Opening quote:

“Cleanliness, organization, and the reduction of inventory are the best indicators of a project’s health and stability.”

What should we remember on every project?

Every task, project, and effort starts with being clean and organized. This is always a constant. Taking care of this for others is masking waste. We need to expect and enforce cleanliness and organization on every project.

Why do we do it?

* Safety for trips, falls, and falling objects.
* Customer satisfaction.
* The way we care for cleanliness and organization sets a standard for all other work onsite.
* It is a key indicator for crew disorganization. If a crew is messy, they have dysfunctional leadership and routines.
* When it is clean, you see quality problems.
* When it is clean, you can see safety problems.
* Cleanliness forces workers to improve their work habits.
* It is a great indicator if the GC has control of the site.
* It is a great indicator of morale.
* Unclean jobs are typically job that are in trouble.
* An unclean job typically does not finish on time or finish well.
* The level of cleanliness is an indicator of the level of paid to costs, quality, safety, production and all other systems.
* A clean site is a stable site. And stable sites and systems are the only environments where improvements and human respect can flourish.

How do we do it?

* Decide there will never be a composite cleanup crew or paid laborers onsite.
* Get team buy-in about enforcing a clean site.
* Shut down crews if their cleanliness is not perfect. Why do I say perfect? Because a little mess snowballs into a big one and habits cannot be controlled. If perfect is the standard, then the site will be clean. Perfect will have to do.
* The PM, Super, and team have to care deeply about it philosophically and practically. They will need to shut down crews for the first 6 weeks until it is a project habit.
* Seeing top leadership pick up trash and cleanup is the most powerful example onsite.
* Preach about it daily in the morning huddles.
* When Supers take site walks, take pictures and but the crap out of foremen that have messes. Mention it the next morning. Enforce, enforce, enforce.
* Everyone onsite must set the example and enforce the policy.
* The orientation should explain the approach to everyone.
* Daily safety huddles should remind people and train them on standards.
* Hold the line, don’t budge, be strict, calm subcontractors, and in weeks the site will uphold the standard without a lot of oversight. Every new wave of contractors will have to be trained.