

A BALANCED DASHBOARD FOR PRODUCTION PLANNING AND CONTROL

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1 TOPIC

The paper proposes a concept for a dashboard to be used as part of Last Planner based production planning and control. The dashboard is constructed to be used, not primarily by management, but by the last planners.

2 CONCEPTUAL APPROACH

The following lines of thinking have inspired the proposed dashboard concept:

- Visual management
- Discussions within IGLC on Last Planner related metrics
- Discussions within IGLC on production flow and waste
- The balanced scorecard approach presented by Kaplan and Norton
- The use of metrics as an integral part of Virtual Design and Construction (VDC)

Because the dashboard is constructed to be used by the last planners to monitor and improve the process in the project, the dashboard has to be simple and intuitive, it should be continually updated and provide an at-a-glance overview. It has to be simple (it should focus on some few but important metrics), and it has to be balanced (it should give a holistic view of the status of the process and where it is heading).

3 PROPOSED STRUCTURE OF THE DASHBOARD

It is proposed that the dashboard should consist of three sections:

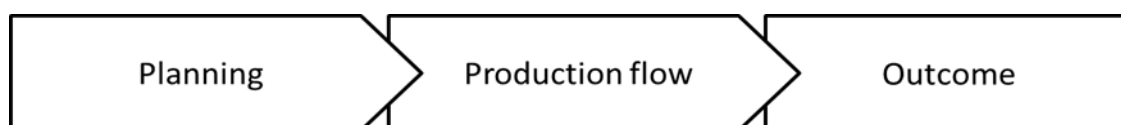


Figure 1: The three sections of the balanced dashboard

Each of these three sections should comprise one or a few metrics, put together so as to and provide a consolidated overview of both status and direction.

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4 WHICH METRICS COULD OR SHOULD WE USE?

For each of the three sections of the dashboard, the paper presents and discusses relevant metrics that could be used.

The presented dashboard concept will be tested in a forthcoming case study. In the case study, we intend to include the following six metrics in the specific dashboard to be tested:

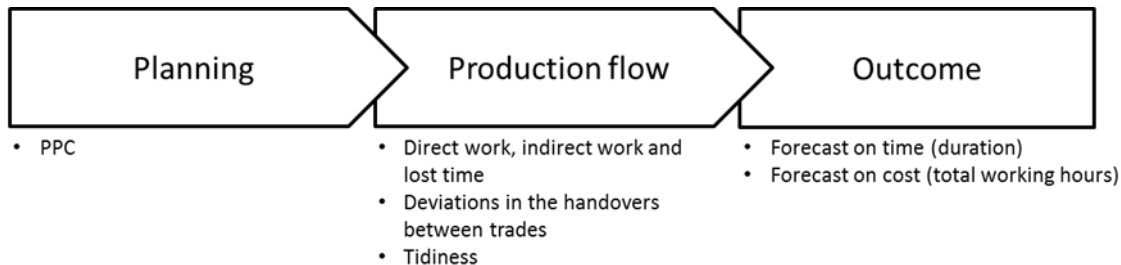


Figure 2: Test version of the balanced dashboard

As part of the case study, we also aim to develop a metric indicating how well the safety analyses integrated into the LPS process are running.

5 THE AIM OF THE FORTHCOMING CASE STUDY

The following topics will be studied in a forthcoming case study:

- The overall structure of the dashboard
- How useful the different metrics are
- How well the different metrics complement one another
- How the dashboard should be presented
- How the dashboard should be used to support planning, control and improvement
- To what degree the dashboard it all in all turns out to be useful for the last planners

