



**Lean Construction Institute**  
Building knowledge in design & construction

## Implementing the Last Planner System™

December 4-5, 2003

Atlanta, Georgia

### Making lean construction work for you

When was the last time everything on your project went as planned? On most projects a lot of the work that should have been done last week and even much of the work that was promised for last week wasn't completed on time. This creates additional cost, delays, waste, and frustration.

Since 1997, the Lean Construction Institute (LCI) has been developing effective methods to ensure that the work that must get done is done. **The Last Planner System™ (LPS™) is the result.**

LPS™ improves project performance by making workflow more reliable. Productivity increases when suppliers are able to work with fewer interruptions and interferences. Projects are completed sooner and accidents and sickness absence are reduced.

The system works by ensuring that work can be done when required in the agreed schedule, and those responsible are committed to its completion. There is no point in putting a piece of work into production if an essential pre-requisite has not been completed or if there is no explicit promise for its completion (this needs work).

Because LPS™ improves coordination and speeds learning, it is particularly suited to complex and/or uncertain projects and those that need to be completed more quickly than usual.

This fast-paced workshop uses a combination of simulations, lectures, discussions, and group work to help you learn how to initiate and implement this system. A follow-up to LCI's popular "Introduction to Lean Construction," this workshop answers the question: *How do I make lean construction work for my company?*

#### Learn how to:

- Design, operate and improve the planning system to ensure work that should be done **can** be done.
- Manage planning meetings and discussions at every level of detail to assure the work will be ready when needed.
- Identify and remove obstacles impeding the completion of tasks.
- Assure the responsible team is committed to completing their work each week.
- Measure and improve planning system performance.
- Quickly learn from and adapt to the successes and failures each week.
- Improve coordination among project's designers, suppliers, and contractors.

and hear about a number of tools and strategic approaches that complement LPS™ and are currently being used both in the USA and UK.

## Who should attend:

We suggest that interested companies send **two representatives** to the workshop. One should be **directly involved in managing a project** (project manager, procurement manager, site superintendent, shop manager, construction manager), and the other should be **a corporate manager responsible for improving performance** (operations manager, division head, training or production manager).

### The workshop is intended for:

- Project owners
- Architects / Engineers
- Design-Build (EPC) contractors
- Designers
- Contractors
- Suppliers (equipment and services)

Participants find that this approach helps them understand how the Last Planner System™ can improve both project and corporate performance. (LCI offers registration discounts for additional participants.)

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## AGENDA: Implementing the Last Planner System™

- Cause and consequences of unreliable work flow.
- What is the Last Planner System™?
- Implementing the system on a project.
- Developing essential skills
- Managing and improving performance

## What others have said about the Last Planner System™:

“The LPS is an effective set of tools for leveraging the shared knowledge of all members of the project team. Without LPS a project manager is guessing at what can be accomplished versus knowing how the job will get done.”

*Tom Richert, Linbeck Construction*

“MT Højgaard – the largest construction company in Denmark – has applied the Last Planner System™ on more than 25 building projects during the last two years. No matter what the size or type of project, **the Last Planner System™ improves the building process and hence the overall result...**

“Benefits of using the Last Planner System™ compared with traditional approaches to planning are **reduction in costs, projects that are on or ahead of schedule, and a shorter punch list.**

“However, the most significant improvement is the **lower accident frequency and severity.** For the first half year of 2002, the accident frequency is one-third for projects using the Last Planner System™ compared with projects managed by traditional planning methods. This difference is statistically significant.”

*Mikkel Andreas Thomassen, MT Højgaard Project Manager*

“Results have shown a **30% improvement in the rebuilding times for runways** since Last Planner was introduced, and predictability is far more certain.”

**Gerry Chick, BAA PLC.**

“The Last Planner System™ provides a management tool for our site supervisors to be able to **plan their workload on a weekly basis** and assess their team’s performance on a daily basis; this enables us to make an accurate prediction of the labor required on a weekly/daily basis. **This plan is based on facts, not a site manager’s wish list.** And LPS gives our site supervisors a better understanding of the planning that goes into a job from the home office. This has created a closer working relationship between directors, managers, and on-site supervisors/foremen. Once the supervisors have understood the working of Last Planner™, and are confident in using the documentation, it can reduce the frequency of senior management visits to site. The supervisors are capable of handling situations as they arise as their decisions are based on facts that are documented weekly.”

**Nick Wain, Image Decorations, Ltd.**

## What you will receive

In addition to the workshop manual, participants will receive a computer disk containing the “Guide to the Last Planner System™,” planning templates, and supporting training materials. With these materials participants will be able to implement the LPS™ on a project.

## Registration fees:

**Non-LCI members:** \$645 for each participant. This includes materials, refreshments and lunch on each day

**LCI members:** \$495 for each participant

Participants are invited to join LCI, a non-profit organization, to support further research and participate in implementing lean theory. LCI will return the workshop fee to those who find no value in the workshop or the ideas presented in it.

## Registration and Workshop Information

Register On-line: <http://www.conted.vt.edu/lps/>

The Workshop will be held in the Airport Hilton Hotel in Atlanta. A block of rooms is being held at the hotel at a special rate of \$129 plus tax for a single or double room. Please call (404) 767-9000. Advise reservations that you will be attending “Implementing Last Planner” on December 4 & 5.

Sessions begin each day at 8:00 AM and close at 4:30 PM on the 4<sup>th</sup> and 3:30 PM on the 5<sup>th</sup>.

## About the Instructors

**Greg Howell:** A civil engineer with more years than he likes to admit working on improving performance in the construction industry. He has worked in the industry as an officer in the

Navy with the SeaBees, a project engineer and manager, consultant and professor. A co-founder of the Lean Construction Institute, he has been actively applying lean in project settings since the early '90s. He is an experienced and popular speaker and teacher.

**Alan Mossman**: An architect by training, Alan is a socio-technical systems consultant working with Rubicon Associates in the UK ([www.rubiconassociates.com](http://www.rubiconassociates.com)). After a management development and consultancy career spanning service and manufacturing organisations, for the last five years he has been involved in adapting lean thinking and lean tools for construction applications. Alan is a Best Practice Advisor for Construction Best Practice in UK and regularly runs workshops on Lean Construction and the Last Planner approach to design and project management. He is developing an end-to-end Lean Construction Delivery System with selected clients in the UK.

**LCI** is a non-profit research organization dedicated to developing and improving our knowledge about managing production in project settings.

Learn more about us at [www.leanconstruction.org](http://www.leanconstruction.org)

E-mail us at [mail@leanconstruction.org](mailto:mail@leanconstruction.org) to receive future announcements by e-mail.

