ACCELERATING GROWTH



"What makes a good plan and how do you know you've got one?"

Paul Kidston

16th November 2017



Meeting national needs through people and innovation

Paul Kidston FCIOB





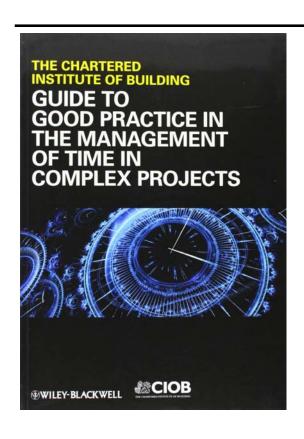


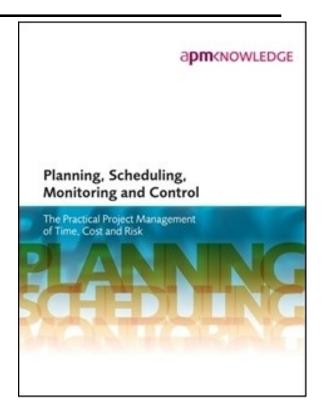




Paul Kidston FCIOB, MAPM







"A learning experience is one of those things that say, "You know that thing you just did, Don't do that""

- Douglas

What makes a good plan and how do you know you've got one?



What is Planning...and Project Control

What is it for?

What MUST you do to do it?

How do you know if you're doing it well?

What is Planning?



"Planning is an unnatural science; it is much more fun to go and do something...

And the nice thing about not planning is that failure comes as a complete surprise rather than being preceded by months of worry and depression."

Sir John Harvey Jones

What is Planning?



- Definition of Planning...the management of:
 - Scope
 - Cost
 - Time/output
 - Resource
 - Risk
 - Change
 - Reporting

What is Planning for?



What does good planning do?

- Decision making tool
- Winning Work
- Directs effort: Communicates method, sequence
- Determines resources
- Manages dependencies
- Forecasts early warning (CPA)
- Forecasting e.g. Cash flow
- Assurance...or Escalation

But only where there is active participation...

"Failing to Plan is Planning to Fail" - Alan Lakelin

What is Control?



"The trouble with plans was that they tended to be expressions of hope. So plans only reveal what people wish for.

The only way of finding out what they will actually do is by watching them. Then you would know what they might do in the future – because most people did what they have always done."

-Mma Ramotswe paraphrased from Alexander McCall Smith.

What is Planning...and Control?



- Definition of Project Controls...the management of:
 - Scope
 - Cost
 - Time/output
 - Resource
 - Risk
 - Change
 - Reporting

"Project Control is the creation of cost and time plans, the setting of targets and checking achievement of those targets. It can forecast outcomes, and promote decision making to improve the outcome of the project."

What is it for?



What does good project controls do?

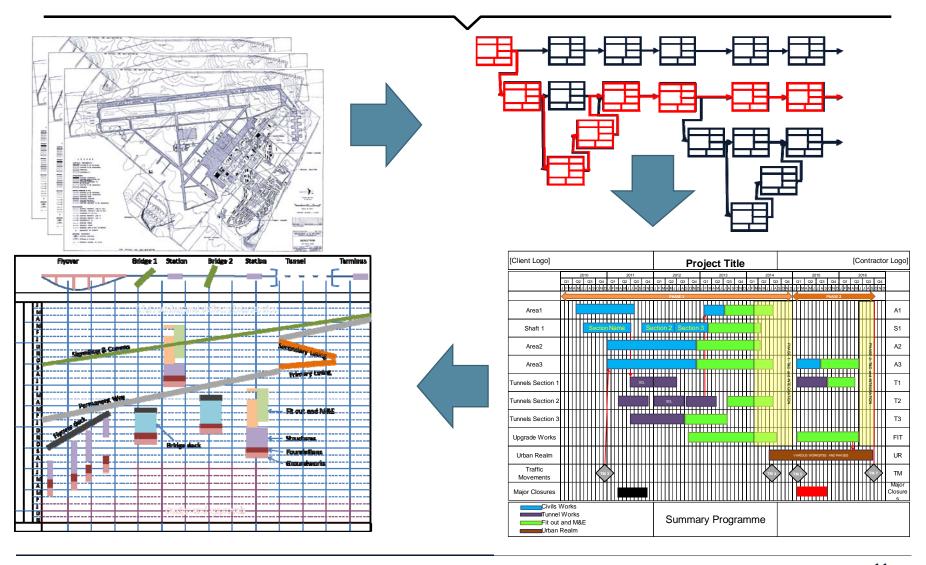
- Exerts Control
- Holds to account
- Informs decisions
- Drives improvement
- Forecasts early warning (EVA...v CPA)
- Forecasting e.g. Cash flow
- Assurance...or Escalation

But only where there is active participation...

"Project Control is a Catalyst for Action."

Planning: What must you do?





Planning: What must you do?



Look at drawings/specs/requirements etc.

Identify tasks/durations/ working periods

Sequence & method

Communicate the plan...by best means possible

Then

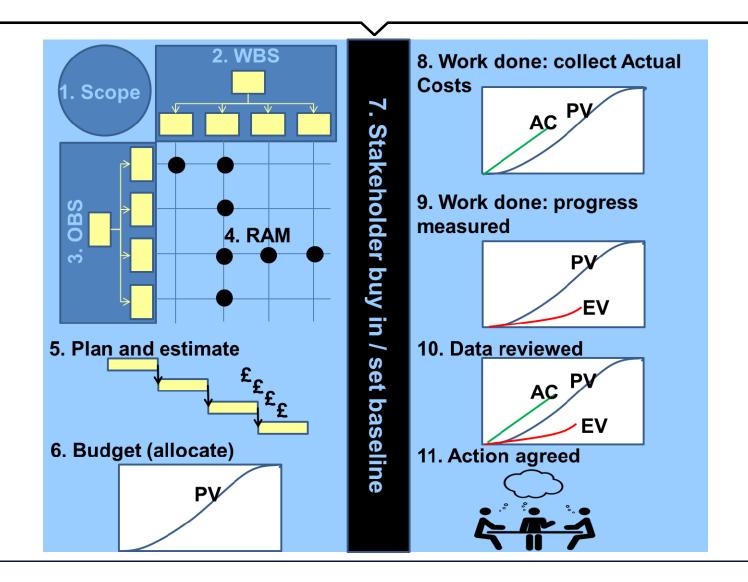
Method of measuring progress

Interpreting, forecasting, analysis (CPA, EVA)

Corrective action

Control: What must you do?







"Fundamental checks of the schedule should confirm that the full projectscope has been included; that the schedule describes a tractidal methodology for delivering the work; and that deliveration the second states and the second states are the second states and the second states are and milestones are included."

14

apm<nowledge

Planning, Scheduling, Monitoring and Control



The APM book talks about

Planning Checks (Scope, Admin)

Scheduling Checks (like DCMA)

There are also:

Engineering Checks (Method, duration, resources, sequence)

Process Checks (Procedures, tools)

Planning Checks



Admin issues

Management Issues

Contract Requirements

Scope captured

Associated Documents

Float (Strategic)

Communication

Scheduling Checks



1. Logic 5% is acceptable??

2. Leads }@ all densities??

3. Lags } compromises showing intent??

4. Relationships (FS) 90% acceptable

5. Hard Constraints 5% is acceptable??

6. High Float A good thing?/ Warning!

7. Negative Float A fact?/ Warning!

Scheduling Checks

COSTAIN

8. High Durations ?Density/Rolling Wave Planning

9. Invalid Dates ✓

10. Resources ✓...

11. Missed Activities Performance

12. Critical Path Test ✓?

13. CPLI ?

14. BEI Performance

What is an activity?

Engineering Checks



Method

Sequence

Resources

Safety

Risk

Process Checks



ect Name						Date:	30 June 2
ntroduction Project control concerns the m	anaceme	ent of time, risk, cost and value. The as:	sessment is undertaken using the Col	ain Way planning procedures , and in	dustry best pre-	dice. The assessment questions compliance	with each item, but the project learn is reminded on and establishment of minimum standards are
challenge any suggested action where possible identify best or	in that do	ex not appear to give value (perhaps d n project control.	ue to inability to comply due to conflicti	ng client demands). Wherever possib	le compliance	is expected to enable the setting, communication	on and establishment of minimum standards are
his review will now be repeat							
Intributor (Peniert Director)		Annagert: (Project Control or Planning N	Annual Protection Committee Committee	married Disarbot			
isue	_	anger, project contains a raining is	narrager), parcon brieder), parcon con	meda discol	Score	Notes/Actions:	Wift?
	Procedure Reference		Scoring				
	P 8	Best Practice	Compiles	Non Compilant			
EXXXX Planning and Control p		a axiaxiaxiaxiax	scores 1	Date of last assessment			Overall Purpose:
Best Practice/Complies/Non C made on different project circu	cmplant	columns provide guidance for assess	ing scoring. There will be a judgement				Overall Purpose: - Ensure robust Project Control service delivere clients and our Project Isams
	materices	-		Attendance at most recent 2016 Number of reviews			- To maintain quality control from one project to
Durrent Situation of the Project and Planners particular concerns relating to any	1						 Implement lessons learned on past and cum projects to avoid repeating similar mistakes.
concerns relating to any aspect of the project:							projects to avoid repeating similar missisces.
Procedures Project Specific Procedures							
Project Specific Procedures		Specific project procedures written to encompass company and client requirements (e.g. Works	Using client requirements (e.g. Works Information) only:	Not compliant with company or project procedures	_	Volume 11 of the Project Execustion Plan	 Incorporate Costain and dient requirements one document
		requirements (e.g. Works Information)			2		 Recognise flexibility due to project circumsta Requirements clearly communicated to plan
Proceeding Product Control		Manage Manage Manage and		landamata barbara lanananana		to a control to Constant Control City	team and others 1. Provide clarity to all on required inputs
Reporting /Project Control time table		adhered to	In place but programme sometimes submitted late	Inadequate/nothing/programme often submitted late		produced to a different timetable (12 months	Provide clarity to all on required inputs Manage client expectations
					01	produced to a different limetable (12 months per annum raths (than 14 periods) but we have been able to work with this. Need sight	
						of the timetable to ensure understanding is correct, (especially since submissions are	
Icope						sometimes late???)	
fully describe the scope of		Full scope is covered as proved by	Considered to cover full scope but no	Some concerns at robustness of			To ensure robust project controls
works		the budgetting & resourcing that equates to contract sum/expected	proof	some elements; Definite scope gaps identified	2		including data compatable with the CLR
Work package scope showly		norms	Basic scope sheets in place for	Return n's if not in place		Works Information with Priced Activity	Clarity information for the project team on wi
		In use covering scope description and used in procurement where appropriate (sub-contracting)	Basic scope sheets in place for explaining scope allocation			Soshdule forming Level 2/3 of the WBS; Level 4/4 as on rPS. Needs further	each package contains
			1		2	discussion to check understanding or	To assist in eliminating scope gaps or overli To assist in procurement - gives clarity in
Ensure compliance with contract conditions	PAP-H- 015	Evidence that W has been examined, requirements identified	Verbal description of process Contract stage Planners brief	Yet to be reviewed or reliance on "others"		possibly highlight a best practice The PEP was reviewed by CRL to ensure compliance with the WI	enquiries 1. Commercial imperitive
contract conditions	015	and accounted for, Contract stage	Contract stage Planners brief produced	"others"	2	compliance with the WI	I
Structures	<u> </u>	Planners brief produced					
Work Breakdown Structure	PAP-H- 003	CBS (as used in E1) and P6 are identical or co ordinated; used in reporting; illustrations exist to	CBS (as used in E1) and P6 co ordinated; used in reporting	Basic WBS in place of insufficient		CBS in E1 is different but compatible: a tab	Facilitate reporting, especially proper EVM Providing clarity in breaking down scope
	003	identical or co ordinated; used in reporting; illustrations exist to	ordinated; used in reporting	Basic WBS in place of insufficient detail (eg lexs than 15 nodes) No WBS in place	2	CBS in E1 is different but compatible: a tab on the working Adual Cost spreadsheets maps the costs	2. Providing clarity in breaking down scope
Activity ID structure	-	reporting; illustrations exist to explain/communicate Act ID structured to recognise lifecycle stage; geographic location and work type (for eg). Unique ID's used and rever resused. Militative and de hull date arbitrati-	Unique ID's used and never	Once procedures are updated non adherence will acore "0"	_	P6 AdMyIDs comply with this requirement	Clarity for the planner analysing the program
		lifecycle stage; geographic location	Unique ID's used and never resused; this is ensured by "retiring" rather than deleting activities	adherence will score "0"	2		Clarity for the planner analysing the program Ensuring traceability of activities through differogrammes and in the event of a forensic planessnice.
		used and never resused	tather than deleting activises		-		
Removal of activities from the schedule.		All history and As built data retained; activities" retired" rather than deleted	All history and As built data retained	As built data and history removed or summarised	2	Fully compliant	 Ensuring traceability of activities through differences
					2		programmes 2. Facilitating forensic analysis, should it be necessary
Planning	PAP-H-	All projects held within projects EPS	Instances of programmes held on	Instances of programmes held on		Inducement	1 Communical Imparities
	001	All projects held within projects EPS on the PS databases at head office Critical Path(s) illustrated simply as	Instances of programmes held on site server	Instances of programmes held on PC or laptop hard drives Evidence of flaws in CP; CP cannot	2		
Fully logic linked and Critical Path identified	PAP-H- 002	part of (eq) nametive: briefings given	site server Traceable through programme; HL Roll upo/LOE's used to summarise	Evidence of flaws in CP; CP cannot be explained/traced		C610 has a constantly evolving Critical Path which is highlighted in each Programme	To facilitate communication of the plan, in particular the Critical Path
		to team.	in P6		2	Narrative	This aids driving of production May also aid change control
ncorporate supplier & Sub co		P6 back to back with change control	Other planning system back to back with change control and programmes accepted hot within	No sub contractor plans incorprated		MMD input direct to C610 P6 programme. The quality of programmes received from the Supply Chain is variable	May also aid change control Back to back consistency
programmes where appropriate		on updates; where appropriate programmes accepted or not within	programmes accepted hot within	(for significant packages of work); Programmes are not accepted not	0 1	Supply Chain is variable	Promote quality schedules from suppliers Comply with our commitments on programm
		the contract time limits. Note Manual link is acceptable/	time limits	within time limits	•		admin
Independent with suppliers or		preferred Regular meetings to review progress and planning workshops held to	Regular meetings to review progress	Little or no engagement with the		12. 4 and 1 week lookahead meetings held	Promote quality schedules from suppliers Optimise the project plan
Engagement with suppliers or planning issues		and planning works hops held to initiate plans and resolve problems	Regular meetings to review progress and programmes	Little or no engagement with the supply chain	2	12, 4 and 1 week lookshead meetings held at Plumstead involving all stakeholders	2. Optimize the project plan
Design Planning	PAP-H-	Internated Design reportures	Interested Design reports me	IDP not produced		Considerable effort has bene expended tro	
	017	Integrated Design programme produced as part of the project WBS and monitored	Integrated Design programme produced and monitored		- 0	make the CRL EPPR compatible with P6.	
		and monitored			2	The EPPR and P6 programme with design activities complemented one another by	
Durations derived from work		List of output rates used available	List of output rates used available	No output rates used	_	providing a chack on reported progress	To ensure realistic, achieveable programme derived
content		List of output rates used available and comply with Costain norms where relevant		,	2		derived
Time risk allowances for adverse conditions and risks	PAP-H- 014	where relevant. Adequate TRA and Terminal Float allowances in original plan and have	Adequate TRA and Terminal Float allowances in original plan	Inadequate allowances		There were TRAs at the outset. Supplemental Appearant 4 has eliminated	To ensure realistic, achieveable programme derived
evenee conditions and risks	314	allowances in original plan and have been built on through change. (or	and was one in original plan		3 0	Supplemental Agreement 4 has eliminated these as Damages no longer apply Prelims	WHITE WAR
	Ш.	equisient)				(Actualheputational)	
Mestones established for all key and other contract dates		All contract dates plus other important dates per procedures	res	Key or Contract dates missing	2	Fully compliant	To facilitate good project control Ensure focus on and measurement v contra
-,		ideráted			9 2		dates
WedumTerm plans produced	PAP-H-	Medium term plans (3 month	Medium term and Short term plans	No medium term planning evidence		Tibs and XI used to produce 4 and 12-week	Co ordination between the strategic and tack
	025	Medium tern plans (3 month lookshed) produced, issued to production staff to develop into short term plans. (This may simply be an	Medium term and Short term plans produced weekly and meetings held		2	lookaheads	 Co ordination between the strategic and tact planning of the project. Provide medium term focus.
	1	term plans. (This may simply be an extract of the programme)			-	1	İ
Short Term plans in place	PAP-H- 025		Planner heavily invoved low	No short term planning evidence	_	Tilos and XI used to produce 4 and 12-week	Co ordination between the strategic and tack Incoming of the project
	125	Production team; planner verifies output and uses for progress data	engagement		2	- Contracts	planning of the project. 2. Provide short term, day to day focus by the
Short Term Plana: Make	1	Make Readyneeds are identified as	Make Ready needs are discussed	Make ready needs not identified			production team. 1. Ensure that work is raiedy and available to commence with all pre hecks etc. complete.
Ready needs		part of the process, recorded on the lookshead	but not recorded on the lookahead				commence with all pre hecks etc. complete
Short Term Plans: reasons for non achievement		Reasons for non achievement are recorded and analysed	Reasons for non achievement are recorded	Reasons for non achievement are not recorded		Namatiwa accompraying weekly volumetric Dashboards. Evidence of statistical or other	Enable analysis of reasons for any slippage cause analysis)
					0 1	analysis to allow decision making;	,,
						summary of all boards by supplier	
onon Term Planning Meetings		Weekly co ordination meeting(x) held, chaired by production lead	Weekly co ordination meeting(s) held, chaired by prianning lead	Weekly co ordination meeting(s) are not held	2	T-12, T-4 and T-1 meetings are held with the Construction Teams. Daily notices for Train moevements are co-ordinated by the	 uo ordination between the strategic and tact planning of the project.
		1			₩ 2	mosvements are co-ordinated by the Planning Dept	planning of the project. 2. Provide short term, day to day focus by the production team.
Summary Programme	PAP-H- 005	Easy to read outline plan with CP, keylogic etc and NOT a roll up; Use	Broadly in line with procedures	Roll up from PG only/ Not in existence	2	Summary Programme produced using Titos	Communication of Plan Allows strategic decision making
		of Time Chairage or LOB			₩ 2		
Norking Programme compliance	PAP-H- 022	of Time Chainage or LOB Durations less than 4 weeks (near term) 8 weeks (long term); or as the	ra .	pursions longer than specified	2	opecneo in Works Information	1. I ne rooust schedule
Monte Carlo analysis	-	contract specifies Run in past 3 months	Run in past 12 months	Run more than 12 months *** ~	_	We understand that CRL perform Monte	1. Testing schedule quality
				never run	0 1	We understand that CRL perform Monte Carlo analysis. We do not Glucen the current	Testing schedule quality Test schievebility
		Programme is "approved" by the project manager prior to external	Delegated to planning Manager	No involvement or discussion		situation it may not add value Project Director signs of Programme and	May be compliant with client requirements Ownership of plan Internal, independent review prior to issue
Ownership of plan by the		project manager prior to external las us. Possibly via discussion at			2	Narrative	2. Internal, independent review prior to issue
Dwnership of plan by the Project Manager		issue. Possibly via discussion at team meeting/review and comment on Narrative, etc.			-		l
Demonship of plan by the Project Manager		per considere, en.		No independent check		Costain resources check the programme	1. Assurance
Ownership of plan by the Project Manager Independent programme	PAP-H-	Independent resource used to check	Costain resource used to check		0.4		
	PAP-H-	Independent resource used to check programme, praining etc. Contains as a minimum:	Narrative submitted liverlable but		U-1	included narrative and graphical reports of	1. Communication of Plan
	PAP-H-	Independent resource used to check programme, preming was. Contains as a mimirrum: Explanation of logic Explanation of changes since last	contain resource used to check programme, planning etc. Namelive submitted level fable but incomplete	No programme narrative automitted or available	U-1	Included narrative and graphical reports of progress	Communication of Plan Change control
	PAP-H-	Independent resource used to check programme, praiming sec. Cortains as a minimum: Explanation of forgic Explanation of changes since last programme Responses to previous comments sep if rejected High lessel surmany of the programme and Critical path(s)	Consum resource uses to check programme, pleasuring les. Namative submitted/available but incomplete		0 1		Communication of Plan Change control

Earned Value Management tool	PAP-H- 023	"Catalyst" or "COSE"VA" or other robust tool used.	Bespoke Spreadsheet used	EV not used/ Operated to satisyclient without sufficient detail for our own		EV Produced from P6 and exported to XI. This was managina shu CRI although it is	1. Mandated tool
		NAMES I ROUT GROWN.		LESS.		EV Produced from P6 and exponed to X. This was manufate (by CRI, although it is interesting to note that they do not do this themselves (an ex-CRI, planner has necenity planed our team). Uting COBRA or similar would involve sort additional resource but may be more robust CRI, use PRISM.	
					2	themselves (an ex-CRL planner has recently	
					_	would involve som additional resource but	
						maybe more robust CRL use PRISM	
Carned Value Management	DAD H.	Buy in from Project leadership	Boy in from Cholact leadership	No remier? have in recipal through the			Daylessicon and informed senior manage
deployment.	023	(Project and Commercial Managers) and team is demonstrated. Regular review meetings; challenge	(Project and Commercial Managers) is demonstrated, but not shared with team	No project buy in; going through the motions or not used at all		regular review meetings are next, ine buy- in to EV is variable (depuise libeling a contract requirement) but all managers attend meetings and are held accountable	and decision making 2. Performance assessment and challenge/ accountability, leading to improvement
		and team is demonstrated. Regular	is demonstrated, but not shared with		2	contract requirement) but all managers	2. Performance assessment and challenge/
		review meetings; challenge	ean .			sitend meetings and are held accountable	accountability, leading to improvement
EVM and commercial reportin	PAP-H-	variances etc. IVM data and CLR data from the same source, programme informs cash flow reporting	Full input from Commercial team in	Budgeting undertaken by Planning	_	Fully compliant	1. Commercial awareness.
	023	same source, programme informs	Full input from Commercial team in developing budget loaded programmes	Budgeting undertaken by Planning team or external source without commercial buyin	2		Consistent reporting Challenge to commercial reporting forces
					-		Commercial awareness. Consistent reporting Challenge to commercial reporting forecalleading to greater robustness. Enables credible project control
Actual costs	DAD-H-	Cost data traceable to E1 with	Cost data traceable to E1	AC reporting not part of Project Control, or below required a bundands		The coding of £1 by Finance/Commercial is poor with PC staff often having to expend effort correcting these. In addition, PC staff end up calculating accusals.	Enables credible project control
	023	necessary commercial adjustments		Control, or below required a tendands	_	poor with PC staff often having to expend	
					0 1	end up calculating sees. In addrson, PC starr and up calculating accruals.	
					_	Hints idemonstrates a lack of commercial	
above and date	_	firm the sales of the sale	Fully compliant return system	No or insocurate data collection		buyin? Yet #36 scores 2/2?	Continued and the feeting a con-
Labour used data		Siometric system collects and records and collates actual hours on situloffice.	Fully compliant return system	No or inaccurate data colection		end up calculating accurate, virtual client constants a lack of commercial buy in? Yet #36 scores 202 Biometric System does not allocate costs. We have collette Daily Allocation Sheets to do this (implemented after 1 year of Construction) Buy in from Project Managers is variable:	Good project controls: facilitate measurer productivity planned vachieved
		site/office.			() 1	this (implemented after 1 year of	
Accountability for EV	OAD M		and the same of the same	Responsibility at Project Level		Construction)	Market Company Company
ALLOCATION IN EV	рар-н- 023	Accountability driven down to section level with Section Managers	(e.g.) Education of team through lunch and learn sessions or similar	Responsibility at Project Ceven		some are fully bought in others, particularly	Mandated position; Drives commercial awar and control
					() 1	Continuesors) Bury in from Project Managers is variable: some are fully bought in; others, particularly Costain's JV partners less so	
Desired Control of Desire	_	particular	Contra Dallamakina au EDIN	Carrier Dallametter or FORD		Colomostani	Parkers and and advanced and advanced
		managed with a full EVA system	Design Deliverables or EPPR system in place that measures planned vachieved vocst	Design Deliverables or EPPR system in place that measures planned vachieved only	ı		 Professional and informed project managed decision making Performance assessment and challenged accountability, leading to improvement
		alongside the rest of the works (le	planned v achieved v cost	planned vachieved only	2		Performance assessment and challenge.
		plans incorporated)			3 2		accountability, leading to improvement
		of the two levels described:					
Progress measurement	PAP-H- 024	Assessment tied into Short term	Physical percentage complete and	No physical check of progress or actual start & finish dates not		Physical Measure is the basis of % complete	Enables Project control Commercial protection
	024	here wering questions on SV, CV in particular Ossign Part of project WBS and managed with a ME FVA system slongside the sext of the works (in plants incorporated) A respurate EPPR may exist at either of the two lessist described. Assessment field into Short less planning system and/or builded up by Physical measures (Questify convention and the sext of the sext of the properties of the sext of the s	Physical percentage complete and remaining durations, actual start finish dates recorded each period	actual start & finish dates not recorded	2	Physical Massum is the basis of % complete for all progressible; CRL sometimes gettoo hung up on non-progressable items	2. Commercial protection
		records/graphs			_		
History recorded		seconds/graphs Actual start and completion dates recorded weekly for each activity; full history maintained in working schedule through to the end of the	Actual start and completion dates recorded monthlyfornightlyfor each activity, full history maintained in working schedule through to the end	Non compliance		Fully compliant	Commercial protection - to enable forensic planning or other claims processes
		recorded weekly for each activity, full	recorded monthlyfortnightly for each	l	2		pranning or other claims processes
		schedule through to the end of the	working schedule through to the end	l	3 2		
		project	of the project Weekly organism e update with	Less than formishly			
Reporting periods		meany	Contraintally reports	Less man fortnightly	2	ers is 4-weekly; XI and Tilos used to produce	Enables Project control Commercial protection
Contract Management	_					, , , , , , , , , , , , , , , , , , ,	
Change Management	PAP-H-	Change management process in place; briefing given to team at the	Change management process in place	No change management process in	_	Change Management process as per contractual conditions. ICEs and NCEs	Commercial protection
	026	place; briefing given to team at the	place	place	2	contractual conditions. ICEs and NCEs	
Change Control process	-	start and on going if necessary.		No recular massions: little y-1-7-7	_	uploaded to PG 4-weekly	Communical contaction
		held; Change register in place and	Ad hoc change review meetings held; Change register in place in apreadsheet	No regular meetings; little visibility of change register to wider team (eg planner)		I	The second secon
		start and on going if necessary: Weekly change release meetings held; Change register in place and automated warnings (specialist	spreadsheet	planner)	2	I	I
Change analysis of dear	-	software)		Information incomed without	-		Communication of the Communica
www.gw.controt.or.design		meeting process in place: channel	manageri commercial manageri	Smited review	1	Regular drawings reviews did not take place during Design phase	Commencial protection
		Neskly drawing information review meeting process in place; changes teviewed and controlled All change implemented or	Information reviewed by design manageri commercial manageri planneri etc. in isolation professarieri change included in the		9		
Change Control in the programme	PAP-H- 026	All change implemented or	implemented change included in the program me	Change not incorporated up to date		Clause 32 programmes incorporate change	Enables Project control Commercial protection
programme of	1206	otherwise included in the programme, with the former only	programme and programme	I	2	I	a. Contineros proscion
		budgeted			_		
NEC (& Similar) Contract change process	NECH/	Programmes submitted with all	Processes inplace but outwith time	Planner not involved in NCE process		Not all quotations are accompanied by a Clause 62 programme. Resource constraints together with the level of change	Commercial protection
change process	- Commission	quotations, or it is confirmed that there is no time effect/all up to date	lin is		1	constraints together with the level of change	
		A Formal Process exists to check the programme against a set of criteria pior to submission to client to ensure it meets. Wi and other quality requirements			_	has bene an issue 16 separate integrity Reports are run as	
Schedule Checking Process	PAP-H-	A Formal Process exists to check the	Checks undertaken but no formal or	No checks undertaken		16 separate integrity Reports are run as	Aids programme accuracy and acceptance
	005	programme against a set of criteria	documented process to check against			detailed below; programme and namative reviewed by Planning Manager and Project Controls Manager. Narative reviewed by Project Director Discuss template (incl in	
		ensure it meets. Wil and other quality			2	Controls Manager, Narative reviewed by	
		requirements				Project Director Discuss template (incl in	
	_						
Weather records		Weather records maintained and compiled	Comprehensive weather records collected through daily diaries or	No tormal data coescion	2	Not generally it antained; bulk of work is understand. Where reviewent it is	Commercial protection Future planning records
			logs)	highlighted on Site Diaries	
Procurement Schedule	PAP-H- 018	In place and linked to latest programme	Stand alone in place	No use of a procurement schedule		C695 is the best current example of this.	Management tool for key part of project
	018	In place and linked to latest programme			2	Not generally maintained; bulk of work is underground. Where reviewent it is highlighted on Sia Diaries. COSS is the best current example of this. Procurement now substantially complete on CO10544650	DOCUMENTS.
Document Control							
						Mandated by CRL	
Program me layout &	Project			DOME NO.			
Program me layout & numbering	Project	Complies or n/s (eg conflicting sequirements)	Complies or nis (eg conflicting requirements)	Louis no.	3 2		
Programme layout & numbering Issue through Document	Project	requirements) (statue register in place Yes	requirements) Paper or other record of transmittal	No.			Contract admin for commercial protection
Program me layout & numbering Issue through Document control processes	Project Project PEP	leave register in place Yes	requirements) Paper or other record of transmittal	No.	2		Contract admin for commercial protection
Programme layout & numbering issue through Document control processes Archive of issued programmes in Projects EBS, with ser's	Project	tequirements) Issue register in place Yes	requirements) Paper or other record of transmittal	No No	2	EPS has archived prograssmmes; also on eB (client) and Acones (internal JA)	Contract admin for commercial protection Contract admin for commercial protection
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Golden Rules



Programmes must:

Cover the full scope of the works

Recognise sectional completion and other key dates.

Be based on contract working hours. (Calendars)

Allow for documentation and handover

Be agreed with, and owned by, the project manager

Have a critical path (Logic, constraints).

Plan the resources required and the flow of these

resources.

Golden Rules



Have activities with a unique ID that is never revised or reused.

No activity covers more than one trade/ subcontractor.

Have a baseline.

The baseline must be maintained, not static

Have a narrative that explains key logic, strategy, risk etc.

Be updated with progress on a weekly basis

Be updated with change as the contract changes.

And



You're doing it well if you have communicated: (but)



"The most common problem with communication is the illusion that it has taken place"

George Bernard Shaw



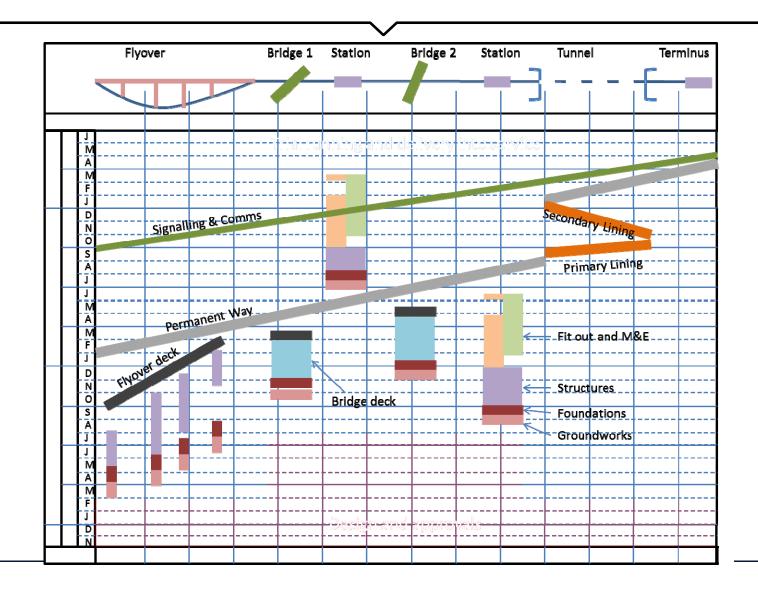
You're doing it well if you have communicated:

Tailored to your audience

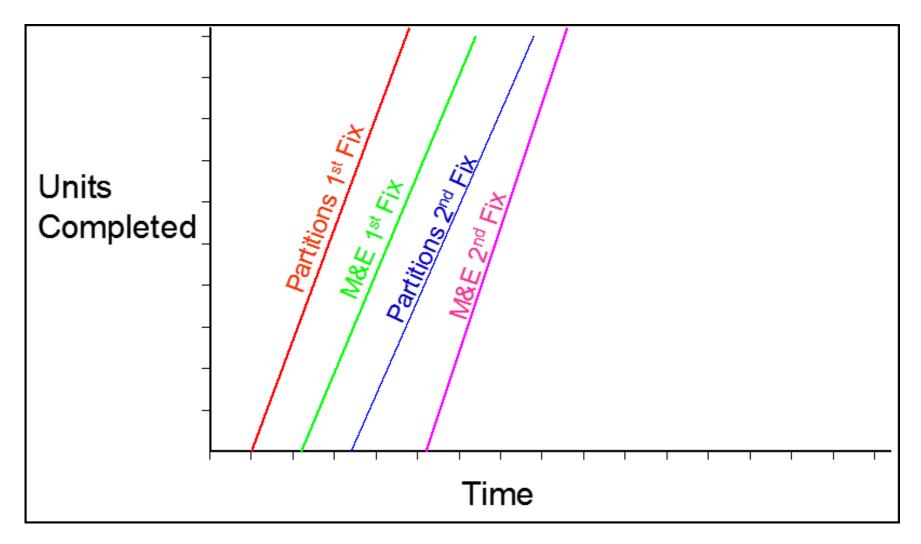
Simple is generally best

Gantt charts...











You're doing it well if you have communicated:

Tailored to your audience

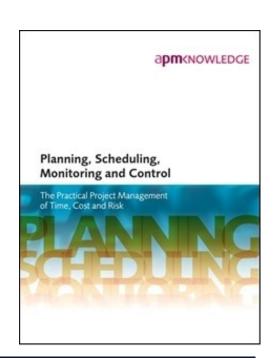
Simple is generally best

Gantt charts...

...or Time Chainage...

...LOB...

...Marked up drawings...





Things that make for a bad plan:

Team not involved

(or bought in)

Too much detail part 1

(what is appropriate?)

Too much detail part 2

(the wrong stuff...)

(Keep separate trackers – why?)

Poor schedule design structure)

(and lack of

Poorly defined calendars etc.



Things that make for a bad control:

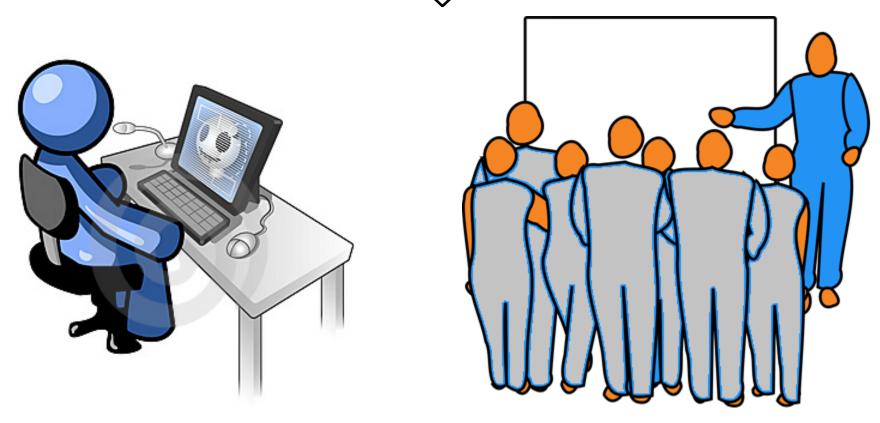
- Reporting to period end...2 weeks in advance please
- As a result ... please forecast 2 weeks of progress
- Wrong level of detail
- Many sources of data
- Many overlapping reports
- Automation
- Poor Record Keeping
- Work Breakdown structures considered too late...
- Producing data, not doing anything with it.



"I have always found that plans are useless, but planning is indispensable"

Eisenhower



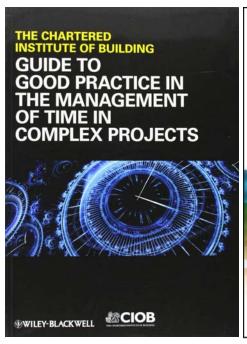


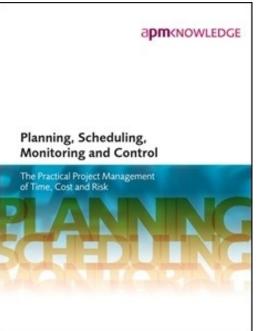
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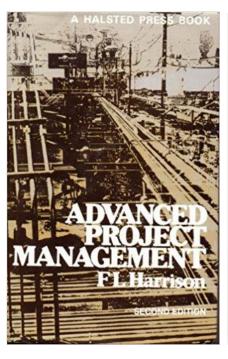
Eisenhower

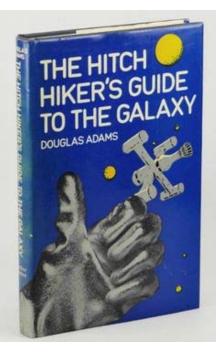
Paul.Kidston@costain.com











"Begin at the beginning...go on until you come to the end, then stop" - Lewis

The End



"You may not control all the events that happen to you, but you can decide not to be reduced by them"

-Maya Angelou

Paul.Kidston@costain.co