25TH ANNUAL

25TH LCI CONGRESS
OCTOBER 24-27, 2023

Intermediate Last Planner System® Practical Application

25 YEARS OF LEARNING: SUPERCHARGE YOUR LEAN JOURNEY IN THE MOTOR CITY

INSERT PRESENTATION DATE

Jeremy Atkinson, Landis Construction | Almas Anjum, Aecon Construction Group
Eric Lusis, Aecon Construction Group

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Immersive Education Program

LCI Course:
Intermediate Last Planner System®
Practical Application
8 CEU

Sign the sign-in sheet for credit

Rules of Engagement

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- This is a safe zone
- Everyone has equal status
- Speak up and share your ideas
- Actively listen to others
- One conversation at a time
- Use E.L.M.O.
- Silence phones
- Be focused and engaged
- Stay on time
- Have fun!

Learning Objectives

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Identify the essential foundational principles of each of the 5 connected conversations of LPS.

Engage in all of the connected conversations of LPS® from Milestone Planning to daily interaction through practical application.

Experience the process of constraint management to improve project workflow.

Gain practical insight to effectively use Percent Plan Complete (PPC) and variance to improve reliable project plan execution.

Lean Journey to Mastery

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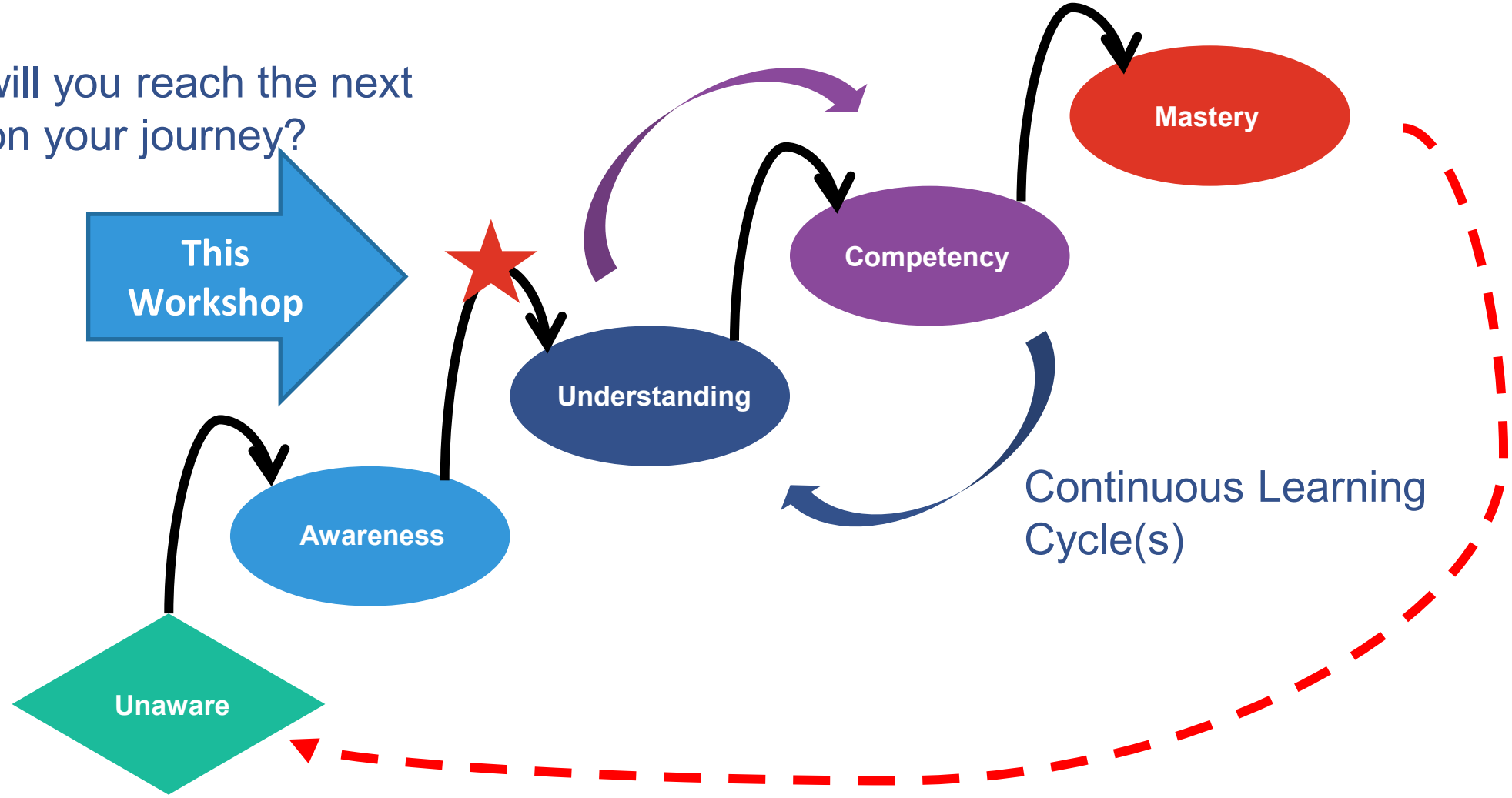
How will you reach the next level on your journey?



Definitions

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Lean:

A culture of respect and continuous improvement aimed at creating more *value for the customer* while identifying and eliminating waste.

Lean Project Delivery System:

An organized implementation of Lean Principles and Tools, *of which LPS is one*, combined to allow a team to operate in unison to create flow.

Six Tenets of Lean and LPS

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1. Respect for people
2. Optimize the Whole
3. Generate Value
4. Eliminate Waste
5. Focus on Flow
6. Continuous Improvement

Last Planner System Trademark

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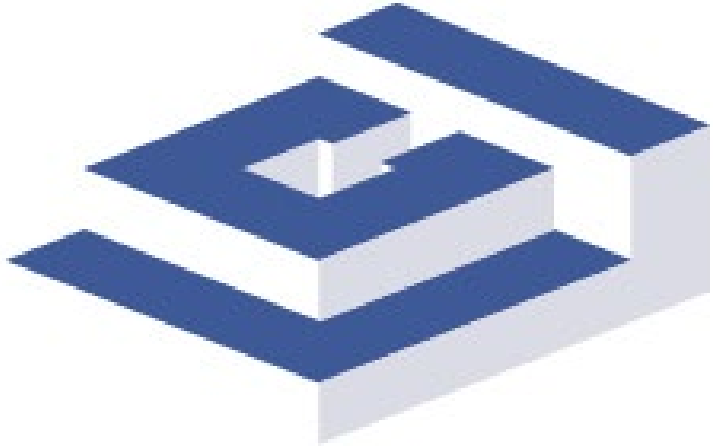
The Last Planner System® is a registered trademark of the *Lean Construction Institute*:

- Last Planner System®
- LPS®
- Last Planner® (In reference to the person, not the system)



Where Can LPS Be Applied?

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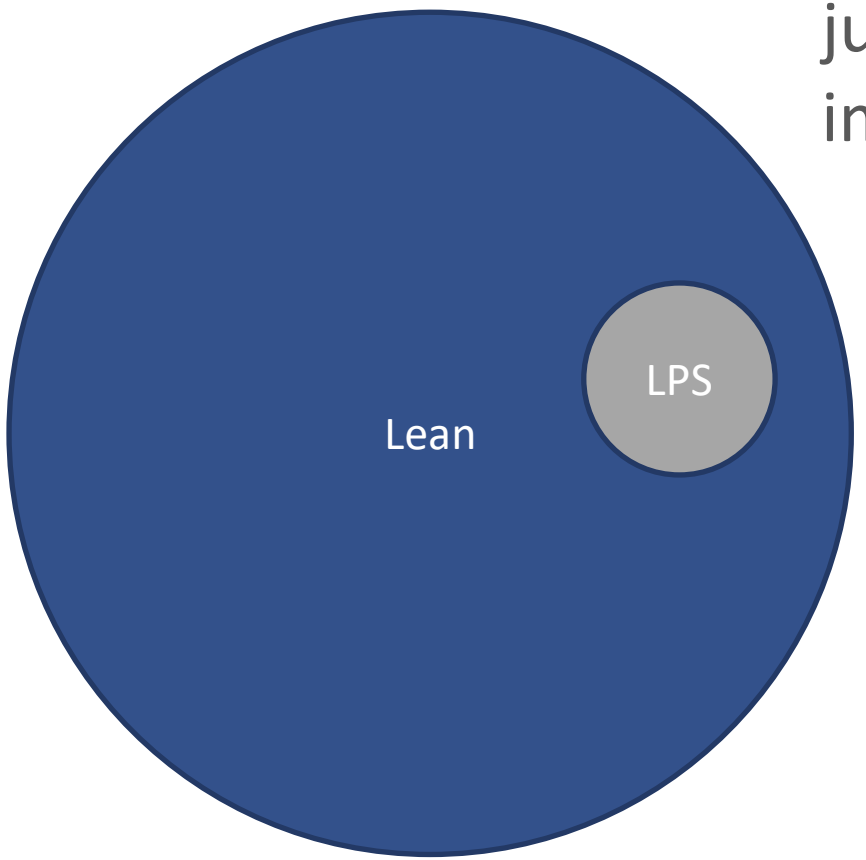
The Last Planner System supports a Lean Project *regardless* of the contract type or phase.



Lean is much more than just Last Planner System implementation.

Brief History of LPS

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Last Planner System Overview

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5 Connected Conversations

Last Planner System Defined

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The Last Planner System is a *production planning system* designed to produce *predictable workflow* and *rapid learning* in programming, design, construction and commissioning of projects.

System Defined

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A system is a group of interacting or interrelated entities that form a unified whole.

System for Planning

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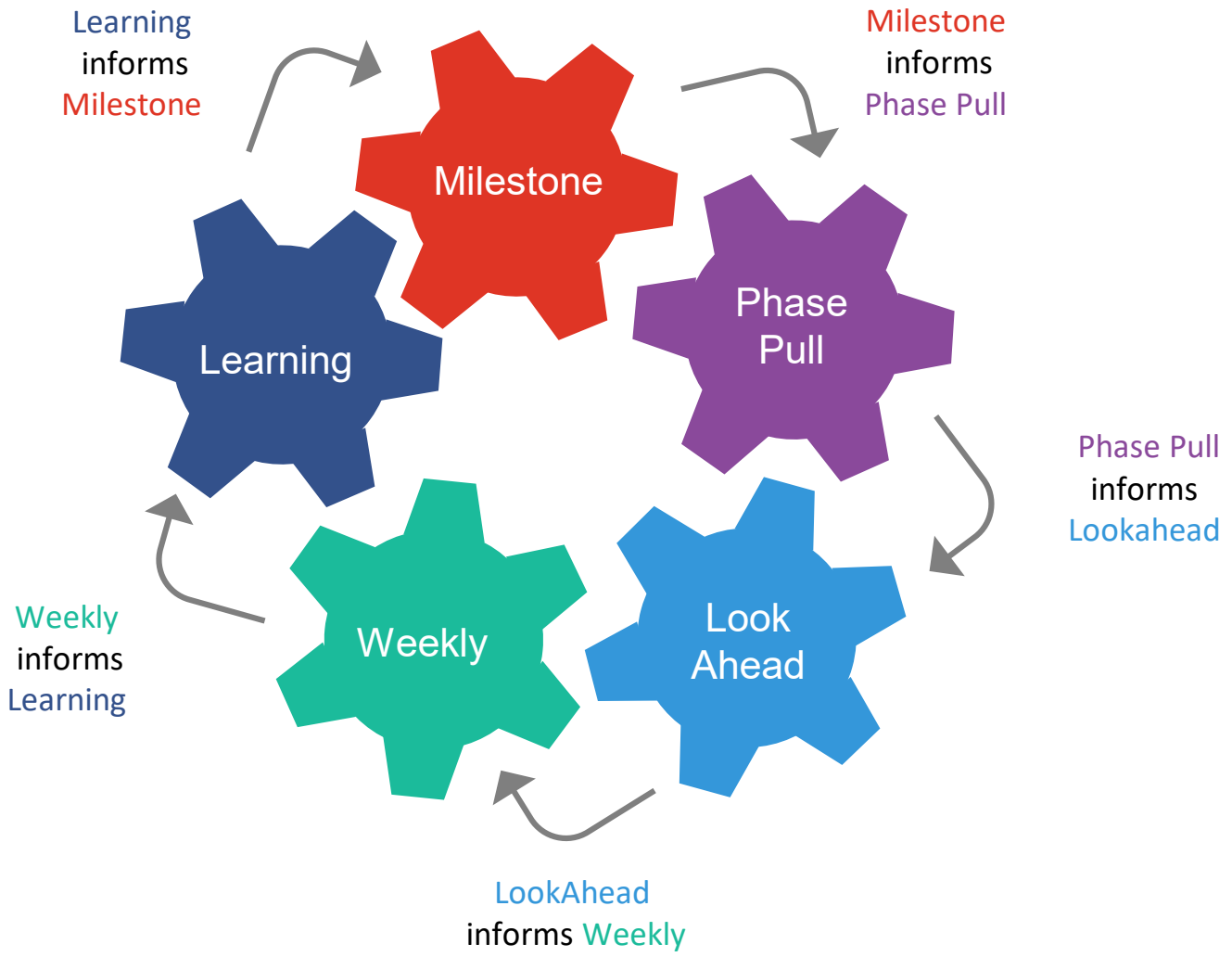

Who Is The Last Planner®?

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The *Last Planner®* is the person closest to work with the authority to make decisions regarding the schedule and to make reliable commitments to complete the work of their discipline.

Last Planners®

Discussion Question: Group

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What struggles have you experienced or observed while implementing LPS?

Group Discussion
10 minutes

Consider the Project As A Promise

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- All groups can be viewed as operating as a *network of promises* or commitments, whether done well or poorly.
- The goal is *improving the quality* of commitments and to *actively take responsibility* for managing them.
- LPS is a planning system based on developing a *network of promises*, then delivering on the commitments.

Elements Of A Promise

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- *The Customer:* The person making the request.
- *The Performer:* The person fulfilling the request.
- *Negotiated Conditions of Satisfaction (CoS):*
  - Are part of the language act of making a promise.
  - Are developed by the people involved in the request and promise.
  - Are mutually agreed to, measurable statements, that help to define the success of the project.
  - Inform the decision-making process.
  - Include a time frame.

Reliable Promises

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I can do it when…

- I have the ability to say “no”
- I am able to perform the work
  - Or I supervise performers
- I estimate how long hands-on it will take
- I have the capacity & I’ll allocate it
- I am not having a private unspoken conversation in conflict with the promise
- I will be responsible (clean up the mess)

Commitment processes are conversation acts

Reliable Promising

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Which of these are promises?

- I will do…
- Maybe I will…
- I'll try, we'll see what happens…
- Yes, I will do… if…
- I could probably do it
- No, I cannot do it
- Sure, I'll try to do…

& which of these are useful?

Reliable Promising

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5 Connected Conversations Of LPS

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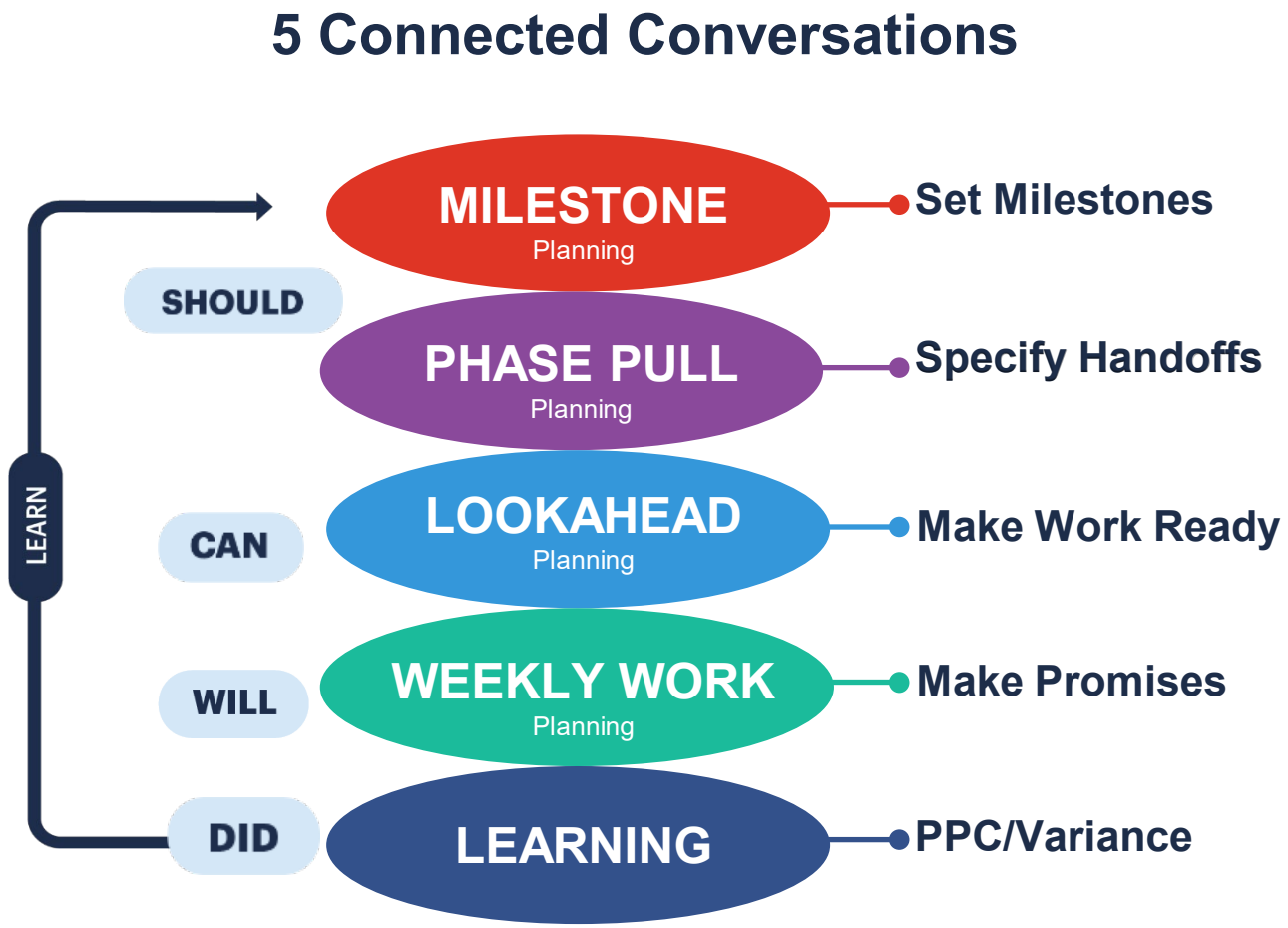
The LPS is a commitment-based system integrating 5 connected planning conversations:

1. Milestone Planning (Should)
2. Phase Pull Planning (Should)
3. Lookahead Planning (Can)
4. Weekly Work Planning (Will)
5. Learning (Did/Learn)



Last Planner System Overview

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5 Connected Conversations

Collaborative Planning

As - Needed

Work Management
Continuous Improvement

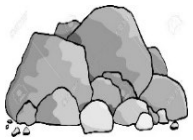
Weekly

LEARN

SHOULD

MILESTONE
Planning
→ Set Milestones

PHASE PULL
Planning
→ Specify Handoffs



CAN

LOOKAHEAD
Planning
→ Make Work Ready

WILL

WEEKLY WORK
Planning
→ Make Promises

DID

LEARNING
→ PPC/Variance

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The Project – Tiny Home Development

For the remainder of this workshop, we will be using a *fictitious project* to practice application of each conversation in Last Planner System.

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The Project – Tiny Home

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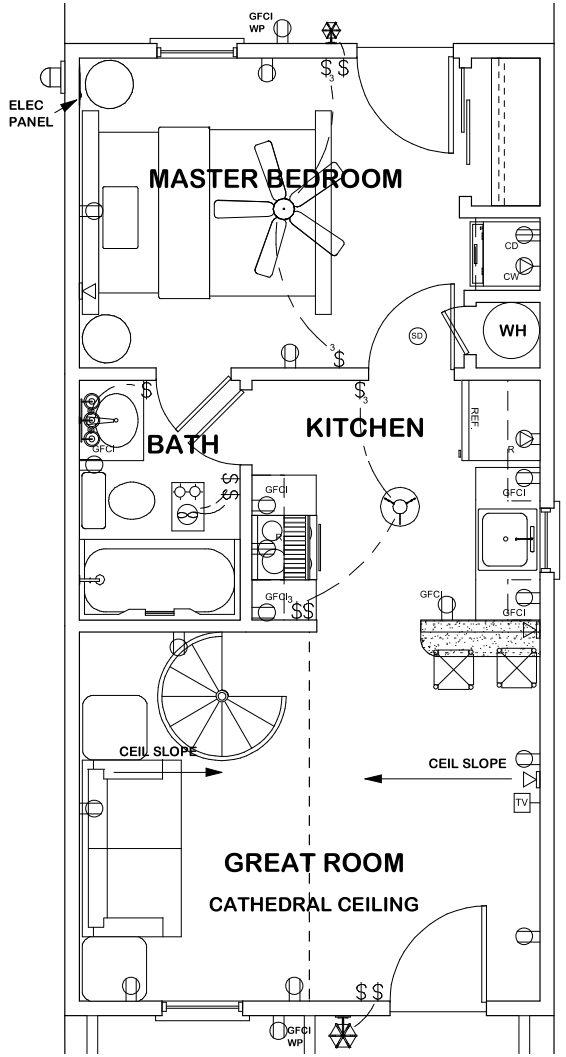
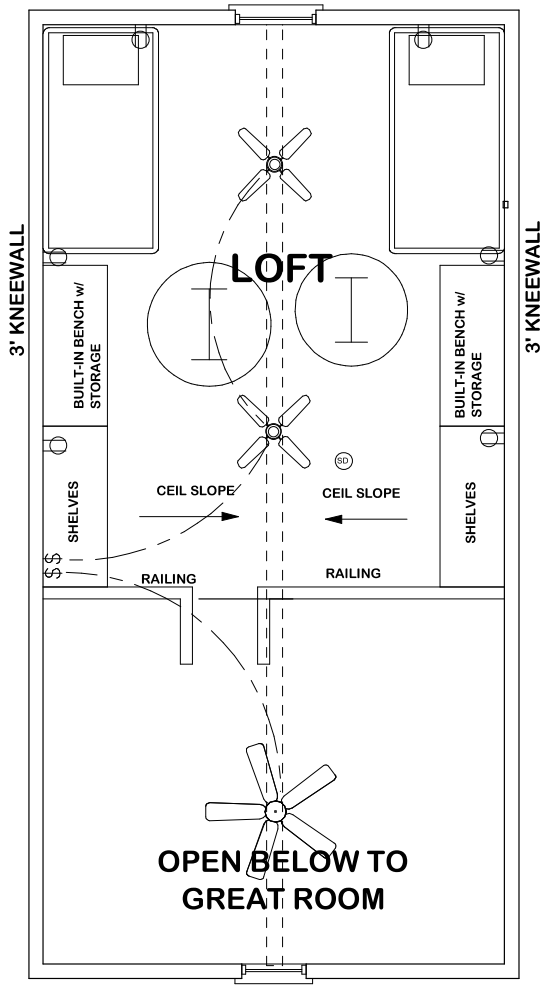
The Project – Tiny Home

First Floor





Loft

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Home Specifications

- 1 bedroom and 1 bath, as well as a sleeping loft.
- 8'-0" ceilings on first floor and cathedral ceiling in the loft, rising from a 3' knee wall.
- The house is 15'-0" wide and 30'-0" deep (+6' rear deck and 4' front porch)
- Gable metal roof with a main roof pitch of 10:12 and a hip roof over porch with a pitch of 6:12.
- Vinyl or hardi plank siding.
- Plan comes with pier and beam foundation.
- **Square Footage:**
- First Floor: 450
- Loft: 270
- **Total Heated Living: 720**
- Porch: 60
- Total Area Under Beam: 780

- Prefabricated steel spiral staircase.
- Dual zone split system heat pump HVAC with ductless cassette indoor units and pumped condensate drain.
- Kitchen & Bath Exhaust with through wall vents.
- Finishes:
  - Wood Plank Vinyl Flooring.
  - LED Lighting.
  - Energy Start & Low Consumption fixtures/appliances.
- Low-E Glazing.

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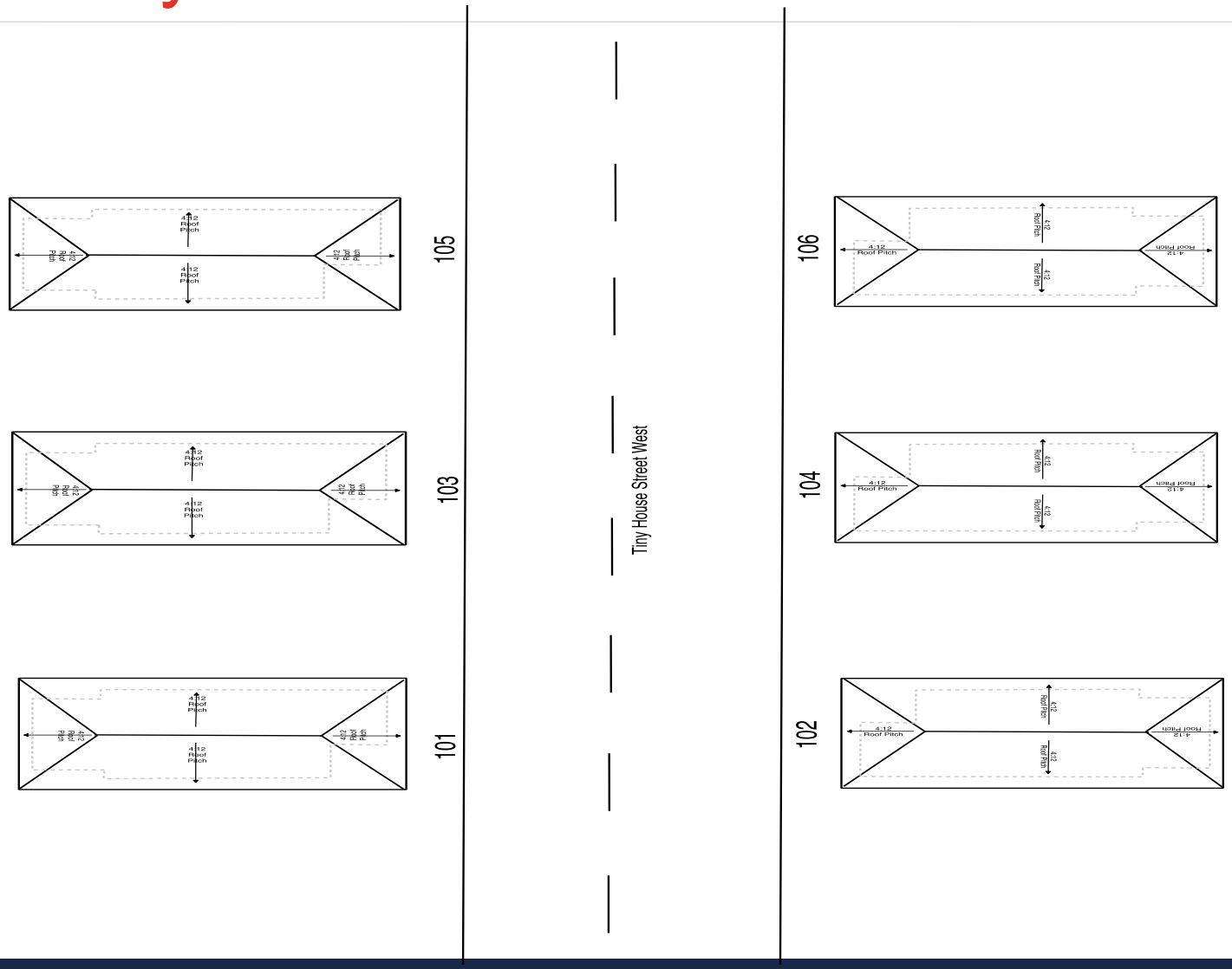
The Project – Tiny Home



Activity: Team Member Trade Assignments

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Trade Assignments:

- 1) Concrete
- 2) Site & Landscape
- 3) Framing & Drywall
- 4) Envelope
- 5) M&P
- 6) Electrical
- 7) Interior Finishes

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Activity: Role Assignment

- Teammate introductions
- Decide on project roles to play

10 Min

Milestone Planning

The first conversation of LPS is *Milestone Planning.*

Milestone Planning

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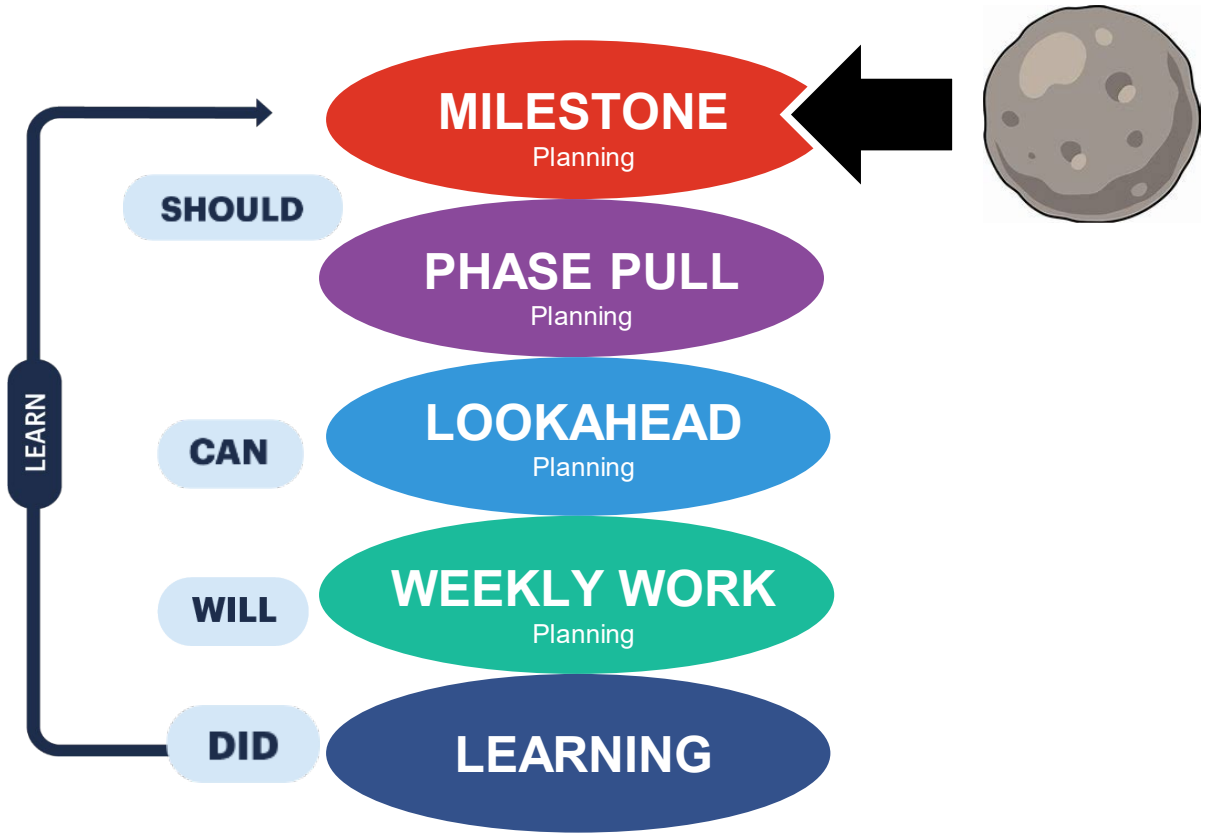
The goal of Milestone Planning is for the team to align with and *set the milestones* for the project.

This starts the we *"should"* be able to do conversation.

5 Connected Conversations



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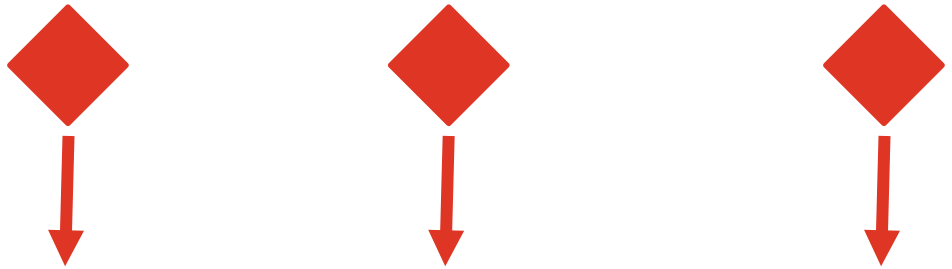
Milestone Definition

Project Milestones are a significant event which *releases* work in another major phase or trade.

Milestones should be *broken down by each trade* for their interim milestones to support the project requirements.



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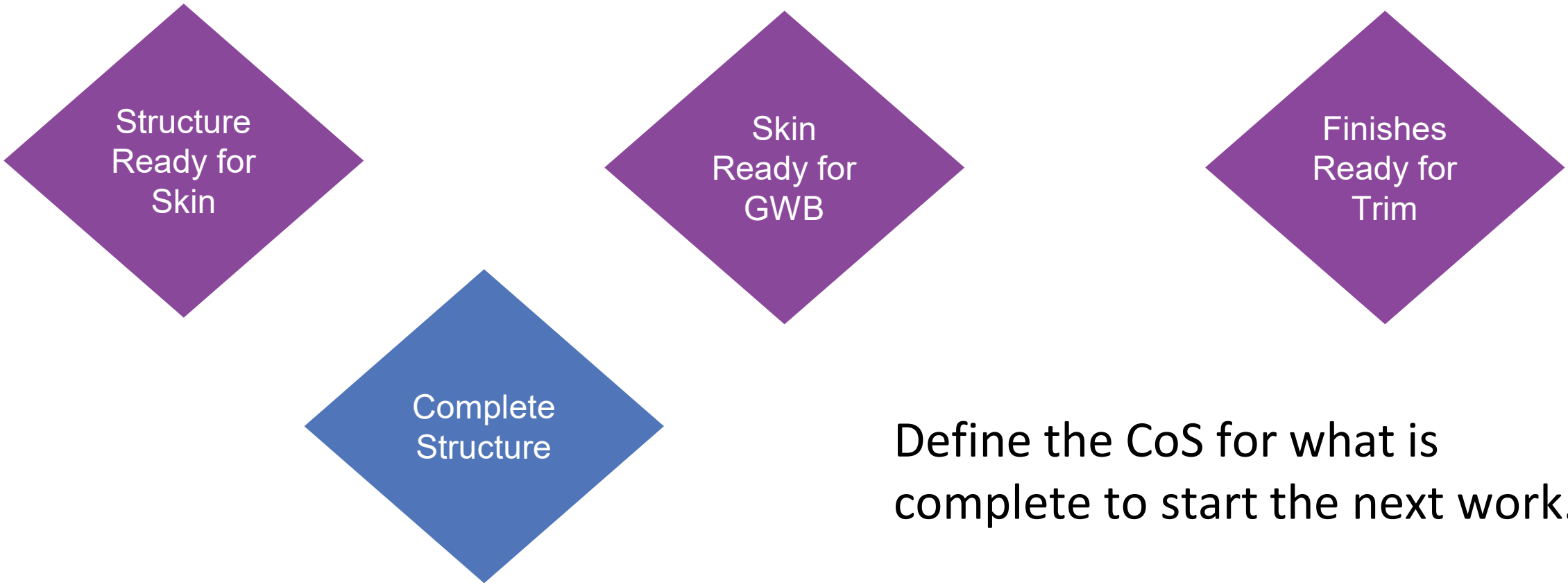
Milestone Examples



Define the CoS for what is complete to start the next work.

Milestone Planning: WHY

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Teams that skip Milestone Planning/Alignment risk:

- Disconnect in the LPS Conversations.
- Misaligned prioritization of work.
- Delivering too large a batch for milestone completion versus just what is required to release the next phase/trade.
- Loss of visual management control of overall project road map.

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Milestone Planning: WHEN

- As *early* in the project as possible.
- Can be done even *before we know the building design.*
- Should form the basis of continuing *onboarding as trades* engage in the project
- Should set the *schedule for Phase Pull Planning* events.
- May be *conceptual* early on to provide a framework.

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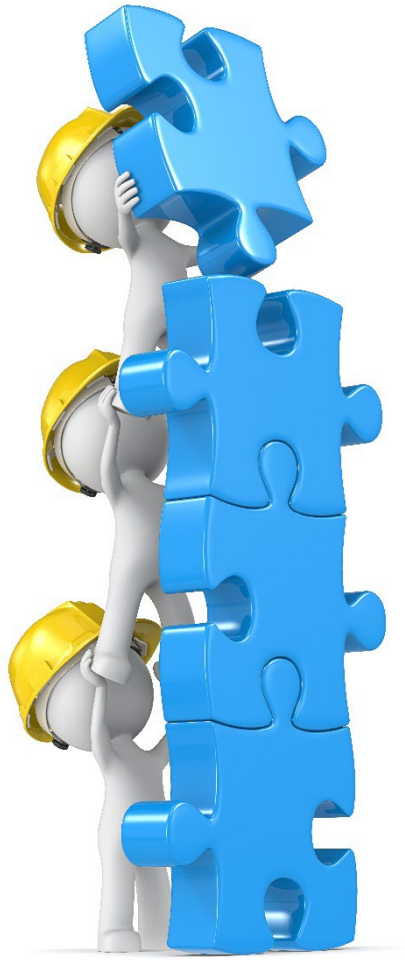
Milestone CoS: "Definition of Done"

- Team aligns on a clear description of the *work included* in the milestone by each trade.
- What is *essential* to satisfy the pull of the released phase.
- *High level*, don't get bogged down in minute activities.



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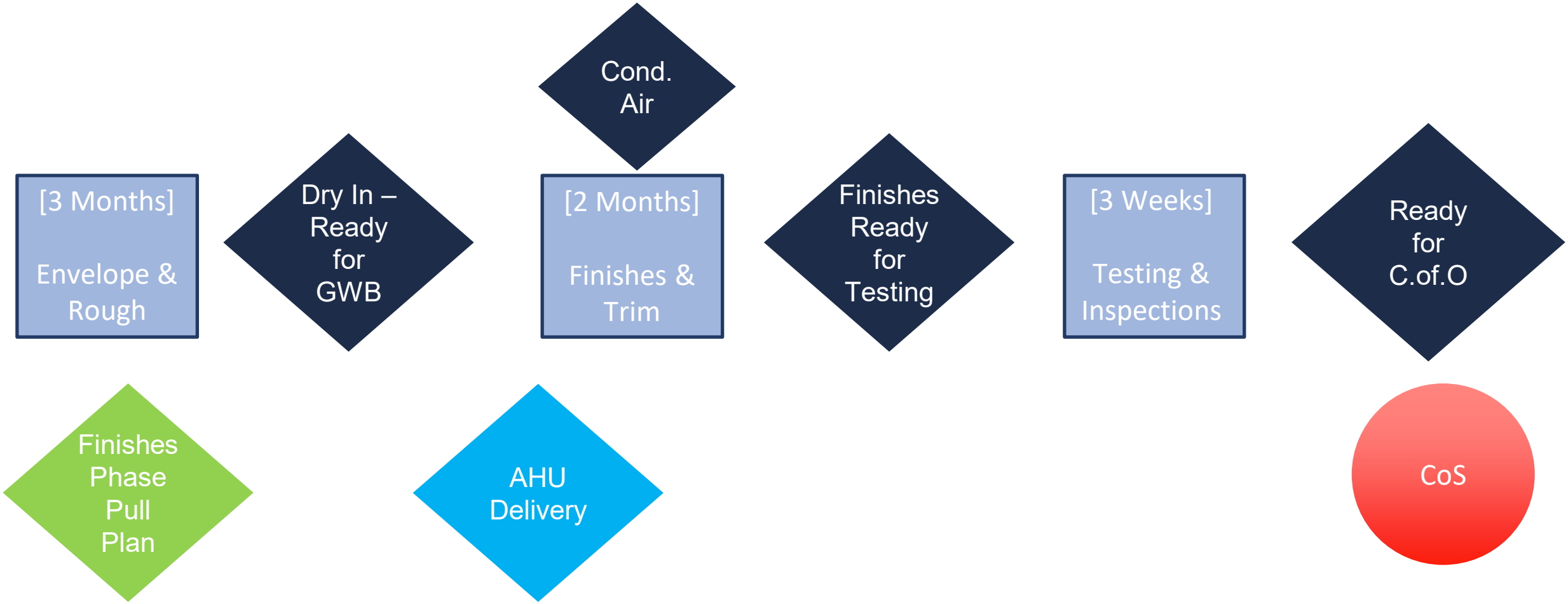
Creating the Milestone Plan



Creating the Milestone Plan

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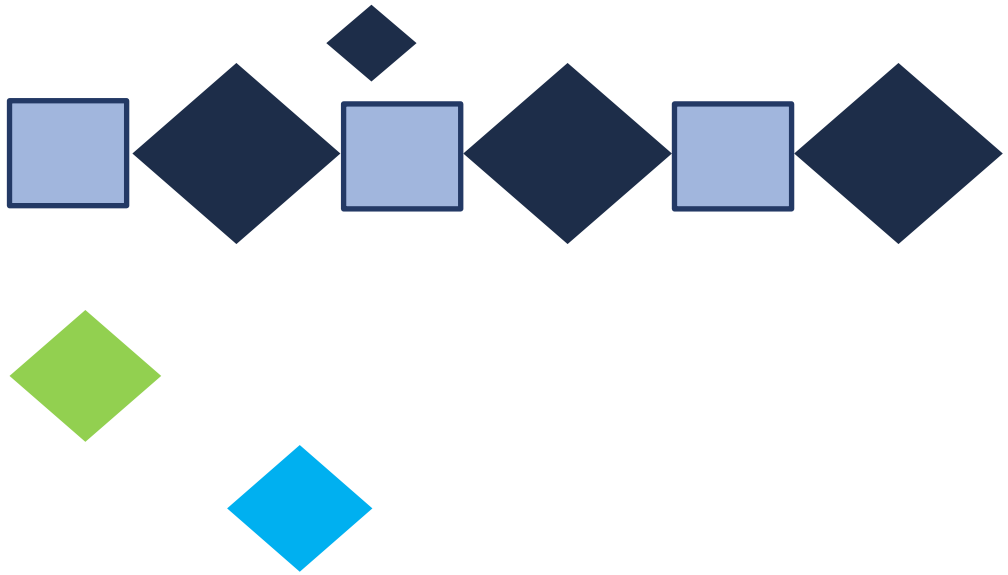

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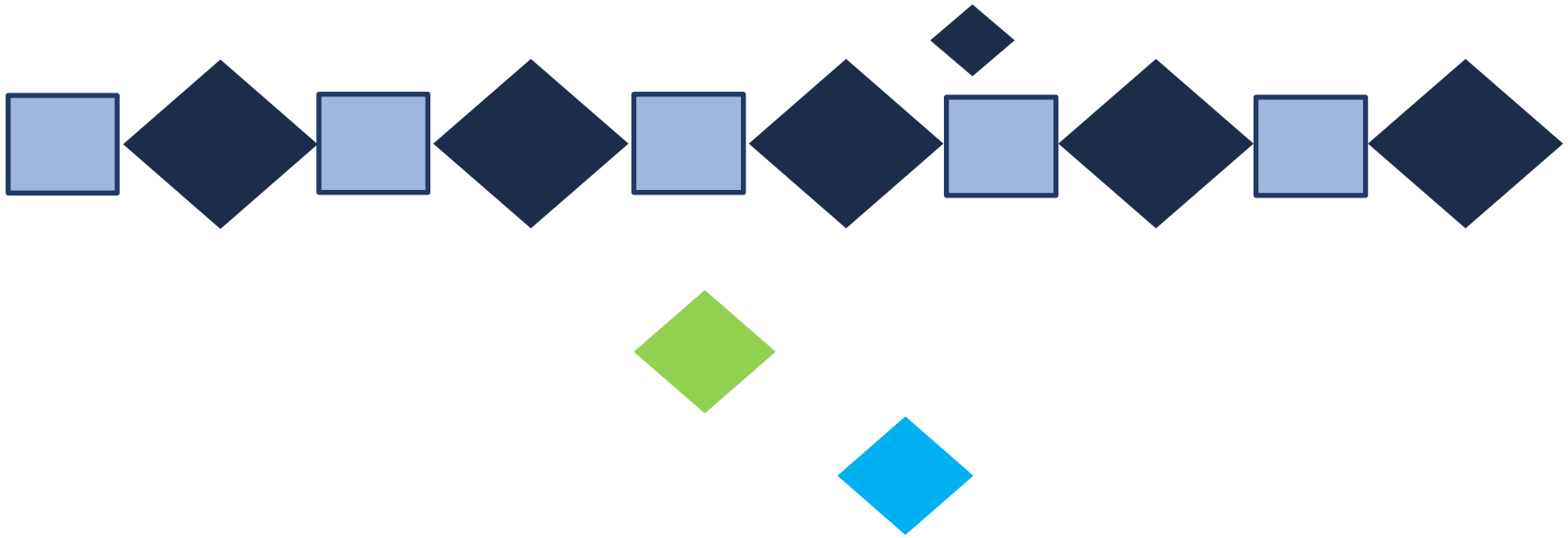

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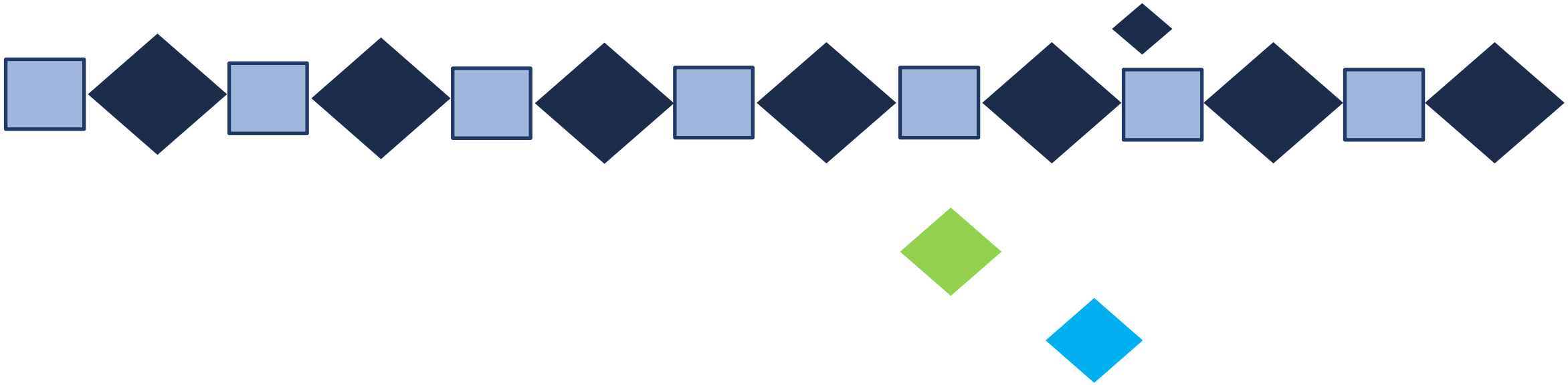

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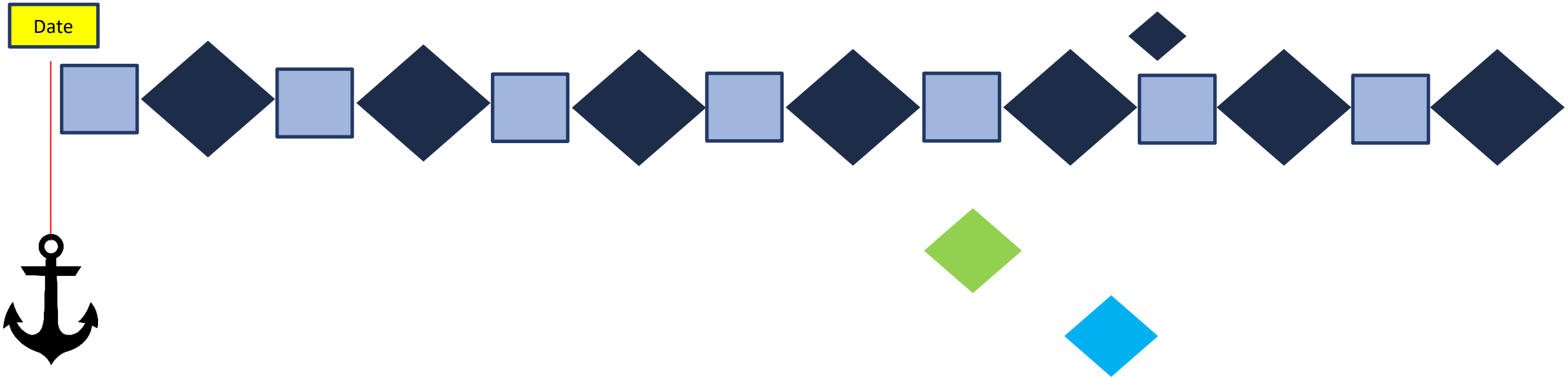

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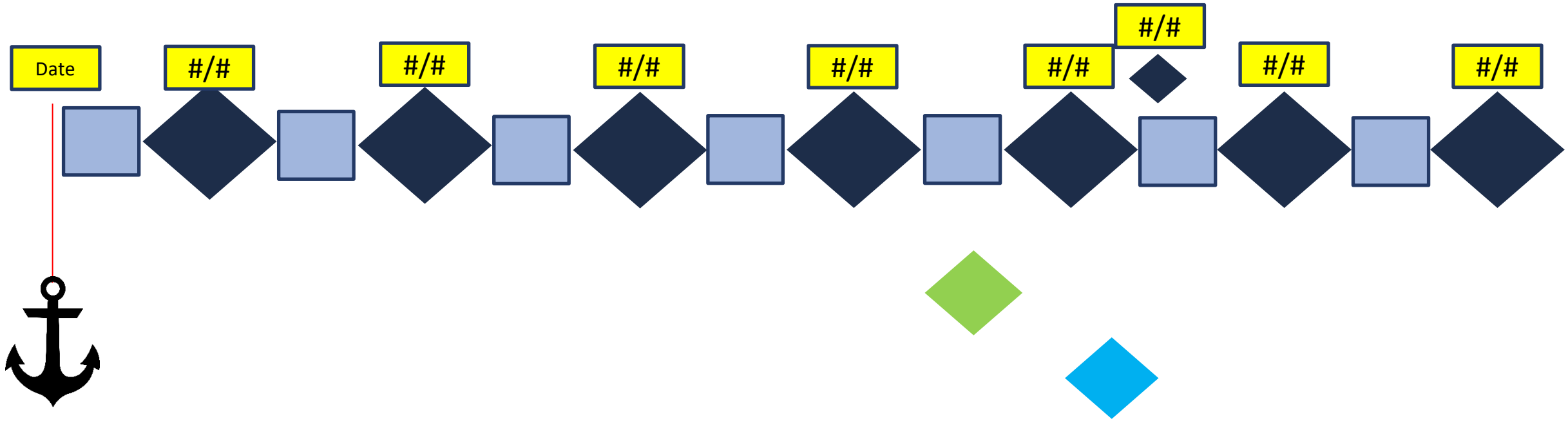

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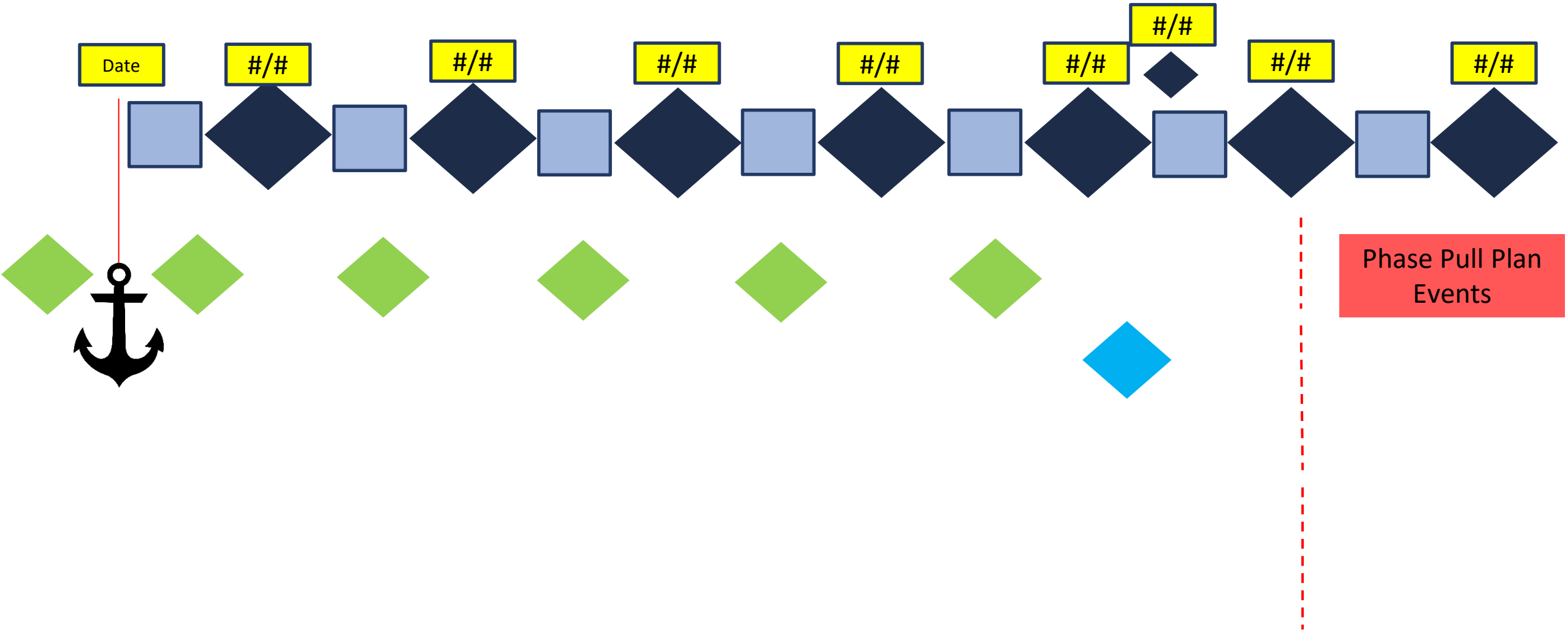

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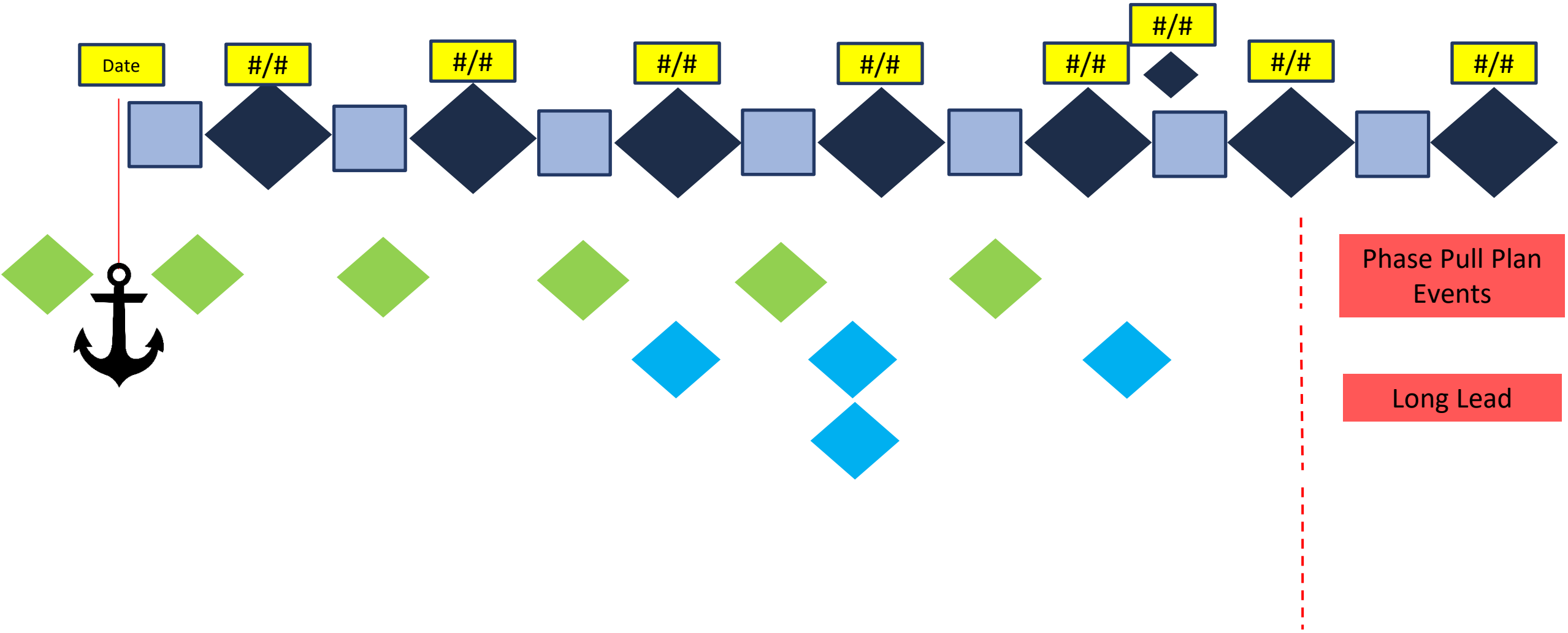

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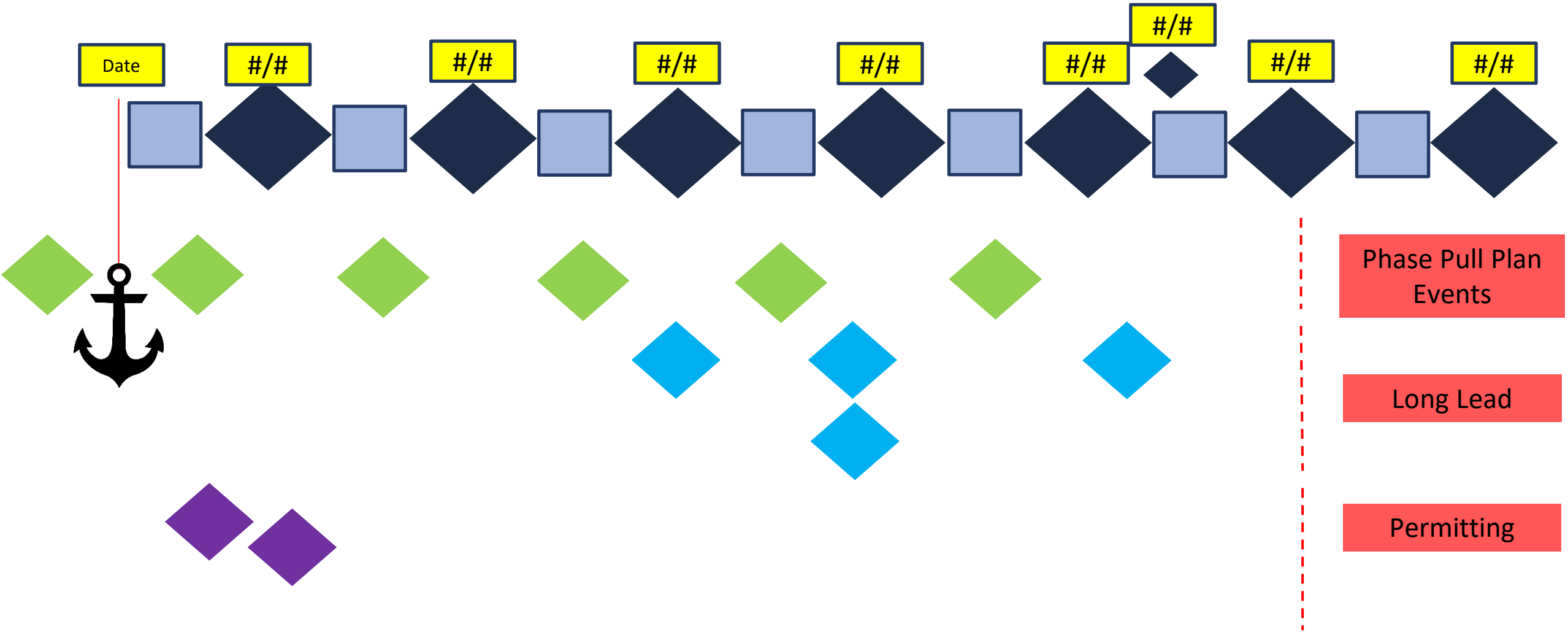

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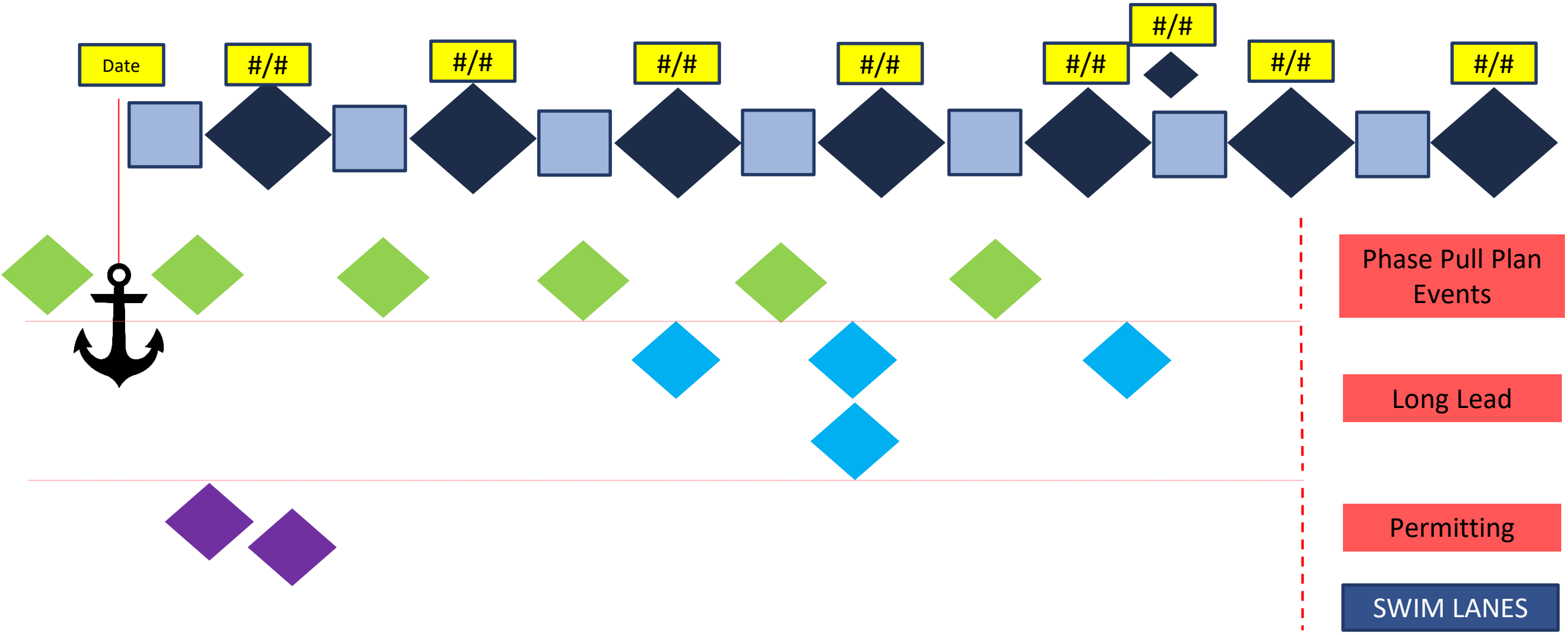

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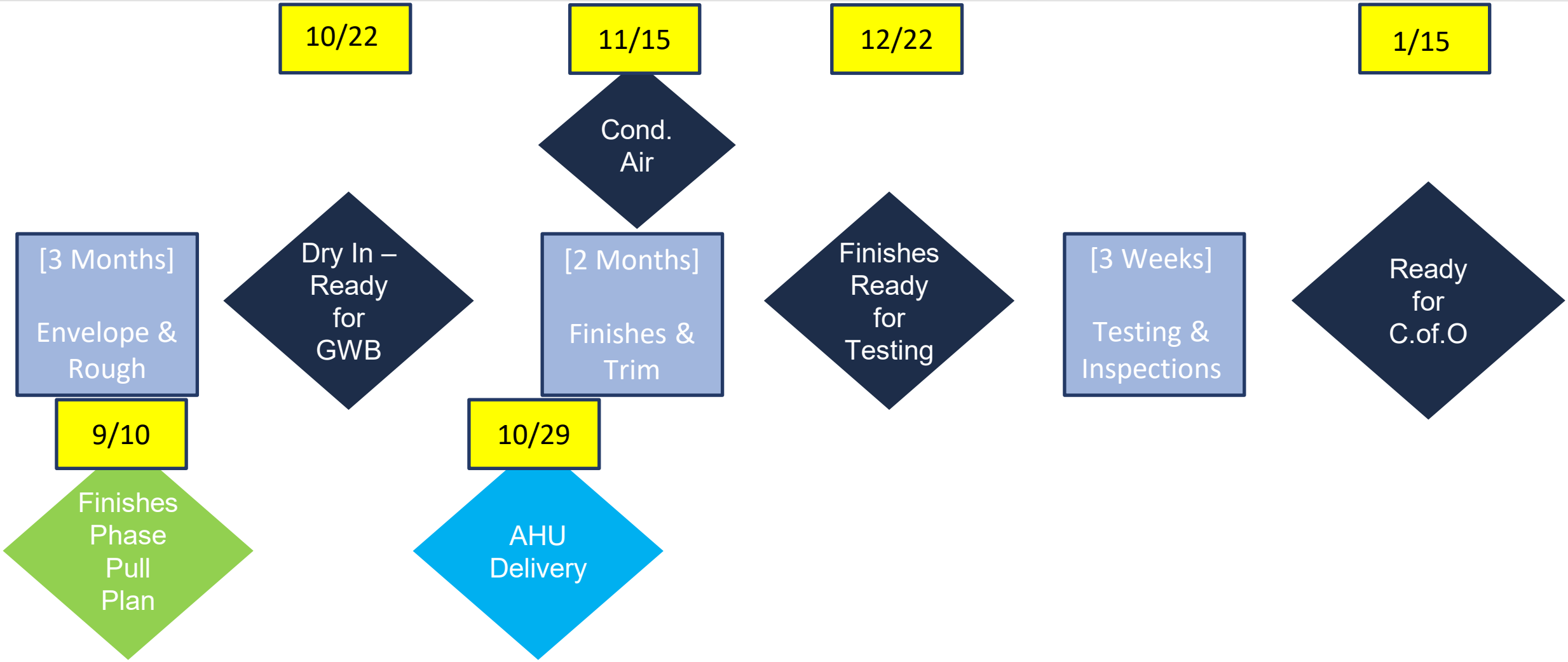

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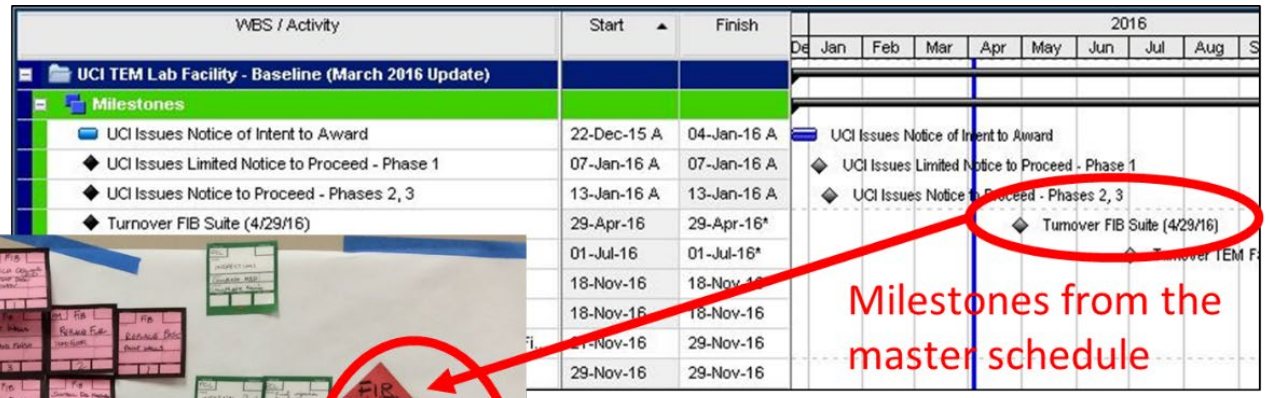
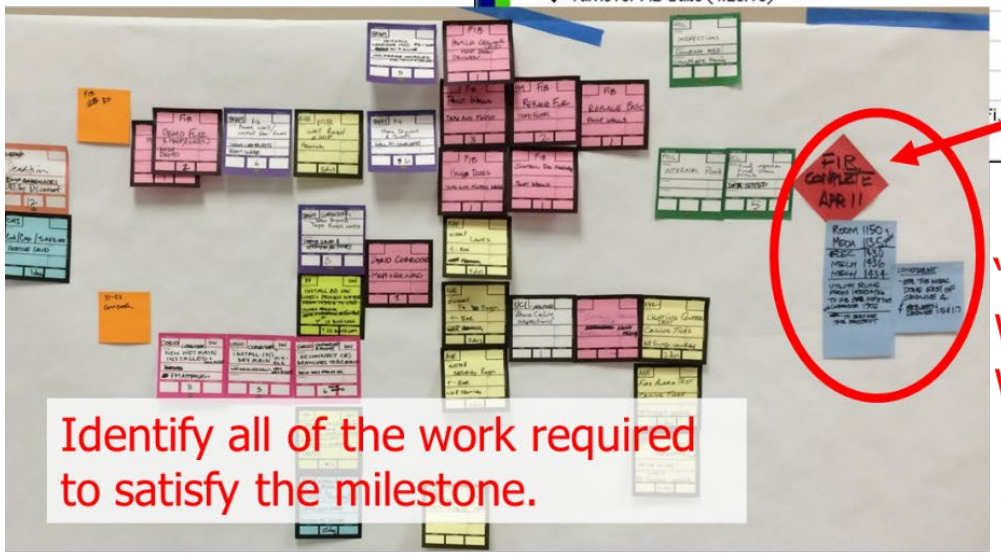
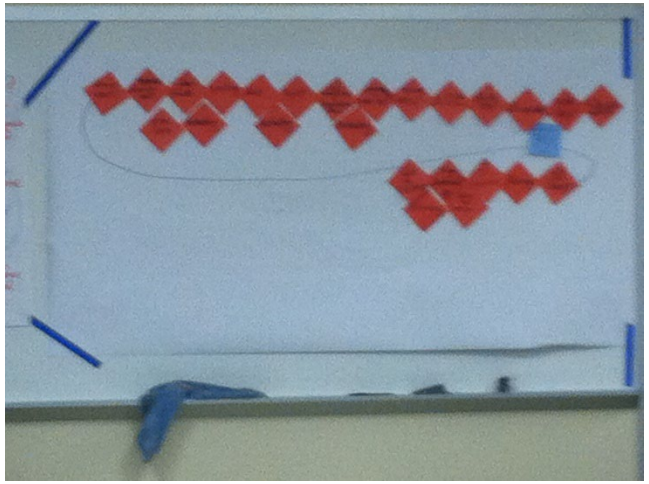
Milestone Planning In Action

WBS / Activity	Start	Finish
UCI TEM Lab Facility - Baseline (March 2016 Update)		
Milestones		
UCI Issues Notice of Intent to Award	22-Dec-15 A	04-Jan-16 A
UCI Issues Limited Notice to Proceed - Phase 1	07-Jan-16 A	07-Jan-16 A
UCI Issues Notice to Proceed - Phases 2, 3	13-Jan-16 A	13-Jan-16 A
Turnover FIB Suite (4/29/16)	29-Apr-16	29-Apr-16*
	01-Jul-16	01-Jul-16*
	18-Nov-16	18-Nov-16
	18-Nov-16	18-Nov-16
	29-Nov-16	29-Nov-16
	29-Nov-16	29-Nov-16







"Conditions of satisfaction"
What does 'done' mean?
Whole team working to same goal

Plan a phase of work by "pulling" from the milestone

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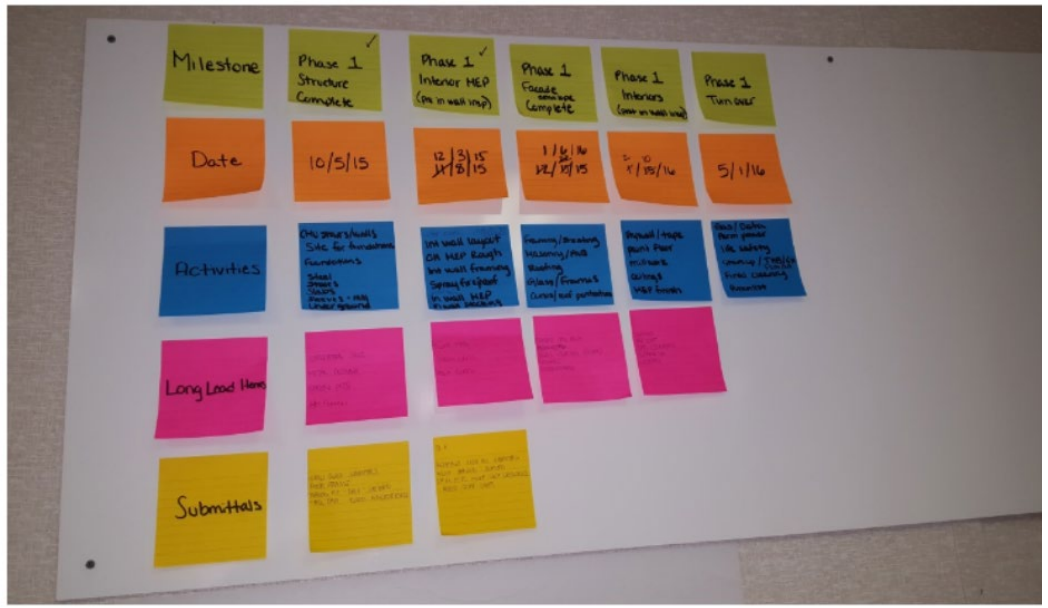
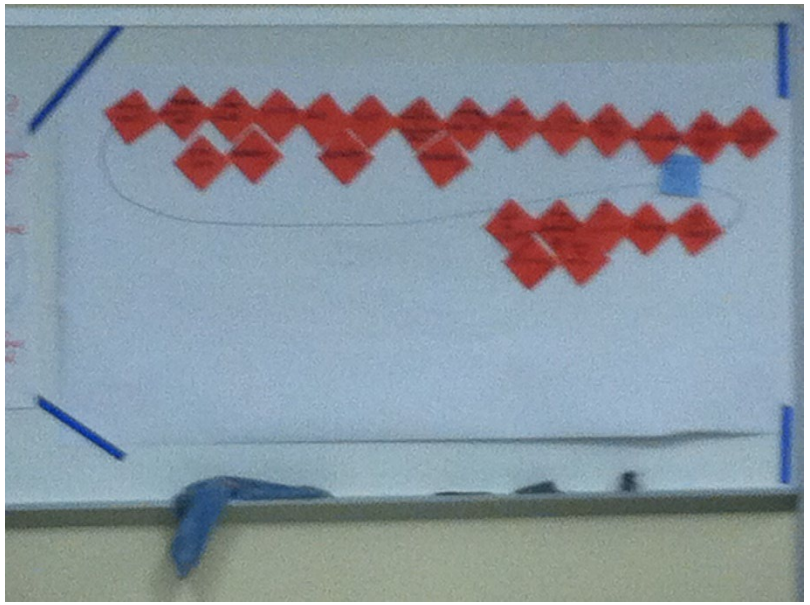
More than one way to format





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Activity: Tiny Home Project Milestone Plan

Activity Description:

- Use blank paper, post-its and sharpies
- Start with final milestone
- Create construction milestone structure and flow
- Estimate phase durations
- Arrive at the beginning: 1 Week from ‘Permit in Hand’
- Populate Dates Forward

40 Minutes


TIME FOR A BREAK

Phase Pull Planning

The second conversation of LPS is *Phase Pull Planning.*

Phase Pull Planning

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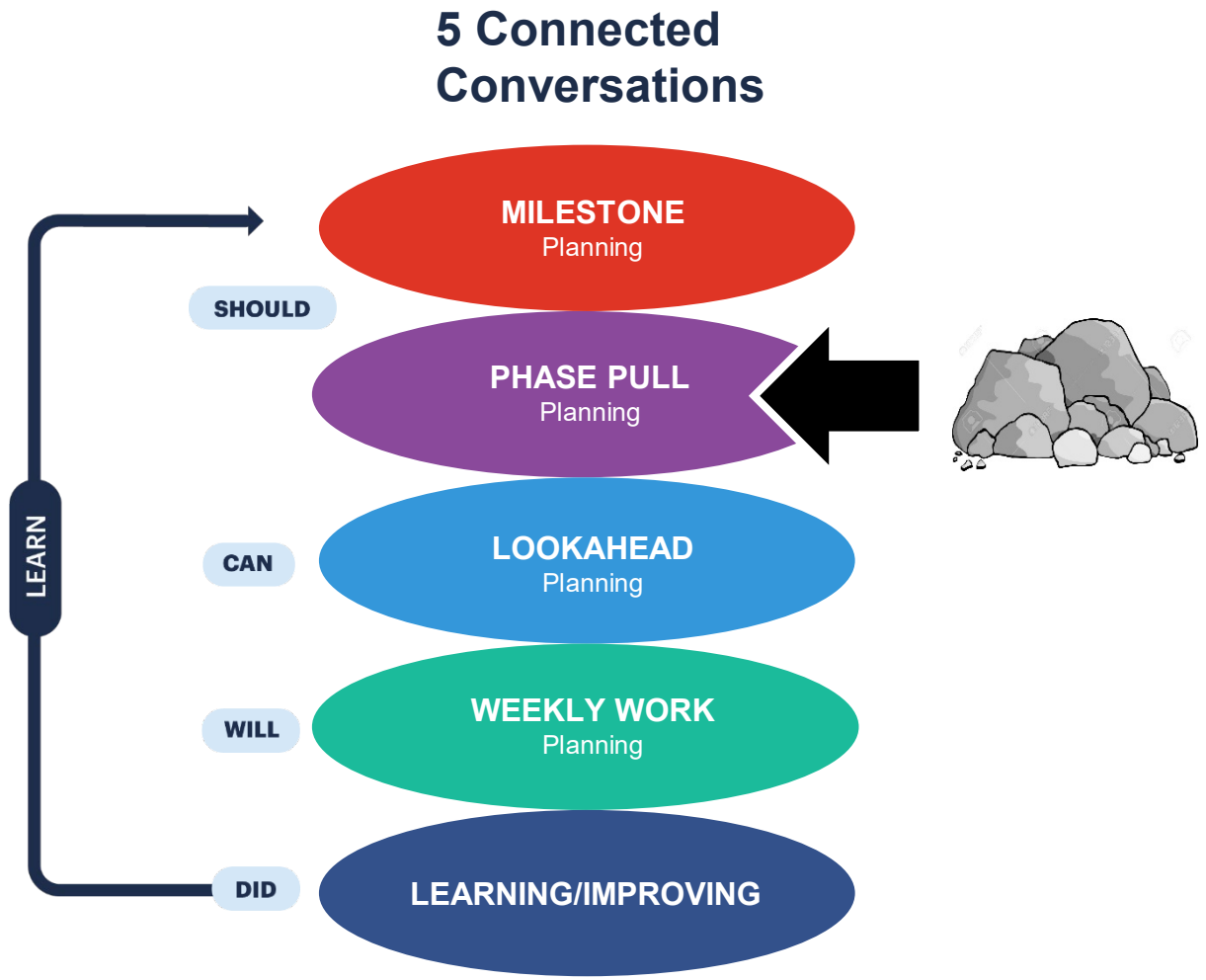
The goal of Phase Pull Planning is for the team to determine the key *handoffs* of work or information needed to deliver a milestone.

This continues the *we "should" be able* to do conversation.

Pull may validate or change the sequence in Milestone Planning output.

Milestone planning is a pre-requisite.



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Phase Pull Planning: "Should"

Phase Pull is performed to *plan the work for each milestone*.

- Examples: Structure Ready for Skin, Dry-In Ready for Gypsum Board

The Phase Pull Plan is a high-level view of what the team *"should" be able to do*, breaking  into 

Avoid *excessive detail* to minimize planning rework.

Courtesy of: JE Dunn

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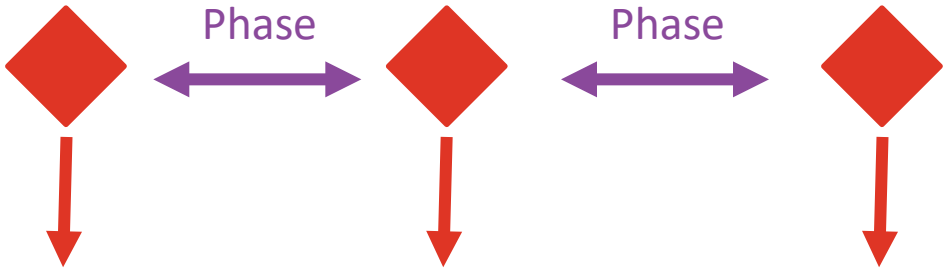
Phase Definition

Phase:

A period of the project, where a *specific group of activities* is scheduled to be accomplished.

A phase can be either a time period a group of activities leading to the *accomplishment of a defined goal/milestone.*



Courtesy of: Brasfield & Gorrie

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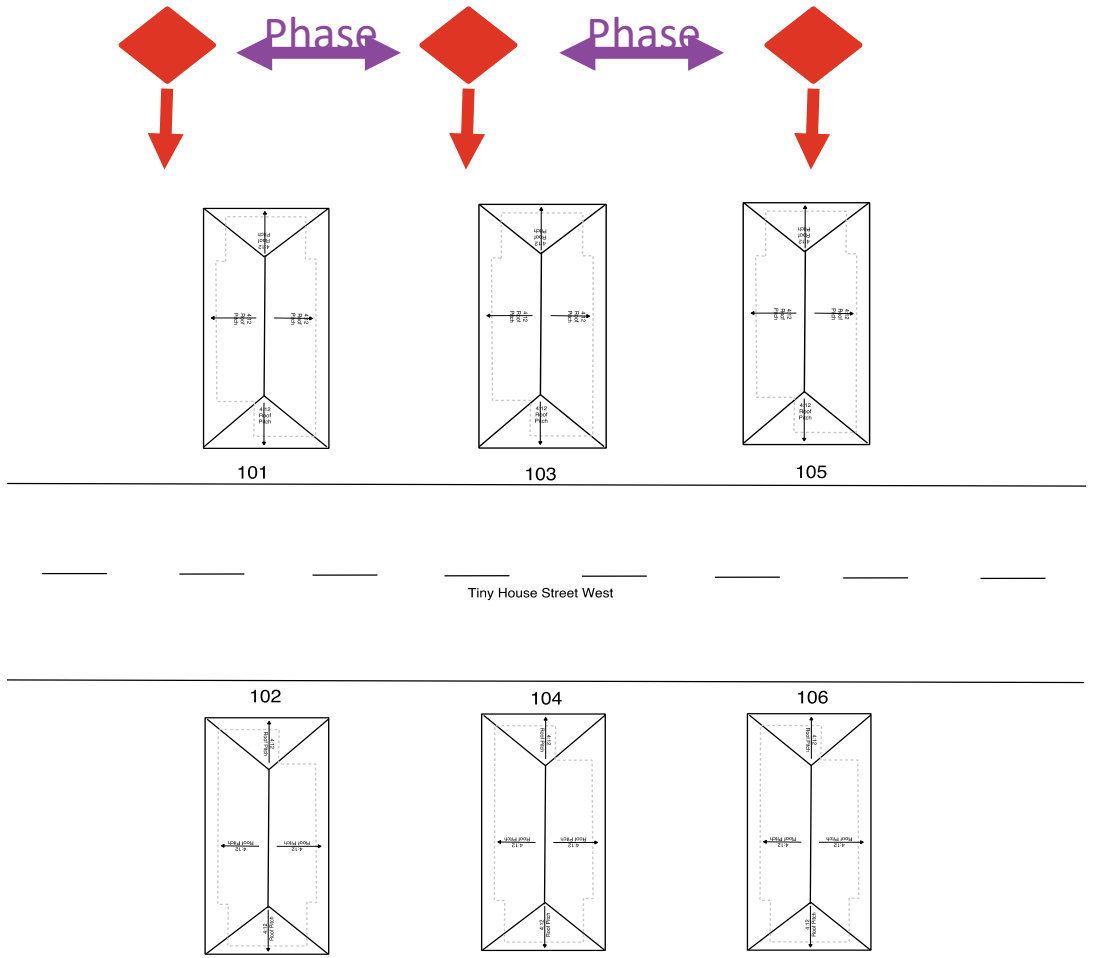

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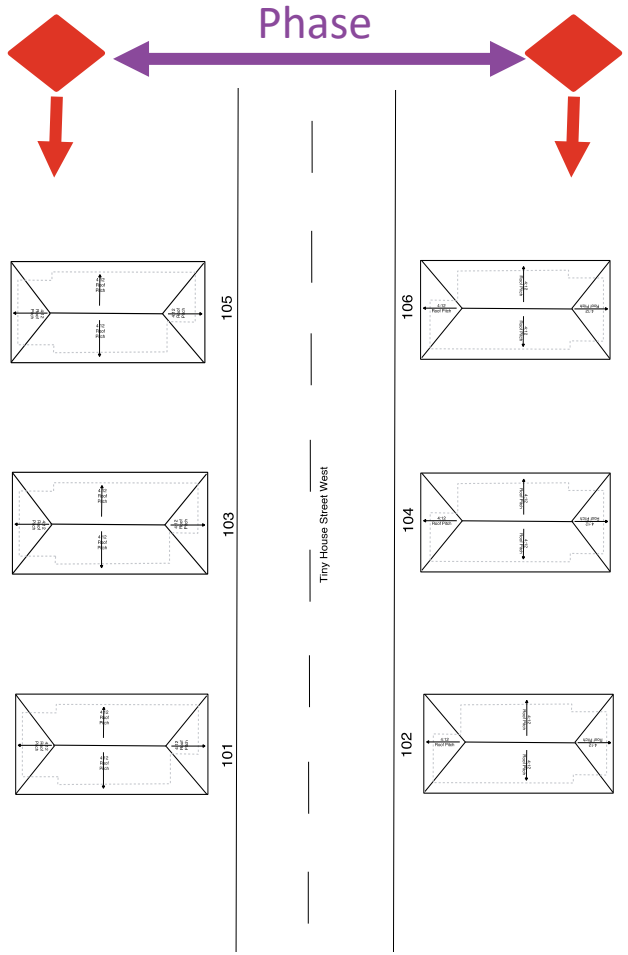

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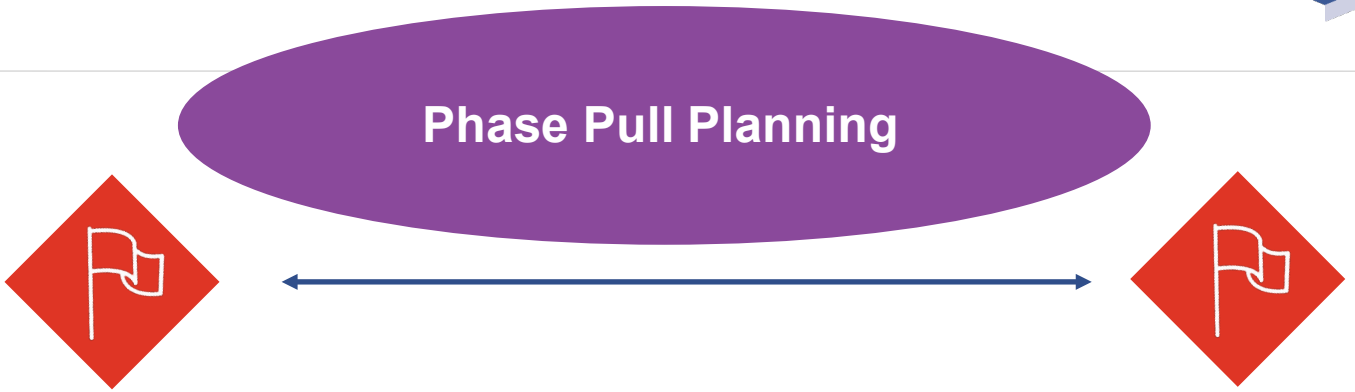

Courtesy of: PCL Construction

Phase of the work scaled per the milestone size to be an appropriate batch size

Informed by the *Milestone Plan*

Work out the structure and durations

After – add dates and transfer to the *Look Ahead Plan*

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Push vs. Pull

Push:

- Advancing work based on central schedule.
- Releasing materials, information, or directives possibly according to a plan, but irrespective of whether the downstream process is ready to process them.

Pull:

- Advancing work when the next in line customer is ready.
- A “Request” from the customer signals that the work is needed and is “pulled” from the performer.

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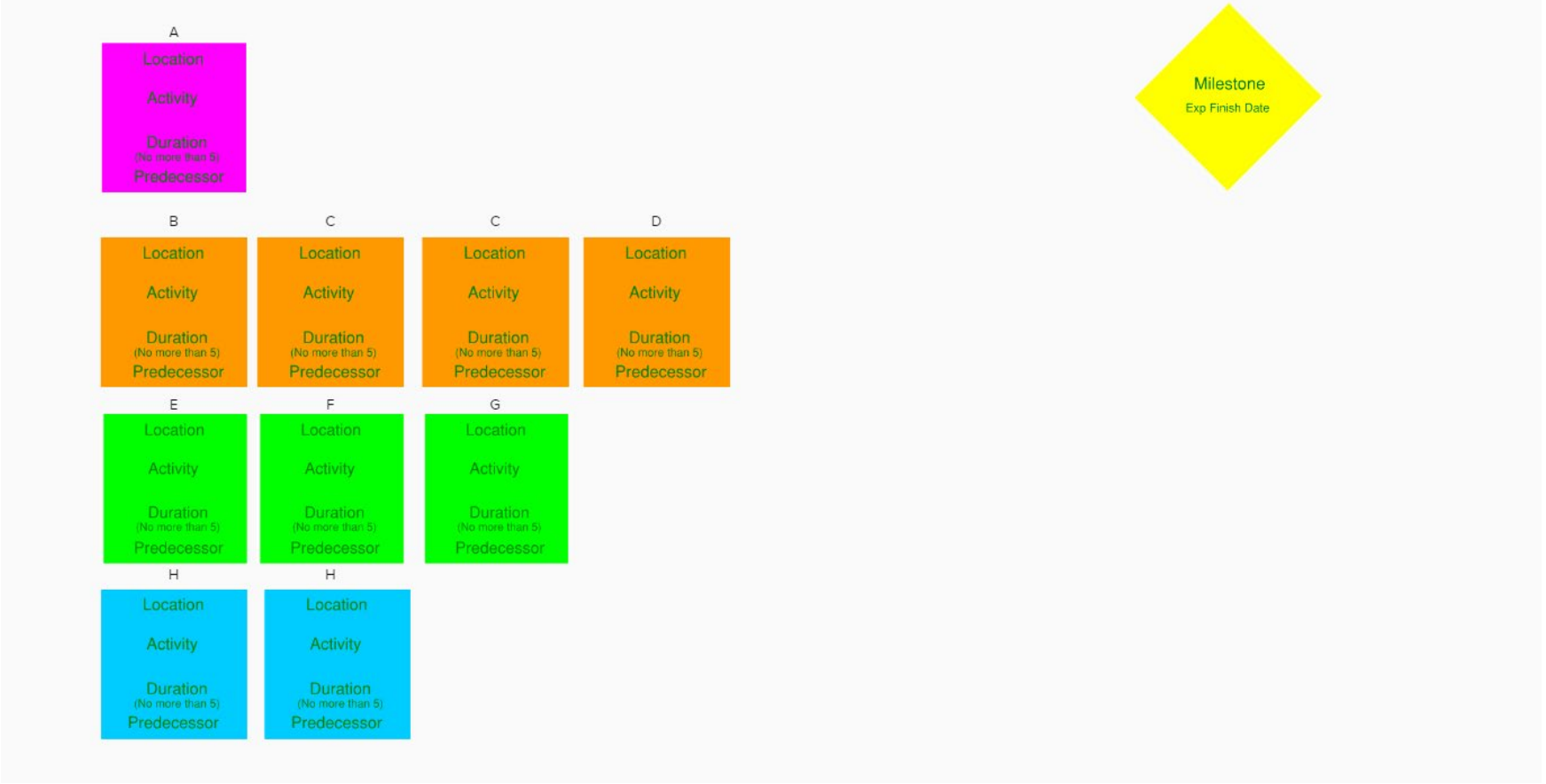
Phase Pull Plan: Start at End

Identify the work of each Trade for that Milestone



Pull: Creating Flow

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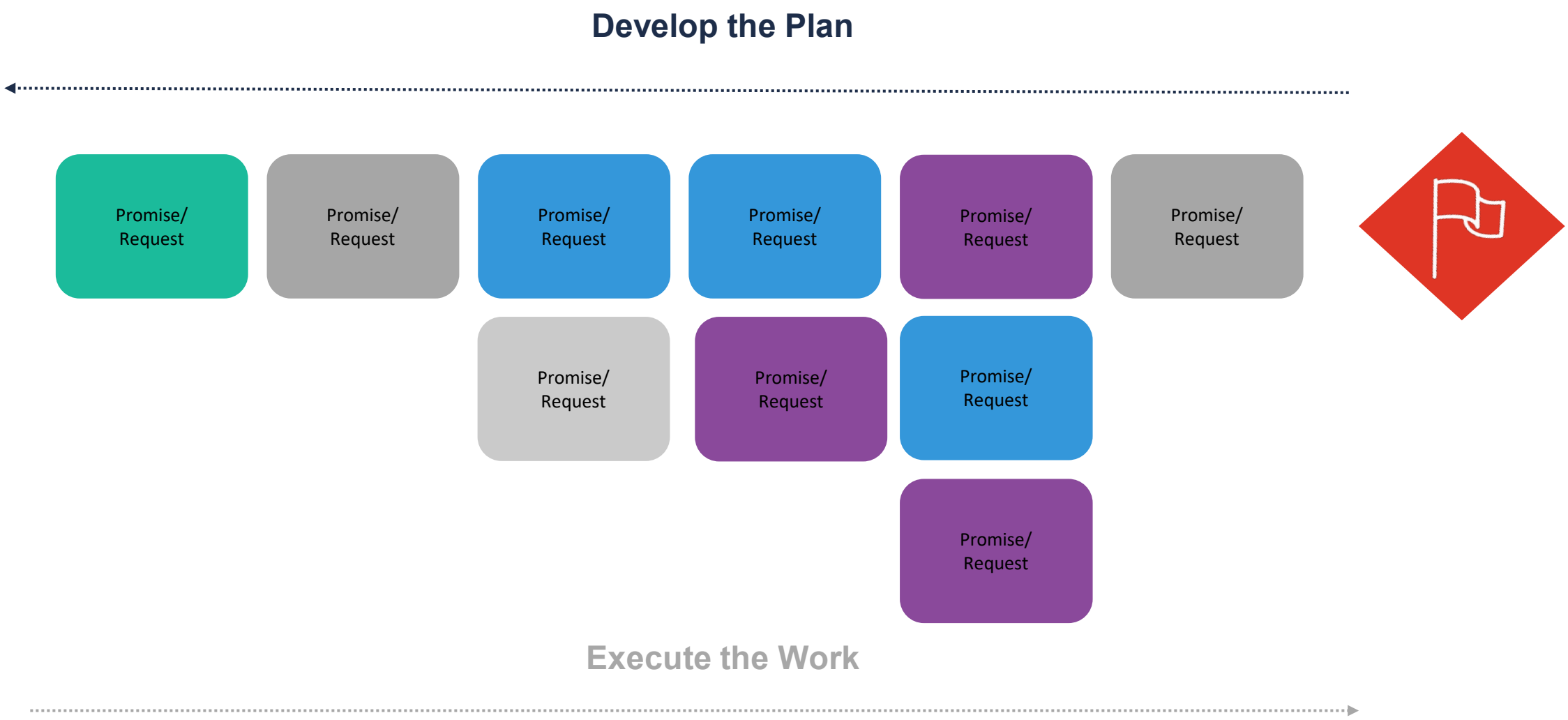

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Phase Pull Planning: WHY Collaborate

- Tap into the knowhow of the people that will do the work.
- Ensure the Last Planners can achieve the original promise date of the milestone.
- Better understand each others' needs between handoffs.
- Align to a plan as a team - 'our plan' vs 'their plan'.
- When work is made to flow, everyone benefits.

Courtesy of: PCL Construction

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Phase Pull Planning: Preparation

Identify Milestone and 'Conditions of Satisfaction'

- Identify Milestone the team will pull from.
- Determine work areas and batch sizes.
- Phases should be no more than a 2-3 month batch size.
- Break longer duration phases into interim milestones.
- "Conditions of Satisfaction" (CoS): Create a definition of Done for the Milestone.
- Align on the flow of work direction for all trades.

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Example: Work Area/Batch Plan

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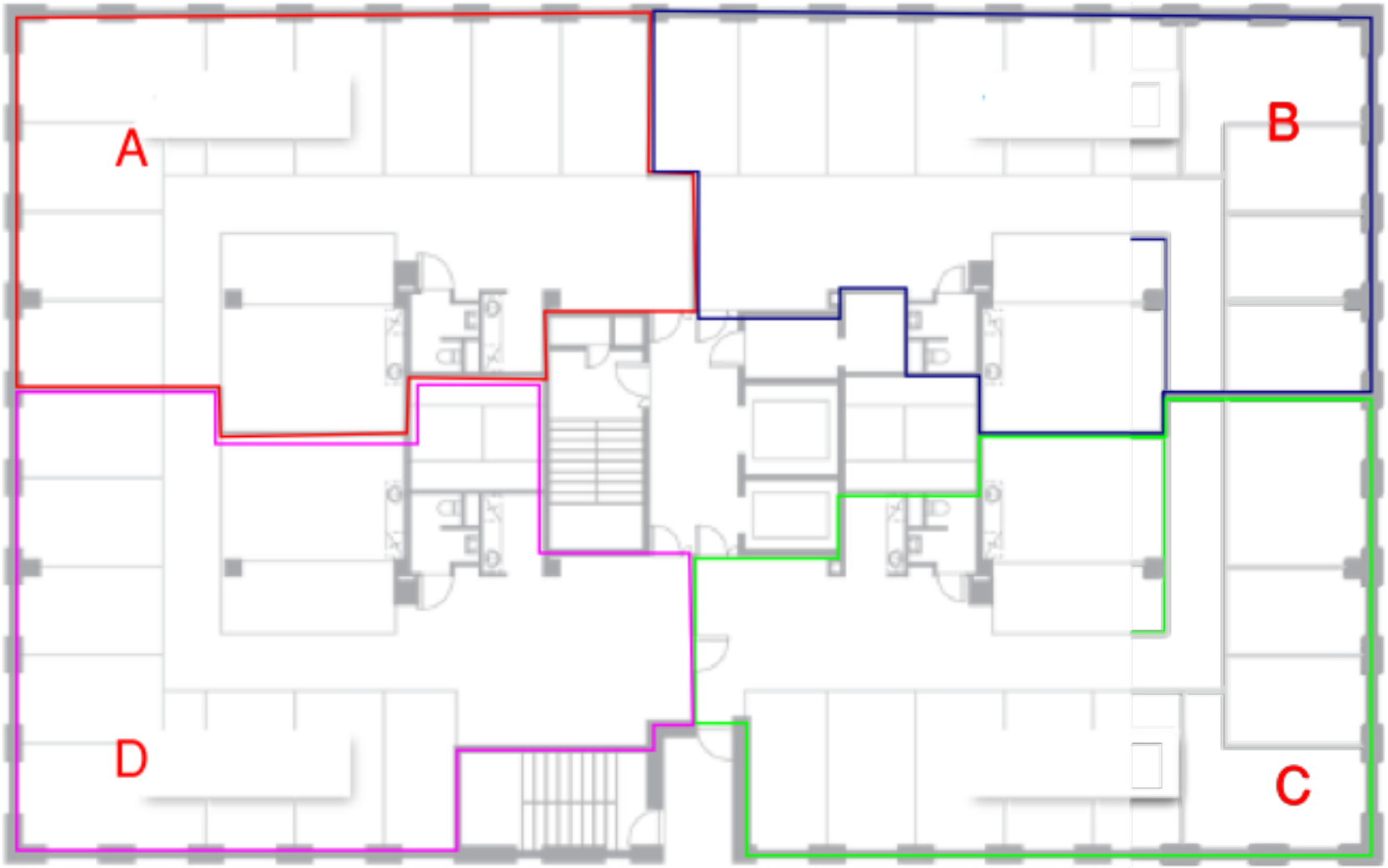
Example: Work Area/Batch Plan



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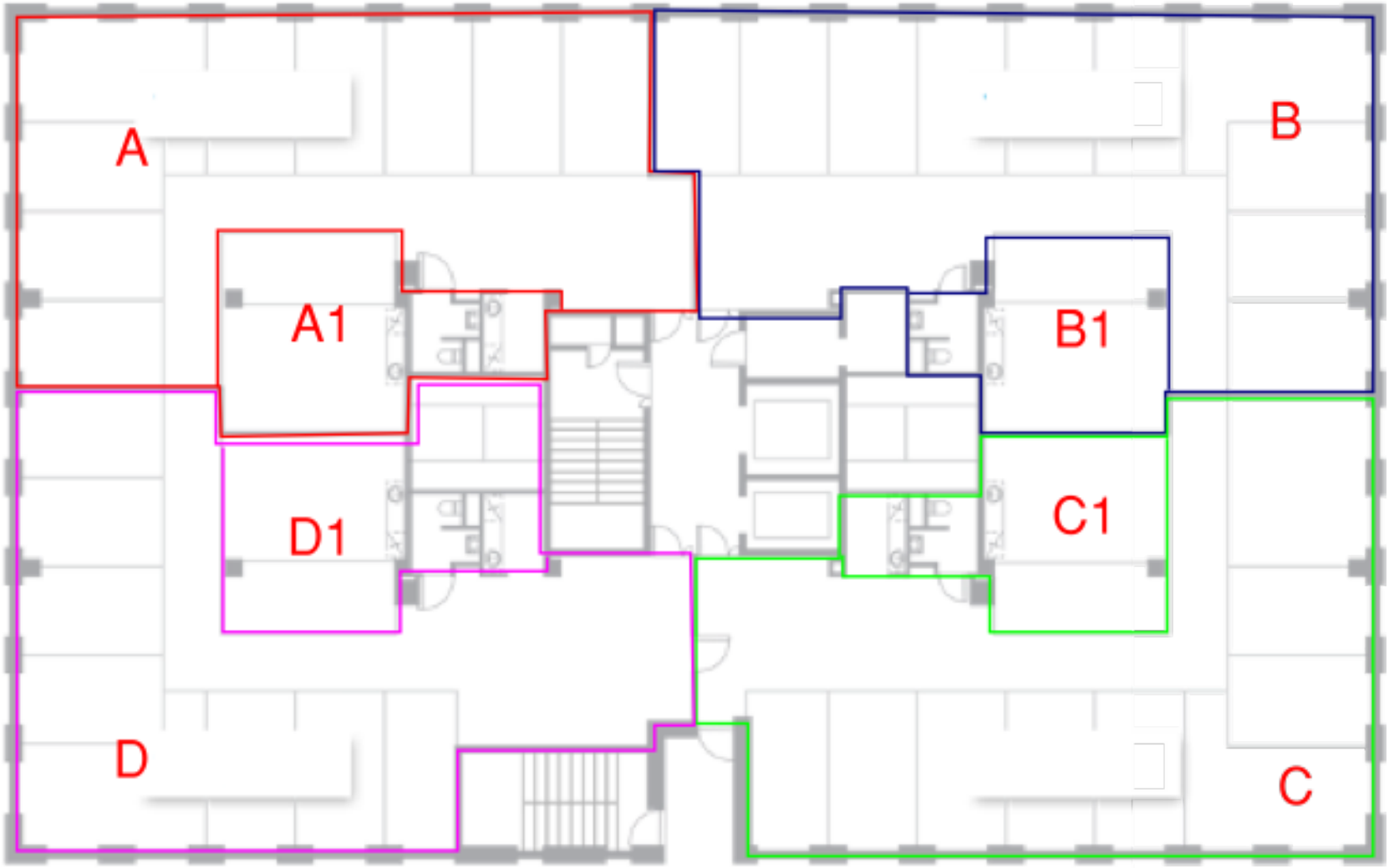
Example: Work Area/Batch Plan



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Example: Work Area/Batch Plan

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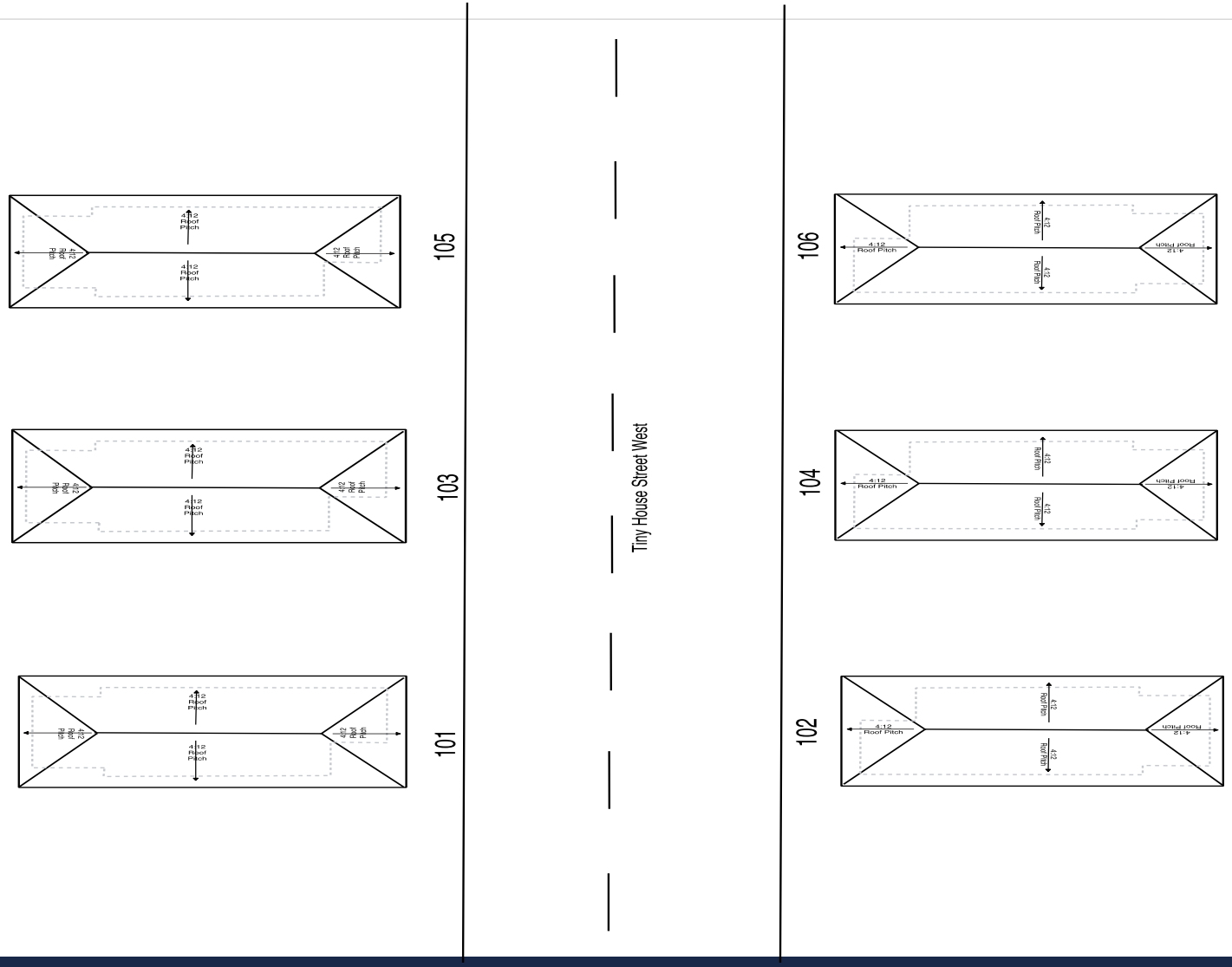
Tiny Home Batch & Flow



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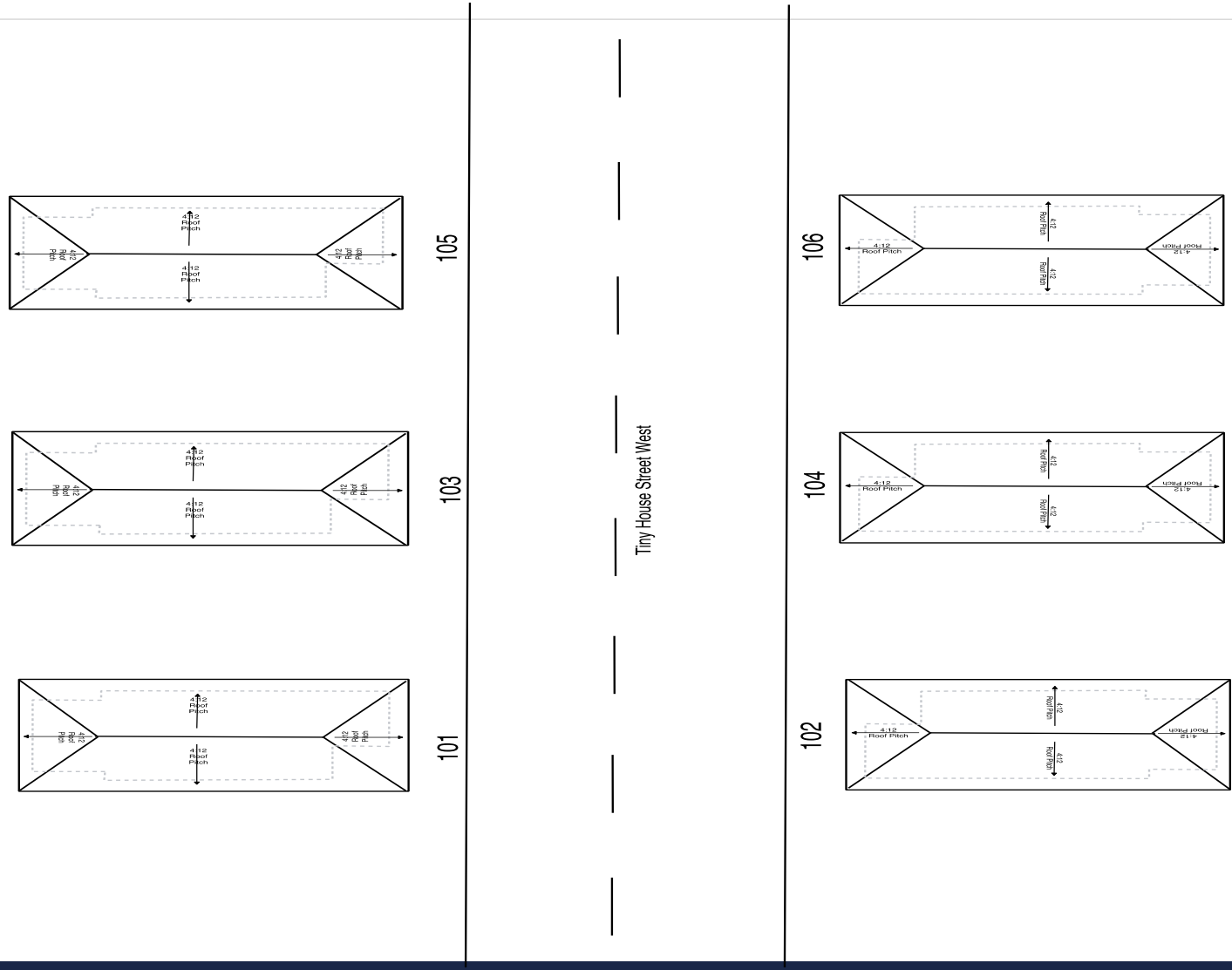
Why Batch Size Matters



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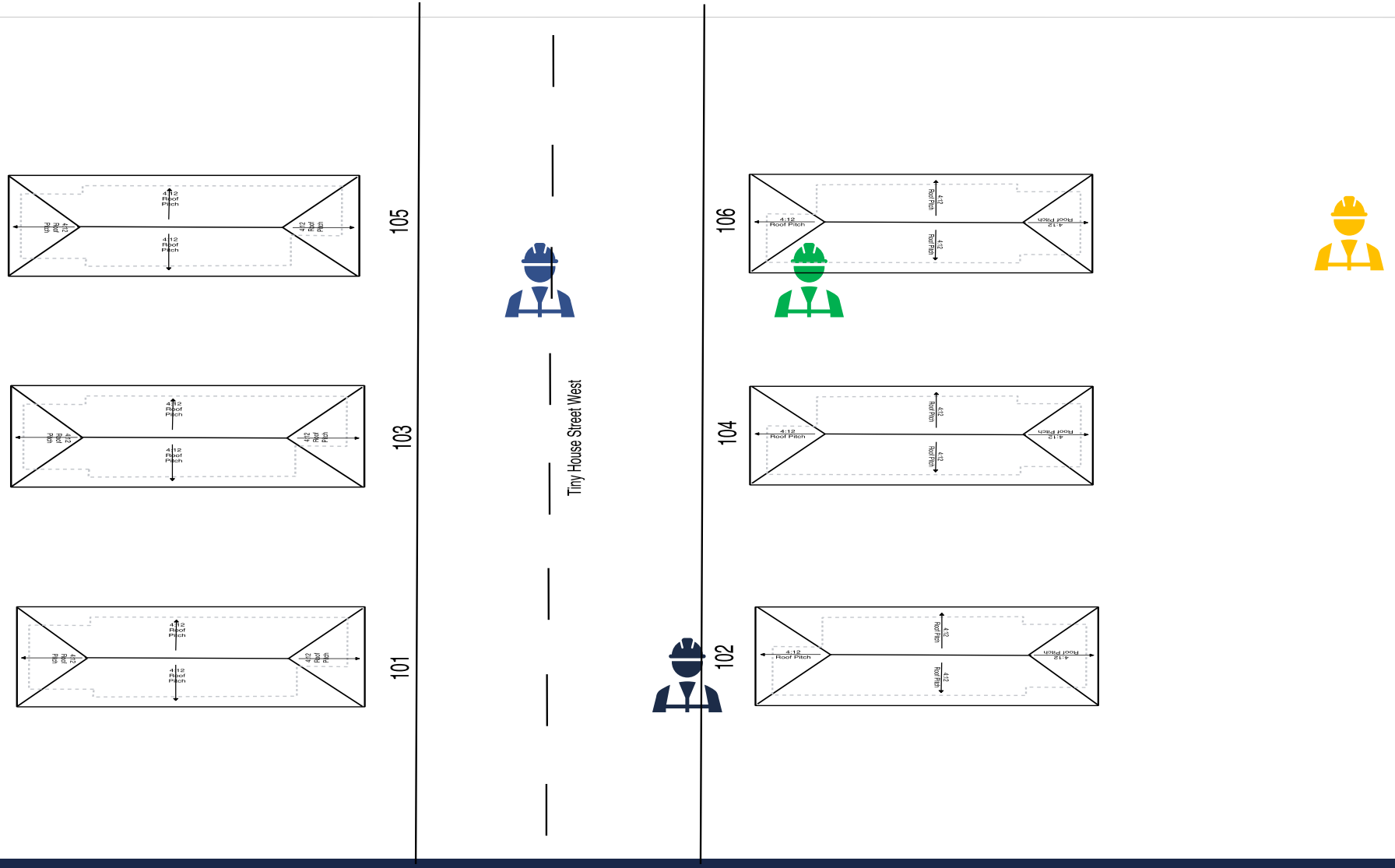
Why Batch Size Matters



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Phase Pull Planning: HOW

Last Planners Create Tags

- Create a legend of color tags by trade.
- Include location/area to create flow of work.
- Breakdown duration estimates by area.
- Break up the work that is longer than ~5-10 days.
- Understand what you need from other trades to release your work.

Courtesy of: The ReAlignment Group

Phase Pull Planning: Example Tag

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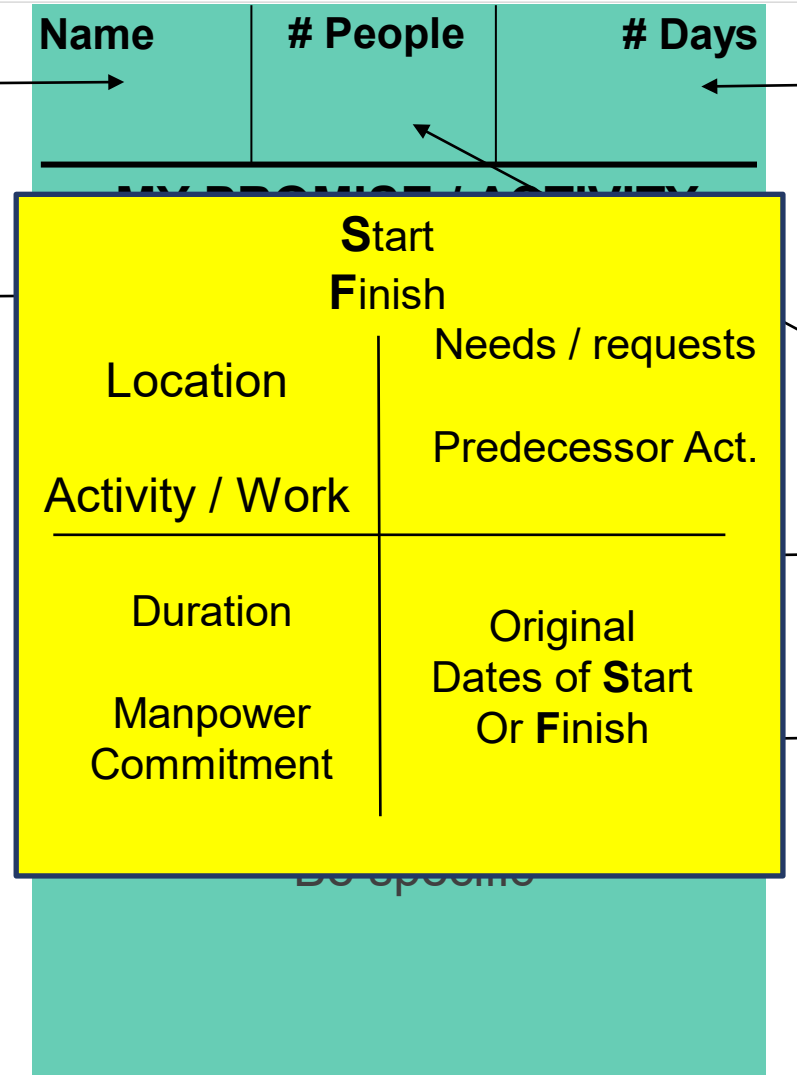
Name of person making the commitment

Description of the activity



Duration of the work in days

No more than 5 Day Durations

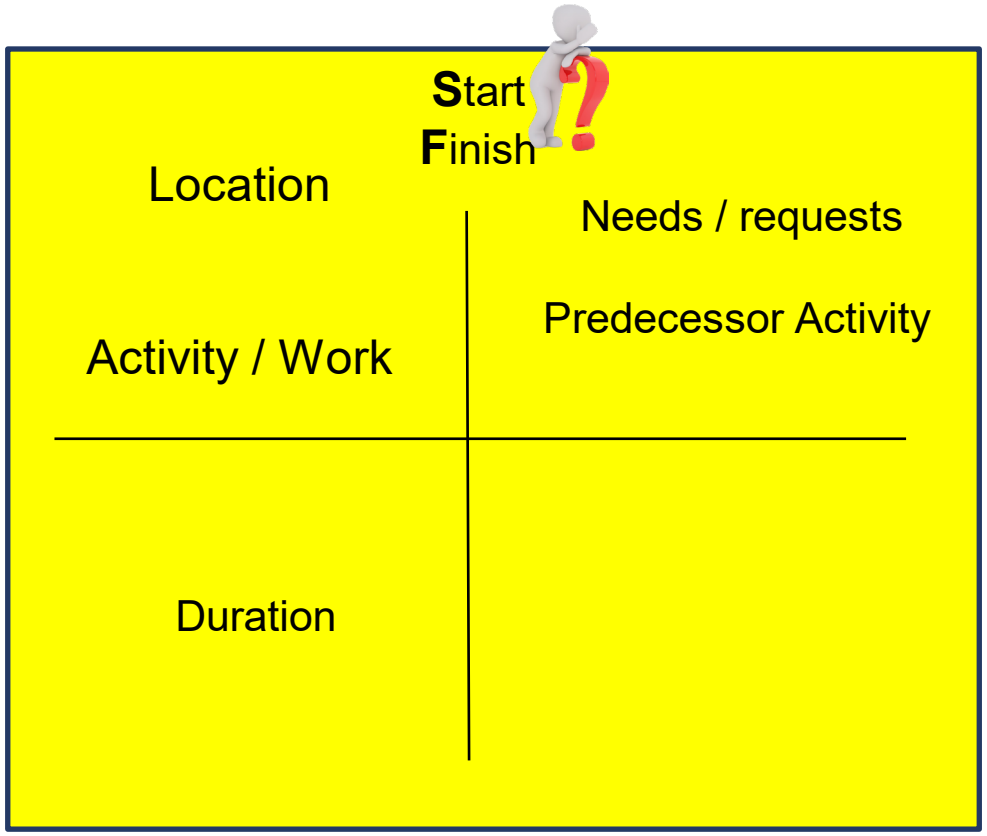
# of People for the work

Work zone or area

Description of the predecessor activity or work that releases the start of your activity

- Format tag to best fit your team needs
- Add more information as valued
- Color code by trade or discipline

Phase Pull Planning: Example Tag



Avoid *excessive detail* to minimize planning rework.

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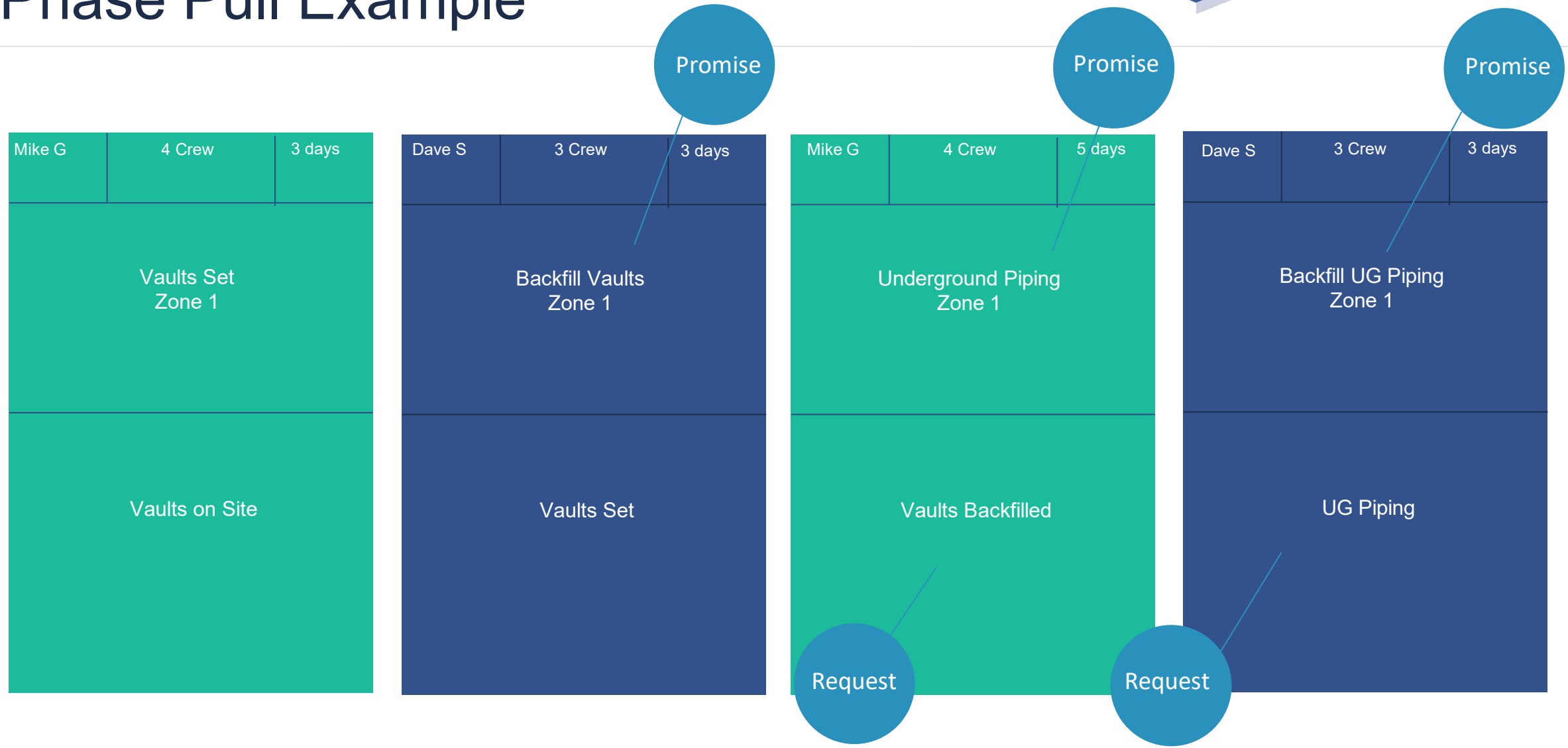
Phase Pull Example



Phase Pull Planning: HOW

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Create the Pull:

- Place the Milestone tag at the right end of the paper.
- Work backwards from the phase completion milestone.
- Begin with the last activity needed to complete the milestone and work backwards.
- Last Planners placing pull tags with ‘Requests’ must ask the other trade to meet the need by placing the corresponding tag.
- Gradually the team builds a network of commitments that satisfy each step in the process.

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Phase Pull Planning: HOW – "Should"

Step1: Define "Done" – the CoS for completion

In-Wall
Ready For
Gyp
Area A1

Phase Pull Planning: HOW – “Should”

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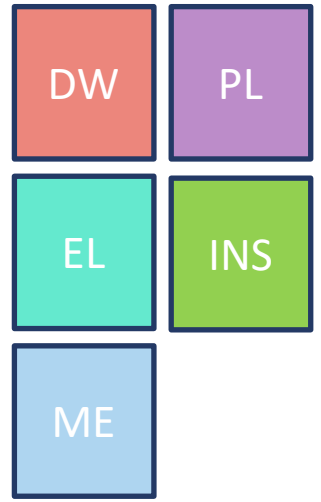

Phase Pull Planning: HOW – “Should”

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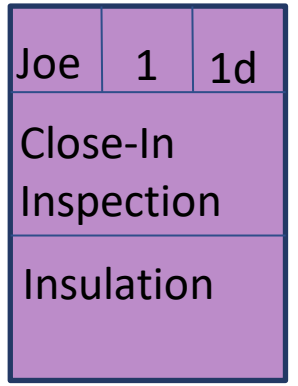

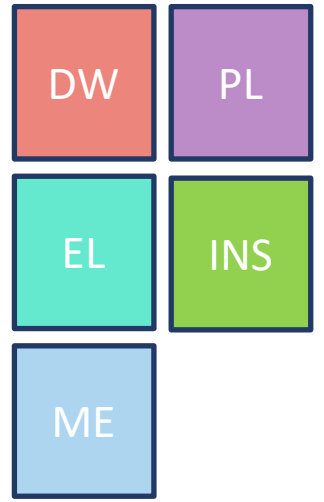

Phase Pull Planning: HOW – "Should"

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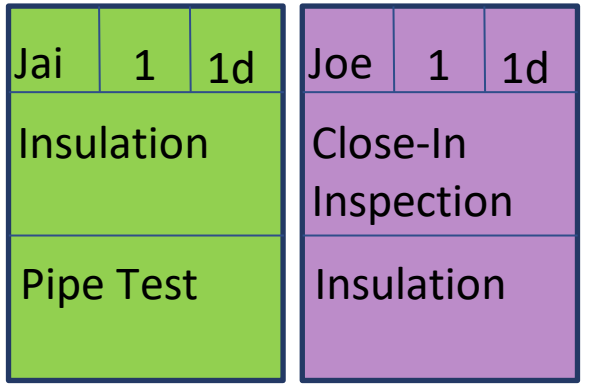

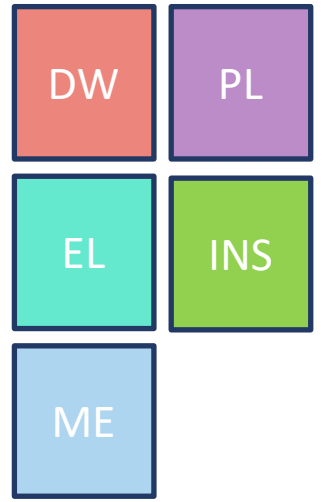

Phase Pull Planning: HOW – "Should"

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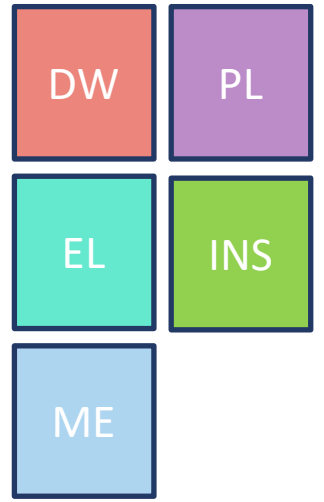
Joe	1	5d
In-Wall Piping		
OH Dist & Electrical		

Joe	1	2d
Pipe test		
In-Wall Pipe		

Jai	1	1d
Insulation		
Pipe Test		

Joe	1	1d
Close-In Inspection		
Insulation		

In-Wall Ready For Gyp



Phase Pull Planning: HOW – "Should"

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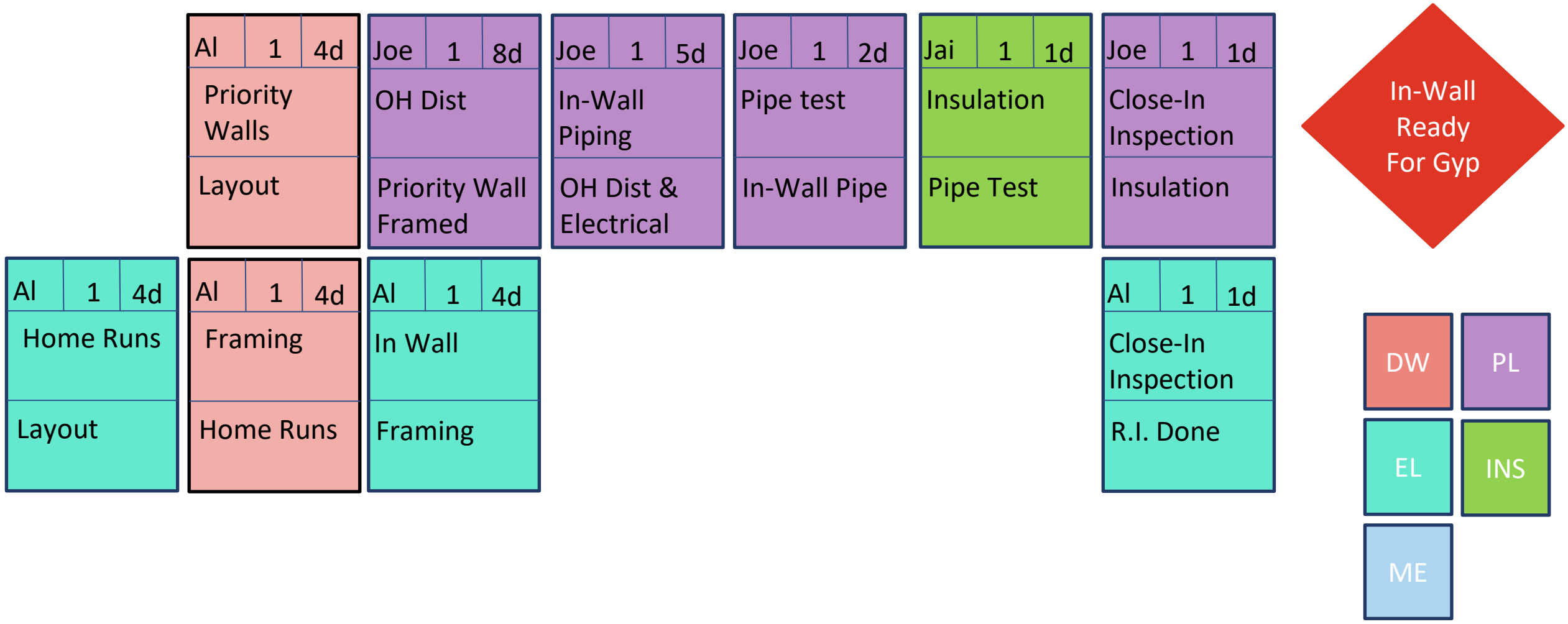

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Phase Pull Planning: HOW – "Should"

Al	1	4d
Priority Walls		
Layout		

Joe	1	8d
OH Dist		
Priority Wall Framed		

Joe	1	5d
In-Wall Piping		
OH Dist & Electrical		

Joe	1	2d
Pipe test		
In-Wall Pipe		

Jai	1	1d
Insulation		
Pipe Test		

Joe	1	1d
Close-In Inspection		
Insulation		

In-Wall Ready For Gyp

Al	1	1d
Close-In Inspection		
R.I. Done		

DW PL EL INS ME

Lean Construction Institute
Immersive Education Program

Phase Pull Planning: HOW – "Should"

Al	1	4d
Priority Walls		
Layout		

Joe	1	8d
OH Dist		
Priority Wall Framed		

Joe	1	5d
In-Wall Piping		
OH Dist & Electrical		

Joe	1	2d
Pipe test		
In-Wall Pipe		

Jai	1	1d
Insulation		
Pipe Test		

Joe	1	1d
Close-In Inspection		
Insulation		

In-Wall Ready For Gyp

Al	1	4d
Home Runs		
Layout		

Al	1	4d
Framing		
Home Runs		

Al	1	4d
In Wall		
Framing		

Al	1	1d
Close-In Inspection		
R.I. Done		

DW PL EL INS ME

Al	1	4d
Priority Walls		
Layout		

Joe	1	8d
OH Dist		
Priority Wall Framed		

Phase Pull Planning: HOW – "Should"

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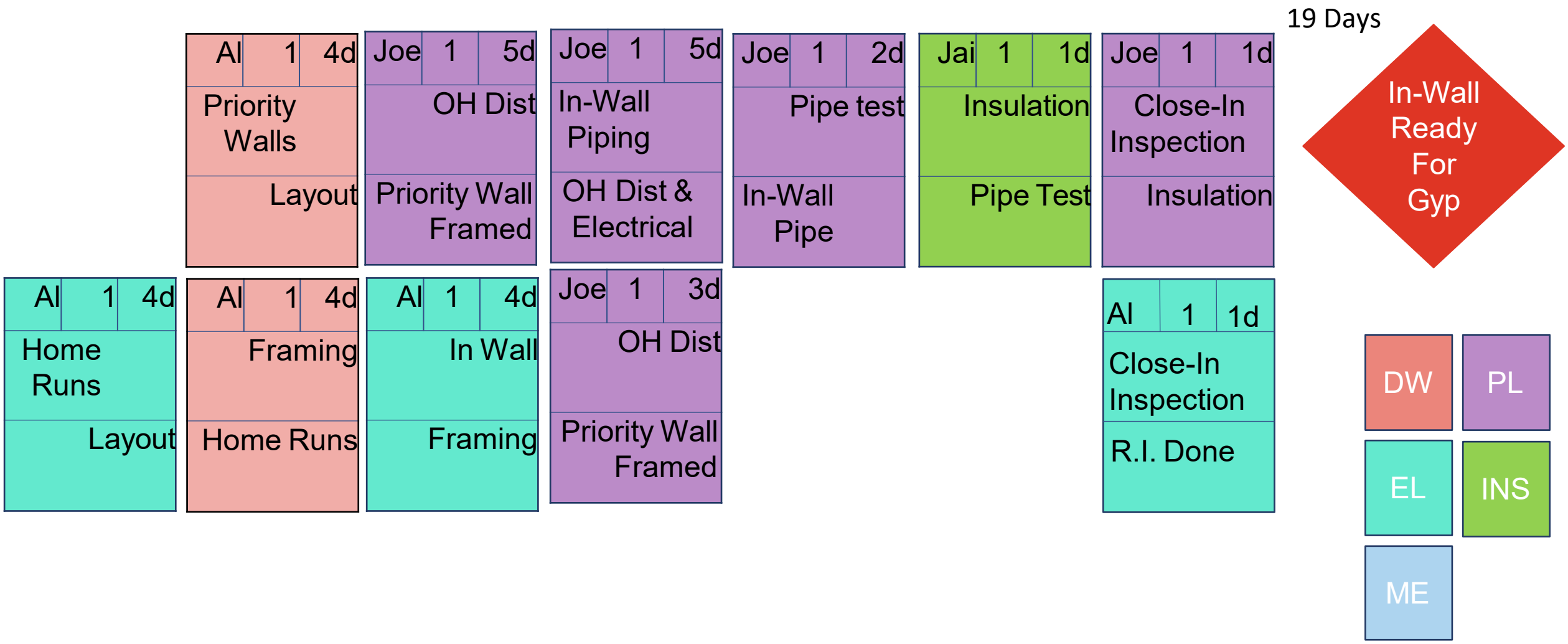
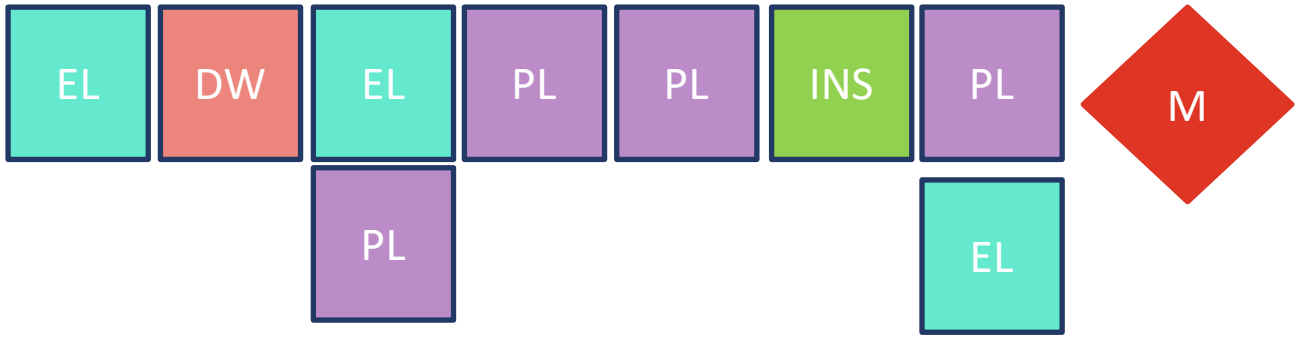
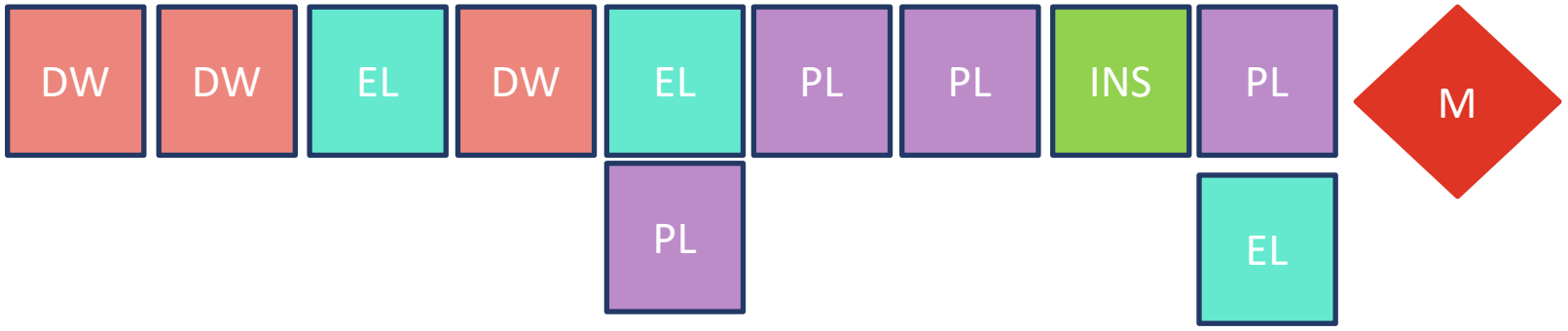


Phase Pull Planning: HOW – “Should”



Phase Pull Planning: HOW – “Should”



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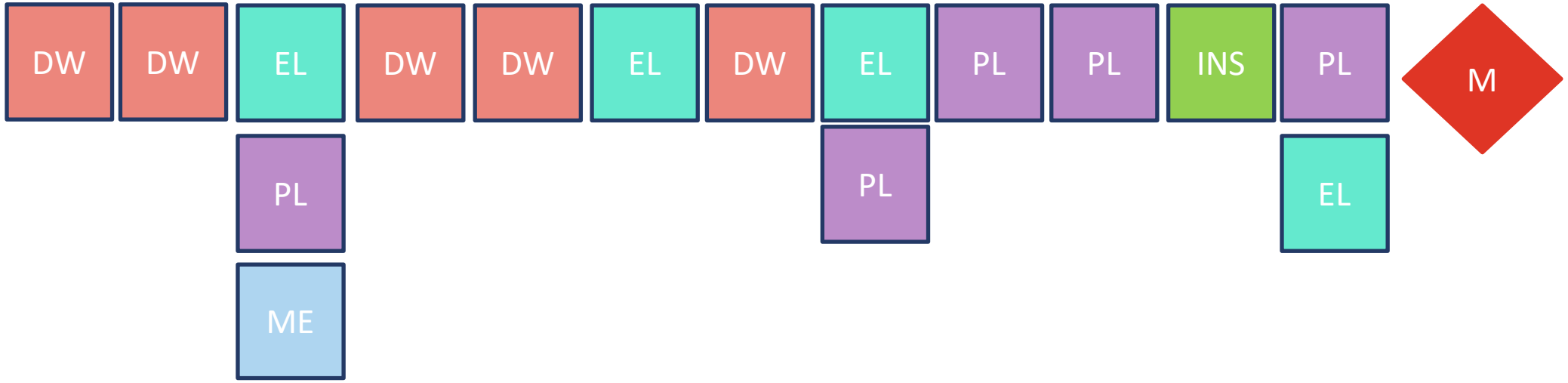
Phase Pull Planning: HOW – “Should”



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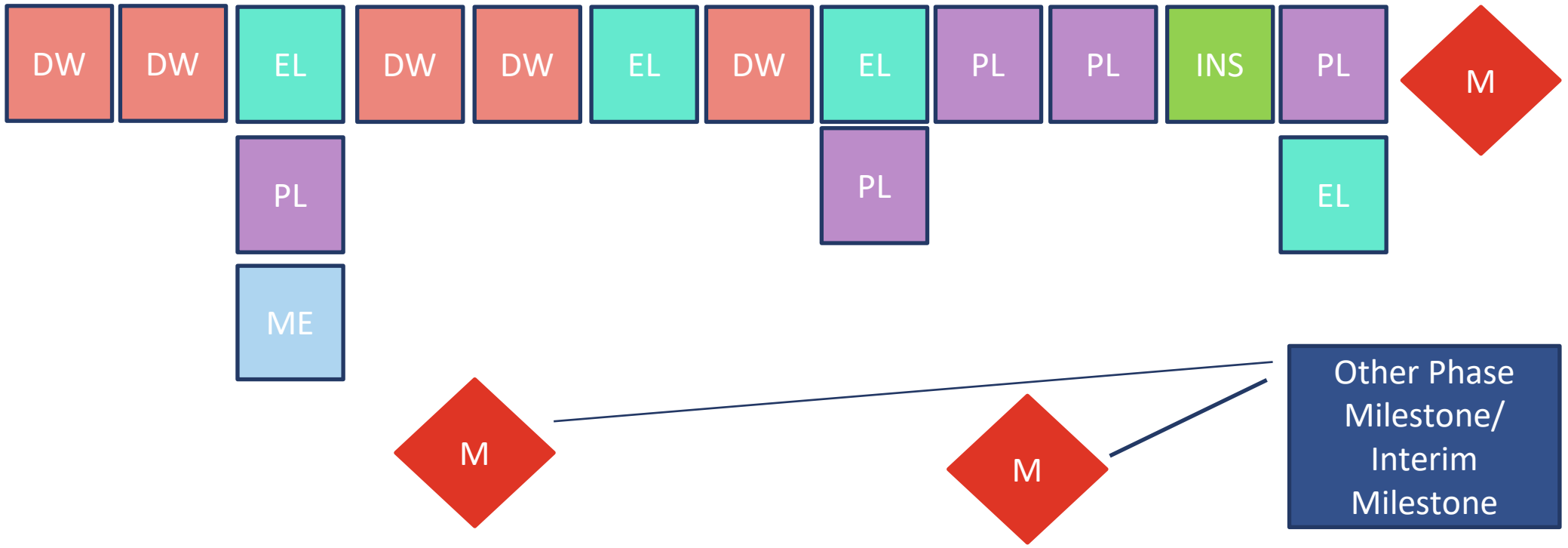
Phase Pull Planning: HOW – "Should"



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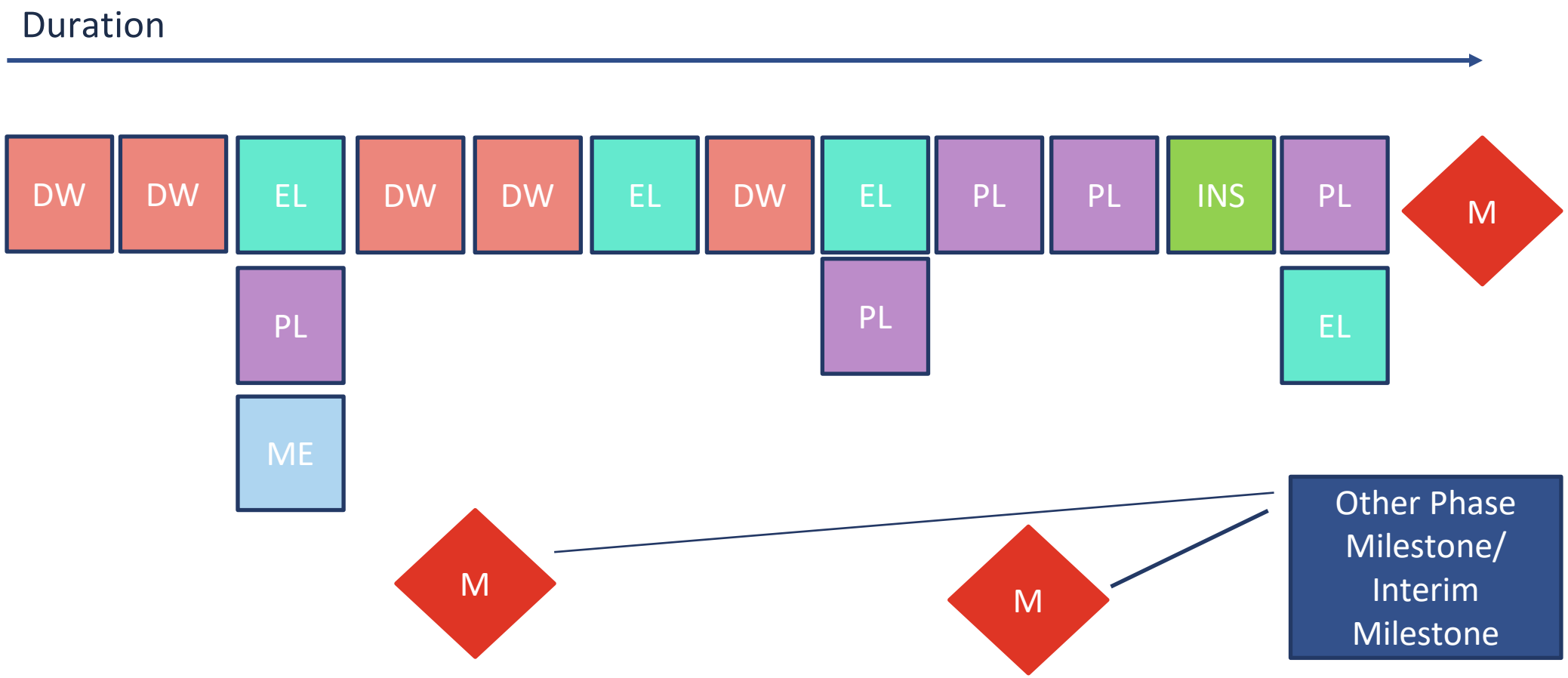
Phase Pull Planning: HOW – "Should"




12
Tile Start (walls) M + Backsplash 4
Backsplash
paint gyp walls
Wall Tile W + Backsplash 4
Linear Tile M 2
Backsplash
paint gyp walls
Linear Tile W 2
Floor Tile M 2
Floor Tile W 2
Film Clean + Review

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Phase Pull Planning: Agenda

Step 1 - Identify milestones and define “conditions of satisfaction”

Step 2 - Last planners break down their work into tasks

Step 3 - Pull from the milestone backwards to build a network of commitments

Step 4 - Forward pass, check and adjust

Step 5 - Optimize the whole

Step 6 - Record the plan

Phase Pull Planning: HOW Wrap-up

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Forward Pass Check:

- When most of the tasks are on the board, do a *forward pass* through the network.
- The group actively listens/talks through the sequence.
- Make sure all the needed information is on the tags.

Validate Phase Duration:

- Count days on the longest path(s).
- If the duration exceeds requirement, the Phase Pull Plan is incomplete.

Record the Plan (options):

- Photograph the results and share with the team.
- Update to P6/Master Schedule.
- Implement digital LPS tools.
- Keep a living Phase Pull Plan in the planning area.

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Activity: Tiny Home Phase Pull Plan

- Preparation – 15 Min
  - Select Milestone
  - Define CoS
  - Create Area/Batch & Flow Plan
- Trade Preparation – 10 Min
  - Activities & Duration Estimates
- Create Phase Pull Plan – 20 Min
  - Pull Activities
  - Validate Plan

60 Minutes

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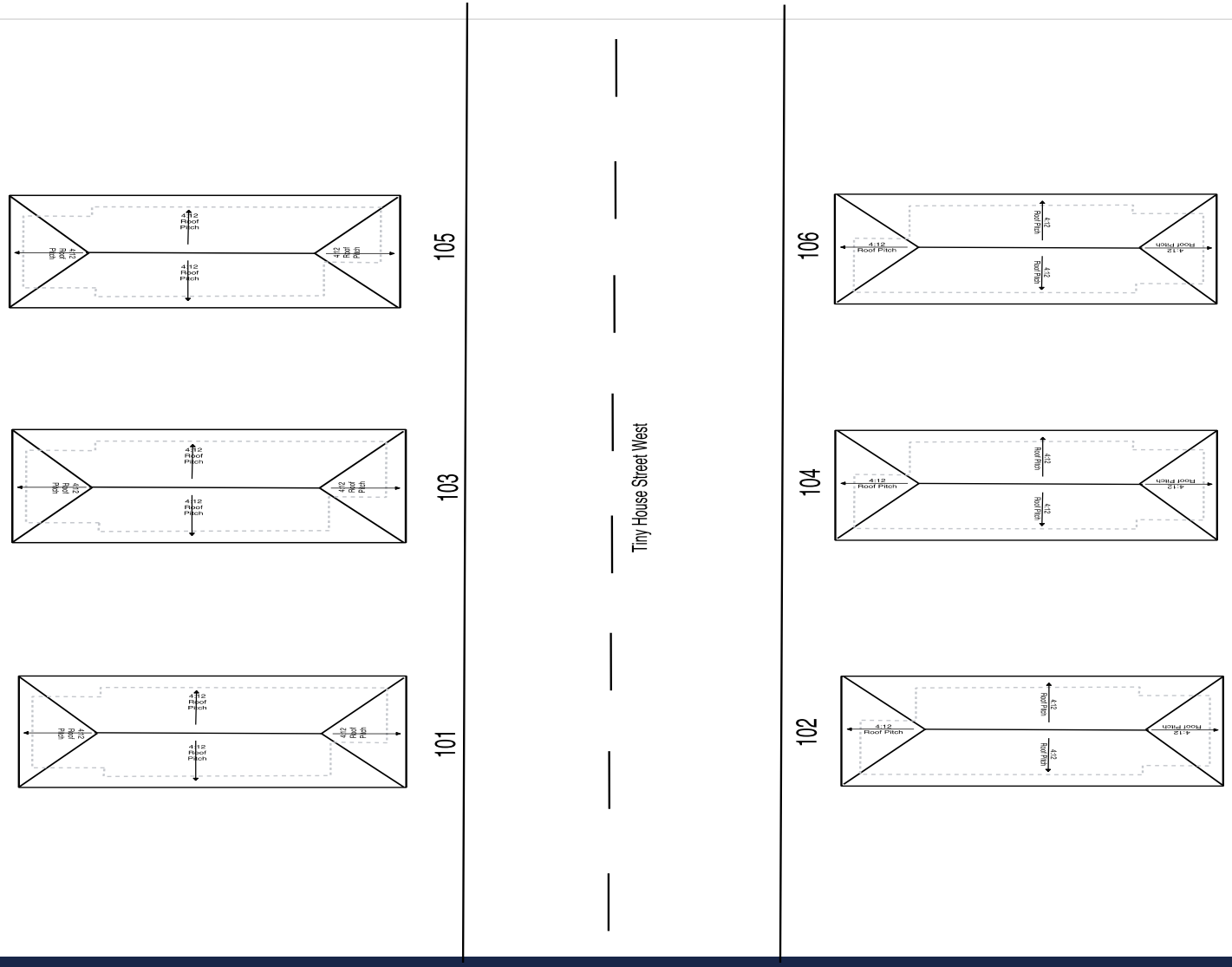
Tiny Home Batch & Flow



Weekly Planning Meetings

Weekly planning activities and tools that encompass the remaining conversations of LPS – Can, Will, Did and Learning.

Last Planner System Overview

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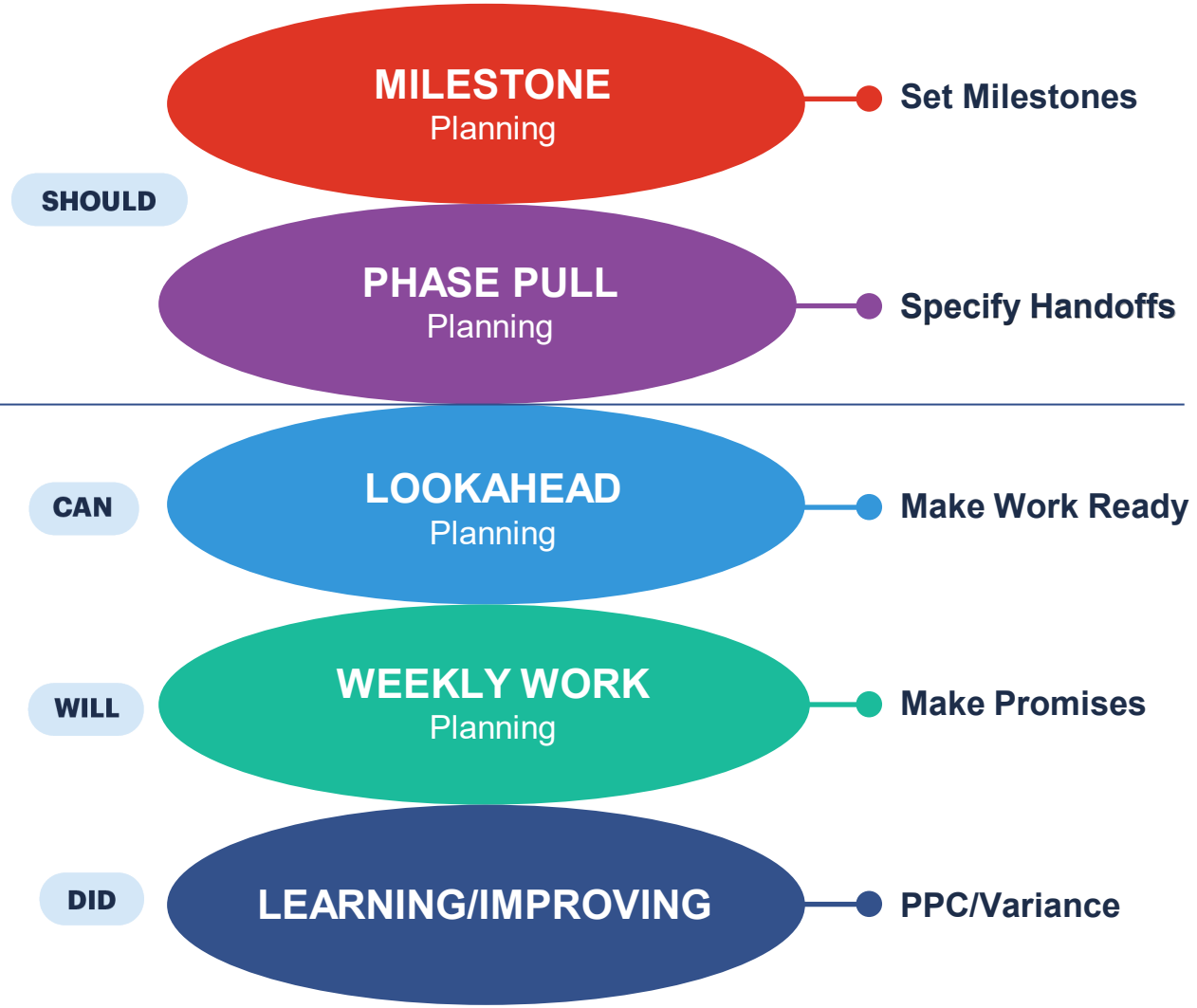
Collaborative Planning

As - Needed

Work Management
Continuous Improvement

Weekly



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Weekly Planning Conversations

- Look Ahead Planning
- Weekly Work Planning
- Learning & Improving
- Celebrating Wins
- Building Trust

Courtesy of: JE Dunn

Lookahead Planning

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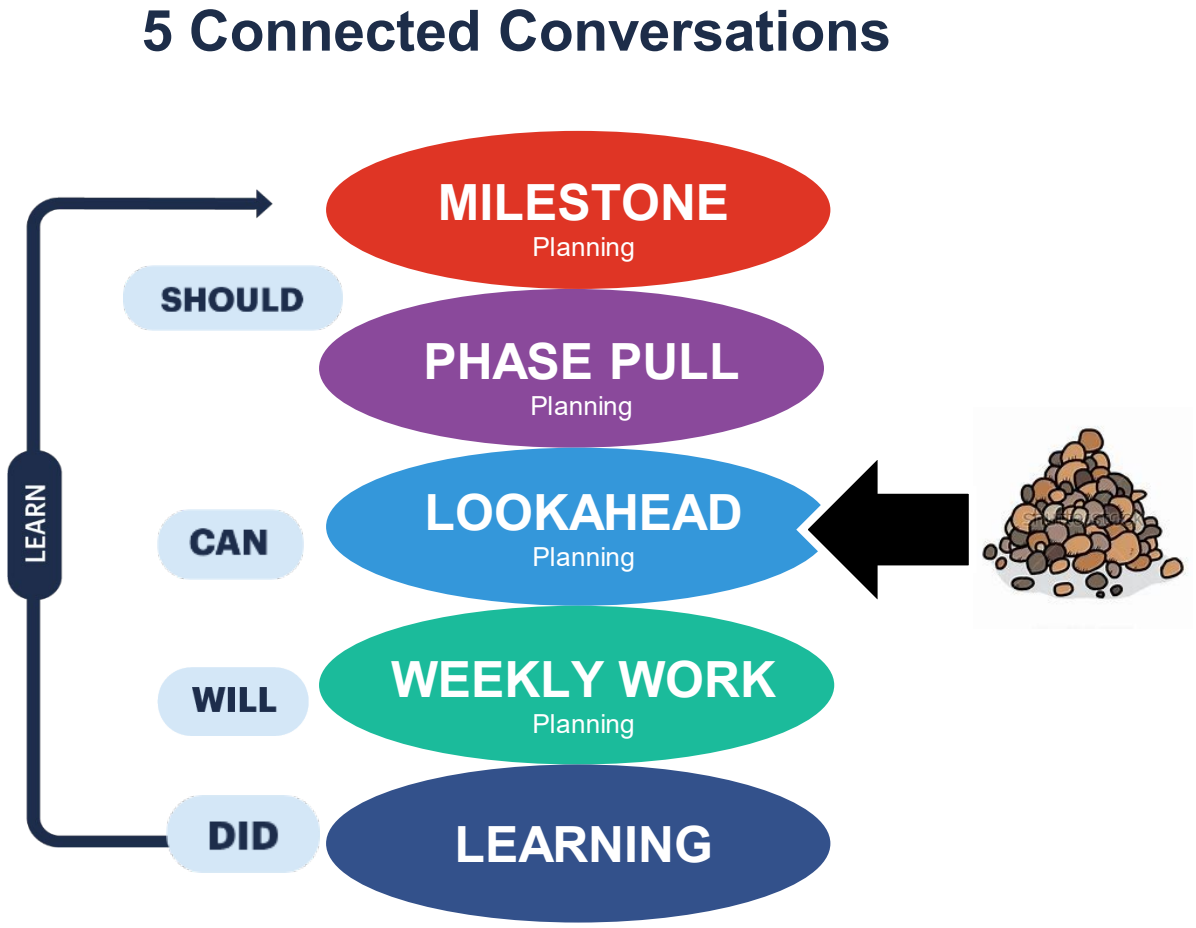
The third conversation of LPS is *Lookahead Planning. (LAP)*

This level focuses on making work ready or assuring that the work that *should* be done, *can* be done by identifying and *removing constraints* in advance of need.

The conversation is we *"can"* do this.



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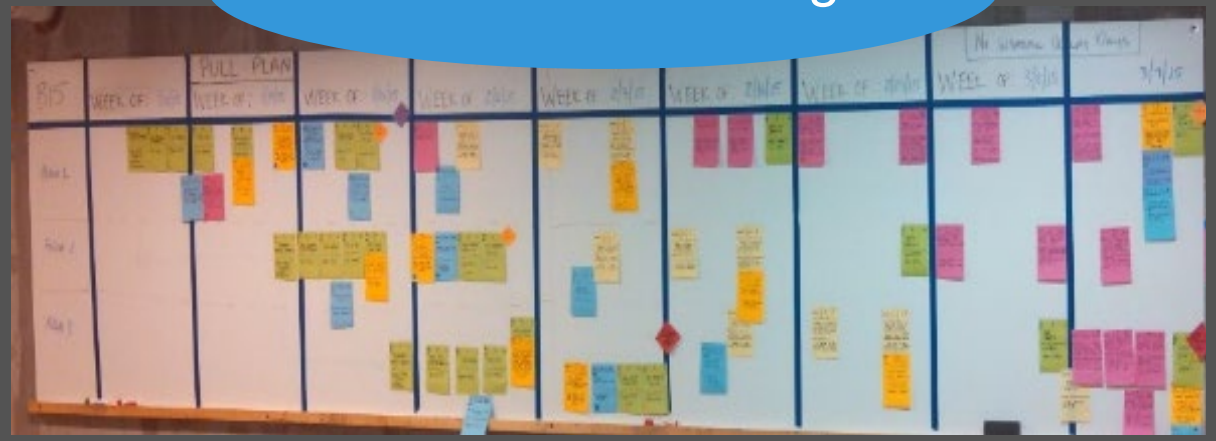
LookAhead Planning



Project:
Project No.:
Responsible Person:

Constraint Number	Activity Number	Constraint Description	RFI No.	Responsible Person	Responsible Company	Date Identified	Date Need Resolution	Date Resolution Promised	Actual Date Resolved

Constraint Log

- Transferred from the *Phase Pull Plan* to a plan with dates/weeks.
- Boards, P6 or other software documentation.
- Rolling (4- 6 weeks) LookAhead to "make work ready".
- Supports Team Meeting Discussion/Action for:
  - *Risk Log*
  - *Constraint Log*
  - Informs the *Weekly Work Plan*

Constraint Log Example

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Project:
Project No.:
Responsible Person:

Constraint Number	Activity Number	Constraint Description	RFI No.	Responsible Person	Responsible Company	Date Identified	Date Need Resolution	Date Resolution Promised	Actual Date Resolved

DATE PROMISED

CONSTRAINT DESCRIPTION

RESPONSIBLE PERSON & CO

DATE IDENTIFIED

DATE NEEDED

DATE RESOLVED

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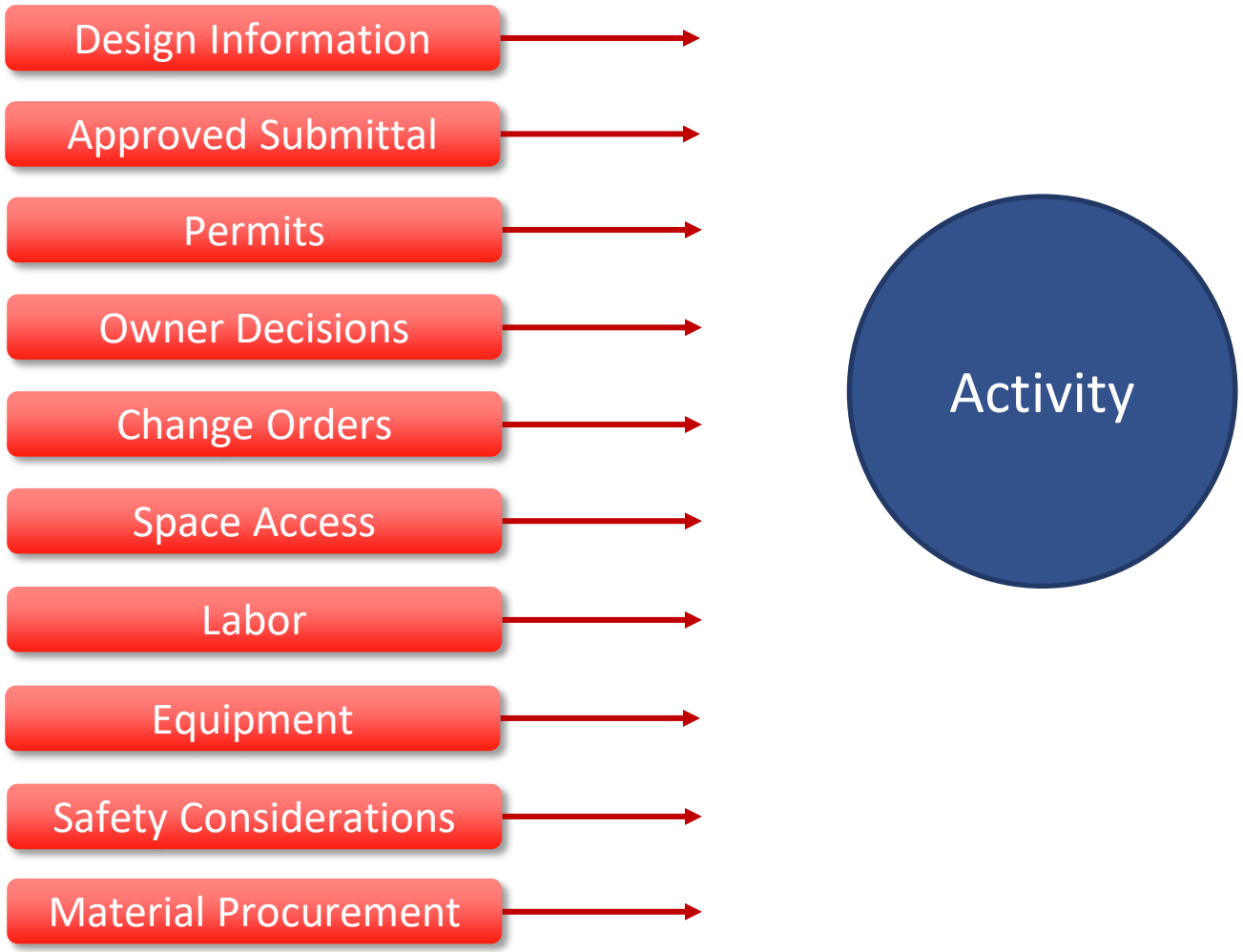
Constraint Defined

Constraint:
An item or requirement that **will prevent an activity** from starting, advancing or completing as planned.



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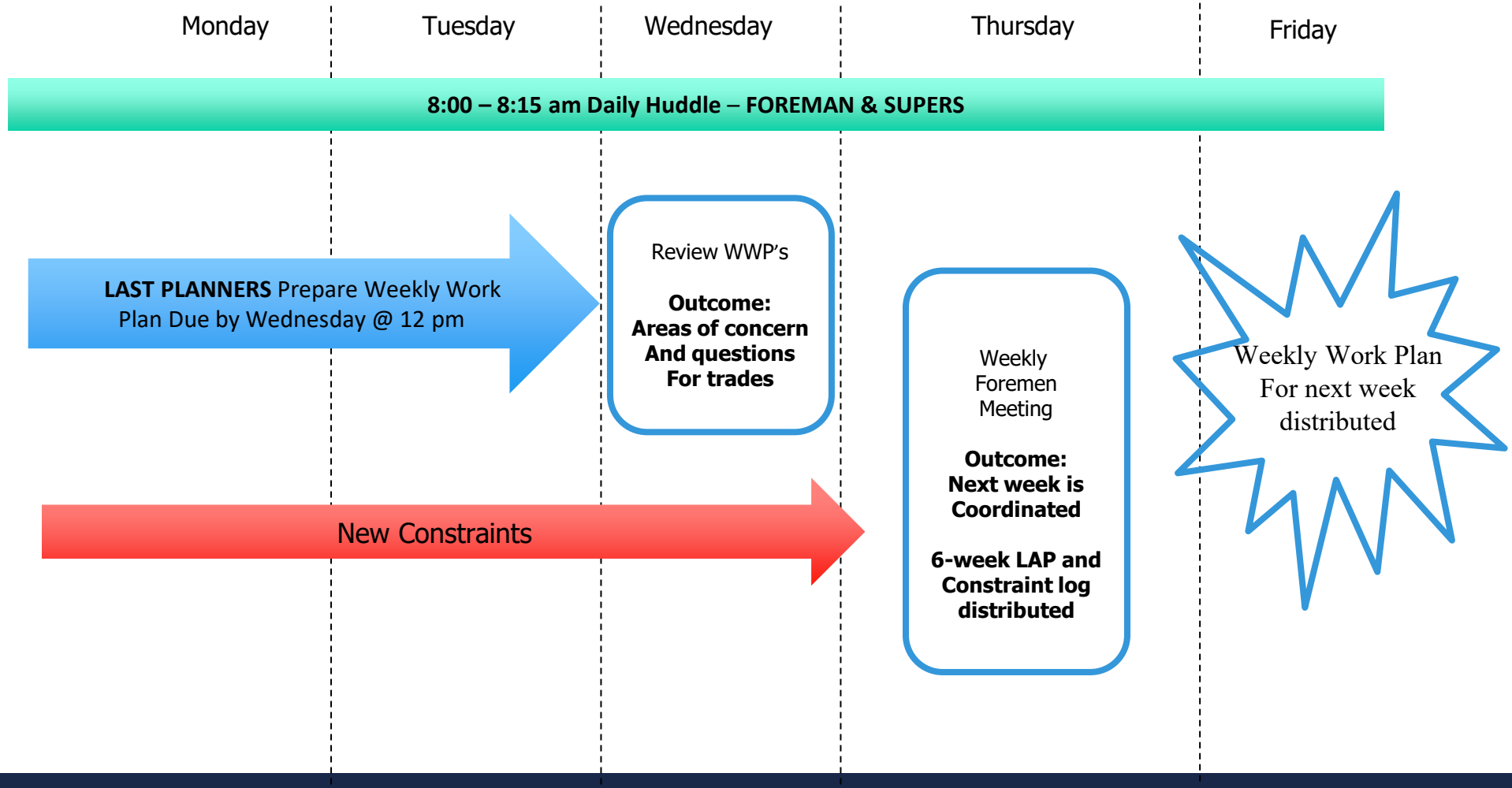
Weekly Planning Cycle



Weekly Planning Meeting: Round 1 Agenda

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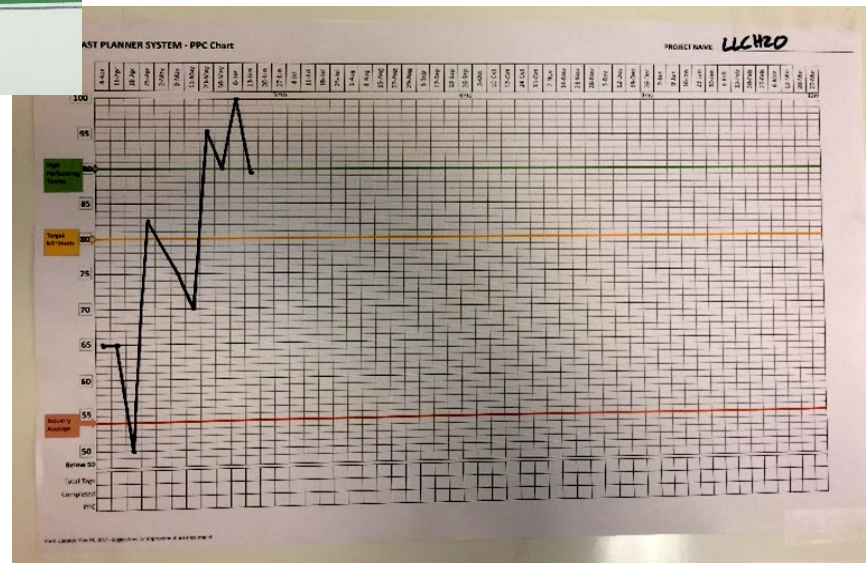
- Review Plus/ Delta
- General announcements
- Look Ahead Plan Update
  - Rotate and add new activities
  - Update existing constraints
  - Identify new constraints
- Last Week's PPC/ Variances
- Weekly Work Plan created/negotiated for next week
- Round Robin to address any new issues not covered
- Plus/Delta



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Activity: Tiny Home Look Ahead Plan

- Create Look Ahead Boards
  - Swim lanes by area
  - Follow color legend
  - 4-6 Weeks of activities
  - More detailed than Phase Pull Plan
- Setup Constraint Log

30 Minutes

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Activity: Tiny Home Constraint Log Update

- Review Look Ahead Plan
  - Activity Starts – Make Ready
  - Set a date out 6 weeks
- Identify Constraints
  - For each activity start, deal a ‘Constraint Card’
  - Record any constraints on the log
  - Correlate to look ahead plan with dots

Report out

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How did it go?

Any aha moments?

Weekly Work Planning

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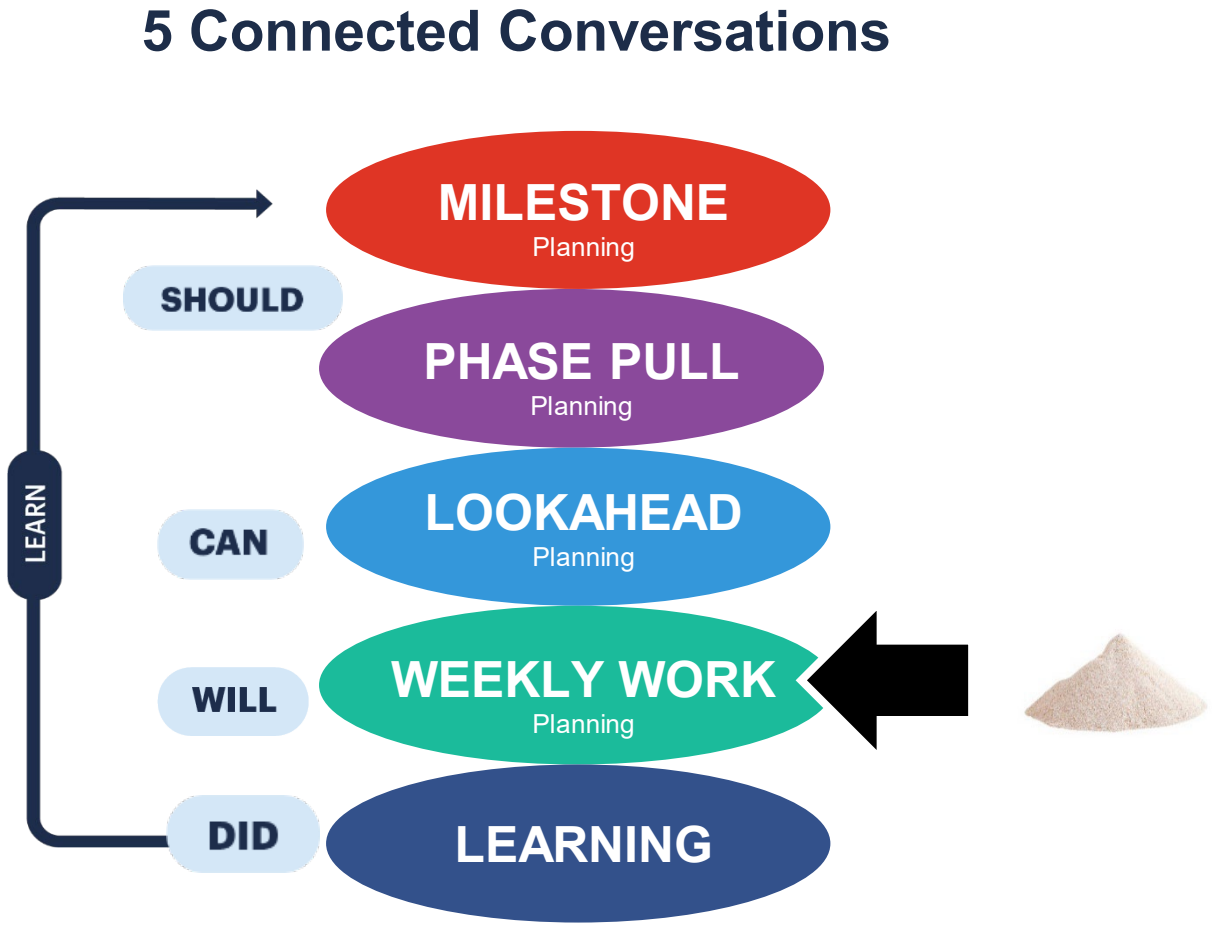
The fourth conversation of LPS is *Weekly Work Planning. (WWP)*

The goal of this level is for the Last Planners to *establish the plan* for the upcoming week at the daily level.

The conversation is I *"will"* do this.



Weekly Work Planning

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This is the level that the team identifies the *promised task completions* agreed upon by the *Performers* for the upcoming week.

The WWP is used to determine the *success* of the planning effort and to determine what *factors limit performance*. And is the basis of measuring PPC (Percent Plan Complete).

This is done during a *Check-in Session or Huddle.*

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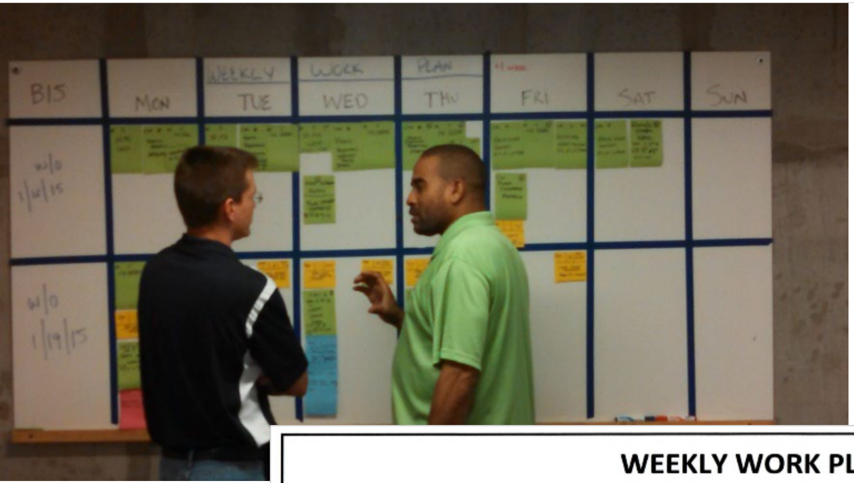

WEEKLY WORK PLAN

Area:		CATEGORY* OF PLAN FAILURE				TOTAL ACTIVITIES 10
Contractor:		1 Coordination	5 Prerequisite Work	9 Submittals	13 Space	ACTIVITIES COMPLETED 5
Shift:		2 Design	6 Labor	10 Approvals	14 Site Conditions	PERCENT PLAN COMPLETE (PPC) 50%
Last Planner:		3 Owner Decision	7 Materials	11 Equipment	15	
		4 Weather	8 Contracts/COs	12 RFIs	16	

Start Date: 05-Oct-09

Activity ID	ASSIGNMENT DESCRIPTION (Safe - Defined - Sound - Proper Sequence - Right Size - Able to Learn)	Responsible Person	Mon	Tue	Wed	Thu	Fri	Sat	Sun	DONE? YES	DONE? NO	LEARNING: REASONS FOR PLAN FAILURE	Category*
	Column Grid A1 - G8												
	Joes Framing	*Bill*											
7055	*Top Track Install*		4	4						1			
7060	*Framing Walls*			4	4					1			
7065	*Backing Install*				4	4					0	IOR not available	10
	Sparky's Electrical	*Jim*											
1605	*Rough in Walls*			2	2	2	2			1			
1610	*Rough in Ceilings*					2	2	2			0	Need grid elevation layout	5
	Acme Mechanical												
1505	*Plumbing - in wall rough in - Install*				2						0	Walls not inspected	10
1510	*Plumbing - ceiling rough in - Install*					2					0		
	Column Grid G9 - J 12 Kitchen servery												
	Joes Framing	*Bill*											
7055	*Top Track Install*						4			1			
7060	*Framing Walls*							4		1			
7065	*Backing Install*							2			0	room not available	1
	Workable Backlog (My "Plan B": What work can I do without affecting other trades if above plan breaks down?)									5			

Weekly Work Planning

- Informed by the Look Ahead Plan
- Detail work by trade at the Daily Level
- Detailing of the next week
- Informs the Daily Huddle
- Take to the field

Weekly Work Planning Example

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"What, Where, Who & When"

WEEKLY WORK PLAN

Work Beginning:

Area:
Contractor:
Shift:
Last Planner:

CATEGORIES OF PLAN FAILURE

1 Coordination	5 Prerequisite Work	9 Submittals	13 Space
2 Eng/Design	6 Labor	10 Approvals	14 Site Conditions
3 Owner Decision	7 Materials	11 Equipment	15
4 Weather	8 Contracts/COs	12 RFIs	16

TOTAL ACTIVITIES 31
ACTIVITIES COMPLETED
PERCENT PLANNED COMPLETE 0%

Activity ID	Commitment Description Safe - Defined - Sound - Proper Sequence - Right Size - Able to Learn	Responsible Person	Start Date		1\28					DONE?		LEARNING	Category
			Mon	Tue	Wed	Thu	Fri	Sat	Sun	YES	NO	REASONS FOR PLAN FAILURE	
1	Pour new moat floor on the south side of the building	B.A.M	4	4									
2	Adjust (4) down spouts on the south side of the building	B.A.M	2	2	2								
3	Patch masonry around 6 conducter boxes on the roof	B.A.M	1	1	1	1	1						
4	Install base on 2nd floor in the south side class rooms	B.A.M		3	3	3	3						
5	Install wainscoting on the first floor north side	B.A.M		4	3	4							
6													
7													
8	Pull wire for Chiller	Ryan	5										
9	Security rough-in on all floors	Ryan	3	3	3	3	3						
10	Basement rough-in complete	Ryan	4	4	4	4	4						
11													
12	Hang and finish all rated chases	Fred			3	3							
13	Reframe and hang dry wall in hallway 121	Fred	4	4	4	3	5						
14	Sand dry wall in hallway 139	Fred	2	2									
15	Finish dry wall in west class room 107,144	Fred	3	3	3	3							
16													
17													
18	Rough-in media center ceiling	Troy	5										
19	Get fresh air duct inspected in attic	Troy				6							
20	Get north west chase duct inspected	Troy				6							
21	Insulate north west chase duct	Troy			4								
22	Tie in vav boxes in the attic	Troy	3	3	3								
23	Start tying in vav boxes in the east wing 1st and 2nd floors	Troy	4	4	4	4							

What & Where?

Crew Size?

Who?

When will it be done?

Weekly Planning Meeting: Round 1 Agenda

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- ~~Review Plus/ Delta~~
- ☑ General announcements
- ☑ Look Ahead Plan Update
  - Rotate and add new activities
  - Update existing constraints
  - Identify new constraints
- ~~Last Week's PPC/ Variances~~
- ➡ Weekly Work Plan created/negotiated for next week
- ➡ Round Robin to address any new issues not covered
- ➡ Plus/Delta

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Weekly Work Planning: Preparation

Questions to ask when preparing for the WWP:

- Will I have the appropriate amount of staff on site to perform the work?
- Do I have the material needed?
- Is it the right sequence?
- Is it safe?
- Are there any open constraints that need to be resolved?
- Do the tasks tie directly to look ahead plan? If no, ask why?

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Activity: Tiny Home Weekly Work Plan Week 1

- Setup Weekly Work Plan Template
- Pick 1 week from Look Ahead Plan
- Detail weekly planning activities on WWP
- Ensure no constrained activities
- Check for missing activities
- Round Robin
- +/Delta

30 Minutes

Weekly Work Planning

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Weekly Work Plan *Informs* the Daily Huddle

Courtesy of: PCL Construction

Courtesy of: Turner/DPR JV

Daily Huddle-15 MINUTES

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1. What did I complete?
2. What will I complete today?
3. Are you on track with the Plan
4. Needs from the Group
5. Questions for Trade Leader from the group

PLAN THE WORK…WORK THE PLAN

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Daily Huddle: How

- Superintendents/Foremen huddle every day
- Status Weekly Work Plan Daily
- Held in front of Weekly Work Plan Boards
  - Or with Weekly Work Plan in hand
- Be respectful time
  - 10-15 minutes
- Each Superintendent/Foreman report out their work

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Daily Huddle

Photos Courtesy of: Brasfield & Gorrie

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Activity: Tiny Home - Work the Plan

- Perform 1 week of Daily Huddles to process your WWP
- For each day, trades with activities draw ‘variance’ cards
- For activities completed as planned, record ‘Yes’
- For impacted activities, record ‘No’ and reason for the variance
- Are there things we can do today adjust for variances that may reoccur tomorrow?

15 Minutes

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Learning While Doing

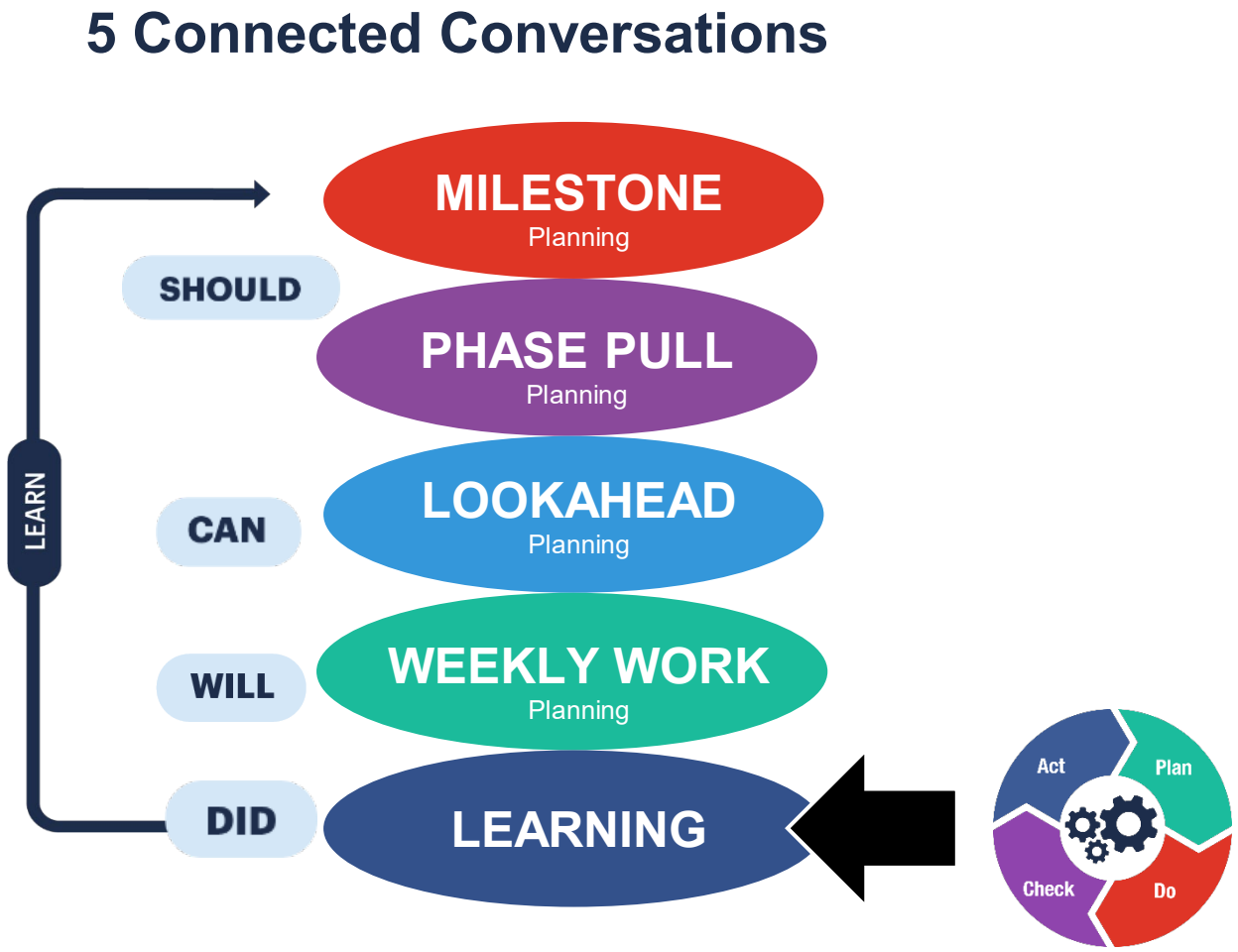
Executing the weekly work plan, variances and tracking plan reliability.

Learning/Improving

The fifth conversation is *Learning/Improving*.

The goal is for the team to *learn* from the cycle and take *actions for improving* going forward fulfilling PDCA.

The conversation is what we *"Did"* and *"Learned"*.



The Importance of PPC

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The *Percent Plan Complete* (PPC) is calculated for the period or week.

PPC is the basic measure of how well the *planning system is working*

Percent Plan Complete (Plan Percent Complete)

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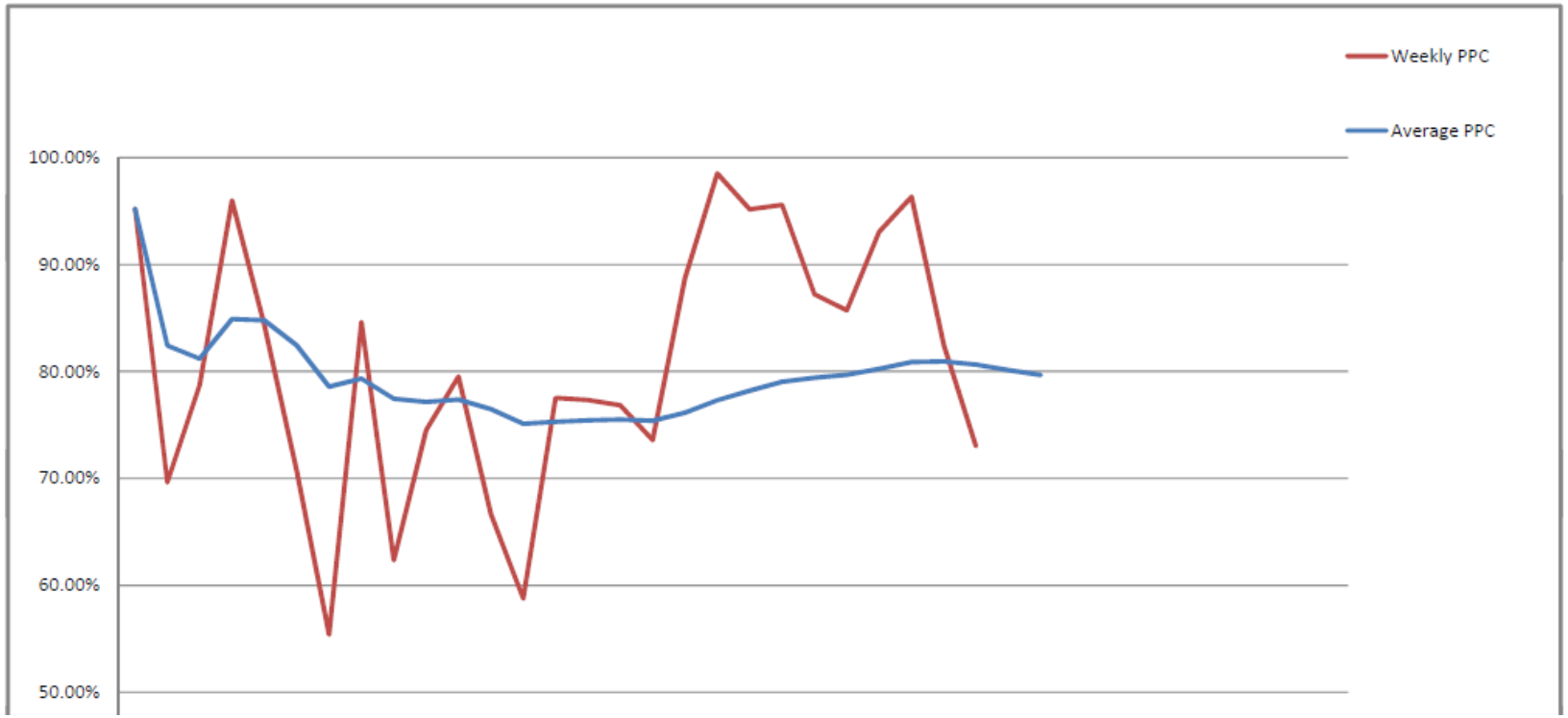
OVERALL PLAN PERCENT COMPLETE

PROJECT AREA
THEATERS

Current Overall PPC = 79.67%
As of: 6/1/2014

Week #	Week Ending	Number of Tasks	Number Completed	PPC	Average	Tasks Not Done
1	11/17/2013	21	20	95.24%	95.24%	1
2	11/24/2013	79	55	69.62%	82.43%	24
3	12/1/2013	47	37	78.72%	81.19%	10
4	12/8/2013	50	48	96.00%	84.90%	2
5	12/15/2013	83	70	84.34%	84.78%	13
6	12/22/2013	99	70	70.71%	82.44%	29
7	12/29/2013	65	36	55.38%	78.57%	29
8	1/5/2014	52	44	84.62%	79.33%	8
9	1/12/2014	85	53	62.35%	77.44%	32
10	1/19/2014	98	73	74.49%	77.15%	25
11	1/26/2014	83	66	79.52%	77.36%	17
12	2/2/2014	66	44	66.67%	76.47%	22
13	2/9/2014	97	57	58.76%	75.11%	40
14	2/16/2014	89	69	77.53%	75.28%	20
15	2/23/2014	97	75	77.32%	75.42%	22
16	3/2/2014	82	63	76.83%	75.51%	19
17	3/9/2014	106	78	73.58%	75.39%	28
18	3/16/2014	80	71	88.75%	76.13%	9
19	3/23/2014	67	66	98.51%	77.31%	1



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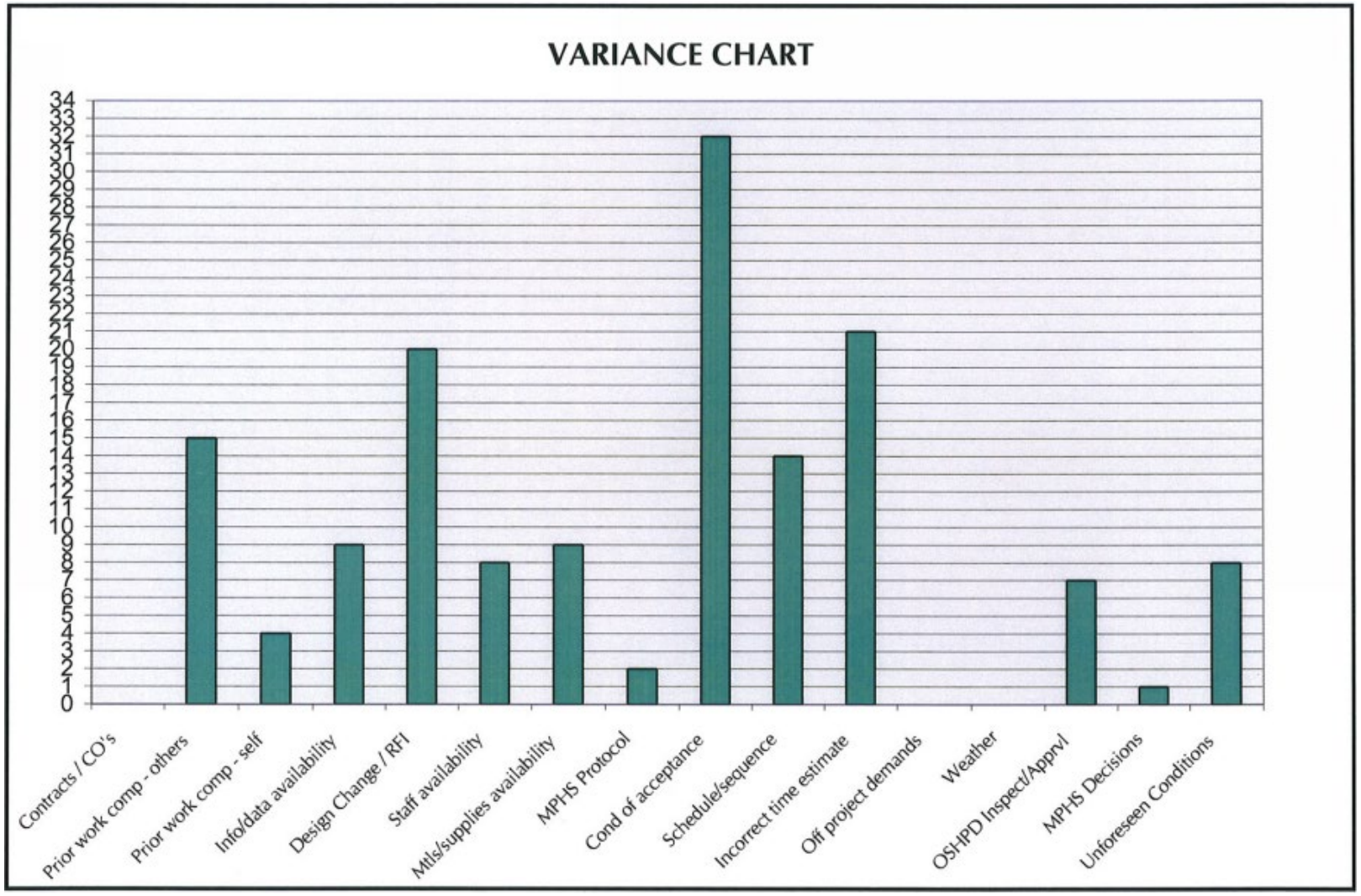
Taking Action For Variance

When a variance or failure occurs, the team must *discuss the likelihood* of it occurring again and determine *actions to mitigate such.*



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Reasons For Variance

- Factors that prevented a task from being completed as promised.
- Used by the team to promote learning concerning the failure of the planning system to produce a predictable workflow.
- Assigned a category of variance.
- Enable a team to identify those areas of recurring failure that require additional reflection and analysis.

Successful Weekly Planning Meetings

- *Consistency* is key
  - Start on time/ end on time.
  - Assign a timekeeper.
  - Everyone in the room that needs to be there.
  - Same expectations for everyone.
- Everyone's voice is heard.
- Last Planners talk more than the facilitator.
- LAP distributed weekly, up to date, and aligns with master schedule and WWP.
- Use Parking lot.

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Activity: Tiny Home - Weekly Work Plan Week 2

Follow Agenda for Weekly Planning Meeting

- Update Variance/PPC Chart
- Discuss weekly work plan variances and PPC – what can we change to improve?
- Observe team dynamic – who is disengaged?
- Have fun!
- Take photos of your planning wall – you're done!

10 Minutes

Weekly Meeting 2 Agenda

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- ☑ Review Plus/ Delta
- ☑ General announcements
- ☑ Last Weeks PPC/ Variances
- ☑ Current WWP Check-in
- ☑ Look Ahead Plan Update
  - Rotate and add new activities
  - Update existing constraints
  - Identify new constraints
- ☑ Weekly Work Plan created/negotiated for next week
- ☑ Round Robin to address any new issues not covered
- ☑ Plus/Delta

Wrap Up – Report Out & Questions from Activities?

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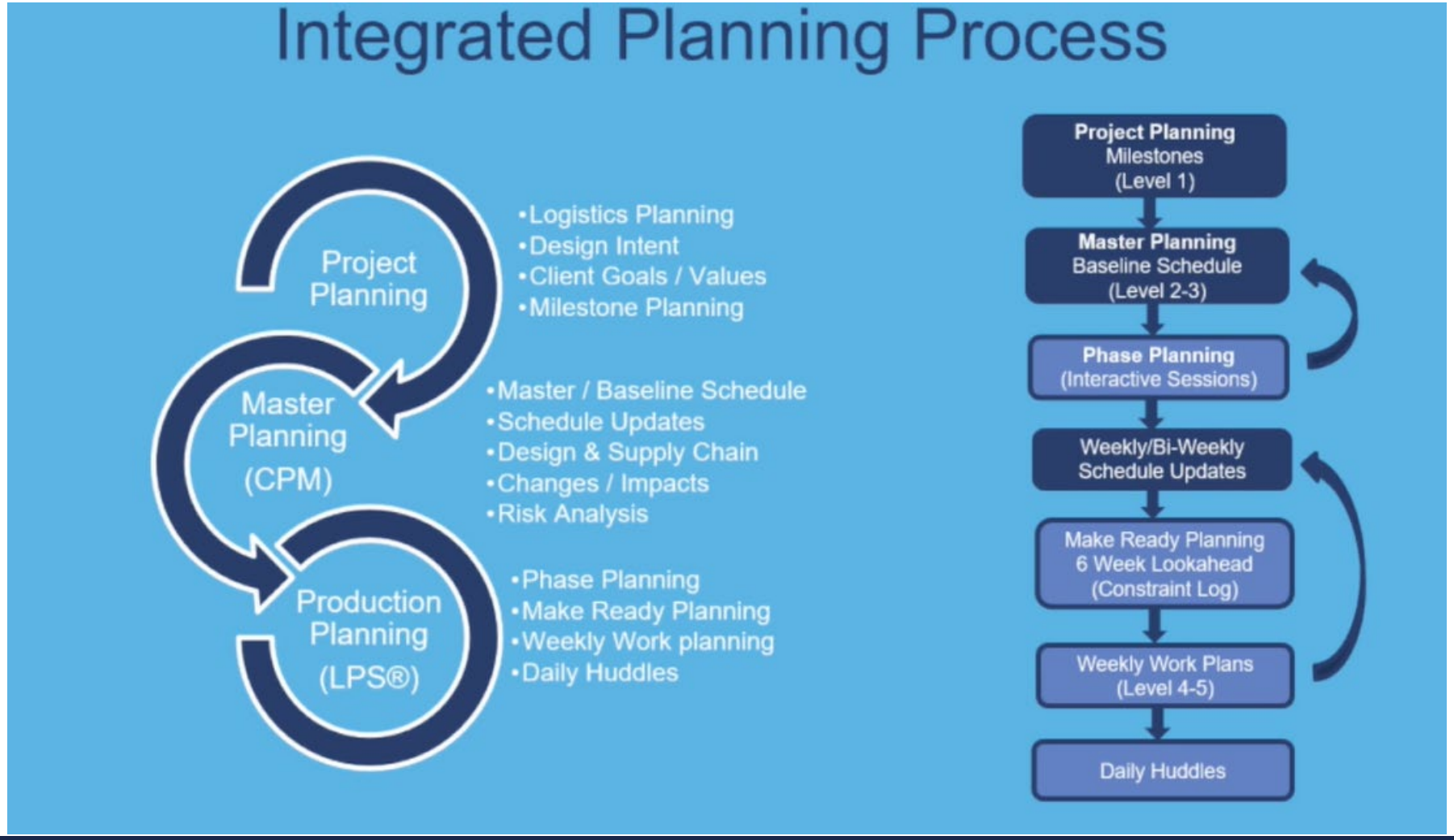
Planning Cycles & Benefits



Tech Talk

Tech Talk

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Revisit Flip Chart – Key Take-Aways

Revisit Flip Chart from the discussion in the morning:

What have you seen or learned that will influence your approach to LPS and Last Planners.

- **Next Actions?**
- What next actions will you take to continue to implement your learning today?

Table Activity: Discuss Your Next Action

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Next Actions?

What next actions will you take to continue to implement your learning today?

10 minutes

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Remember…..

- Your forms and other artifacts may *look different* from what we showed you today. Or even different from project to project.

- That is not a problem – as long as you are staying true to the *foundational principles of LPS* – the right people having the right conversations in order to make and keep reliable commitments.

- Likewise the forms and artifacts don't make the system work. It's the *conversations coupled with continuous improvements* that make the system work.

Questions

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Learning Objectives Reviewed

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Identify the essential foundational principles of each of the 5 connected conversations of LPS.

Engage in all of the connected conversations of LPS® from Milestone Planning to daily interaction through practical application.

Experience the process of constraint management to improve project workflow.

Gain practical insight to effectively use Percent Plan Complete (PPC) and variance to improve reliable project plan execution.

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How can you apply this tomorrow?

- *Provide attendees some specific examples they can take back to their workplace in this chart. A guide of "where to start."*

25TH LCI CONGRESS
OCTOBER 24-27, 2023

In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.

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Contact Us

First Name Last Name

Insert Company Affiliation

Insert Email address

First Name Last Name

Insert Company Affiliation

Insert Email address

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