



Lean Construction Institute
Building knowledge in design & construction

To: LCI supporters
From: Glenn and Greg
Re: request for data

In the Chicago meeting of the Project Delivery Forum, and again at Intro II in Salt Lake City, there was considerable enthusiasm for measuring the impact of various lean practices to collect evidence that might persuade others, clients especially, to support their use. So here is a request for data. LCI will play the role of data collector and analyst if you will give us something to work with.

Please answer the following questions to the extent you can. Please identify projects by name or number. Please provide explanations that you think will help us better understand the data. If a question is inapplicable, please mark NA. Suggestions for clarification of questions or for additional questions/requests for data are more than welcome. We will reissue the request for data every three months.

1. Name of company:
2. Name and number of contact:
3. Evaluate yourself on your implementation of Last Planner on projects where it has been used by assigning a number between 1 and 5, with 1 least and 5 most complete implementation:
 - a. Phase scheduling
 - b. Lookahead planning
 - c. Commitment planning
 - d. Reasons analysis and learning
4. Provide PPC data by plan period for each project on which Last Planner is in use.
5. Provide PPC data for whatever lookahead periods for which it is tracked.
6. Provide AA (assignments anticipated) data by plan period for each project on which Last Planner is in use.
7. Provide AA data for whatever lookahead periods for which it is tracked.
8. What is the gross margin on projects on which Last Planner has been used versus those where it has not been used? Please list project by project.
9. What is the on-time completion percentage of projects on which Last Planner has been used versus those where it has not been used? Please list project by project, and include the scheduled duration and also the actual duration.
10. What is the customer satisfaction rating on projects on which Last Planner has been used versus those where it has not been used? Please list project by project and explain how customer satisfaction was measured.
11. What is the OSHA incident rate on projects on which Last Planner has been used versus those where it has not been used? Please list project by project.

12. What is the quality defect rate on projects on which Last Planner has been used versus those where it has not been used? Please list project by project.
13. Provide data on actual versus planned unit rates in labor hours and money on projects where Last Planner has been used versus those where it has not been used. Note if other innovative practices have also been implemented that could have helped improve unit rates.
14. On projects where there has been participation by builders or suppliers in the design phase, please rate the success of their collaboration project by project, using the 1 to 5 scale.
15. On projects where computer modeling has been done, please rate the extent to which its potential has been fully utilized, using the 1 to 5 scale.
16. Using the 1-5 scale, please rate yourself as a company (or division of a company) as regards supplier management. For example, do you have preferred suppliers? Do you measure mutual performance? Do you collaborate with them to improve interdependent processes? Do you work with them to develop product or process designs independently of specific projects?
17. Please indicate by project those on which the following lean practices have been implemented and rate your implementation using the 1-5 scale:
 - a. Conscious and methodical effort made to make design decisions at the last responsible moment.
 - b. Conscious and methodical effort made to pursue a set based strategy in design.
 - c. Detailing done by specialty contractors—generally, taking maximum advantage of special knowledge and competencies.
 - d. Multiskilling (composite crews; workers of one trade help other trades maintain work flow).
 - e. 5S.
 - f. Standardization of components.
 - g. Standardization of processes; first run studies.
18. Provide data we should have requested but didn't.