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NEWS LETTER NO. 49

ILCE Workshop “Lean Construction and the Last Planner System”

Prof. Carlos Formoso at Chennai, Delhi and Mumbai on 21st, 23rd and 25th January 2013.

Synopsis with further Clarification (Continued from News Letter no. 48)

Production Planning and Control

The success of construction projects are highly dependent on the coordination of the large number of stakeholders involved in the Project.

Production Planning and Control, as a consequence, focuses on the coordination process, mainly to manage the dependencies among production activities or among the people to whom such activities are assigned

In the traditional production planning systems, CPM played a key role to link the various activities according to sequence. And average productivity rate was adopted to estimate the duration of each activity.

Duration of project was derived from this CPM Planning exercise.

CPM is early Planning.

This Planning is generally centralized with highly skilled professionals.

This planning did involve much effort.

The Planning is a push System

Mid Correction was an unhappy exercise

Moving away from the Traditional system, described above, is “Lean Production Planning and Control system with the Last planner approach”

The Production Planning became a Continuous Process

The Planning is evolved by a collaborative exercise with important stakeholder’s voice heard for the finalization of the targets

Basically the Lean Production Planning adopted three Hierarchical levels.

1. Long Term Planning

This can be termed as the Master Plan.

Herein Production Mile stones are established

Also some essential activities for the project like installation layout, Capacity planning, Scheduling long lead-time and resources etc.

The Planning to be essentially done by the Top Management who preferably should include Project Manager and Site in charge of important activities

This Planning need not a highly detailed exercise

This Planning is basically a Push Exercise.

This Planning tests the Efficiency of the Top Management

2. Medium Term Planning-Look ahead Plan

This is a Rolling Plan for a shorter period of 4 to 8 weeks

This Planning is a highly collaborative exercise wherein the Participants will be Project Manager, Site Engineers, and key Sub contractors, Foremen etc.

The main focus is to be in line with Production Mile stones.

More important is to remove all constraints by identification and removal

Application of Lean Principle and elimination of non-value adding activities is common refrain in this Planning Exercise.

Lean Principles of reducing variability and enforcing Flow are the focus of this exercise

This Look ahead Planning tests the Efficiency of the Project Manager

3. The Short Term Plan –Weekly work Plan

The Work Package and its target are identified by the Participants are-Site Engineer, Foreman, Supervisors, All sub Contractors etc.

This should be reachable target since constraints has been removed.

Adoption of PULL from look ahead planning is freely permitted to adopt a good working package

The essence of Last Planner is fully established-the team alone fixes the target

The Score Board generally adopted was PPC curve

This weekly plan tests the efficiency of the site engineer and his working crew.



(To be
Continued in the Next newsletter).....