



INSTITUTE FOR LEAN CONSTRUCTION EXCELLENCE (ILCE)

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IITM-ILCE LEAN IMPLEMENTATION AND TRAINING PROGRAM



(June 2013 to February 2014)

The curtains came down on 11th February on an unique IITM-ILCE initiative-‘Implementation and Training Program’ (Certification Program).

IIT-Madras (IITM), the Premier Engineering Education Institute of India joined hands with ILCE and the Construction Industry to organise a Site based training Program-a bold experiment to bring Lean Construction practices directly to the construction sites, and to deliver the benefits of Lean Construction to the Construction Industry.

The training program was unique in that it did not follow a class room approach but was more focused on different tools of Lean Construction practices to be followed in the different chosen sites.

THE TRAINING PROGRAM

The Faculty for the Training Program

1. Prof. Satyanarayana, IITM
2. Prof. Varghese Koshy, IITM
3. Prof. Ashwin Mahalingam, IITM
4. Prof. N.Raghavan, IITM
5. Mr.Kalyan Vaidhyanathan, CEO, Nadhi Consultants

PARTICIPATING COMPANIES

Afcons Infrastructure Ltd

Godrej & Boyce Mfg. Co. Ltd - Construction Division

Godrej Properties Ltd

Larsen & Toubro Ltd - Construction Division

Shapoorji Pallonji & Co. Ltd

URC Construction (P) Ltd

SITES CHOSEN FOR IMPLEMENTATION

Afcons Infrastructure Ltd

- Dahej Standby Jetty Project Undertaking (DJPU)
- Design and Construction of Underground Stations and Associated Tunnels UAA05

Godrej & Boyce Mfg. Co. Ltd - Construction Division

- Godrej Platinum, Vikhroli, Mumbai

Godrej & Boyce Mfg. Co. Ltd - Construction Division & Godrej Properties Ltd

- Godrej Serenity, Mumbai

Larsen & Toubro Ltd - Construction Division

- Prestige Bella Vista, Porur, Chennai

Larsen & Toubro Ltd - Construction Division

- Cognizant KITS Project, Sholinganallur, Chennai

Shapoorji Pallonji & Co. Ltd

- Shriram The Gateway, Chennai
- Saraswati Township, Dahej

URC Construction (P) Ltd

- Texvalley, Erode

INVOLVEMENT OF COMPANIES IN TRAINING PROGRAM

The individual companies contributed to the success of the training Program by

- Nominating two or three of their best engineers (Participants) who would be totally involved in implementation of lean tools in their sites.

These engineers underwent training as "Lean Construction Practitioners"

They were to be the nucleus staff to spread the knowledge of Lean Construction and its practices across their companies

- Giving ample support and encouragement to the success of the training program with the involvement of Project Managers, Mentors, Company Coordinators of each individual site and Senior Top Management who willingly gave time and presence to this unique training program.

The strength of the program was not only 18 participants were under training as Lean Construction Practitioners, but indirectly training was given to the 30 support staff of Mentors and all the staff of the individual sites!!!

THE TRAINING PROGRAM

- The Participants for the training Program were got carefully chosen by the individual companies and approved by the IITM Faculty
- Induction Program (3 days) on June 6th to 8th at IITM Campus

Project Managers, Mentors, Company Coordinators, Top Management were also invited to attend the induction program.

Induction Program included good explanation of Lean Tools to be deployed by the sites in the training program

A whole range Tools was presented and discussed in training program-Wastage identification and their removal, work sampling, Lean Planning tools, Value stream Mapping, Last Planner, Location Based Management System

The induction program concluded with individual Participants setting their goals for improvement of sites processes and the tools to be deployed by them

- IITM Faculty and monthly interaction with Participants in their individual sites through personal visits and Skype talks.
- Mid way Alignment program at IITM Campus on 6th & 7th September 2013
- IITM webinar program to strengthen focus of training on 19th & 23th December 2013
- Conclusion of Training program On 10th and 11th Feb 2014

The Concluding session included each Individual site presenting the case study of their training program- highlighting the benefits they accrued from the training.

- Presentation of IITM-ILCE Certificates to the participants by Prof. Bhaskar Ramamurthy, Director, IITM

BENEFITS OF THE TRAINING PROGRAM

Case study prepared by the individual Participants showed considerable and even in some case cases spectacular improvement!!

L & T In their Bella vista project reduced cycle time for slab from 20 days to 7 days.

Afcons reported in their Dahej project reduction the pile driving cycle to 5 days from earlier 8 days. Besides they reported reduction of stress.

Almost all case studies show similar improvement which validates improvement of performance if Lean Construction is practiced in the true spirit.

CONCLUSION

The Training program has been a great success.

“Too good to be true” results were visible even in a short time of 9 months of training in all sites.

This has emboldened ILCE to ask IITM to repeat this training program in June 2014.

The success and results of the program has fully established the benefits of Lean and this should encourage all construction Players to follow Lean Construction Practices in their operation in their sites.

All this is at almost no costs to the organizations

ILCE will willingly render to the Construction players any help and assistance for implementation of Lean In their sites

Let us all increase the Lean Construction Community for the benefit of all in the Construction Industry

ACKNOWLEDGEMENT

ILCE acknowledges the zeal, enthusiasm and the great efforts of IITM faculty to make the training program **OUTSTANDING**.

ILCE thanks the Top Management and Project Managers of the individual companies for their contribution and support in making the Training program a big success.

ILCE thanks each and every participant on their successful training and expects them to become **TRUE AMBASSADORS** for lean Construction.

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