

# Lean Management Plan (Guidance)

Right First Time

TOPIC AREA	Lean Management Plan (Guidance)	References and Examples
1. Leadership	<p>1.1 The <b>Contractor</b> proactively leads and engages with all those involved in the project to:</p> <ul style="list-style-type: none"> <li>• Visibly promote Lean</li> <li>• Sponsors Lean</li> <li>• Lead the development of a continuous improvement culture</li> </ul> <p><i>Guidance: A Lean Leader needs to be visible and play an active role to sponsor and champion Lean on the project. They will also be an active participant in carrying out Gemba walks, Direct work Observations and engage and encourage waste removal behaviours across the team to create better flow. This could also include participation in Lean training, coaching &amp; mentoring activities including the monitoring and review of the project strategic goals and targets are being met.</i></p>	<p><i>Used to assess the adequacy of the Contractors submission –</i></p> <p><i>Example:</i></p> <p><i>Project Lean leaders, champions and sponsors are identified within this section of the Lean Management plan (LMP)</i></p> <p><i>Schedule of activities undertaken by leadership roles such as GEMBA, waste walks etc</i></p>
2. Strategy	<p>2.1 The <b>Contractor</b> has a project level Lean Strategic approach in place with clear objectives and KPIs outlined.</p> <p><i>Guidance: A Lean strategy, aimed to maximise customer value while minimising project waste and inefficiency.</i></p> <p><i>Applicable to single or multiple projects where the Contractor is responsible for delivery of either a large or several small projects within a programme. For example, the Lean Strategy scope can be sized proportionately to cover several low value projects or it can be a standalone document specific to a single project. Where the Contractor is managing only one or two small projects the Lean Strategy could be the Contractor's own company Lean Strategy, as-long-as, it supports the project(s) objectives and KPIs. Larger projects £300m for example, and where there may be more than one delivery partner, and where each Contractor has the same contractual requirement and contribution to the strategy, objectives and KPIs, there must be an agreement to a single shared strategic approach.</i></p>	<p><i>Used to assess the adequacy of the Contractors submission -</i></p> <p><i>Example:</i></p> <p><i>Sets out a clear strategic approach (i.e. to embed a culture of sustainable continuous improvement across the project).</i></p> <p><i>Sets out the strategic key objectives.</i></p> <p><i>Sets out the strategic key KPIs (i.e. time and cost – right first time deliver on time and on budget).</i></p> <p><i>Consolidates this information in a succinct way that can be easily communicated and understood by the project team (i.e. HOSHIN KANRI )</i></p>

<p>3. Deployment Management and information</p>	<p>3.1 The <b>Contractor</b> sets out their Lean deployment information covering key management and delivery processes with review milestones to ensure their Lean Management Plan remains fit for purpose through the project life cycle.</p> <p><i>Guidance:</i></p> <p>Deployment management and information <i>should include reference links to key processes where needed to achieve deployment of Lean. Consideration should extend to the identification of all relevant inputs and outputs required of the project team and parties of the contract.</i></p> <p><i>Process and Value Streams are an important element of successful project control. With a focus on those critical to ensure delivery of the project outcomes as a minimum aligned with National Highways Standards.</i></p> <p><i>It should be the case that the Contractor is measuring how well the project processes and value streams are working and includes suitable satisfaction measures For example: Collaborative Planning utilising measures such as Task Made Ready (TMR), Planned Percent Complete (PPC), Planned Productivity output versus Actual, etc). This is not restricted by project size – for example Collaborative Planning is a perfect fit for everything we plan to deliver and can be sized accordingly.</i></p>	<p><i>Used to assess the adequacy of the Contractors submission:</i></p> <p>Include roles, who are Responsible, Accountable, Consulted and Informed (RACI)</p> <p>Key project delivery processes are mapped and referenced.</p> <p>Utilization of <b>SIPOC/VSM</b></p> <p>Specific internal and external customer satisfaction measures are included and referenced</p>
<p>4.0 Methodology and tools</p>	<p>6.1 The <b>Contractor</b> outlines a standardised set of Lean Tools to be used at project level and indicates where and when they will be utilised.</p> <p><i>Guidance: There are lots of Lean tools available that are in most cases simple and effective. Some of these tools are specifically designed to help manage production activities i.e. Collaborative Planning Tool, 3Cs Tool, Problem Solving and Root Cause Analysis Tools. In this section the Contractor provides a consolidated list of the tools that will be used along with reference to related work instruction and guidance to support there effective deployment and usage.</i></p>	<p><i>Used to assessing the adequacy of the contractor's submission:</i></p> <p><i>Includes the specific Lean tools the Contractor proposes to utilise on the project. Typically, would include:</i></p> <p><i>Root cause analysis tools</i></p> <p><i>Decision making Tools</i></p> <p><i>Collaborative planning Tools</i></p> <p><i>Continuous improvement tools</i></p> <p><i>Visual management and performance tools</i></p> <p>Includes work instruction and guidance where required to support standard operating procedures.</p>

<p>5 Competence and capability</p>	<p>7.1 The Contractor sets out the Lean capabilities at project level and includes their approach for maintaining and developing Lean capability over the course of the project.</p> <p><i>Guidance: To hit the road running, it is important to identify the appropriate levels of Lean capability required across the project functions before it is required. Gaps in Lean capability is simply a missed opportunity impacting Lean deployment and successful delivery. The right level of Lean awareness and capability helps to embed Lean methodology and stimulate a culture of continuous improvement (i.e. removing waste). Training, coaching and mentoring activities build capability and support the use of Lean tools and techniques.</i></p>	<p>Used to assess the adequacy of the contractor's submission:</p> <p><i>In this section of the LMP does it include a Lean capability matrix, levels of team Lean capability to be deployed on the project, schedule to maintain Lean capability and a commitment to review on a regular basis. i.e. Lean capability matrix linked to roles and responsibilities of the project team and extends where required to those providing project services at a subcontract level.</i></p>
<p>6. Continuous Improvement Culture</p>	<p>9.1 The <b>Contractor</b> sets out their approach to continuous improvement and how it will be encouraged and supported throughout the lifecycle of the project.</p> <p><i>Guidance: It should be the case that the Contractor is fully embracing continuous improvement and Lean culture - Leading, collaborating, sharing and encouraging all parties of the project to play their part (i.e. identifying and removing waste, creating flow and encouraging creative thinking).</i></p>	<p>Used to assess the adequacy of the contractor's submission:</p> <p><i>In this section of the LMP does it include within their proposal an approach for managing a continuous improvement culture through:</i></p> <ul style="list-style-type: none"> <li><i>• Celebrating Lean success</i></li> <li><i>• Intrinsic safety enabling willingness to learn from mistakes</i></li> <li><i>• to remove waste and improve flow</i></li> <li><i>• Commitment to baseline and strive for continuous improvement (i.e. Lean Culture assessment)</i></li> </ul>

<p>7. Supplier engagement</p>	<p>10.1 The <b>Contractor</b> sets out how they will engage and build Lean capability within the supply chain at project level.</p> <p>10.2 The Contractor includes how they will deposit <i>Knowledge Transfer Pack (KTP)</i> on <i>National Highways Lean Tracker</i> to enable sharing of Lean improvement activity and efficiencies achieved from Lean intervention.</p> <p><i>Guidance: Whilst there are many aspects to supplier engagement this section focuses on ECI, building capability and sharing knowledge as key components of successful delivery. Involving suppliers early on stimulates innovative ideas. This is helpful to the project team and those involved in all phases of the project delivery. The opportunity to learn and share at the earliest stages of project design and for example bring design and constructability discussion and expertise together at the earliest stages provides greater opportunity for the project to identify the best delivery approach. Supporting suppliers with knowledge transfer and Lean training activities further supports ECI promoting and cementing Lean principals, tools and methodologies across the whole of the project team and their suppliers.</i></p>	<p>Used to assess the adequacy of the contractor's submission:</p> <p><i>In this section of the LMP does the LMP include a proposal for ECI and how ECI will be achieved and with whom?</i></p> <p><i>Includes a contractor proposal for building Supply Chain Lean capability.</i></p> <p><i>Does it include a commitment to using the National Highways Lean Tracker.</i></p> <p><b>Suppliers can request an account / user registration to add their Lean Projects (case studies / KTPs) by using the "Lean Tracker User Registration Form" link below:</b></p>
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