

**Participation in the Last Planner System® of Project Planning and Scheduling:**

The General Contractor will be implementing the Last Planner System® (LPS®) of production control for scheduling and planning delivery of the project. LPS® is a systematic method of soliciting and incorporating the input of project trade foremen (AKA “The Last Planners®”) to create a plan that is thoroughly vetted and a schedule that is reliable and updated by the Last Planners® on a daily and weekly basis. All Trade Contractors and significant vendors are expected to fully participate in LPS® as facilitated by the Contractor. Contractual expectations of the trades and vendors include:

- Full participation in all planning meetings by the appropriate level of representative of the Trade or Vendor as a member of the project team. This consists of:
 - A Project Kickoff Planning Session (4-8 hours usually requiring Project Management level representatives who can make decisions regarding labor) where the team will:
 1. Validate the CPM schedule with a collaboratively developed Milestone plan to validate the project execution strategy;
 2. Identify appropriate milestones to break the project work into phases and then collaboratively develop a “Phase Pull Plan” for the next project phase (approximately 2-4 months of work);
 3. Create a 6-week look ahead schedule that has daily written activity tags for each task being performed, using the Phase Pull Plan as a reference.
 - Daily Huddles (5-15 minutes daily with trade foremen) where the team will confirm:
 1. What work did you complete yesterday?
 2. Are you on track to complete today’s planned work?
 3. Do you need anything for the work planned for tomorrow?
 - Weekly Work Plan Update Meeting (30-60 minutes weekly with trade foremen, usually in place of or at the weekly foremen’s meeting) where the team will collaboratively confirm and plan:
 1. What work *did* you accomplish last week? What is the team’s Percent of Promises Complete? What are the root cause reasons for any work not performed as planned?
 2. What work *should* be planned over the next 6 weeks?
 3. What work *can* be planned over the next 6 weeks, including what constraints will keep you from completing that desired work?
 4. Based upon 1-3 above, what work *will* you accomplish in the coming two weeks.
 - Regular Phase Planning Session (2-3 hours with trade foreman and project management level representatives as necessary) where the team will:
 1. Select the next appropriate phase of work to plan and then collaboratively develop a “Phase Pull Plan” for the next project phase (approximately 2-4 months of work).

NOTE: The information provided here does not, and is not intended to, constitute legal advice; it is for general informational purposes only. It is recommended you contact your attorney to obtain advice with respect to any particular legal matter or contract language. Only your individual attorney can provide assurances that the information contained herein – and your interpretation of it – is applicable or appropriate to your particular situation.

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- The total quantity of Phase Planning Sessions will vary based upon the length and complexity of the project. Typical projects for [Company] have needed [number to number].
- The production plan for the project and each phase will be created using the "pull" technique, starting from the milestone at the end and working backwards to the start of that particular phase.
- **[Delete if not using BIM]** The project team will work together to optimize the opportunity to design the production system or align the design of the production system with the BIM model.
- Tasks that are completed in the current week are statused as either complete or not complete and represented publicly on a Percent of Promises Complete (PPC) chart that tracks the reliability of team commitments over time. PPC by trade is not displayed publicly. The goals are:
 - to have planning reliability that is consistently 80-90% (measured weekly), or substantially in excess of the industry average PPC of 54%;
 - The team will use the 5-Why or Root Cause Analysis process to determine the root cause for tasks that are not executed as planned. These root causes will also be tracked over time to identify and act on trends that affect the team's ability to reliability commit and complete project work.
- Regular assessments of the team's use of the Last Planner® are to be made to ensure continued improvement of behaviors, process, discipline, tools. This will be done by soliciting feedback from team members of What is Working and What is Not Working, although suggestions for improvement will be accepted gratefully at any time.
- We view partners whose personnel have experience using the Last Planner System® as valuable contributors when it comes to facilitating the regular collaborative planning sessions required by the session and recognizing opportunities for continuous improvement. Your experience and leadership are an invaluable resource.

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