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NEWS LETTER NO. 78

LAST PLANNER SYSTEM (LPS)

Last Planner System (LPS)– Intriguing title for one of the most Powerful Tool for Lean Construction.

Last Planner System (LPS) just ensures that the lowest stake holder in Construction, be it a foreman or a supervisor has a say in fixing targets and its performance

Last Planner is definitely not a designated post for an individual at site!!!

The author Mr.Kalyan Vaidhyanathan in a brief note below unravels the salient features of Last Planner System (LPS) and the benefits thereof.

WHAT IS LAST PLANNER & ITS BENEFITS

Of the various tools available in the arsenal of lean construction, the Last Planner System is an important one. Below is a quick primer on LPS.

What is Last Planner System (LPS)?

- LPS is a pull based planning system

- Its objective is to create '**Impeccable Coordination**' among the various stakeholders in a construction project.
- It trains the stakeholders to think of the project as a temporary production system.
- It attempts to create a collective enterprise mentality among the project stakeholders

What are the benefits of LPS? The benefits of LPS are several but the most notable are

- Control of the project schedule with defined cycle times and predictable milestones
- Improved reliability in the planning process
- Creation of ownership in the plan among the stakeholders
- Identification of the root cause of delays (failures) in planning that leads to a continuous improvement mentality

What are the pitfalls? In the Indian construction industry scenario, there are a few dos and don'ts that help adoption better

- It is not a band-aid fix to a delayed project. It works well if a reasonable schedule is put in place taking into account contractor constraints and deliver to it
- The culture of disciplined planning and monitoring has to be driven into the organization
- The look ahead planning component of LPS is the most valuable and most transformative to the Indian planning conditions given that it encourages people to look ahead and eliminate constraints
- Culturally, LPS is about collaboration with all stakeholders, and decentralization of decision making to the last planners. Another aspect that takes time to absorb and inculcate into our organizations.
- Learning and experimentation should be part of LPS. The PPC variance should drive the team to experiment with newer methods and means to reduce failure reasons.

Have you tried it? Having trouble? As an experienced wise old Lean Practitioner once said, "**Last Planner System**" is the hardest common sensible simplest thing you'll ever do. In short, don't worry, you are probably not alone. If you do need help, remember, we are available as a community for you.

A simple **Google** search will reveal lots of information on LPS, but for the record, I will refer you to Alan Mossman's document on LPS for a comprehensive reference.

<http://www.leanconstruction.org/media/docs/Mossman-Last-Planner.pdf>.

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Announcement

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ILCE has great Pleasure to announce forth coming Conference “LEAN PRINCIPLES TO TRANSFORM INDIAN CONSTRUCTION SECTOR ”(ILCC 2015) AT MUMBAI ON 5TH & 6TH FEB 2015 (Details will follow)

Prof. Glenn Ballard.

Joint developer Of the Last Planner System (LPS) will be the main Speaker in the Conference.

Mr.Alan Mossman

25 years experience in management & Lean construction, will be the second main speaker.

Do not miss the opportunity to meet the world renowned Lean Construction Scholars/Trainers in person.

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