

INSTITUTE FOR LEAN CONSTRUCTION EXCELLENCE

(ILCE)

901/902, The Avenue, Naupada, International Airport Road, Nr. Leela Hotel, Andheri (E),
Mumbai 400059, India,

Tel :: +91 22 28313883 / 28313884, Mob : 0091-98201-49756

Email :: psampath@ilce.in

www.ilce.in

EDUCATIVE NEWSLETTER 6

General

In Indian construction, generally the mode of construction is with piece rate workers with few established higher class of vendors in HVAC, plumbing, electrical, elevator shifts etc.

We recommend task force concepts for lean construction application in the processes with piece rate workers.

We recommend partnership concepts when we deal with higher players – Owner, Architect, Consultants, Main Contractor, MEP Contractors, etc.

Lean Construction Application – Processes

Task Force (*authors concept*)

Examples of processes –

- (1) Structural concrete – reinforcement, shuttering, placing concrete
- (2) Finishing – Brickwork, plaster, waterproofing, tilling etc.

Road map for Task force applications.

Step (1)

Formation of task force

Project Manager to select the task force for processes with distinct set of activities.

Examples as above - Concrete, finishing

Step (2)

Appointment of task force Leader

The task force leader

- to be chosen by the project manager or higher ups.
- should have sole and distinct charge of the process.
- Should own the process.

Step (3)

Members of the Task Force

- Members are chosen at the full discretion of the Task Force leader.
- Members to include all the members who contribute to the activity.
- Members may not necessarily be reporting to the task force leader (Project Manager to facilitate this)
- Members to include piece workers, sub-contractors and suppliers.
- Members need not be constant depending on the work requirements and the discretion of the Task Force leader.

Functioning of the Task Force

- The Task Force to meet at regular intervals but necessarily at short intervals, preferably a week.
- The Task Force to fix up the target for the ensuing week.
- The target commensurate to the resources available.
- The target to be realistic since there is only a look ahead of one week.
- The target to be challenging (see details given later)
- **The target will be floating target – it should change every week.**
- The target will be fixed by the Task Force leaders and its members.
- Target will not be dictated by the Project Manager or the Head Office.
- The target achievement will be reviewed at the end of every week to understand what went wrong and corrections thereof.
- The target will be ruled by KAIZEN. Every week the target has to be improved.
- The essence of the Task Force meeting that each member of the Task Force will be participative and vocal.
- **The Task Force members will learn to be collaborative in the full sense of the word.**
- The Task Force leader and its members to make a POWERFUL TEAM
- Task Force leader and its members will set their own goals – Pull to be predominant.

Concept of Challenging Target

Target Achievement	Indicates
100% and above	Incorrect judgment of resources, targets to be corrected upwards
90%	Excellent, since target was a challenging one
80%	Good
Below 80%	Reasons to be sorted out for correction

- When the targets of 90% is achieved regularly for 3/4weeks ,then kaizen approach becomes automatic requirement namely raise the bar
- If targets continuously fail to meet the global target ,then Task force Leader & Project Manager has to seek solution for the same.

Some Guidelines for effective Task Force Meeting

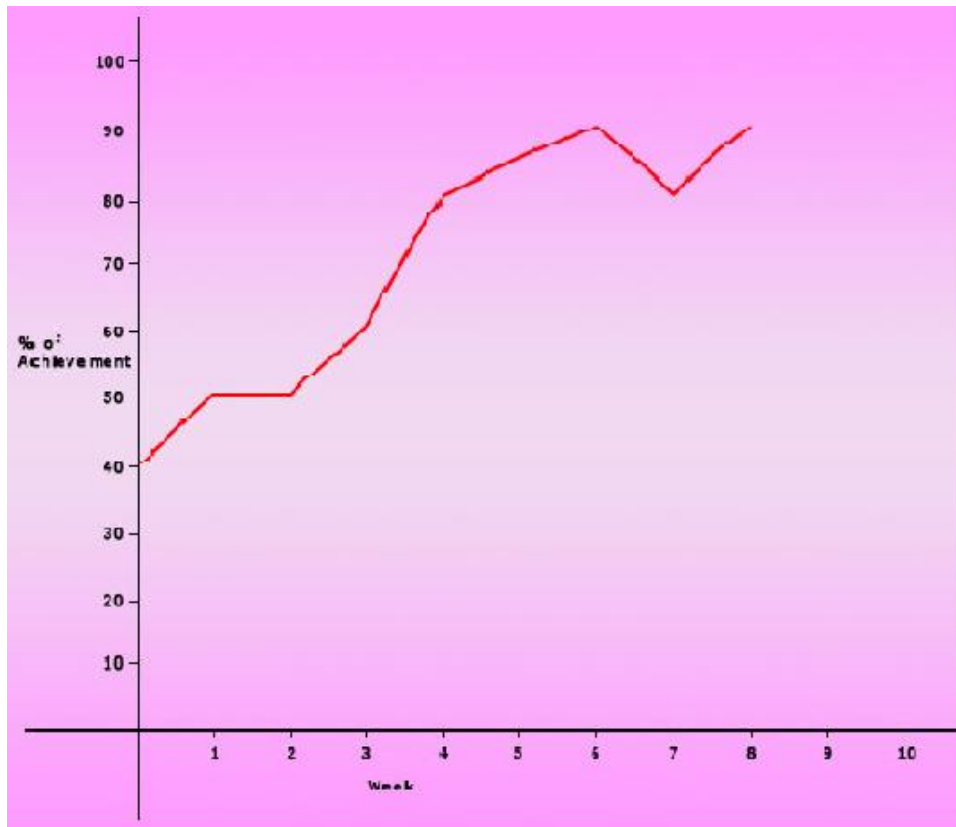
- Focused meeting
- Punctual Attendance – THIS IS A MUST.
- Period of meeting – not more than 15 mins
- Place – Wherever convenient - Be it even on a sand heap at site.
- No member to dominate.
- Every member should be encouraged to articulate.
- Collaborative approach for fixing up targets
- Members to take ownership of the target.
- Practice Kaizen
- Discipline to be the rule

Suggestions for Task Force Monitoring

Documentation as below :

ABC COMPANY			
The XXX Project			
Weekly task force meeting from _____ to _____			
Task Force No :			
Leader -			
Members -		Designation	
1.			
2.			
3.			
Planning Engineer :			
Activity	Targets	Achievement	% Achievement
1 Earthwork			
2 Concreting			
			Task Force Leader

Scoreboard :



Percentiles translated to a task force performance scoreboard (Project Manager to get proud in putting up the scoreboard in the walls of his cabin)

Scoreboard ensures that weekly meetings are taking place and improvements are well recorded.

Conclusion :

Task Force ensures "What best can be done, Will be done "

Leaders are easily spotted.

There is no blame game.

Collaboration to harness the latent expertise in each member.

Task Force definitely means "Mindset change in the industry".

NB : any clarifications, we will be glad to answer.