

Last Planner Assessment of Proficiency

Principles

- ❑ The Last Planner System is designed to make work flow more predictable and effective. .
- ❑ It is designed to save time, save money, eliminate waste, promote quality and ensure safety.
- ❑ At base, the Last Planner Systems relies on the people who do the work to plan the work, within the parameters of agreed upon or contractual milestones.
- ❑ LPS relies on the base concept that only work that is valuable to the project should be done.
- ❑ What that means is that we should concentrate on doing work that releases work.
- ❑ We can only accomplish the purpose of LPS by collaborating with others who do the work.
- ❑ Work must be defined, understood and the means and methods of accomplishing the work must be communicated to the other workers on the project.
- ❑ The very heart of the system is represented by the conversations, communications and resulting commitments that happen between workers every day and every week.
- ❑ Consequently, LPS is a visible, transparent system that communicates every week what work will be accomplished on the project.
- ❑ How well we predicted what work would be done on the job is represented by a metric we call Percent Plan Complete ("PPC"). That represents the number of total tasks completed divided by the number of total tasks predicted.
- ❑ To be effective, PPC must be posted in the trailer every week.
- ❑ Also to be effective, the reasons work was not accomplished must also be characterized and reported through a variance system. We cannot make our system more predictable unless we analyze why we were unable to accomplish certain tasks.
- ❑ The goal of system is to continually improve the reliability of our predictions and thus the reliability of the flow of installation on a project.

Process

Your process must include each of the following processes:

Master Schedules:

- ❑ Milestone Identification and Validation of Project Timeline.
- ❑ Contractual reporting as required.

Phase Planning:

- ❑ Identification of the work and work flow within each phase.
- ❑ Use pull planning (start with the milestone and work backwards).
- ❑ Validate logic and sequence (by checking left to right).
- ❑ Commitments are made by Project Managers with input from Foremen.

Look Ahead Planning:

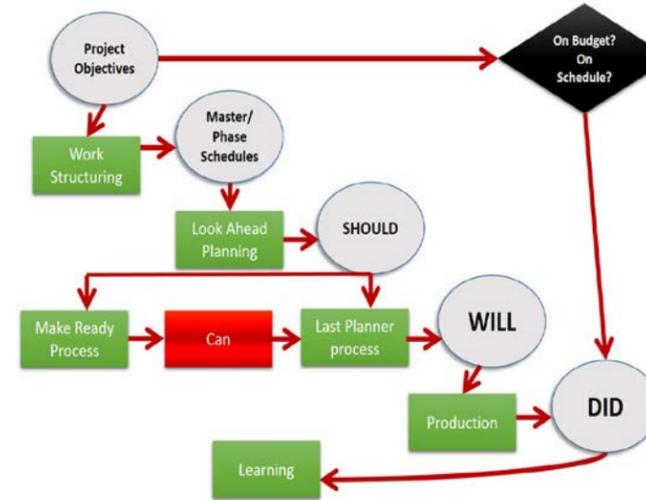
- ❑ Identify the work that will be done on a daily basis with diminishing levels of granularity over the look ahead period (usually six weeks).
- ❑ Identify constraints and obtain commitments for constraint removal.
- ❑ Make work ready by removing constraints, and plan to do work that releases other work and contributes to job flow.
- ❑ Assemble materials, resources and other necessary items to allow work to release work as it becomes available.

Weekly Work Planning:

- ❑ Plan work that will actually be done through the foreman for the trades doing the work.
- ❑ Facilitate negotiations between trades for where to work, what work to do and when to do the work.
- ❑ Understand the nature of the work to handed off to the next trade to be sure it meets that journeyman's expectations.
- ❑ Empower each receiver of the hand-off to judge the quality of the work handed off so that quality is increased and rework minimized
- ❑ Manage the work that will be done on any given day by a brief stand-up meeting every morning to ensure that all trades are committed to the daily plan and have all necessary resources and constraints removed to actually accomplish the work

Lessons Learned:

- ❑ In the morning meetings, discuss work not accomplished the previous day, why and what effect that has on existing commitments
- ❑ Track PPC and Variance
- ❑ Meet at least every quarter to consider what to keep doing, stop doing and start doing (at the process level).



Implementation

- ❑ The Last Planner in construction is implemented by the General Superintendent of the General Contractor or someone of similar authority over the actual construction to be done on the project.
- ❑ The Owner or representative, the design team, any inspector of record and key vendors should be invited to participate as stakeholders in Last Planner meetings.
- ❑ The Trade Partners and the staff of the General Contractor should be required to participate actively as stakeholders in the Last Planner process.
- ❑ A project superintendent, chosen by the General Superintendent should be the champion to lead the pull plan sessions every week ("Champion").
 - The Champion should be supported by GC organization at all levels, given the appropriate resources to accomplish the goals of the system and should have experience on several previous LPS implementations.
 - Training of new Champions should be accomplished by the organization with the assistance of qualified coaches as necessary. The role of the coach is to stand down as the organization stands up.
- ❑ The Champion's duties include:
 - Preparation of the pull plan boards or other visuals
 - Ensuring that resources are available for any electronic reporting that might be required.
 - Dig deeply into the value of duplicative electronic reporting.
 - Ensuring that resources are available for compiling and reporting on PPC and Variance.
 - Ensuring that all Trade Foremen understand their obligations to participate in the process.
 - Walking through the stickies or assignments every week to insure that work was accomplished as planned.
 - Facilitate the re-planning process for work that was not accomplished.
 - Making sure that resources or constraints managed by the GC under the contract are appropriately managed to assure that work can be done as planned.
 - Developing countermeasures to deal with issues discovered from the variance reporting.
- ❑ The Project Manager and Project Executive's duties include:
 - Management support of the planning efforts.
 - Sufficient resources within the general conditions to support the efforts.
 - Routine participation in the planning meetings to show support and provide servant leadership to remove constraints and empower the team
 - Providing team celebration and socialization events that promote collaboration on the project.
 - Ensuring that sub-contracts detail that the Last Planner will be used on the project and securing agreement for full participation.