Last Planner Current Process Benchmark

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What Why How When

What: A process benchmark for Last Planner

Why: High variation in understanding and implementation of Last Planner

How: Co-developing with a core group of firms (SPS, PPI, and Lean Project Consulting) and collecting input and feedback from other LPS consultants and practitioners around the globe.

When: First quarter 2016

Benchmark Outline

- P2SL Current Process Benchmarks
- Brief History of Last Planner
- Presuppositions and Conventions
- Principles and Rules
- Functions
- Methods and Processes
- Tools
- Implementation
  - Applying Last Planner to Different Types of Work
  - Getting Started
  - Keeping it Going
- Future Research
- Frequently Asked Questions
- Glossary
- References

A Peek inside the Benchmark

Function: Specifying what should be done when and by whom, from milestones to phases between milestones, to operations within phases, to steps within operations

Presupposition: All plans are forecasts and all forecasts are wrong. Forecast error increases with forecast length and level of detail.

Principle: Keep master schedules at milestone level of detail and plan in greater detail as the start date for planned tasks approaches.

Methods: Pull planning, prototyping, first run studies

Another Peek

Function: Selecting tasks for daily and weekly work plans—deciding what work to do next.

Presupposition: Productivity increases with PPC to the extent that commitments are made only to tasks that are sound, sequenced, and properly defined and sized.

Principle: Don't start tasks that you should not or cannot complete.

Methods: Reliable promising

Last Peek

Function: Making scheduled tasks ready to be performed

Presupposition: Progress increases with PPC to the extent that tasks are made ready in the right sequence and rate.

Principle: Reveal and remove constraints on planned tasks as a team.

Methods: Constraints analysis and removal

Last Planner Metrics & What They Measure

- Percent Plan Complete (PPC)
- Tasks Made Ready (TMR)
- Tasks Anticipated (TA)
- Frequency of Plan Failures
- Workflow reliability
- Constraints analysis & removal
- Task breakdown & collaborative design of operations
- Rate of learning

Comments? Questions?

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Functions

A. Specifying what should be done when and by whom, from milestones to phases between milestones, to operations within phases, to steps within operations
B. Making scheduled tasks ready to be performed
C. Replanning/planning to complete; i.e., to achieve project objectives
D. Selecting tasks for daily and weekly work plans—deciding what work to do next
E. Making release of work between specialists reliable
F. Making visible the current and future state of the project
G. Measuring planning system performance
H. Learning from plan failures

Presuppositions (selected)

I. All plans are forecasts and all forecasts are wrong. Forecast error increases with forecast length and level of detail.

II. Perfect planning may not be possible, but it is possible to never make the same mistake twice.

III. Variation in production systems can be reduced but never eliminated, so buffers are required to absorb that variation in order to protect targets.

IV. Productivity increases with PPC to the extent that commitments are made only to tasks that are sound, sequenced, and properly defined and sized.

V. Progress increases with PPC to the extent that tasks are made ready in the right sequence and rate.

Principles

1. Keep master schedules at milestone level of detail.
2. Plan in greater detail as the start date for planned tasks approaches.
3. Produce plans collaboratively with those who are to do the work being planned.
4. Reveal and remove constraints on planned tasks as a team.
5. Improve workflow reliability in order to improve operational performance.
6. Don't start tasks that you should not or cannot complete. Commit to perform only those tasks that are properly defined, sound, sequenced and sized.
7. Make and secure reliable promises.
8. Learn from breakdowns.
9. Underload resources to increase reliability of work release.
10. Maintain workable backlog; a backlog of ready work to buffer against capacity and time loss.

Methods

- Pull planning
- Constraints analysis & removal
- Task breakdown
- Collaborative design of operations
- Reliable promising
- Visual controls
- Five Whys
- PDCA: Plan-Do-Check-Act
- DCAP: Detect-Correct-Analyze-Prevent
- Percent Plan Complete (PPC)
- Tasks Made Ready (TMR)
- Tasks Anticipated (TA)
- Frequency of Plan Failures