



EXPLO National Manual for Projects Management

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Project Planning & Scheduling Introduction Guideline



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Project Planning & Scheduling Introduction Guideline

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1.0 PURPOSE

The purpose of the Planning & Scheduling chapter is to provide the Entity with the principles, methods, processes, procedures, templates and checklists to perform suitable planning and scheduling on projects.

2.0 SCOPE

This introduction and the procedures it references apply to works performed under all Government construction projects executed throughout the Kingdom of Saudi Arabia.

3.0 DEFINITIONS

Definitions	Description
Entity	A Saudi Government organization which is responsible for the delivery of government funded infrastructure construction projects.
Entity Project Management Organization (EPMO)	An Entity Project Management Organization, this is an integrated team that comprises the Entity and its PMC responsible for managing all the Entity's projects.
Project Management Company (PMC)	An external consultant engaged by the Entity to deliver capital expenditure infrastructure projects.
RFP	Request for Proposal

4.0 REFERENCES

Document Number	Document Title
EPM-KPP-PR-000001	Project Planning and Scheduling Definitions and Concepts Procedure
EPM-KPP-PR-000002	Project Schedule Development Procedure
EPM-KPP-PR-000003	Project Schedule Curves Procedure
EPM-KPP-PR-000004	Project Schedule Contingency Procedure
EPM-KPP-PR-000005	Project Contractor Requirements for Planning & Scheduling Procedure
EPM-KPP-PR-000006	Project Schedule Standards and Quality Procedure
EPM-KPP-PR-000007	Project Schedule Look-ahead Procedure
EPM-KPP-PR-000008	Project Schedule Claims Procedure

5.0 INTRODUCTION

Proper planning and scheduling on projects is critical to minimize cost and time overruns. In order to achieve this there exist a few overarching principles:

- The plan is prepared by the team
- The schedule is prepared by schedule specialists
- The team commits to the schedule, preferably by signing it
- The team works to the schedule and provides regular updates
- The team identifies potential issues early, and mitigates in a pro-active fashion
- If an issue cannot be immediately mitigated, it needs to be communicated to management with proposed possible mitigation actions



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- Management to understand issues early, and provide resolution before issues becomes major problems.

Planning and scheduling are therefore much more than establishing a plan and a schedule. It has more to do with constant measurement of key variables (material deliveries, quantities installed, hours spent, rework required, changed conditions, etc.) against established baseline or target metrics in order to determine at an early stage any actual or potential deviation from an established plan and schedule.

Once any actual or potential deviation is identified, a formal process must capture the issues, determine mitigations actions, obtain approvals and funding if required, and proceed with immediate implementation of mitigation actions.

For this to be successful, project requires pro-active collaboration by the team. The team needs to participate in plan generation and be properly informed on agreed plan and expectations. Team members need to understand the importance of their input to schedule activity status, quantity status, spent hours, and early communication of potential or actual issues. Furthermore team needs to expeditiously support agreed mitigation actions.

Entities and projects need to assure that projects and contractors are staffed with qualified planner and scheduling personnel in order to lead the planning and scheduling efforts and to encourage team's participation.

Planning and scheduling shall not be approached as a fighting game between “us and them”, specifically between Entities, Projects and Contractors, as this will only lead to lack of communication, entrenching and ultimate project failure.

In the spirit of above, potential and actual claim situations needs to be pro-actively avoided, or dealt with immediately, in order to allow for project execution that focuses on completion of work, rather than claim positioning.

6.0 PROCEDURE AUDIENCE

The procedures are written with Project personnel as targeted audience. Projects exist within the Entity Project Management Organization (EPMO) and can be staffed either by a Project Management Company (PMC) or by EPMO permanent employees, or a combination thereof.

The requirements specified in these procedures that contractors are expected to perform need to be incorporated into their Request for Proposal (RFP) and contracts. These procedures are not intended to be used by contractors directly.