



**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](mailto:psampath@ilce.in)

[www.ilce.in](http://www.ilce.in)

**EDUCATIVE NEWSLETTER 7**

**Lean Construction Applications in Entire Project (Specific Actions suggested)**

In earlier Educative Newsletter No.6 we had discussed Lean Construction Application only in one Process.

A project does not consist of only one process.

From Concept to Handing over –it could easily be 300 if not more.

Any body's guess!

Lean Construction is best if all the processes come under the scan.

NOT POSSIBLE.

Why not try it?

The more you cover the better it is.

More and more staff gets involved in lean practices.

More important they carry Lean to other projects.

Lean Culture is ushered in the company (Shepherd Construction speak that it took 6 years for their Company to say that they really practice Lean)

Each and every process is important.

It is the little drops that make the ocean (Performance and Profit)

Remember that Lean Construction does not really happen in isolation

**IMPORTANT**

**LEAN CONSTRUCTION IN ENTIRE PROJECT**

Loss in flow	CRUCIAL to reduce them
Loss in individual processes	SECONDARY to reduce them

OPTIMISE entire project

NOT individual process

EMPHASIS FLOW—FLOW -----FLOW

No gaps in work – between trades

**Lean Construction Application in an Entire Project (Task Force Route)**

An attempt in a simulation exercise.

Definitely not exhaustive.

**GENERAL**

LEAN IN	TASK FORCE	MEETING SUGGESTED	VALUE ADDITION	REMARKS
Motivation of Staff	Think Tank	Monthly	Enthusiasm building (Cheering)	Essence of team building
Communication	Head Office, Think Tank		No chasers for any statement	To be designed by Head Office (paperless office)

*Kindly note :*

*Think Tank is not a specified group.*

*It has to be different in different processes - Project Manager to decide the same.*

## **PLANNING**

LEAN IN	TASK FORCE	MEETING SUGGESTED	VALUE ADDITION	REMARKS
Staffing(Mobilization and De-mobilization)	Head Office and Project Manager	Weekly / Fortnightly/Monthly	Optimal use of staff	No idle staff at site
Machinery Mobilization and De-mobilization	Head Office and Project Manager	Weekly / Fortnightly/Monthly	Just In Time procurement and demobilization	No idle machinery at site
Lay out of machinery	Think Tank	As required	Layout for optimal production	3D and 4D simulation will be helpful
Layout of infrastructure	Think Tank	As required	Layout for optimal production	3D and 4D simulation will be helpful

## **PROCUREMENT**

LEAN IN	TASK FORCE	MEETING SUGGESTED	VALUE ADDITION	REMARKS
Critical items - cement, steel , diesel .....	Head Office , Think Tank	Monthly	JIT - Storage cost reduction	
Other items	Think Tank	Monthly	JIT Tool Kit approach	Wastage almost eliminated

**OVERHEADS AT SITE**

LEAN IN	TASK FORCE	MEETING SUGGESTED	VALUE ADDITION	REMARKS
Security, Rental Accommodation, Vehicles, Electricity, Telephones, Pantry, Stationery .....	Accounts Officer , Administrative Officer, Senior Officer	Monthly	Optimum Value for money spent  (keeping in budget)	Cost visited regularly to avoid pain in runaway cost

**CRITICAL PROCESSES (preferably confined to 1 to 3 nos)**

LEAN IN	TASK FORCE	MEETING SUGGESTED	VALUE ADDITION	REMARKS
Critical process performance	Leader  Other members including Sub-Contractors	Weekly /  even daily  Huddle Meeting in site	Ensuring performance with vigorous monitoring	Kaizen should be the rule  Task Force leader owns the process

**OTHER PROCESSES (there could be many many)**

LEAN IN	TASK FORCE	MEETING SUGGESTED	VALUE ADDITION	REMARKS
	Leader  All other members associated with process	Weekly	Towards certainty of time and performance	Kaizen should be the rule  Task Force leader owns the process

## **LEAN IN FLOW**

LEAN IN	TASK FORCE	MEETING SUGGESTED	VALUE ADDITION	REMARKS
Flow	Project Manager, Task Force Leaders (concerned), Specialized Contractors and others	Weekly /Fortnightly, Monthly	No gaps No loss of time due to different activities / trades	Immaculate collaboration , most important for performance of project

## **WASTAGE OF CRITICAL MATERIAL**

LEAN IN	TASK FORCE	MEETING SUGGESTED	VALUE ADDITION	REMARKS
Cement	Planning Engineer, Project Manager and Civil Task Force Leaders	Monthly	Approach in wastage 0%	High Cost, hence detailed look every month Continuous improvement
Steel	Planning Engineer, Project Manager and Civil Task Force Leaders	Monthly	Approach in wastage < 2 %	High Cost, hence detailed look every month Continuous improvement
Other costly items	Planning Engineer, Project Manager and Civil Task Force Leaders	Monthly	Approach to minimum wastage	High Cost, hence detailed look every month Continuous improvement

## **CONTRACT BILLING**

LEAN IN	TASK FORCE	MEETING SUGGESTED	VALUE ADDITION	REMARKS
Billing to clients	Billing Engineer, Planning Engineer, Project Manager	Monthly	Bills on time	Billing Engineer owns the task
Extra items	Billing Engineer, Project Manager, Planning Engineer	Monthly	Settlement in good time	Final bill within 15 days of completion of work
Claim items	Billing Engineer, Planning Engineer, Project Manager	Monthly	Perfect records	Disputed items chronicled within 15 days of completion of work

## **FINANCIALS - INTERNAL**

LEAN IN	TASK FORCE	MEETING SUGGESTED	VALUE ADDITION	REMARKS
Financial health of unit	Billing Engineer, Planning Engineer, Accounts officer - each one owns his work.	Monthly	23rd of month to know the financial health of unit	

## **KNOWLEDGE MANAGEMENT**

LEAN IN	TASK FORCE	MEETING SUGGESTED	VALUE ADDITION	REMARKS
Knowledge management	Think Tank	Monthly	Lesson learnt - diary of work within 15 days of completion of work	usually lost out

## **CLOSURE OF UNIT**

LEAN IN	TASK FORCE	MEETING SUGGESTED	VALUE ADDITION	REMARKS
Stores, Demobilisation of machinery, equipment and others	Think Tank	Monthly - 6 months before anticipated closure	Within 15 days of completion of work	Closure not prolonged

All above are definitely ambitious, but doable.

Attempts are made in all activities - specified targets, pull in the targets ,Enhanced performance in Time ,Cost, Quality - **Lean Construction has arrived.**

Unless we attempt we will be having the usual depressive scenario in project.

[Any queries will be gladly answered.](#)

***Next Educative Newsletter No.8 - Relationship Management***