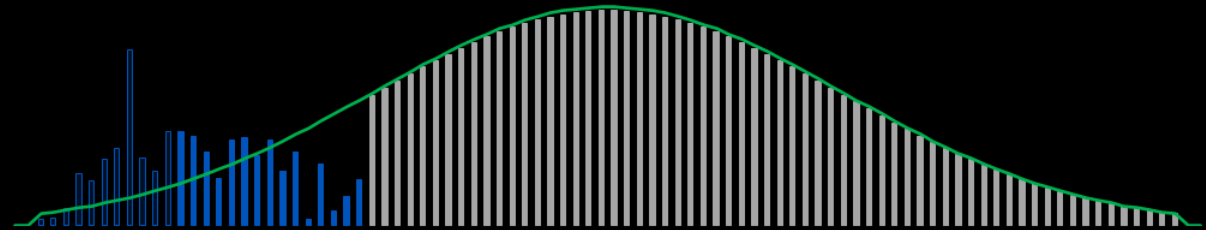


A Tale of Two Four Jobs

How does the next job start?

We need help!

Have extra people



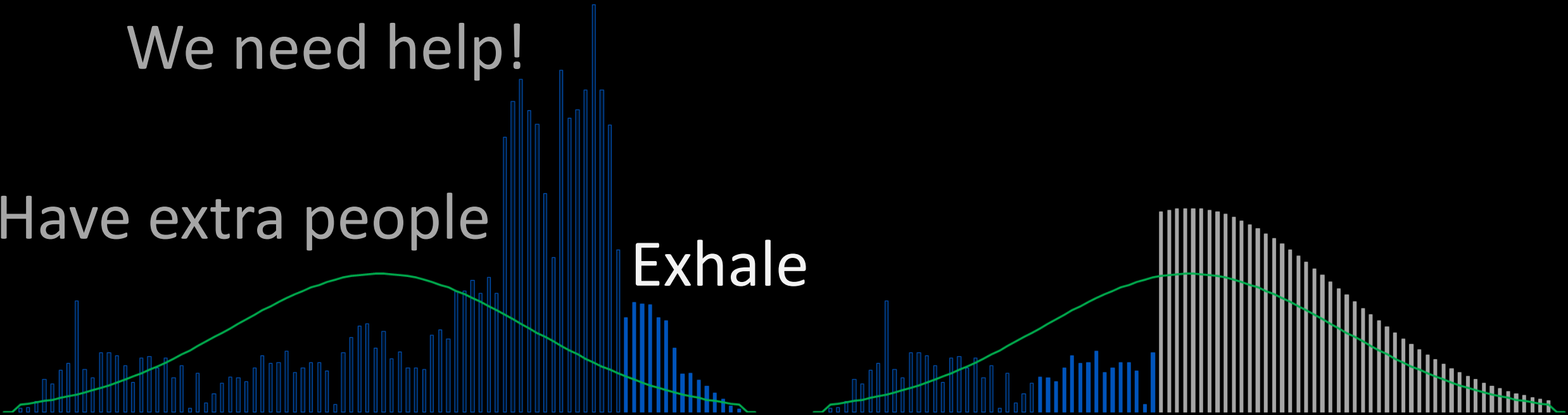
A Tale of Two Four Jobs

How does the next job start?

We need help!

Have extra people

Exhale



A Tale of Two Four Jobs

Where did they go?

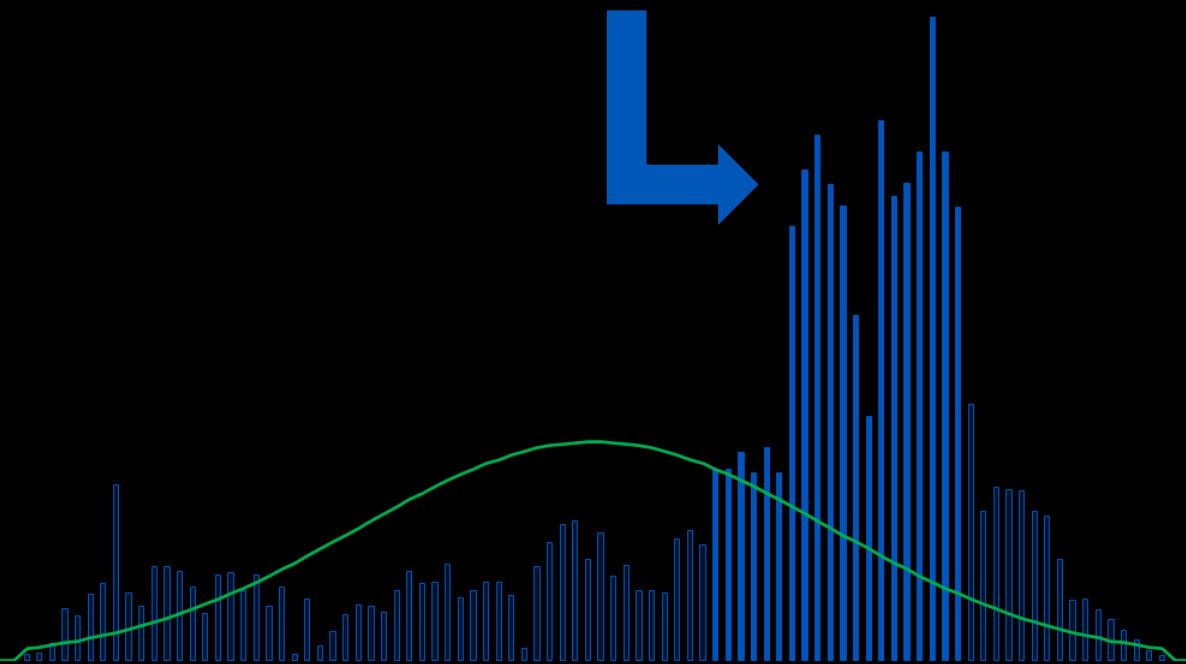
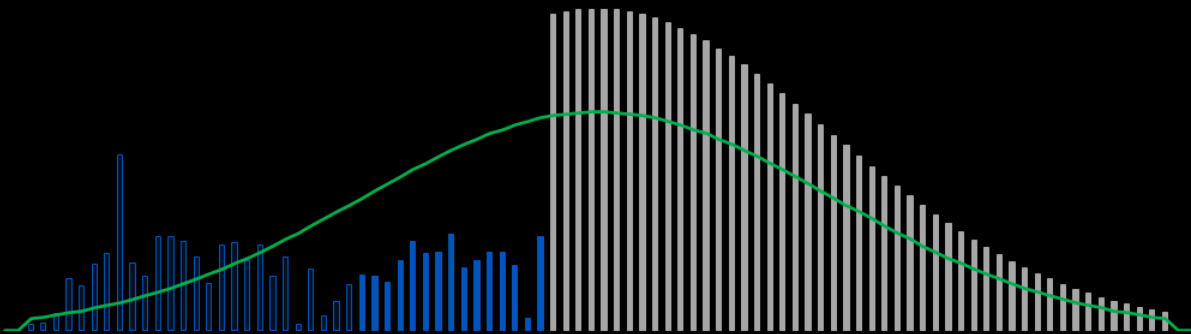


Photo Credit: luminotecnia.com.py



A Tale of Two Four Jobs

How does the next job start?

We need help!

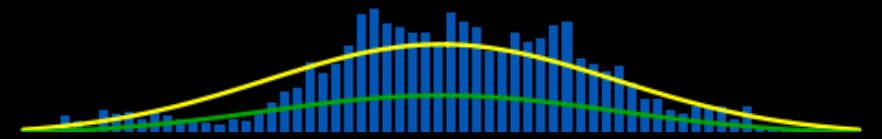
Have extra people

Exhale

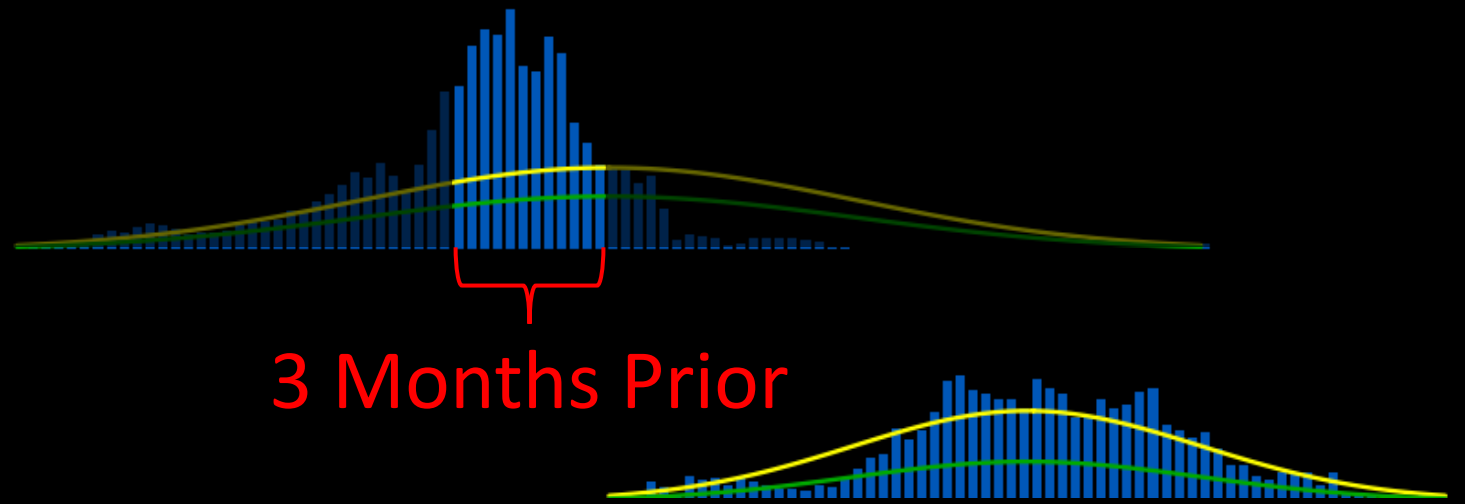
Hiring

A Tale of Two Four Jobs

What Came
Before this job?

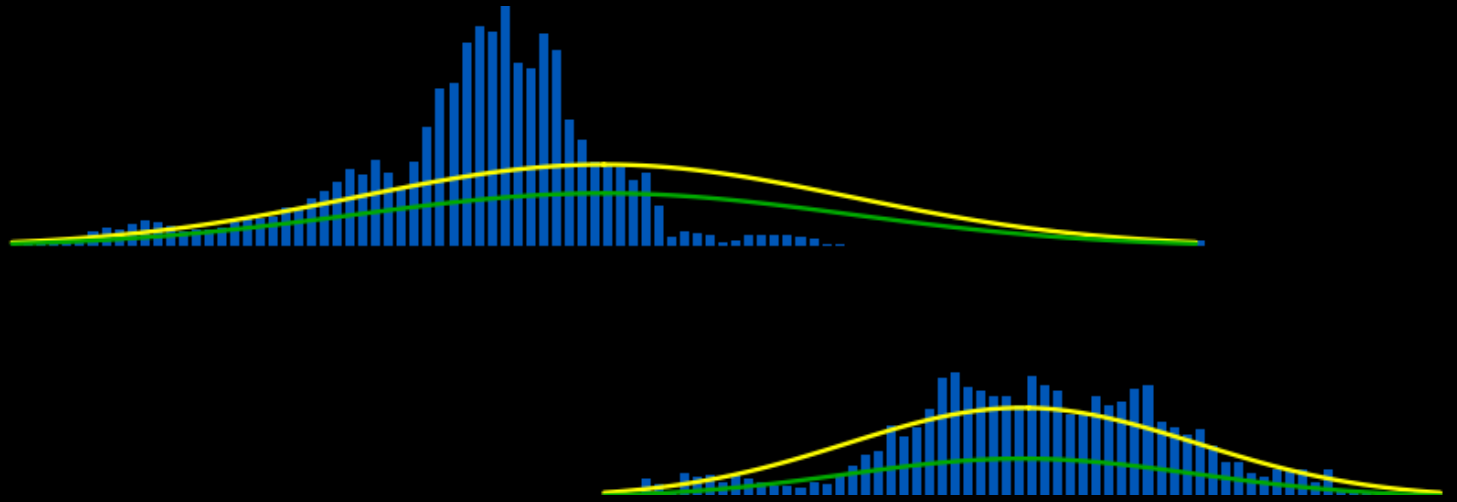


A Tale of Two Four Jobs

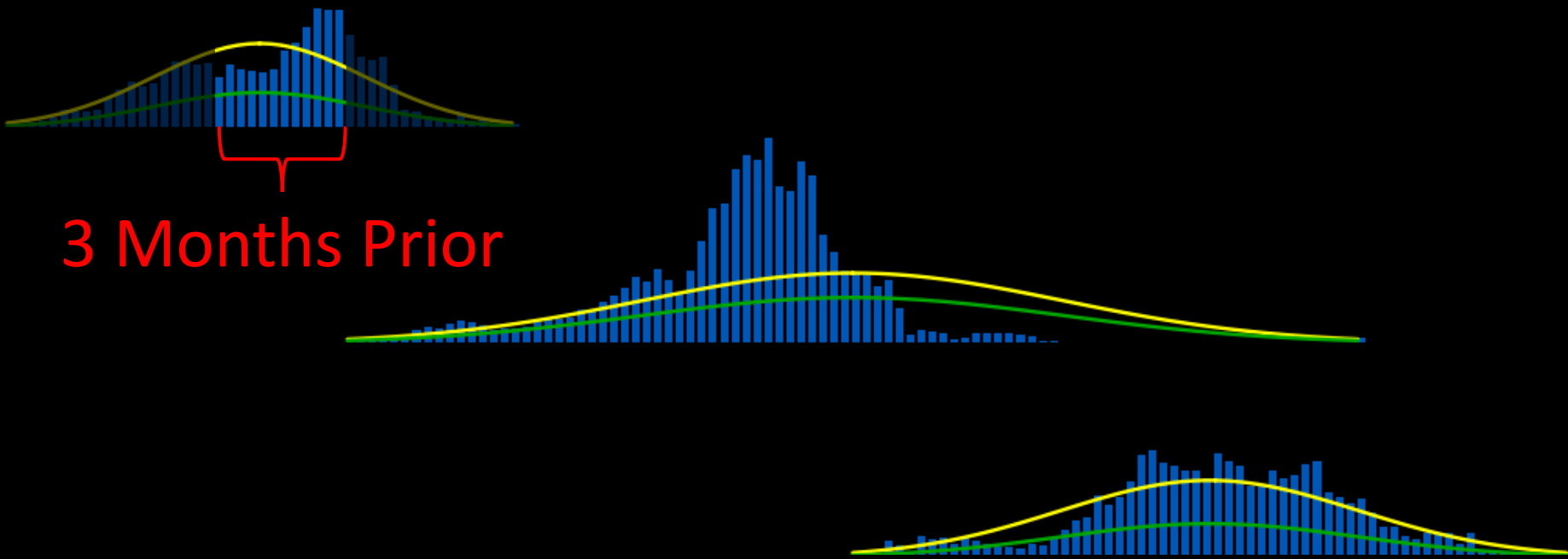


A Tale of Two Four Jobs

What Came
Before this job?

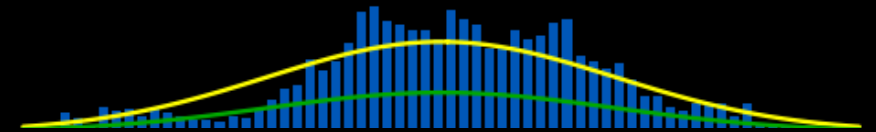
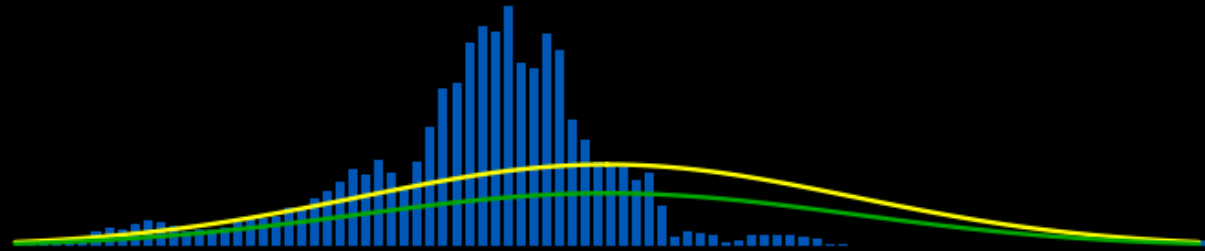
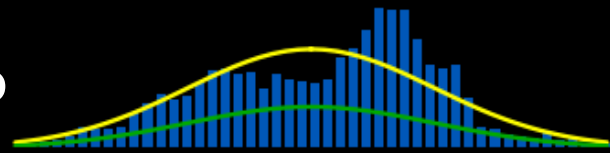


A Tale of Two Four Jobs

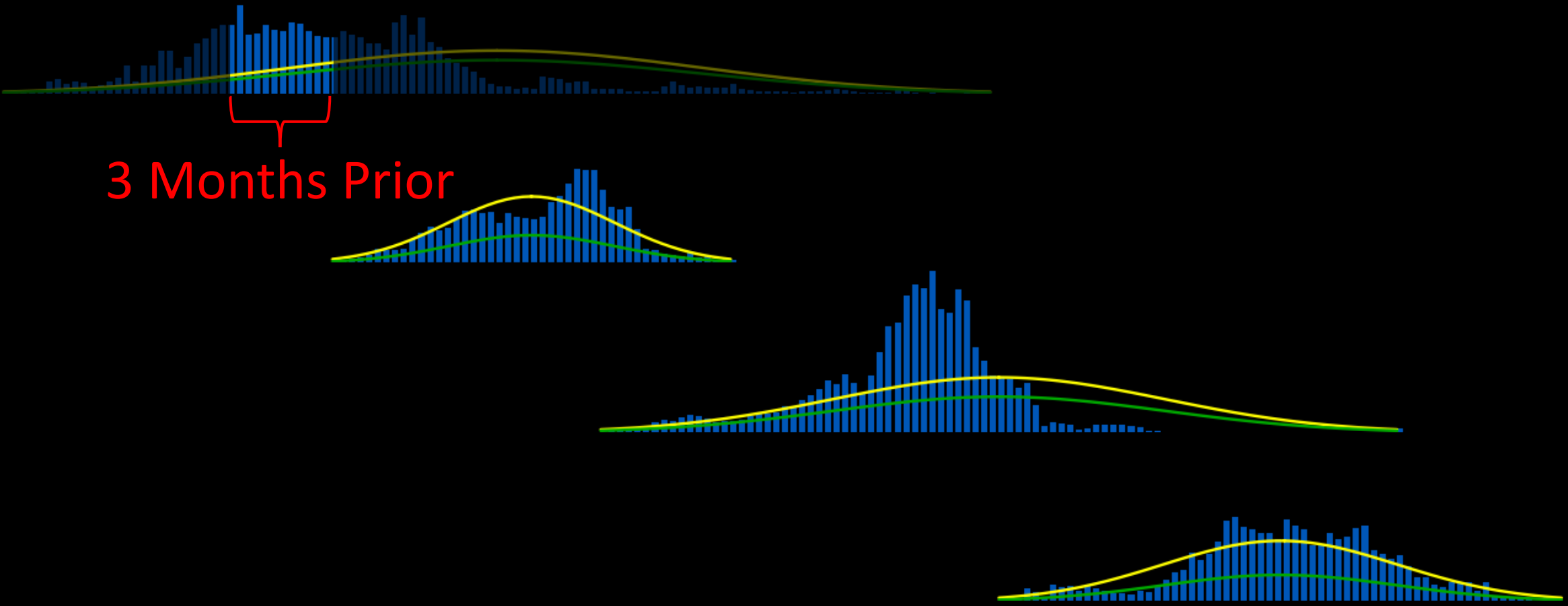


A Tale of Two Four Jobs

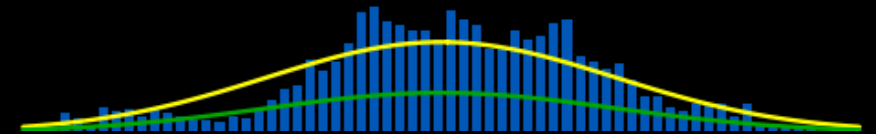
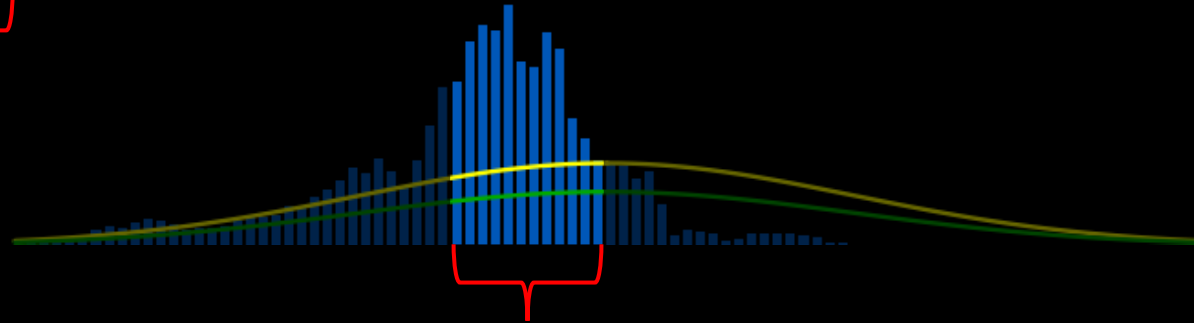
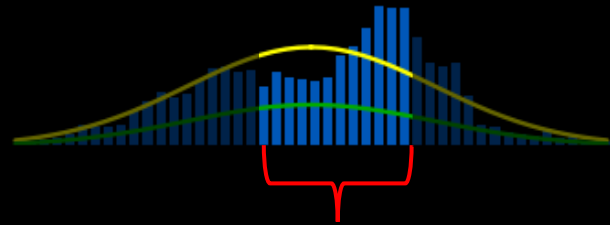
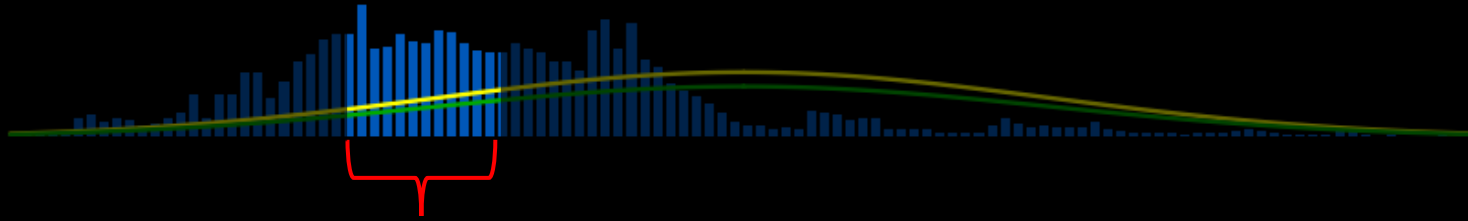
What Came
Before this job?



A Tale of Two Four Jobs

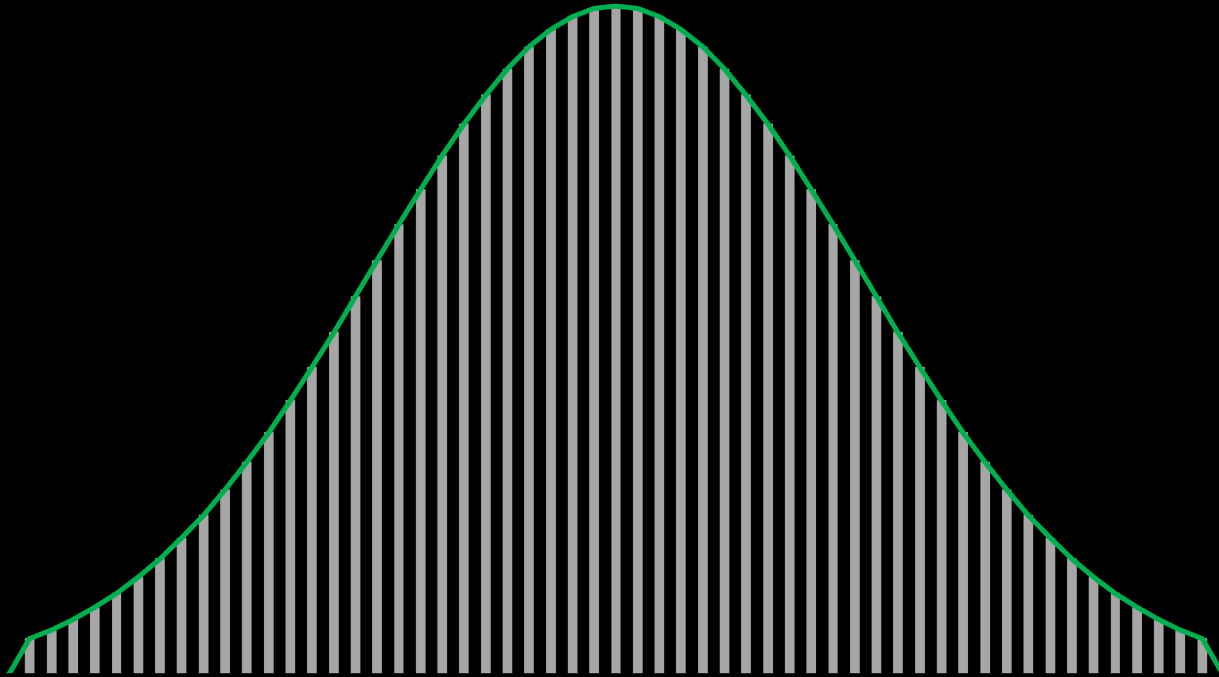


A Tale of Two Four Jobs

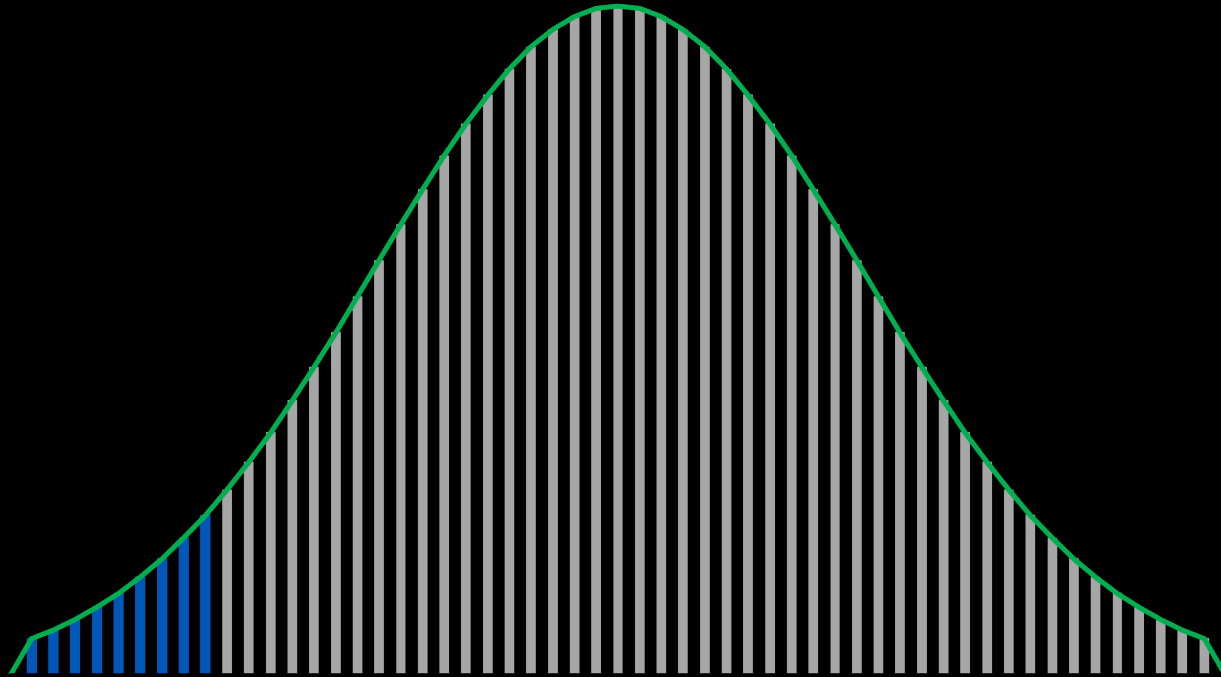


When are we
supposed to plan?

Why is the Bell Curve most efficient?



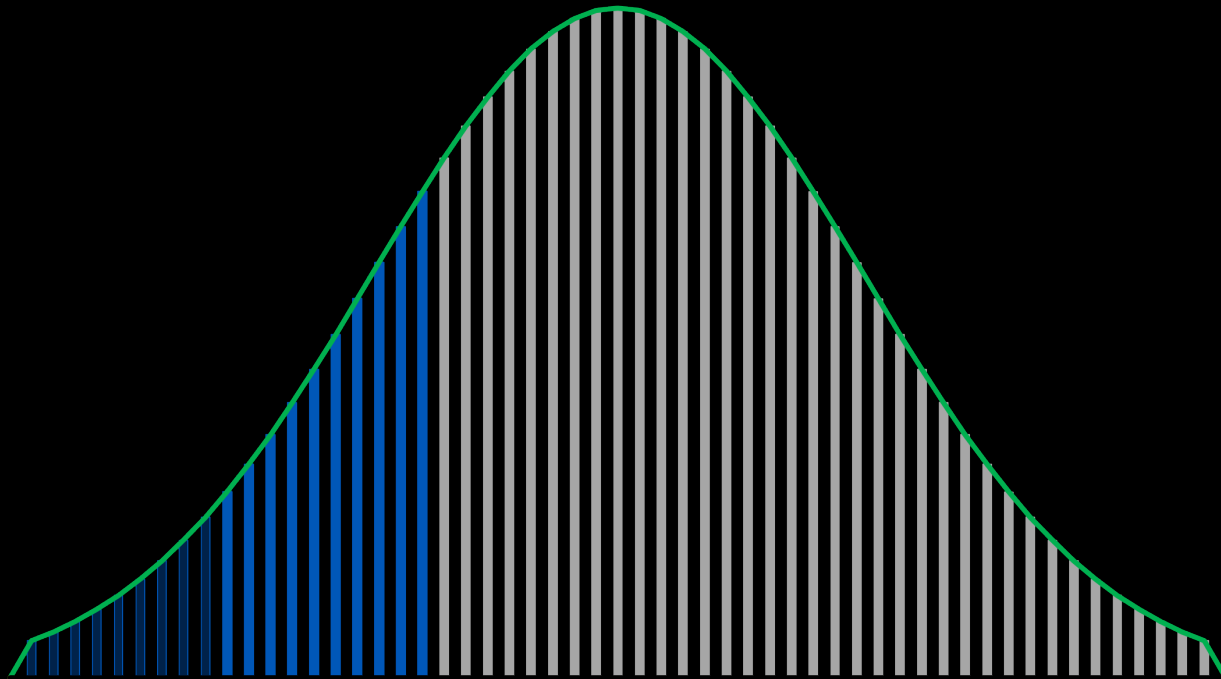
Why is the Bell Curve most efficient?



Mobilize



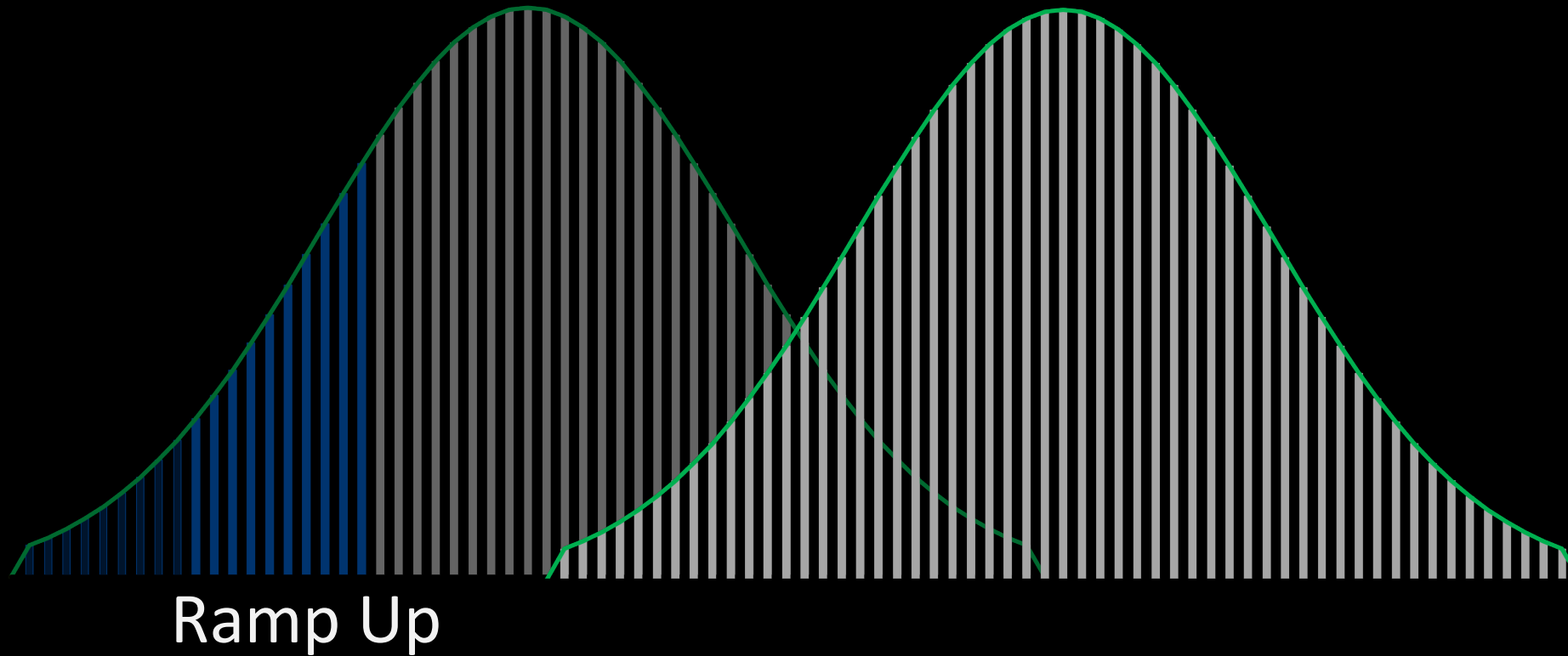
Why is the Bell Curve most efficient?



Ramp Up

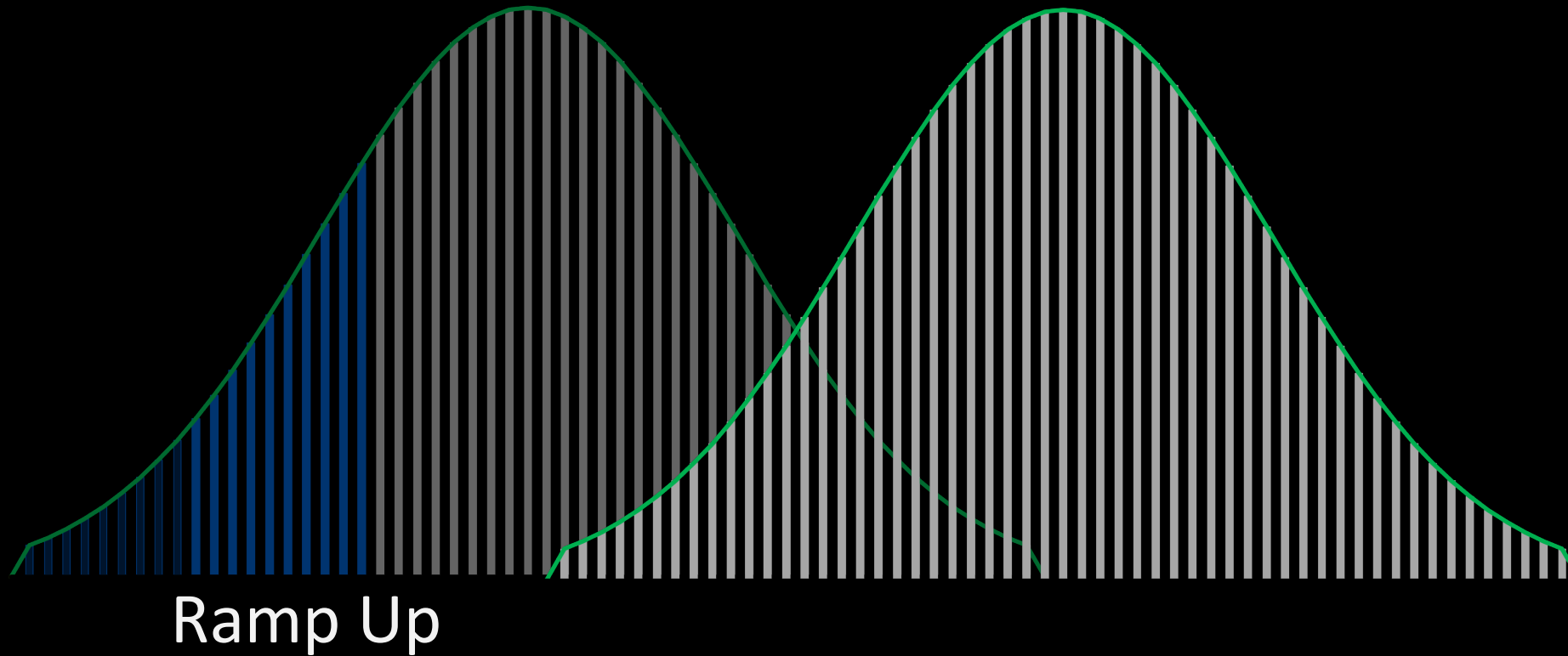


Why is the Bell Curve most efficient?



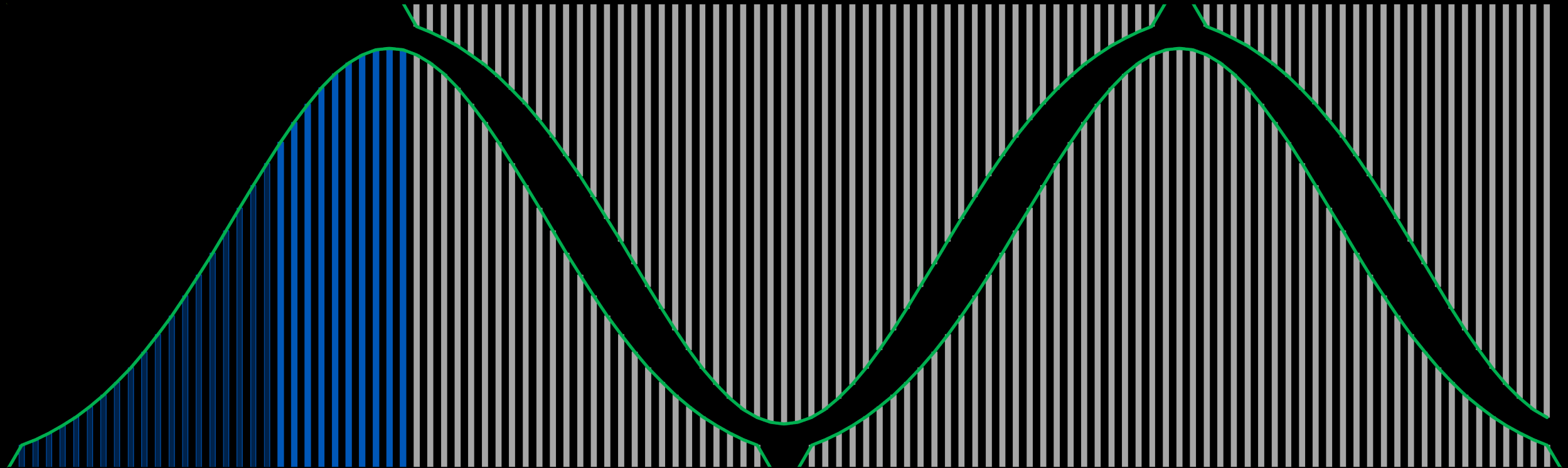
Why is the Bell Curve most efficient?

Build a plan



Why is the Bell Curve most efficient?

Fabricate

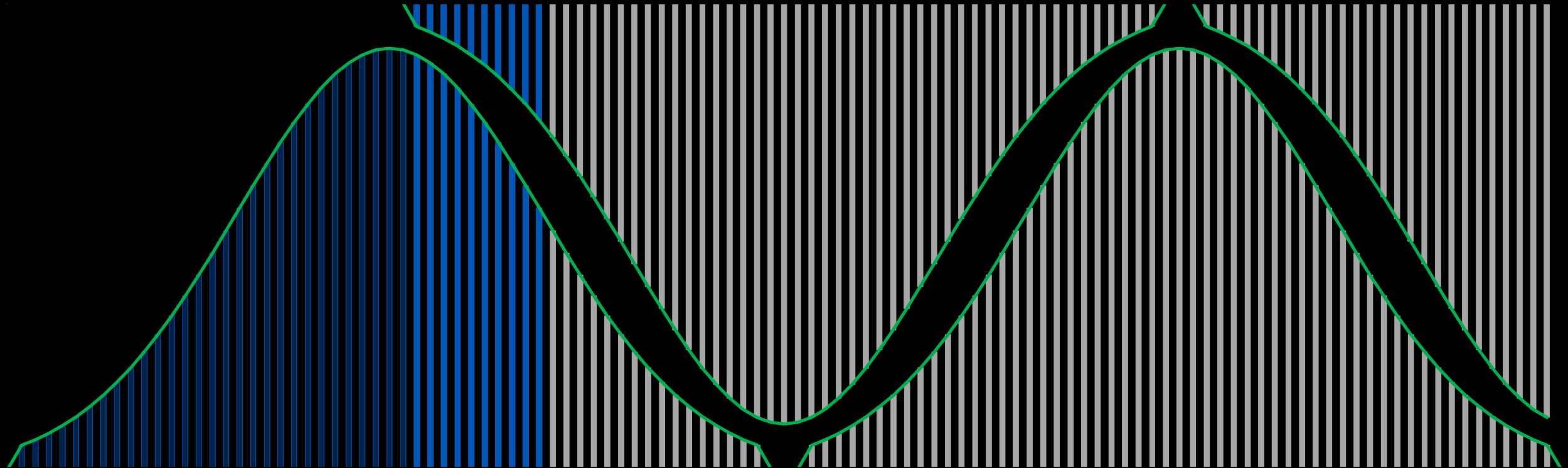


Execute the Plan



Why is the Bell Curve most efficient?

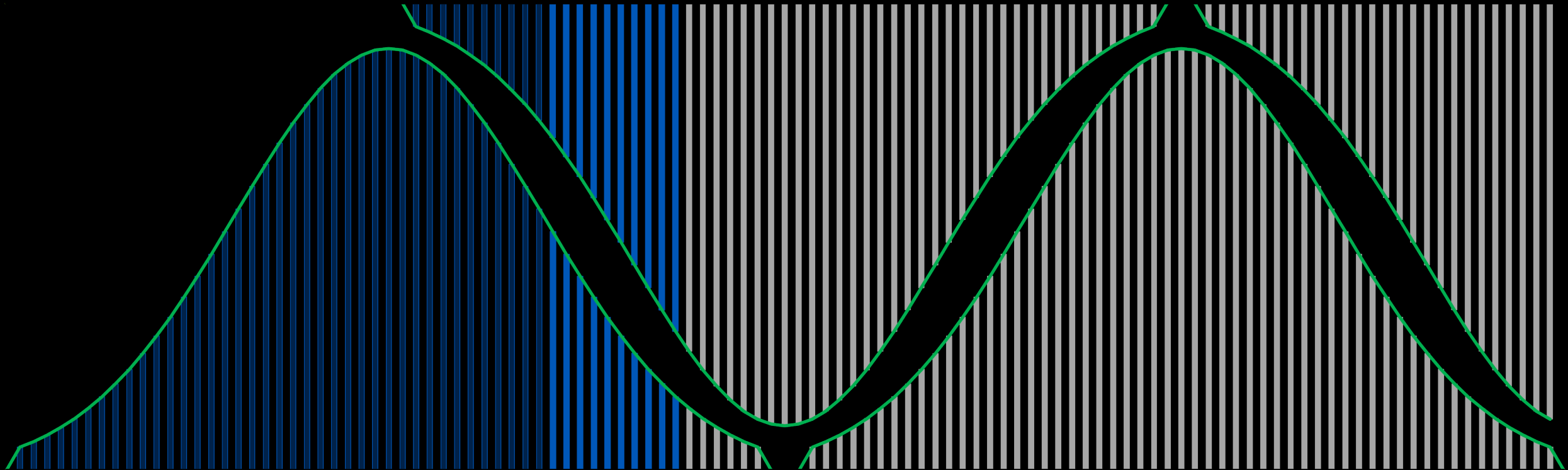
Mobilize



Find the next job

Why is the Bell Curve most efficient?

Ramp Up

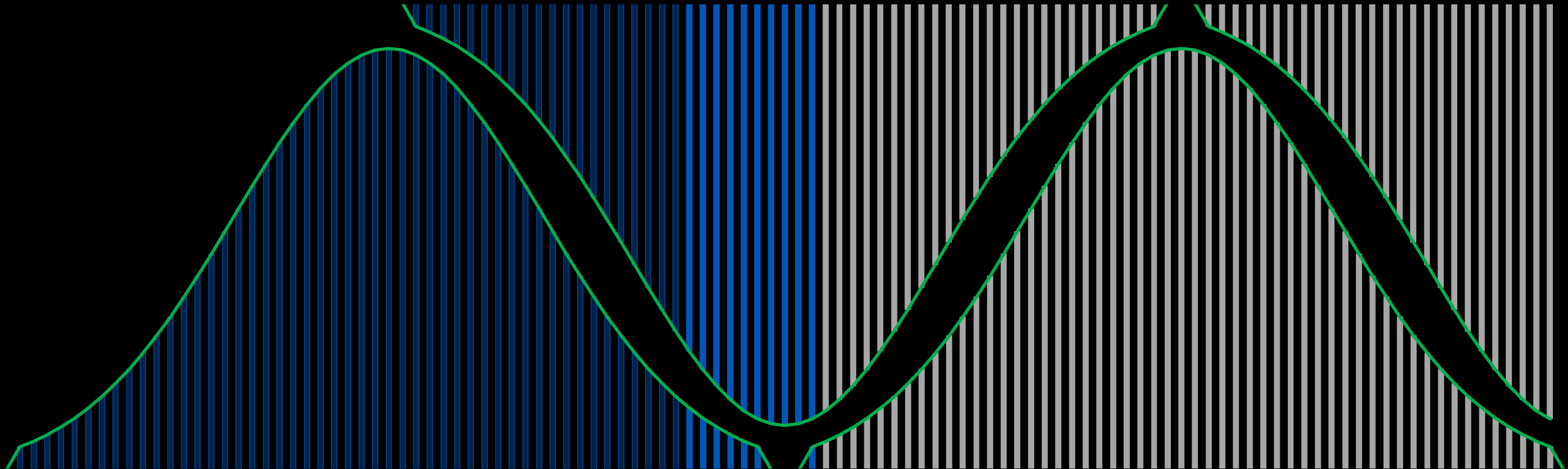


Build a plan



Why is the Bell Curve most efficient?

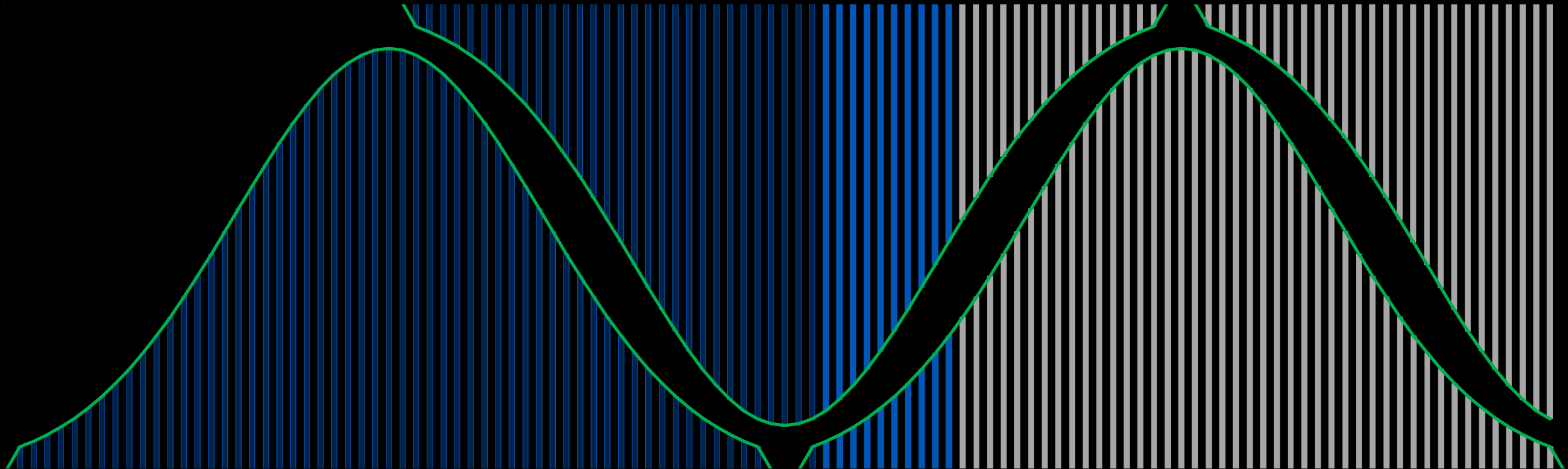
Execute the Plan



Fabricate

Why is the Bell Curve most efficient?

Find the next job

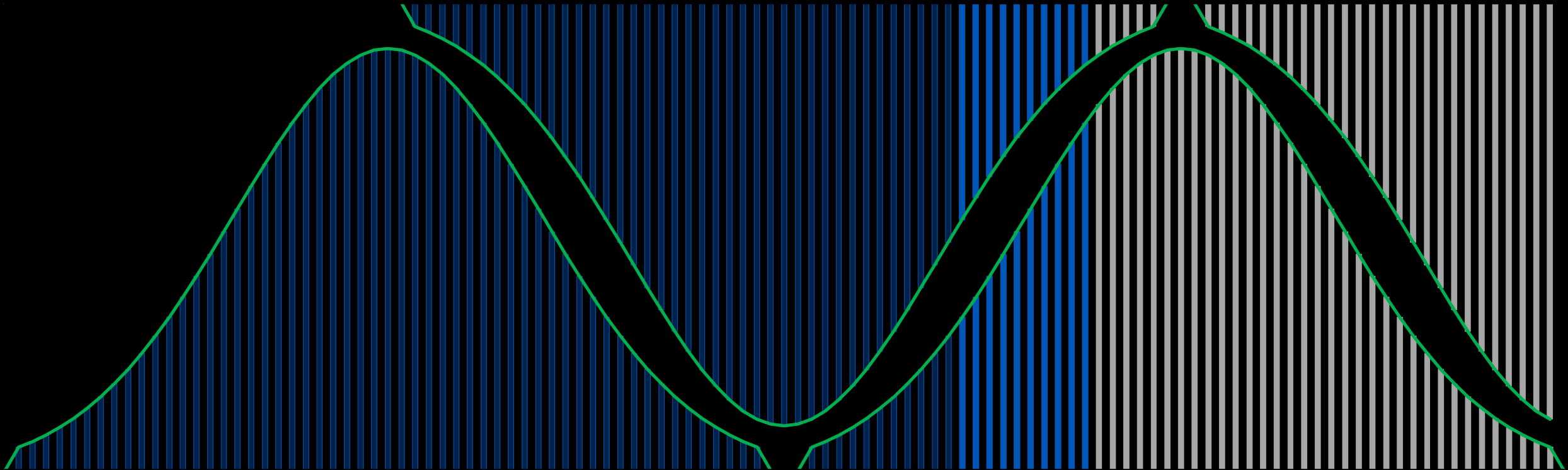


Mobilize



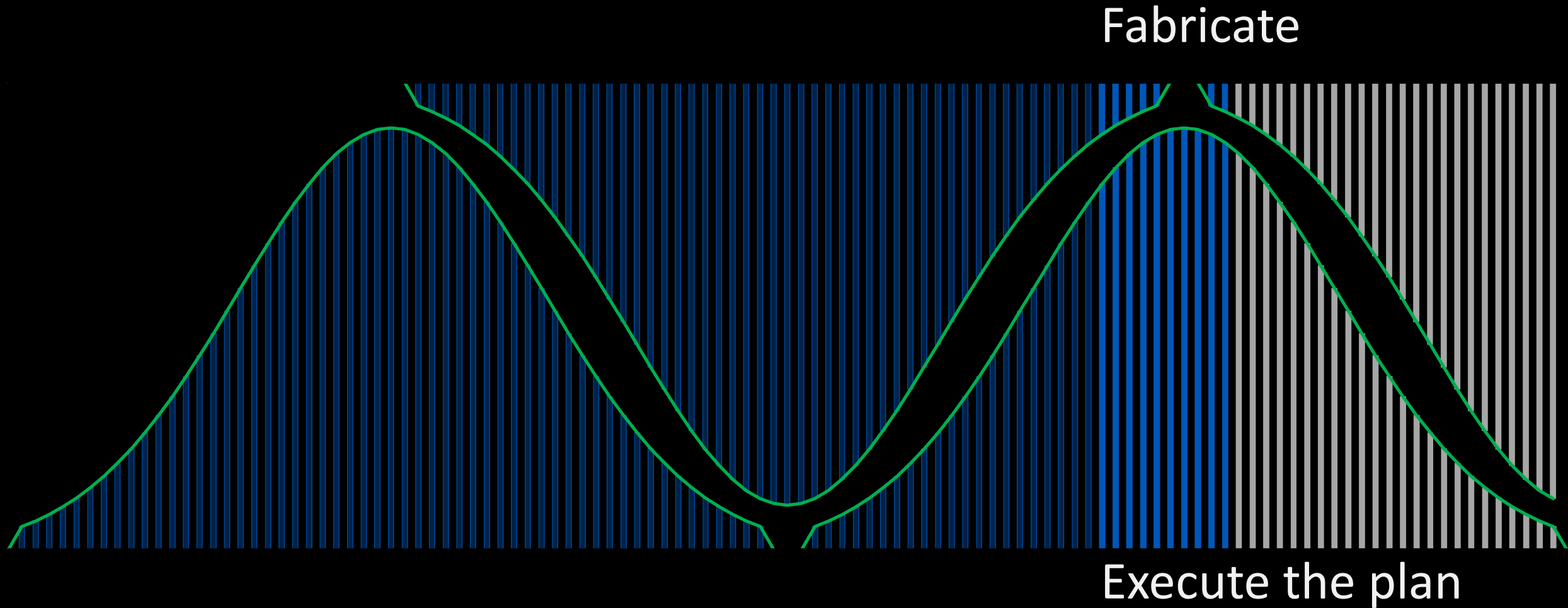
Why is the Bell Curve most efficient?

Build a plan



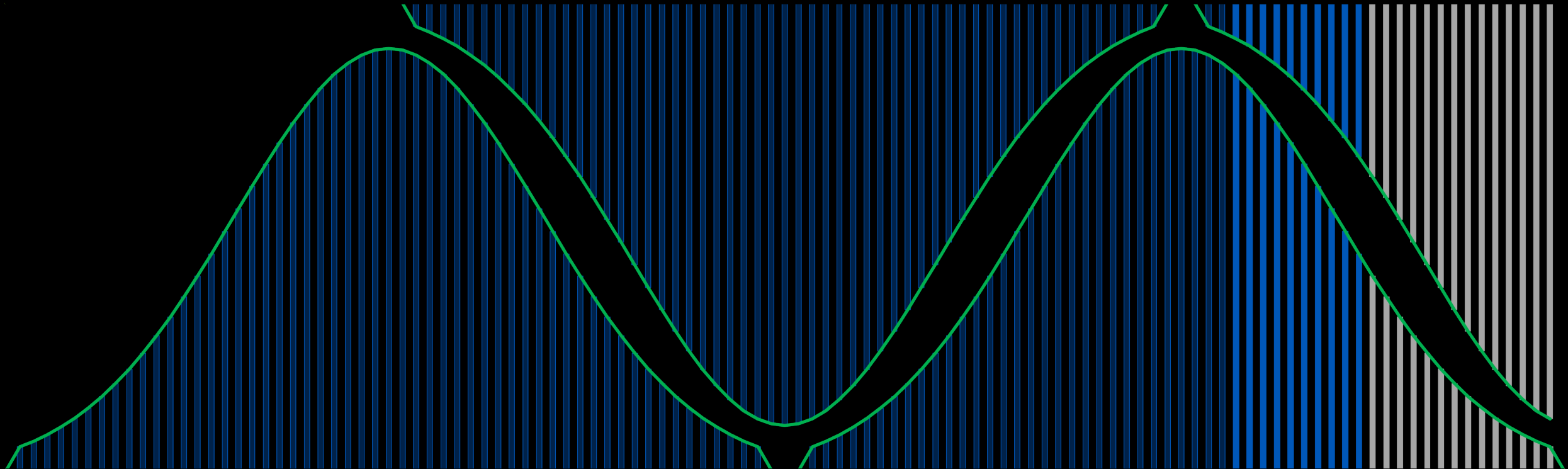
Ramp Up

Why is the Bell Curve most efficient?



Why is the Bell Curve most efficient?

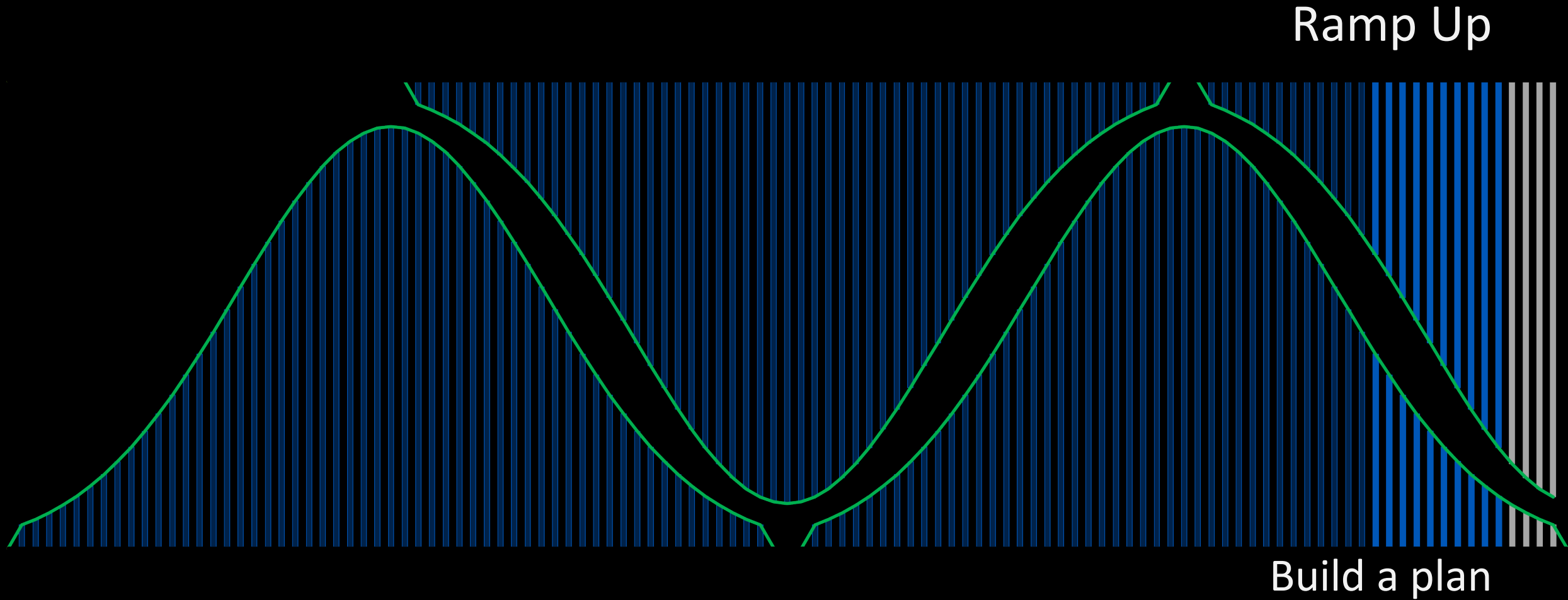
Mobilize



Find the next job

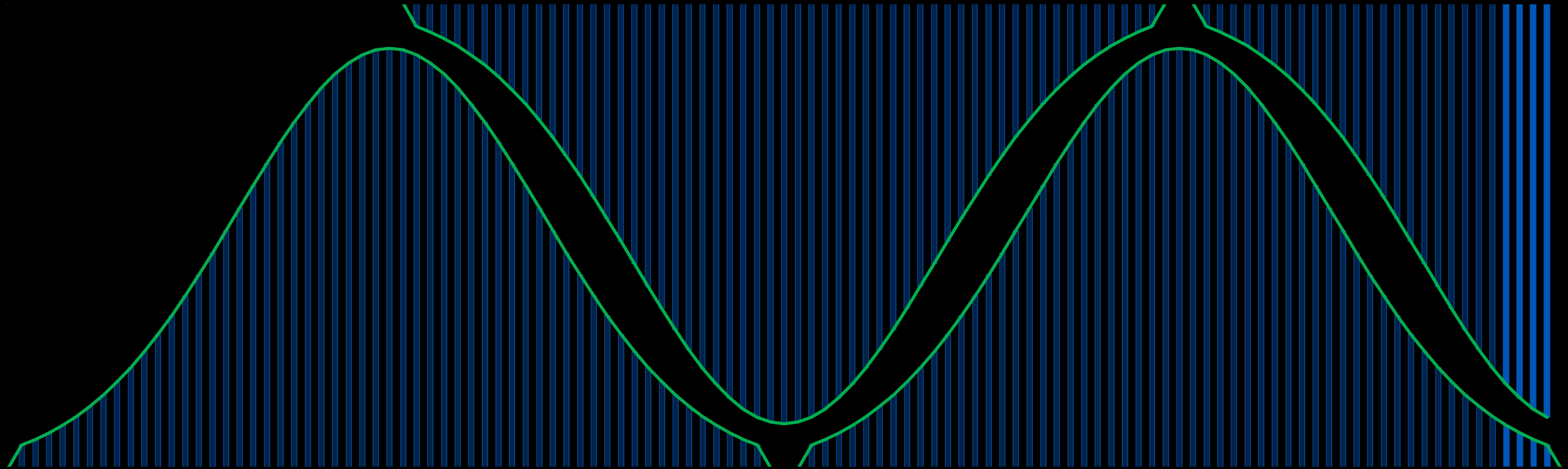


Why is the Bell Curve most efficient?



Why is the Bell Curve most efficient?

Execute the Plan

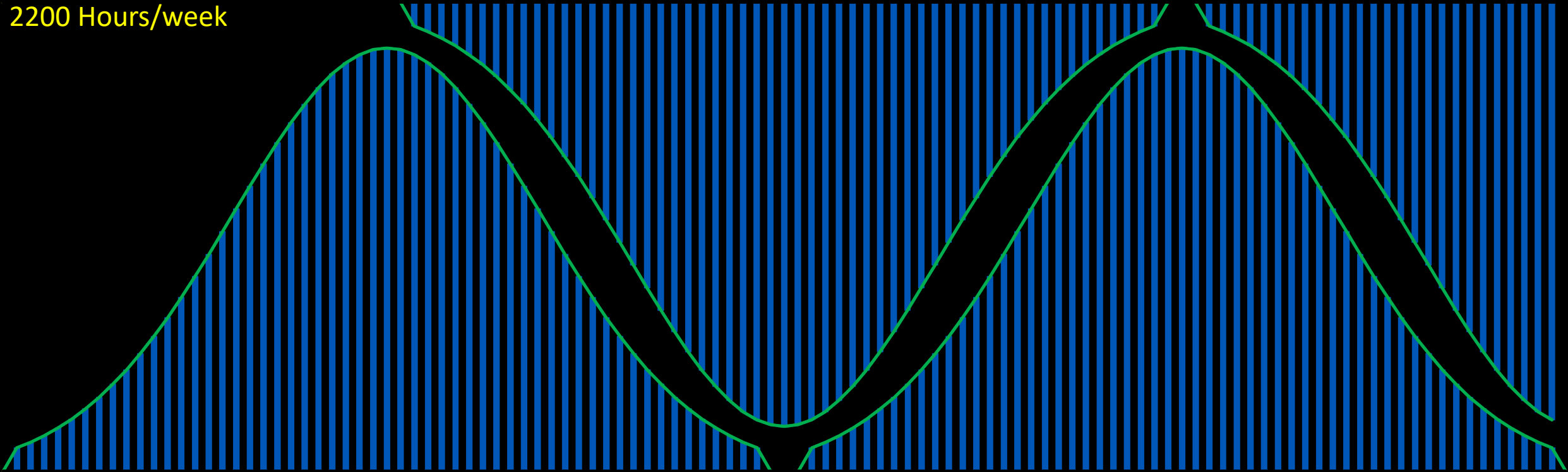


Fabricate

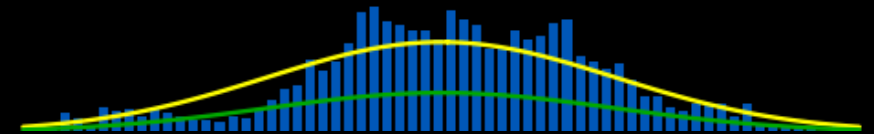
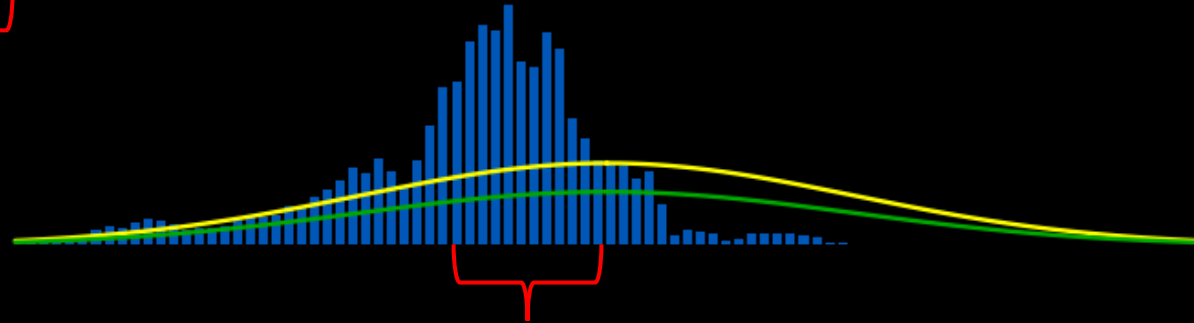
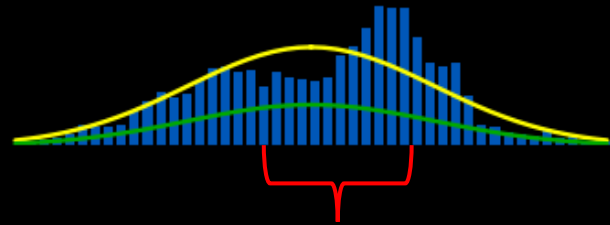
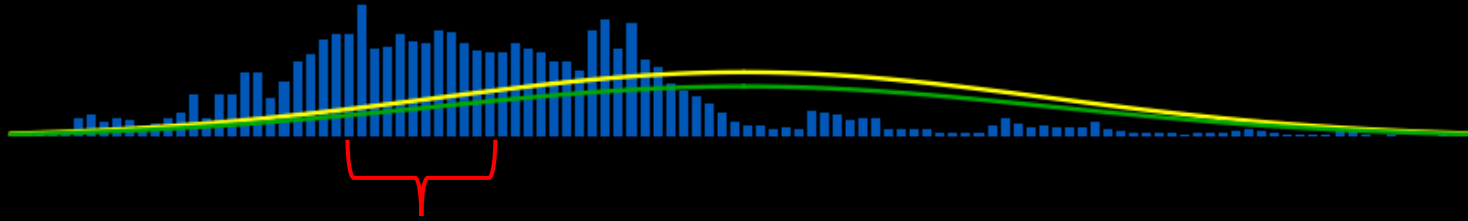


Why is the Bell Curve most efficient?

2200 Hours/week

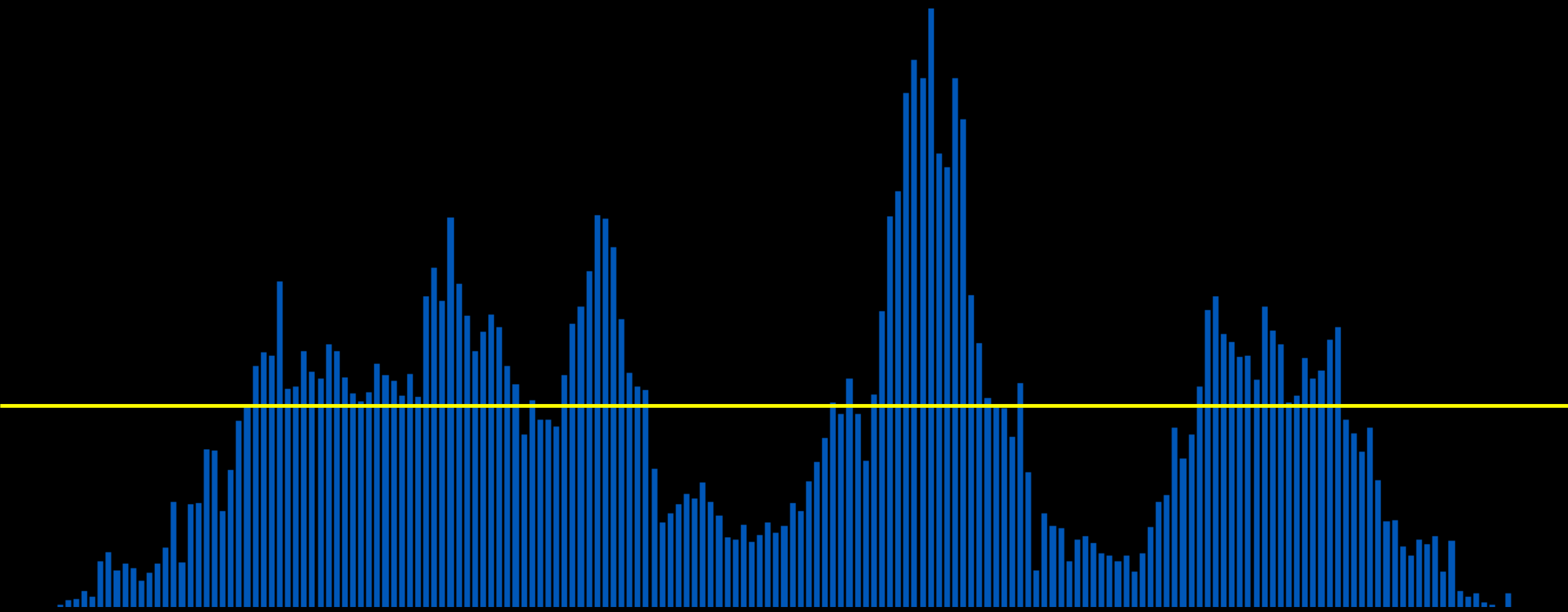


A Tale of Two Four Jobs



Remember
these jobs?

A Tale of Two Four Jobs

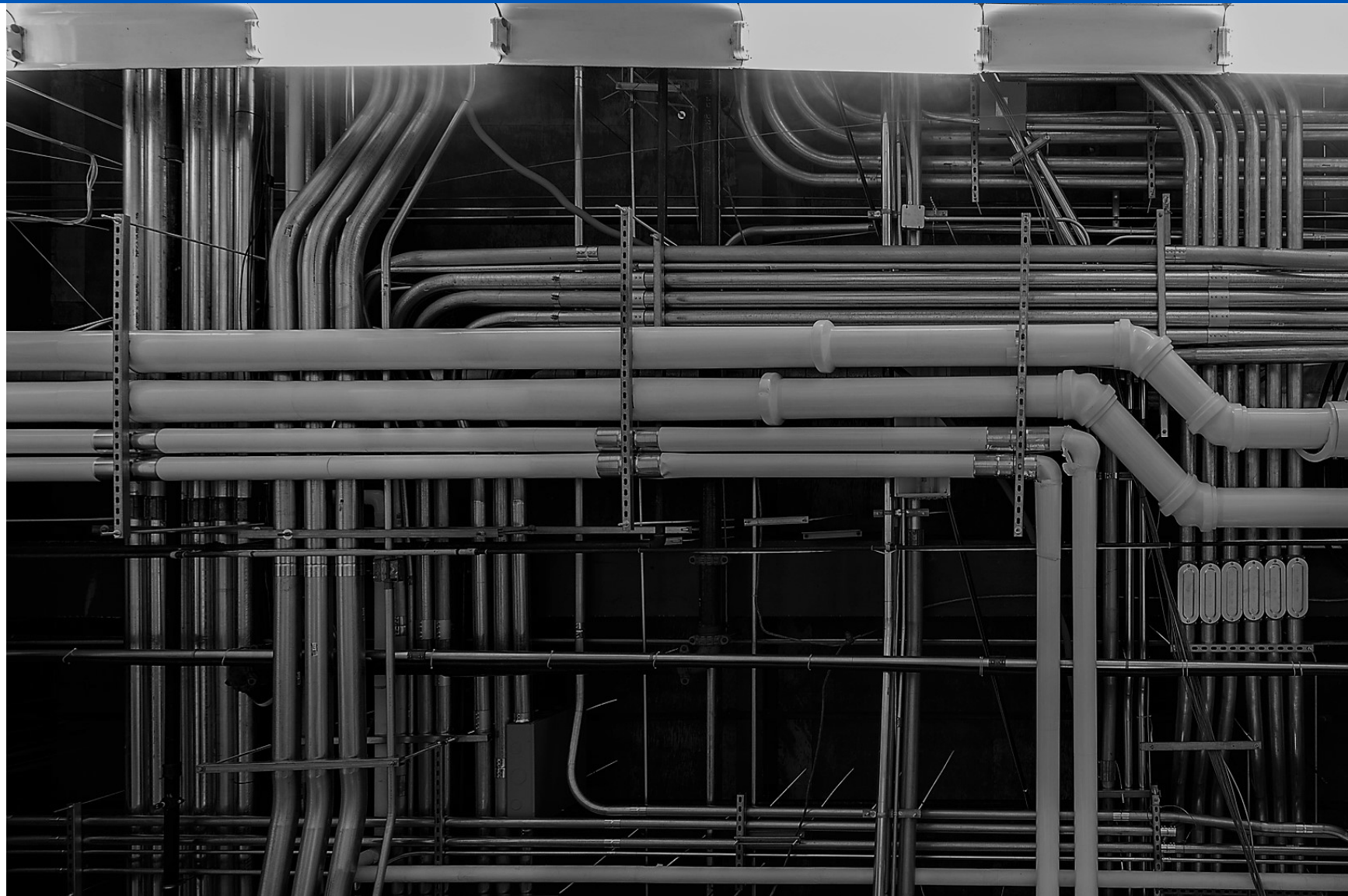




RELIABLE **OUTCOMES**

Deliver Predictable Results.

Hindsight



Hindsight

“I wish we knew then what we know now.”

How does it work?

- Rank Past Projects based on a given metric
- Group Projects into 10% Tiers
- Aggregate Financial Performance to find trends



GAYLOR
ELECTRIC
The Highest Performing National Contractor of Excellence

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ELECTRIC
The Highest Performing National Contractor of Excellence



RELIABLE
RESOURCES



RELIABLE
OUTCOMES

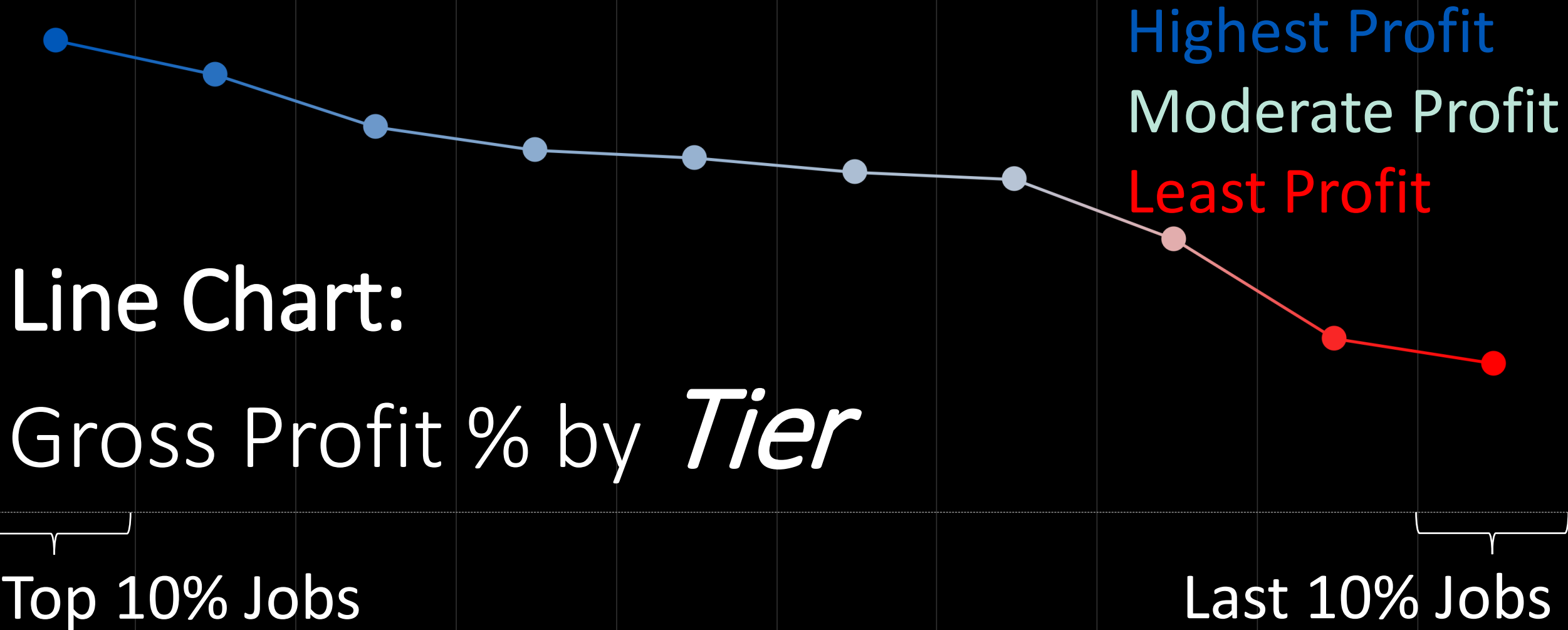


RE
INS

ABLE RIGHTS  **GENUINE CARE FOR PEOPLE**

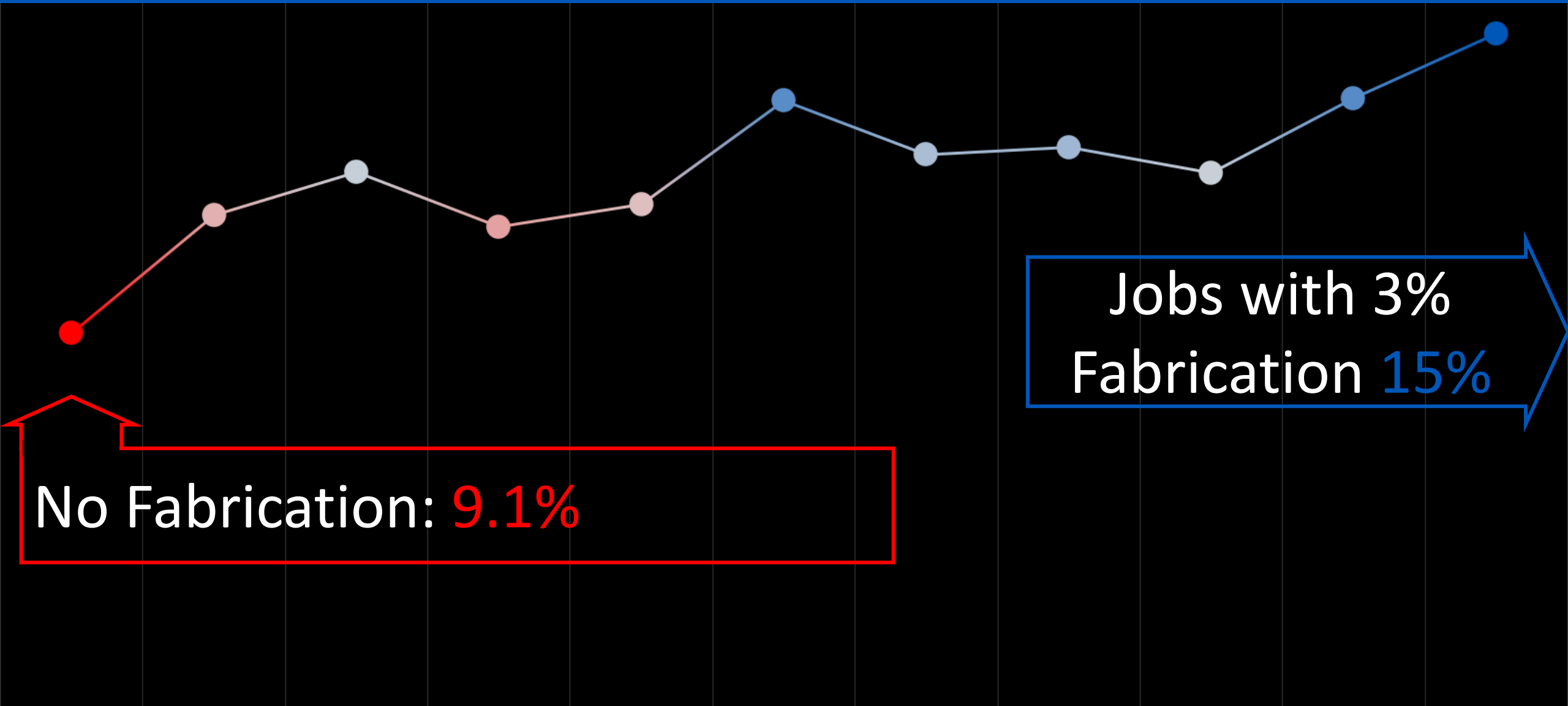
RE
LE

Hindsight



Hindsight – Fabrication

Fabrication Cost
/Total Job Cost

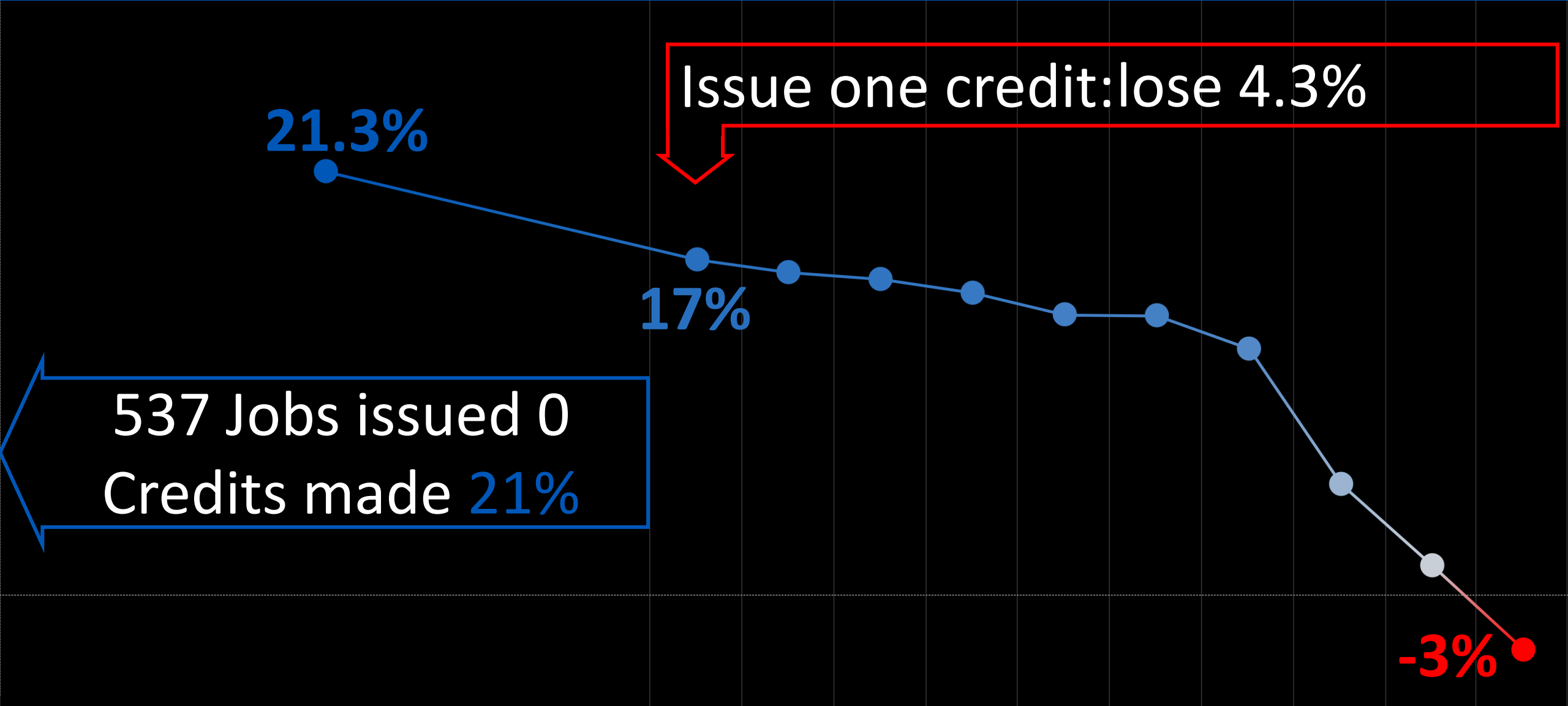


No Fabrication: 9.1%

Jobs with 3%
Fabrication 15%

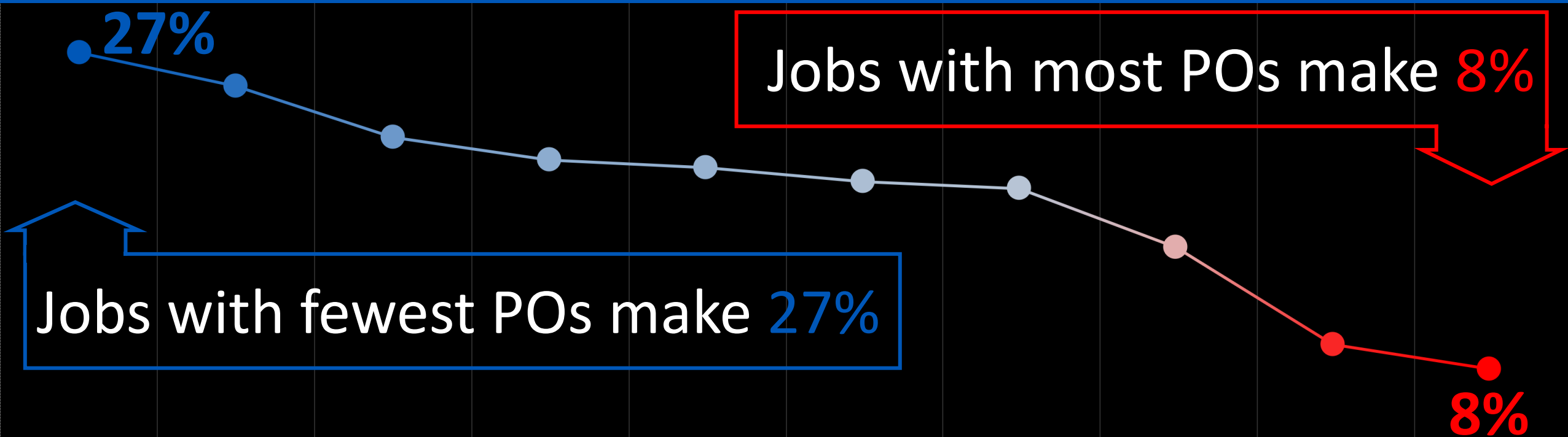
Hindsight – Billing Credits

Billing Credits
/Total Invoicing



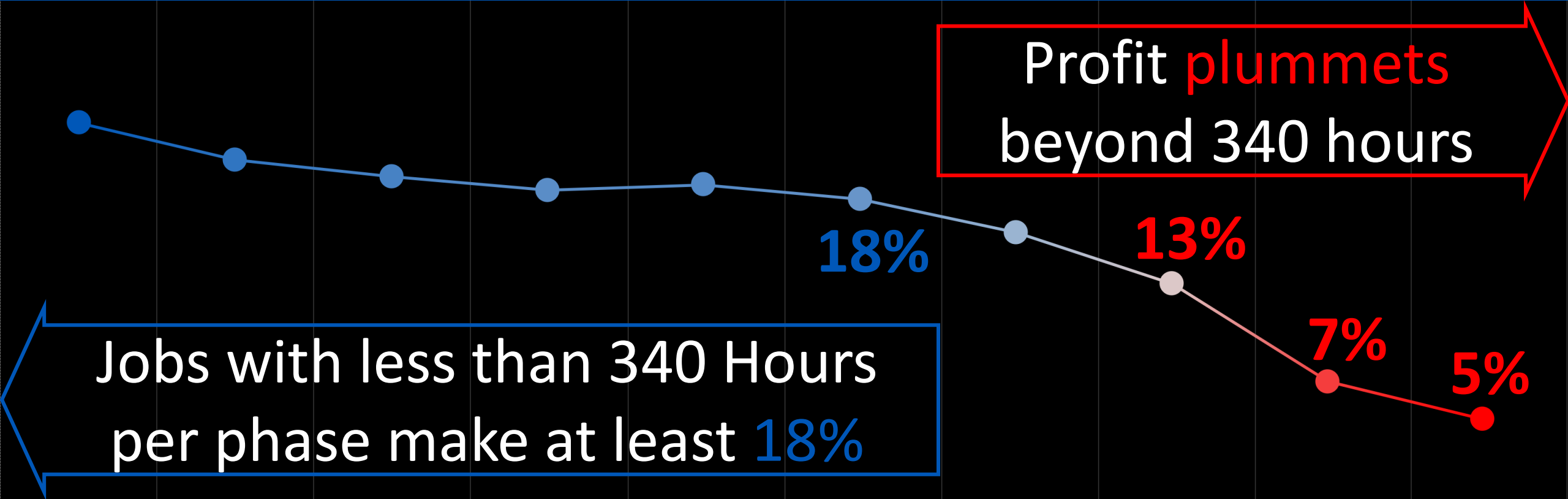
Hindsight – Purchase Orders

Total Job Cost
/Average PO



Hindsight – Labor Hours per Phase

Total Labor Hours
/Labor Phases



Hindsight – Travel

Distance in Miles
From Gaylor Office

Lowest Profit within 5 miles

Profit drops as
we travel

8.4%

14 – 41 miles
make at least 17%

8.6%



GENUINE CARE **FOR PEOPLE**

Cultivate Exceptional Opportunities.

Safety



Safety

	Jobs	GP %
No Incidents	849	19%



Safety

	Jobs	GP %
No Incidents	849	19%
Jobs with Non-Recordable	312	13%



Safety

	Jobs	GP %
No Incidents	849	19%
Jobs with Non-Recordable	312	13%
Jobs with Recordable	43	2%

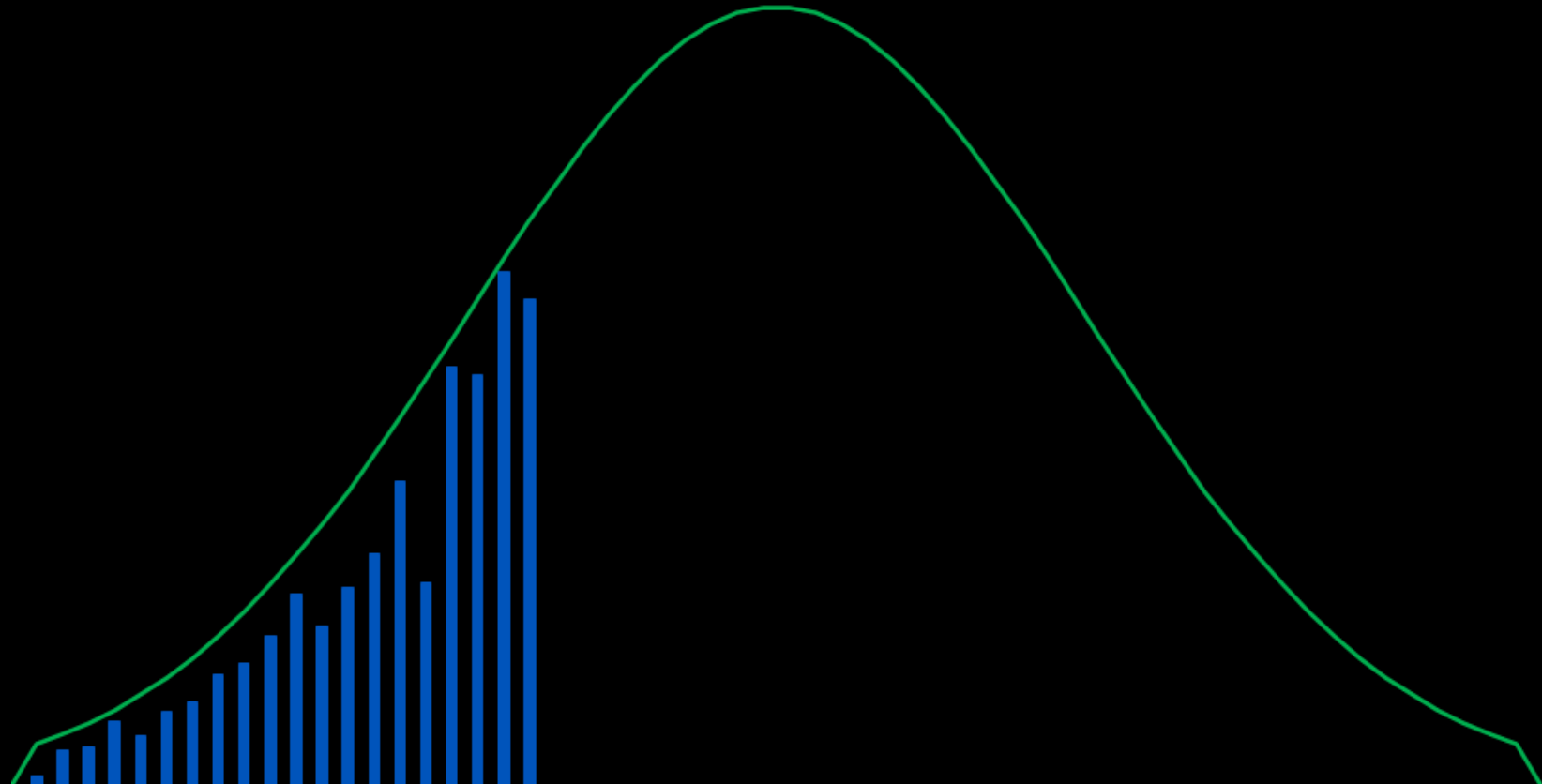




The Highest Performing National Contractor of Excellence

Jack Hineman

Vice President Of Business Intelligence



*IT'S ABOUT
RELIABILITY.*



*RELIABLE
RESOURCES*



*RELIABLE
OUTCOMES*



*RELIABLE
INSIGHTS*



*GENUINE CARE
FOR PEOPLE*