EXPRO National Manual for Projects Management

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Project Critical Items Action Report Procedure

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1.0 PURPOSE

The purpose of the Critical Items Action Report (CIAR) is to expedite decision making and focus the management and project team on problem activities that may have a significant impact on project. This procedure applies to works performed under all Government construction projects executed throughout the Kingdom of Saudi Arabia.

2.0 SCOPE

The CIAR procedure applies to all Entities and all of the projects within the Entity portfolio. Each project is required to develop and utilize a CIAR for managing its critical items. This procedure provides guidance to Project Controls personnel regarding the development, maintenance and review process. The significance and number of issues will vary depending upon the size and complexity of the project, but it is anticipated that each project will have a CIAR in place.

3.0 DEFINITIONS

Definitions	Description
Action Due Date	Each recommended corrective action must be assigned a completion due date along with any additional information that may be required to put the particular critical item into proper perspective.
Critical Items Action Report (CIAR)	Each critical item shall be briefly described in sufficient detail to be clearly understood. The description should be a statement of the problem to permit problem solving.
Criticality	The determination of criticality (in a chosen time unit, week or other) is based on the schedule.
Critical Path	The critical path is based on the sequence of activities having the least float identified in the control schedule.
Date Issue Raised	This is the date that the issue was first raised.
Forecast (F) / Actual (A) dates	Weekly update of the status of the critical item should reflect the most current forecast completion date “F” or the actual completion date “A”
Number of Re-F/C	The total number of times the forecasted completion date has been re-forecasted
Required Completion	The required completion date for the identified corrective action
Responsible Person	The person who is accountable to resolve or minimize the effect of the critical item
Tracking Number	Each critical item shall have a unique tracking number.
Trend	A Trend is a projected deviation from an established baseline. It is an item of change that causes an addition or reduction to the cost and /or schedule baseline, project scope, pricing. This also includes corrections for scope/estimate omissions.
Entity	A Saudi Government organization which is responsible for the delivery of government funded infrastructure construction projects.
CM	Construction Management
PM	Project Manager (PM)
UOS&D	Unsatisfactory, Overage, Shortage & Damage
DOR	Division of Responsibilities

4.0 REFERENCES

1. EPM-KPC-PR-000007 - Project Trend Program Procedure
2. EPM-EM0-PR-000001 - Project Risk Management Procedure
3. EPM-KPP-PR-000001 - Project Planning and Scheduling Definitions and Concepts Procedure

5.0 RESPONSIBILITIES

The Project Manager is responsible to kick-off the meeting, communicate its intent and expedite closure to corrective actions.

The Project Controls Manager is responsible to define the Critical Item Action Item process on the project and ensuring that all effects of critical items are understood by all project stakeholders.

The Lead Project Planner is responsible for preparing the CIAR format and meeting agendas, issue the CIAR report and impact analysis, update the report and impact analysis. The Lead Project Planner is also responsible to follow up on actions.

The Project Management Team is responsible to provide input to the CIAR, reviewing and enhancing the CIAR, attend the fully participate in weekly meetings to discuss the CIAR, and resolve items identified on the CIAR under their management.

Each Entity will adapt the DOR as required to reflect its management approach, and projects are expected to further fine-tune it to reflect project procedures.

The Project Manager is responsible for expediting closure of corrective actions, calling separate meetings to review detailed action plans, determining priorities and managing delivery to deadlines. The review process should address the most appropriate course of action and timing to properly take advantage of or mitigate the issue.

The Lead Project Planner and Project Controls Manager should have backup documentation for discussion by the project team with a clear definition of what corrective action is being proposed by the function that owns the critical item and the consequences.

Project Controls is responsible for ensuring that the impacts and effect on Total Installed Cost and Schedule are understood by the project team, and cross-functional/departmental impacts of each item are clearly defined and communicated. Project Management Team members are responsible to provide input to the CIAR, attend the weekly meetings to discuss the CIAR, and for resolution of items identified on the CIAR under their jurisdiction.

6.0 PROCESS

The CIAR is a focal point for management's control of the project and is one of the most important tools of the project controls program. The CIAR is the subject of a weekly project team meeting to discuss corrective actions or alternatives to eliminate or alleviate the schedule and/or cost impact of the critical items. The CIAR should be used to capture the top 10-12 actual and potential impacts or opportunities to the project schedule out-comes that need immediate management attention and drive them to resolution within the required timeframes. The CIAR is led by the Project Manager (PM) or Construction Manager (CM), supported by Engineering, Procurement and Construction and is maintained by Project Controls.

These items are defined as items that pose a risk to project performance or represent a potential opportunity in line with the below criteria:

- Each item should be specific and actionable
- Each item must be assigned to a specific individual owner (not a department)
- Each item should clearly identify the ongoing or potential impact to the project (e.g. delay performance testing by 2 weeks)

- Each item has specific actions and completion dates by which the issue is proposed to be resolved

The CIAR is a working document and not a lengthy punch list for the project. The key to effective CIAR management is short, focused meetings that secure engagement and resolution of issues through analysis, assignment of actions and regular follow up on performance against mitigation plans.

It is not intended to be an extended action item list or a punch-list of to-go works which would dilute the focus on the critical items. The CIAR is also not meant to be exclusively a listing of schedule activities on the critical path though some of these would certainly be included in the CIAR. Other reports, studies, or status information should be used to resolve project problems of a minor nature on a day-to day basis.

6.1 Development

The CIAR should be implemented at the commencement of each project and is active through the project's life span. Critical items should be added to the CIAR as soon as they are identified and taken off the CIAR as soon as the issue has been resolved or has changed in its criticality. Items on the CIAR may also co-exist on the Trend Register, Risk Register, or other documents where a more detail analysis is done, options explored and the impact tracked to final project completion.

Potential sources of critical items are included in the list below:

- Schedule updates and Critical Path review and analysis
- Production, release, delivery, and installation curves
- Trend Reports, and Risk Registers Reports
- Contract and Permit Compliance matrix
- Medium Term schedules and Work Front Analysis
- Progress reviews, weekly reports and monthly dashboard reports
- Prime Contract/Sub Contract reviews
- Level 5 Schedule: Engineering Tracker
- Specification/Drawing Logs, and Exception Reports, code requirement changes, etc
- Level 5 Schedules: Material Requisition Register Report, Expediting Reports, Vendor Data status, etc
- Level 5 Schedule reviews: 3 Week Look ahead, Quantity Tracker, etc
- Project team communications or general correspondence (Contractor, Vendor, Other)
- Non-Conformance Reports, Unsatisfactory, Overage, Shortage & Damage (UOS&D) and Back-charge notices,
- Current studies/evaluations
- Customer, Community, and Labor Relations

CIAR originate from various sources, as mentioned above, once identified the project team makes assessment followed by an appropriate action. Many critical item will simply be resolved by taking the necessary action while some critical items will bring about a Trend; in the latter case, this issue should be included in the trend program. For the Project Trend Program Procedure, see EPM-KPC-PR-000007.

6.2 Process

The CIAR is typically issued and reviewed weekly and is an agenda item in the weekly project status review meeting. Some urgent items may be elevated to daily meetings at the discretion of the Project Manager.

Critical Item Life Cycle:

- Actual and potential cost/schedule impacts and opportunities are added as soon as they are identified and confirmed.
- Action plans are added with concurrence of the responsible individual and/or project team.
- All action items must have a due date and responsible individual
- Items can be closed or cancelled. Deleted items may be re-opened at a later date if appropriate.

A sample template is included in **Attachment 1**. The template consists of two logs, one for open items and one for closed items.

Effectiveness of the Project CIAR will be evaluated during routine project quality assessments by means of feedback from Project Manager or Construction Manager and other project functional managers and leads.

Based on the phase of the project and how the project management team conducts its review meetings, the CIAR may originate and be controlled from either the Entity's Office or the Field.

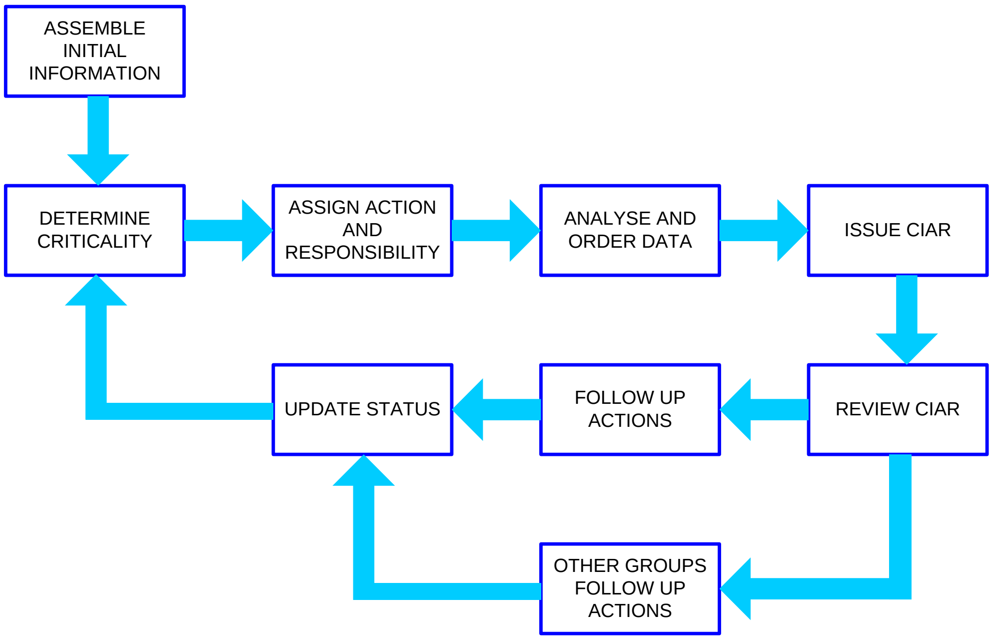

Figure 1: CIAR Process

The CIAR discussion is led by the Lead Project Planner or the Project Controls Manager whose major task is to define each problem, communicate the schedule impact and get a clear definition of the recommended corrective action.

7.0 ATTACHMENTS

1. EPM-KPR-TP-000002 – Sample Project Critical Item Action Report Template

Attachment 1: EPM-KPR-TP-000002 - Critical Items Action Report Template

<Insert Project Name> Project Critical Action Items Report Template

Open Issues

Job No: <Insert Project Number>

Rev No: <Insert rev>

Report Date: DD/MM/YYYY

Tracking Number	Issue Raised Week No.	Critical Issue	Action	Responsible Person	Required Completion	Forecast Completion	F / A	No of Re-F/C	Criticality in Weeks

<Insert Project Name> Project
Critical Action Items Report

Closed Issues

Job No: <Insert Project Number>
Rev No: <Insert rev>
Report Date: DD/MM/YYYY

Tracking Number	Issue Raised Week No.	Critical Issue	Action	Responsible Person	Required Completion	Forecast Completion	F / A	Number of Re-F/C	Criticality in Weeks