A TAKT + AWP FIELD MANUAL — THE QUICK READ

Before-Phase Planning at a Glance

Everything you do before the first crew steps off — condensed to the countdown and the checklists.

THE ONE IDEA

A confirmed plan proves the phase is right. A prepared phase is what makes it run. They are two different jobs — and the second one is where the time is won or lost.

A Takt phase is a train. Once it leaves the platform it does not stop — the next wagon is right behind the last one. So everything that decides whether the phase succeeds is decided before departure. Preparation is three jobs running at once:

- **Validate** — stress-test the sequence and packaging on paper, where changes are free.
- **Make ready** — remove every constraint so nothing waits on information, materials, access, or approvals.
- **Prove** — rehearse the method and set the standard before the first cycle hardens into "the way it gets done."

The Three You Already Do (Foundation)

Before-phase planning sits on top of your lean planning system, not in place of it. If these aren't running, fix that first.

- ☐ Pull plan complete (~3 months ahead) — the trades own the sequence and the promises.
- ☐ Pre-con meeting ~3 weeks before each wagon — scope, predecessors, conditions of satisfaction, constraints.
- ☐ Look-ahead planning on a rolling window — constraints surfaced and knocked down weekly.

The Countdown (Work Backward from the Start)

Weeks out	Do this
~12	Confirm the route: fresh-eyes, pre-mortem, 4D + page-by-page sequencing, IWP breakdown, zones, buffers, multi-train. Lock the model as single source of truth.
~8–10	Crew the train + set procurement: verify rates and manning, visit crews, make foreman/trade/supplement calls, order long-lead and prefab against the dates.
~5–6	Materials and scaffold/access confirmed; kitting and room-kitting coordinated on paper with all trades.
~4	Prior work and permits confirmed; run the mockup and First Run Study; set the benchmark and conditions of satisfaction.
~2–3	Pre-con for the lead wagon; full constraint review; test-before-conceal sequencing checked.
~1	Final validation — the go/no-go poll. Every constraint verified true, or the start holds.

MATCH PREPARATION TO RISK

The catalog is a menu, not a mandate. A routine repeat phase with a proven crew may need only the standard three plus a constraint countdown. A complex phase with a new trade, long-lead equipment, and concealed work earns the full system. Prepare the dangerous parts heavily and the routine parts lightly.

The Five Workstreams — Working Checklist

Tick an item only when it is verifiably true — not promised, not ordered, true. Skip what a low-risk phase doesn't need; never skip by accident.

1. Confirm the Route

Validate the sequence and packaging on paper — the cheapest place to find a mistake, the most expensive place to miss one.

- ☐ Fresh-eyes meeting held (outsiders stress-test the plan)
- ☐ Pre-mortem / risk register — mitigations and owners pre-assigned
- ☐ 4D sequencing reviewed against the model
- ☐ Advanced sequencing walked page by page through the drawings
- ☐ Advanced visualization used (foam, sand, physical / 3D model)
- ☐ CWP-to-IWP breakdown session held with the field; IWPs detailed
- ☐ IWP complexity classified low / med / high — prepare the high ones hardest
- ☐ Zone map + density / leveling analysis confirmed
- ☐ Buffers placed deliberately (capacity / time / space / plan)
- ☐ Multi-train design set — trades run at their natural rhythms
- ☐ Lego sheet built — the kit of parts the phase is assembled from
- ☐ 3D model confirmed as the single source of truth
- ☐ Rules of Credit / Rules of Progress defined before day one

2. Set the Standard & Rehearse the First Run

Prove the method and fix "done" before the first real cycle becomes the template for every zone after it.

- ☐ Mockup built and reviewed — build it once before you build it a hundred times
- ☐ Benchmark / control sample + first-in-place inspection approved
- ☐ Conditions of Satisfaction / definition of done written and agreed
- ☐ Quality checklists per trade — quality built in at the wagon
- ☐ First Run Study planned — video the first cycle, improve the method
- ☐ Test-before-conceal sequencing checked (tested before backfill / close-up)

3. Crew the Train

A phase runs at the speed of the crews in it, not the speed on the chart.

- ☐ Non-participating trades identified and pulled into the room
- ☐ Trade crews visited on other sites — see the real rate, not the brochure
- ☐ Production rates verified — sustained, in your conditions
- ☐ Manpower commitment + ramp-up verified (manning histogram, not just a rate)
- ☐ Trade onboarding + workable backlog ready (a flex crew you can call)
- ☐ Foreman / trade replaced or supplemented if needed — decided before release, not three zones in

- ☐ AWP Champion + Workface Planning roles assigned and engaged
- ☐ Operations / commissioning team engaged early — build toward startup
- ☐ Pre-task planning / AHA / JHA + site-specific safety orientation done

4. Stock the Stations

Procurement feeds production — every station stocked ahead of the train's arrival.

- ☐ Procurement aligned to phase dates — submittals approved, long-lead ordered
- ☐ Advanced kitting prepared per task / location / package — open a kit and work
- ☐ Room kitting coordinated on paper with all trades — load the room once, correctly
- ☐ Prefab / offsite fabrication confirmed — readiness, lead times, delivery in wagon order

5. Clear the Track & Set the Signals (Go / No-Go)

The final make-ready. "Confirmed" means verified, not promised.

- ☐ Constraint countdown running (6 / 4 / 2–3 / 1 week gates)
- ☐ Predecessor work complete — and the area punched and clean behind it
- ☐ Design info / RFIs answered and in hand
- ☐ Submittals & shop drawings approved — approved, not submitted
- ☐ Predecessor EWPs / PWPs closed — engineering issued, POs received
- ☐ Materials on site — verified and counted, not in transit
- ☐ Equipment staged and positioned where it will be used
- ☐ Scaffolding / access equipment staged — a step beyond "available"
- ☐ Tools, consumables, and full kit present — down to the fasteners
- ☐ Crew committed at the right size and start date — named, not assumed
- ☐ Information, permissions, and directives in hand
- ☐ Layout / control points set; survey control established
- ☐ Space and access available and committed to this work, this window
- ☐ Permits pulled — in hand, not in process
- ☐ Quality standard for the handoff defined and agreed
- ☐ GO / NO-GO poll passed on evidence

THE GO / NO-GO DISCIPLINE

Treat the final week like a launch poll. Walk the lead wagon's constraint list and call each item "go" only on verified evidence — material on site and counted, RFI answered and in hand, crew named and committed.

If an item is still a promise, it is a no-go — and a no-go is a decision to fix it or to hold, never to hope.

If the first wagon rolls into the first zone and every box this phase needed is true, the phase will run the way it was drawn.