

Reasons for Variance LCI Definition:

Factors that prevented an assignment from being completed as promised, used by the team to promote learning concerning the failure of the planning system to produce predictable workflow. By assigning a category of variance to each uncompleted task, a team is able to identify those areas of recurring failure that require additional reflection and analysis.

Outcome:

To promote learning concerning the failure of the planning in order to produce predictable workflow by identifying the reasons for failure, classifying trends and determining corrective action. This is the check and adjust phase of Plan-Do-Check-Adjust (Act) or PDCA.

Process:

When a particular task has not been completed as promised, the individual whom made the promise will need to identify and communicate to the group why. The group needs to determine if new action is needed to keep reoccurring variance from continuing.

Last Planner System®
Standard Work
12_Reasons for Variance



Actions	What's Critical	Why It's Important
1) Prior to the first check-in with the team, establish the reasons for variance.	<ul style="list-style-type: none"> A comprehensive list that the team agrees will most likely be the reasons why a task is not completed as promised. 	<ul style="list-style-type: none"> At the first check-in, there will most likely be promises that have not been kept. The list needs to already be established so that at the first check-in the team can select the reason for variance.
2) Have the team agree upon what each reason means.	<ul style="list-style-type: none"> The group understands when each reason would apply. 	<ul style="list-style-type: none"> In order to track and understand trends for variance, the team must be in agreement on what each reason means and when it applies.
3) Post the list on the wall near the Weekly Work Plan (WWP).	<ul style="list-style-type: none"> The list needs to be the same list agreed upon in step 1 and needs to be legible for all to read. 	<ul style="list-style-type: none"> When a task is not able to be marked complete, the team needs to be able to quickly select the reason why and understand what each reason means.
4) If a task was not completed as planned, the reason for variance should be indicated on the particular tag.	<ul style="list-style-type: none"> Using the agreed upon list to identify why the task was not completed as promised. 	<ul style="list-style-type: none"> In order to track trends, either by reason or by trade, the reason for variance must be easily identified on the specific task.
5) Memorialize the Reasons for Variance.	<ul style="list-style-type: none"> Record the trade and the reason for variance. 	<ul style="list-style-type: none"> In order to improve the planning process instances of reoccurring failures need to be identified and resolved.

Last Planner System®
Standard Work
12_Reasons for Variance



List of Common Reasons for Variance:

- 1 – Bad Planning
- 2 – Prerequisite Work
- 3 – Design Issue
- 4 – Failed Inspection
- 5 – Labor not Available
- 6 – Materials not Available
- 7 – Equipment not Available
- 8 – Contracts / CO's / FCO's
- 9 – Submittals
- 10 – Weather
- 11 – I Forgot
- 12 – No Update (Missing Info: may or may not have been late)
- 13 – Unforeseen Conditions

Reasons for Variance Tracking Example:

