

STANDARD STRUCTURAL TEMPLATE AND FORMATTING INSTRUCTIONS FOR ILCC PAPERS [EXAMPLE OF STYLE ‘TITLE’]

[This template is for final submission of papers that have been reviewed and accepted. Your first submission for review should NOT include authors, affiliations, or specifics in Acknowledgments, so that we can use a double-blind peer review process. Instead, put in XXXXXX as placeholders to ensure that the paper will be at most 10 pages long]

Iris D. Tommelein¹, Alan P. Mossman², and Frode Drevland³ [example of style
‘Authors’]

ABSTRACT [EXAMPLE OF STYLE ‘HEADING 1’]

This paper describes how you should prepare your technical paper for submission, review, and inclusion in the Proceedings of the Indian Lean Construction Conference (ILCC) 2021. Using this template and following these instructions is important: our proceedings must be easy to read and have a consistent, professional appearance. To ensure that your paper will conform to the required formatting, just modify this file by typing in your contents while erasing the remainder as you go, and apply the formatting provided in the Microsoft Word style sheet that is used to format this document. [example of style ‘Text First’ for the first paragraph]

Structuring papers according to this template will help you report clearly on your work. Correct formatting (e.g., using and maintaining the styles without defining your own) will let the conference organizers import papers as needed to produce the proceedings as well as prepare papers for online posting on the ILCC 2021 website [example of ‘Text Running’ for each subsequent paragraph]

These instructions have been adopted to format this paper. Please follow them so that your submission will have the same look-and-feel as this paper.

KEYWORDS

Lean construction, template, formatting, instructions, references.

INTRODUCTION

The structural template and formatting instructions provided in this paper differ only slightly from the specifications we have used for previous proceedings of the Indian Lean Construction Conference. The language for papers to be included in the

¹ Professor, Civil and Envir. Engrg. Dept., Director, Project Production Systems Laboratory (P2SL), University of California, Berkeley, CA 94720-1712, USA, +1 510 643-8678, tommelein@berkeley.edu, orcid.org/0000-0002-9941-6596

² Managing Director, The Change Business Ltd., Stroud, United Kingdom, +44 7968 485 627, alanmossman@mac.com, orcid.org/0000-0003-1769-9164

³ Associate Professor, Norwegian University of Science and Technology (NTNU), Trondheim, Norway, +47 920 64 262, frode.drevland@ntnu.no, orcid.org/0000-0002-4596-1564 [example of style Footnote Text]

proceedings is English; both UK English and American English are acceptable, but please select one and use it consistently in your paper.

The text you see in **red** in this paper refers to formatting styles defined in the Microsoft Word Style sheet that is a part of this document. If you are not yet familiar with style sheets, we encourage you to use this opportunity to learn how to use them. The Microsoft (n.d.) website offers several tutorials.

STRUCTURAL TEMPLATE

DOCUMENT STRUCTURE [EXAMPLE OF STYLE 'HEADING 2']

Your document should be at most 10 pages long of A4-size paper. The first page is to include the paper's title (at most 90 characters, including white spaces), author(s) name(s), abstract (up to 200 words), and keywords. Please spell 'keywords' as one word. Provide up to 5 keywords for your paper, at least 3 of which selected from our keyword list that is posted online.

Use footnotes to provide each author's professional title, affiliation, telephone number, e-mail address, and orcid. Each author must have an orcid; if you do not already have one, request one at orcid.org (it does not cost any money).

Most papers will start with an introduction and end with conclusions. The introduction should immediately follow the keywords, on the first page if possible. The conclusions must be followed by acknowledgments, if any, and then references.

REFERENCES

A significant body of literature exists to describe lean construction theory and applications as well as lean production in general. Make sure to build on that work (or critique it) and to cite sources accordingly in the References section of your paper.

The references should be formatted according to the *Lean Construction Journal (LCJ) & the International Group for Lean Construction (IGLC) Referencing Guide 2016* available at <http://iglc.net/Home/Referencing>. The References section must include all work cited in the paper, sorted in alphabetical order by author(s). Follow the convention posted at <https://woodward.library.ubc.ca/research-help/journal-abbreviations/> to abbreviate the title of a journal.

Example references are provided in the References section of this paper and some are cited in the following text. The proceedings of the first three IGLC conferences were compiled into a book, edited by Alarcon (1997). Valuable knowledge can also be found in doctoral dissertations (e.g., Martinez 1996), technical reports (e.g., Tommelein and Ballard 1997) and, of course, journal papers (e.g., Howell et al. 1993; Tommelein 1998; Tommelein et al. 1999)

DIFFERENT TYPES OF PAPERS

Some authors will write papers on observations or case studies that are practice-based or experimental in nature. Such papers will be considered for review if they offer a description or explanation of an innovative or significant implementation of lean construction concepts and tools. They must contribute to the practice of lean construction from an industrial perspective, make a clear reference to lean concepts, and cite prior work. We ask that authors of such practice-oriented papers describe:

- What questions were you trying to answer? What (if any) hypotheses are tested in your work? [example of 'List Bullet']
- What evidence is provided that was used to test the hypotheses?
- Did your work enable you to answer your questions or draw conclusions about the hypotheses, or what further work is needed?

In contrast, other authors will write papers that are more opinion-based or theoretical in nature. We ask that authors of such papers describe: [example of 'Text First' that follows 'List Bullet']

- What are the foundational elements of the theory on which you are basing your work?
- What are your hypotheses and background assumptions?
- What seems to be true based on the theory?
- How could the theory be tested through experimentation?

Moreover, some papers will report on constructive research (also called design science research, e.g., March and Smith 1995). Characteristically, this kind of research pertains to creating and testing an artefact. We ask that authors of such papers describe:

- What practical problem is being addressed?
- What is the design and construction process of the artefact?
- How is the artefact evaluated?

All authors should:

- Reference previous work including papers from previous Indian Lean Construction Conferences (ILCC) and the International Group of Lean Construction (IGLC) conferences which are posted at <https://www.ilce.in/> and <https://iglc.net/Papers> respectively.
- Describe how that previous work is related to the presented work.
- Describe the value of their work for practitioners as well as scholars.
- State the limitations of the presented work.
- Propose questions or hypotheses for future work, to be done by the authors themselves or others, and suggest how these may be tested.

The aim of our ILCC conferences is to advance both the body of knowledge and the practice of lean construction, so please be responsive to our requests.

FORMATTING REQUIREMENTS

PURPOSE AND USE

Technical papers submitted for presentation at the ILCC 2021 should not only present interesting technical material and be well written, but also be formatted properly. Formatting of technical papers is important to those interested in seeing proceedings that have a consistent appearance, which in turn makes it easier for readers to at least skim through all texts. We next present the formatting instructions for authors wishing to submit a paper for the forthcoming Conference.

MEASUREMENT UNITS

Our standard is to use metric units. Should you wish to use US or other units, please list their metric equivalent first and then your units in parentheses.

WORD PROCESSOR

Document File Type [Example of Style 'Heading 3']

Prepare and submit the final version of your paper as a Microsoft Word (Word, in short) document (.doc or .docx file extension).

The editors of the proceedings reserve the right to make minor editorial changes to papers, following these specifications, so as to make them better suited for printing. It is therefore important that you submit a stand-alone Word document with all figures embedded, and not a file in .pdf or other file format. The editors will post-process your paper to produce a .pdf file for online posting.

Page Setup

The page setup of this template document shall be used exactly as-is. This includes:

- Page size
- Page rotation
- Page margins
- Header and footer texts

A change to any of these may be reason for the editors to reject your paper.

STYLES

'Styles' have been defined and are used in this document. Please apply them to format all your text as well. Use *only* the styles in this template. Do *not* manually change the font, font size, or other characteristics of any text. Do not alter any style definitions.

If you are not familiar with styles in Word please take follow tutorials available online (e.g., Microsoft n.d.) or seek assistance from your organization's IT support. Learning to use styles and other Word features *now* will save you a lot of time in future.

Styles – Headings

The Heading styles are:

- 'Title' is used only for the paper title
- 'Heading 1'
- 'Heading 2'
- 'Heading 3'

Avoid using further subheadings and note, contrary to the text paragraphs that are 'Justified,' heading styles are 'Aligned Text Left' in order to prevent exaggerated spacing when a heading is longer than one line.

Styles – Figures and Tables

The style specifications for figures and tables are:

- **Figures** use style 'Figure' with format 'Paragraph' then 'Line and Page Breaks' set at 'Keep with next.'
- A **figure caption** is placed *below* the figure and *centered* on the page. The style to use is 'Figure Caption.'

- **Text in tables** should be formatted using the styles 'Table body' and 'Table heading.'
- A **table caption** is placed *above* the table and *centered* on the page. The style to use is 'Table caption.'
- If possible keep tables to one page. Do not allow rows to break across pages.

Styles – Body

The Body style specifications are:

- '**Authors**' is used (only) for formatting the authors' names under the title
- **Body text paragraphs** following headings, figures, tables, bullet lists or quotes shall be formatted with the style 'Text First.'
- **Subsequent paragraphs** following directly after a text paragraph shall be formatted with the style 'Text Running.'
- **Citations** (i.e., excerpts from other sources) shall be placed in double quotes, followed by the reference and page number(s).
- **Numbered or bulleted lists** should be formatted with 'List Bullet.' The paragraph following a list is in 'Text First' format.
- **Footnotes** to detail the authors' affiliations on page 1 shall be formatted with the style 'Footnote Text.'
- **References** at the end of the paper shall be formatted with the style 'References.'

Making Words or Phrases Stand Out

If you wish to make a word or phrase stand out in a paragraph, then use either the style **Strong (bold)** [example of the character style 'Strong'] or the style *Emphasis (italic)* [example of the character style 'Emphasis']. To use these character styles, select the text you wish to make stand out, and then choose and apply the style. In the references, for example, use the style *Emphasis* for the titles of books and journals.

FIGURES AND TABLES

Each figure or table should follow the paragraph in which it is first mentioned. Make sure that each caption for a figure or table fits on the same page as the figure or table it refers to. Figures and tables in the paper may be in color but please ensure that they are also readable in black-and-white. The editors will make each paper into a .pdf file in color for on-line posting, but they will likely print the proceedings in black-and-white only.

Tables should have a thick top and bottom border, a thin border under headers and generally no vertical borders. Table 1 illustrates these points.

Table 1: Variability of Available Dies (Table 1 in Tommelein et al. 1999)

[example of style 'Table caption']

Type of Die	Numbers on Faces [example of style 'Table heading']
A	5, 5, 5, 5, 5, 5 [example of style 'Table body']
B	4, 4, 4, 6, 6, 6
C	3, 3, 3, 7, 7, 7

D	2, 2, 2, 8, 8, 8	
E	1, 1, +	1, 9, 9, 9

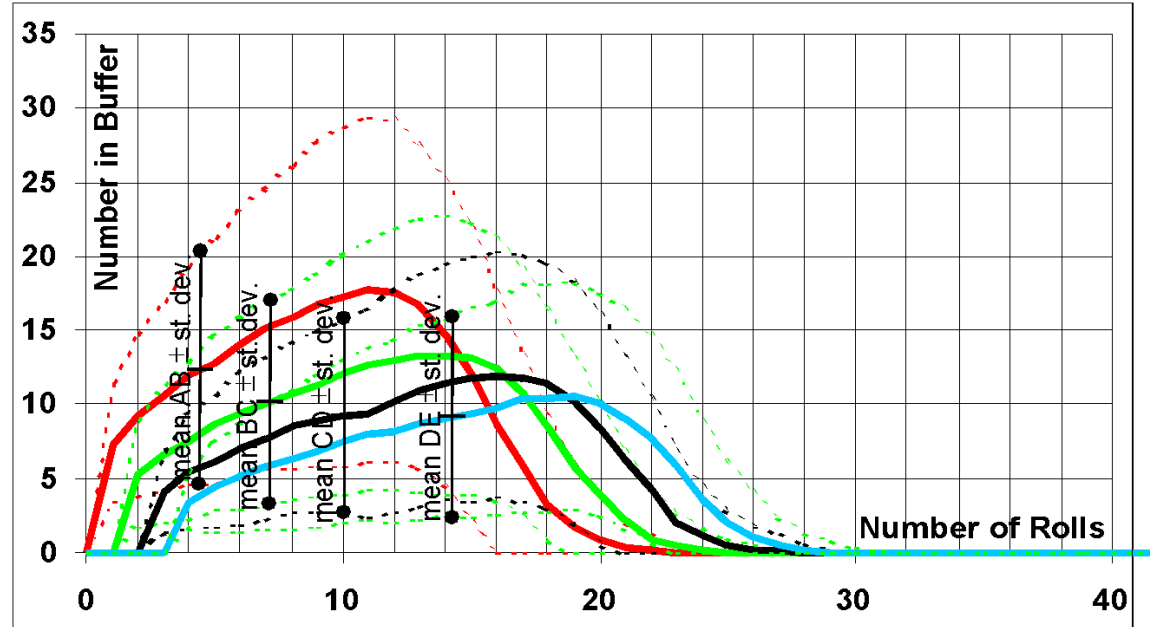
Once you have edited your paper (admittedly, this is an iterative process), you may find that you need to move text towards the start of the paper in order to use white space left by Word, and thus move figures and tables to the subsequent page. In any case, figures and tables should *follow* their first mention in the text.

Important characteristics of figures are their image type (type of file), quality (resolution), and final printed size.

- Acceptable image file types are: Joint Photographic Experts Group (using file extension .jpg or .jpeg), Encapsulated Postscript (.eps), Portable Document Format (.pdf), Portable Network Graphics (.png), and bitmaps (.bmp).
- Drawings constructed as lines, boxes, text, etc. within Word cannot be reproduced effectively, so **please do not make drawings using Word**.
- Printing at 300 dpi requires images of at least 1,800 pixels wide if they are full-page width or 900 pixels wide if half-page width.

When you insert a figure in the text, make sure the figure's wrapping style is 'In line with text' and then apply to the figure the paragraph style 'Figure.' Please do *not* lay it out with wrapping 'Behind text' or 'In front of text' (consult Microsoft (n.d) to learn about wrapping styles).

It is *preferred* that figures are sized either to match the full-page width (e.g., Figure 1), or to match the half-page width so that they can be arranged side by side to save space if needed.



[example of style 'Figure']

Figure 1: Average \pm Standard Deviation of Buffer Size Relative to Number of Rolls after 1,000-Iteration Simulation where all Players have a fast Die (Figure 11 in Tommelein et al. 1999) [example of style 'Figure caption']

SUBMISSION

ANONYMIZING PAPER FOR REVIEW

All ILCC papers will go through a double-blind peer review process and authors will be offered feedback so they can improve their paper. To allow for a double-blind review, authors should not reveal their identities upon first submittal of their paper. Instead of listing names and affiliations on page 1 or in the header, put in XXXXXX as placeholders. The placeholders will help to ensure that the paper will not exceed its page limit. Please do not just delete such text placeholders.

This anonymization should be done for the first submittal only. After peer-review feedback has been received and taken into account, the authors should add their full name and affiliations, prior to submitting their final paper.

WHERE TO SUBMIT

Authors must submit their work in Word document format (.doc or .docx) through the conference management system. For assistance with your submission, please contact at ilcc2021@cept.ac.in.

To achieve the desired quality of reproduction of papers accepted for inclusion in the proceedings, you may be asked to provide a separate file for each figure or table. However, you will avoid such extra work when you follow the here-provided instructions.

CONCLUSIONS

The instructions presented here have been used to format this paper. After you have formatted your paper accordingly, it should have the same look as the paper presented here.

The proceedings editors will appreciate your following these instructions. They may return your paper for correction or reject it altogether, if it does not conform to these formatting requirements.

ACKNOWLEDGMENTS

We are glad to have completed this set of formatting instructions and hope they are clear. If not, please email the first author so we can improve them. We would like to thank in advance all authors who follow these instructions diligently. We would also like to thank those who have prepared past-years' IGLC conference templates that we could build on.

The organizers of ILCC 2021 would like to acknowledge the IGLC. This template is adapted from the Call for Papers of 29th Annual Conference of International Group for Lean Construction (IGLC 2021).

REFERENCES [SEE [HTTPS://ASCELIBRARY.ORG/DOI/PDF/10.1061/9780784479018.CH05](https://ascelibrary.org/doi/pdf/10.1061/9780784479018.ch05)]

- Alarcon, L.F. (Ed.). (1997). *Lean Construction*. A.A. Balkema, Rotterdam, The Netherlands.
- Howell, G., Laufer, A., and Ballard, G. (1993). "Interaction between Subcycles: One Key to Improved Methods." *J. Constr. Eng. Manage.*, 119(4) 714-728.

- March, S.T. and Smith, G.F. (1995). "Design and Natural Science Research on Information Technology." *Dec. Support Syst.*, 15(4) 251-266.
- Martinez, J.C. (1996). "STROBOSCOPE State and Resource Based Simulation of Construction Processes." *PhD Diss.*, Civil and Envir. Engrg., Univ. of Michigan, Ann Arbor, MI.
- Microsoft n.d. "Apply styles." <https://support.microsoft.com/en-us/office/apply-styles-f8b96097-4d25-4fac-8200-6139c8093109> (Dec. 21, 2020).
- Tommelein, I.D. (1998). "Pull-driven Scheduling for Pipe-Spool Installation: Simulation of Lean Construction Technique." *J. Constr. Eng. Manage.*, 124(4) 279-288.
- Tommelein, I.D., and Ballard, G. (1997). *Coordinating Specialists*. Technical Report, Construction Engineering and Management Program, Civil and Environmental Engineering Department, University of California, Berkeley, California, USA.
- Tommelein, I.D., Riley, D., and Howell, G.A. (1999). "Parade Game: Impact of Work Flow Variability on Trade Performance." *J. Constr. Eng. Manage.*, 125(5) 304-310.

APPENDIX: PAPER QUALITY CHECKLIST

- Have you used the 2021 paper template as the basis for formatting your paper? Does your paper use correct styles throughout?
- Are your measures in metric units? Should you wish to use US or other units, please list their metric equivalent first and the US or other units in parentheses.
- Is the formatted paper 10 pages or less?
- Are all figures 'In line with text'?
- Are your tables on a single page (if possible)?
- Is your paper written in clear English?
- Are captions on the same pages as the figures and tables they describe? If not, please use the correct style so that they are.
- Are any headings at the bottom of a page separated from the first paragraph that they head? If so, apply the correct heading style or delete any superfluous carriage return or blank line that may occur between the heading and the paragraph that follows it.