Part 1 General

1.1 RELATED REQUIREMENTS

.1 Not used.

1.2 REFERENCES

.1 Definitions:

.1 Activity: element of Work performed during course of Project. Activity normally has expected duration, and expected cost and expected resource requirements. Activities can be subdivided into tasks.

.2 Bar Chart (Gantt chart): graphic display of schedule-related information. In typical bar chart, activities or other Project elements are listed down left side of chart, dates are shown across top, and activity durations are shown as date-placed horizontal bars.

.3 Baseline: original approved plan (for Project, work package, or activity), plus or minus approved scope changes.

.4 Cash Flow: projection of progress payment requests based on cash loaded construction schedule.

.5 Completion Milestones: they are firstly Substantial Completion and secondly Final Certificate.

.6 Constraint: applicable restriction or limitation, either internal or external to project, that will affect performance of Project. Factors that affect activities can be scheduled.

.7 Control: process of comparing actual performance with planned performance, analyzing variances, evaluating possible alternatives, and taking appropriate corrective action as needed.

.8 Critical Activity: any activity on a critical path.

.1 Most commonly determined by using critical path method.

.9 Critical Path: sequence of activities that determines duration of Project. Generally, it is the longest path through Project.

.1 Usually defined as those activities with float less than or equal to specified value, often zero.

.10 Critical Path Method (CPM): network analysis technique used to determine the amount of scheduling flexibility (amount of float) on various logical network paths in Project schedule network, and to determine the minimum total Project duration.

.11 Data Date: date through which project status and progress were last determined and reported for analyses, such as scheduling and performance measurements.

.12 Duration: total number of work periods (not including holidays or other non-working periods) required to complete activity or other Project element.

.1 Usually expressed as workdays or work weeks.

.13 Early Finish Date: in critical path method, earliest possible point in time on which uncompleted portions of activity (or Project) can finish, based on network logic and schedule constraints.

.1 Early finish dates can change as Project progresses and changes are made to Project plan.

.14 Early Start Date: in critical path method, earliest possible point in time on which uncompleted portions of activity (or Project) can start, based on network logic and schedule constraints.

.1 Early start dates can change as Project progresses and changes are made to Project Plan.

.15 Finish Date: point in time associated with activity's completion.

.1 Usually qualified by one of following: actual, planned, estimated, scheduled, early, late, baseline, target, or current.

.16 Float: amount of time that activity may be delayed from its early start without delaying Project finish date.

.1 This resource is available to both [PWGSC] and Contractor.

.17 Impact Analysis: schedule analysis technique that adds a modeled delay to an accepted construction schedule to determined possible outcome of that delay on project completion.

.18 Lag: modification of logical relationship that directs delay in successor activity.

.19 Late Finish Date (LF): in critical path method, latest possible point in time that activity may be completed without delaying specified milestone (usually Project finish date).

.20 Late Start Date (LS): in critical path method, latest possible point in time that activity may begin without delaying specified milestone (usually Project finish date).

.21 Lead: modification of logical relationship that allows acceleration of successor task.

.22 Logic Diagram: see Project network diagram.

.23 Master Schedule: summary-level schedule that identifies major deliverable; work breakdowns structure and key milestones.

.24 Milestone: significant point or event in Project, usually completion of major deliverable.

.25 Monitoring: capture, analysis, and reporting of Project performance, usually as compared to plan.

.26 Non-Critical Activities: activities which when delayed, do not affect specified Contract duration.

.27 Project Control System: fully computerized system utilizing commercially available software packages.

.28 Project Network Diagram: schematic display of logical relationships of Project activities.

.1 Always drawn from left to right to reflect Project chronology.

.29 Project Plan: formal, approved document used to guide both Project execution and Project control.

.1 Primary uses of Project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and document approved scope, cost, and schedule baselines.

.2 Project plan may be summary or detailed.

.30 Project Planning: development and maintenance of Project Plan.

.31 Project Planning, Monitoring and Control System: overall system operated to enable monitoring of Project Work in relation to established milestones.

.32 Project Schedule: planned dates for performing activities and planned dates for meeting milestones.

.33 Quantified days duration: working days based on 5 day work week, discounting statutory holidays.

.34 Risk: uncertain event or condition that, if it occurs, has positive or negative effect on Project's objectives.

.35 Start Date: point in time associated with activity's start, usually qualified by one of following: actual, planned, estimated, scheduled, early, late, target, baseline, or current.

.36 Work Breakdown Structure (WBS): deliverable-oriented hierarchical decomposition of Work to be executed by contractor to accomplish project objectives and create required deliverables. It organizes and defines total scope of Project. Each descending level represents an increasingly detailed definition of Project Work. WBS is decomposed into Work packages.

.2 Reference Standards:

.1 Project Management Institute (PMI Standards)

.1 A Guide to the Project Management Body of Knowledge (PMBOK Guide).

.2 Practice Standard for Scheduling.

1.3 ADMINISTRATIVE REQUIREMENTS

.1 Project Meeting:

.1 Meet with Departmental Representative within 5 working days of Award of Contract date, to establish Work requirements and approach to project construction operations.

.2 Participate in regular project progress meetings with Departmental Representative specifically intended to discuss update of detailed schedule and contract changes.

.2 Scheduling:

.1 Planning: ensure that planning process is iterative and results in generally top-down processing with more detail being developed as planning progresses, and decisions concerning options and alternatives are made.

.2 Ensure project schedule efficiencies through monitoring of Project in detail to ensure integrity of Critical Path, by comparing actual completions of individual activities with their scheduled completions, and review progress of activities that has started but are not yet completed..

.3 Monitor sufficiently often so that causes of delays can immediately be identified and removed.

.3 Project monitoring and reporting:

.1 Keep team aware of changes to schedule, and possible consequences as project progresses.

.2 Use narrative reports to provide advice on seriousness of difficulties and measures to overcome them.

.3 Begin narrative reporting with statement on general status of Project followed by summarization of delays, potential problems, corrective measures and Project status criticality.

.4 Critical Path Method (CPM) Requirements:

.1 Ensure Master Plan and Detail Schedule are practical and remain within specified Contract duration.

.2 Revise Master Schedule and Detail Schedule deemed impractical by Departmental Representative and resubmit for approval.

.3 Change to Contract Duration:

.1 Acceptance of Master Schedule and Detail Schedule showing scheduled Contract duration shorter than specified Contract duration does not constitute change to Contract.

.2 Duration of Contract may only be changed through bilateral Agreement.

.4 Consider Master Schedule and Detail Schedule deemed practical by Departmental Representative, showing Work completed in less than specified Contract duration, to have float.

.5 First Milestone on Master Schedule and Detail Schedule will identify start Milestone with an "ES" constraint date equal to Award of Contract date.

.6 Calculate dates for completion milestones from Plan and Schedule using specified time periods for Contract.

.7 Substantial Completion with "LF" constraint equal to calculated date.

.8 Calculations on updates to be such that if early finish of Interim Certificate falls later than specified Contract duration then float calculation to reflect negative float.

.9 Delays to non-critical activities, those with float may not be basis for time extension.

.10 Do not use float suppression techniques such as software constraints, preferential sequencing, special lead/lag logic restraints, extended activity times and imposed dates other than required by Contract.

.11 Allow for and show Master Plan and Detail Schedule adverse weather conditions normally anticipated.

.1 Specified Contract duration has been predicated assuming normal amount of adverse weather conditions.

.12 Provide necessary crews and manpower to meet schedule requirements for performing Work within specified Contract duration.

.1 Simultaneous use of multiple crews on multiple fronts on multiple critical paths may be required.

.13 Arrange participation on and off site of subcontractors and suppliers, as required by Departmental Representative, for purpose of network planning, scheduling, updating and progress monitoring.

.1 Approvals by Departmental Representative of original networks and revisions do not relieve Contractor from duties and responsibilities required by Contract.

.14 Ensure that it is understood that Award of Contract or time of beginning, rate of progress, Interim Certificate and Final Certificate as defined times of completion are of essence of this contract.

1.4 ACTION AND INFORMATIONAL SUBMITTALS

.1 Submit in accordance with Section 01 33 00 - Submittal Procedures.

.2 Submit to Departmental Representative Project Control System for planning, scheduling, monitoring and reporting of project progress.

.3 Submit Project Control System to Departmental Representative for approval.

.1 Failure to comply with each required submission, may result in progress payment being withheld in accordance with Federal Government's GC 5 Terms of Payment.

.4 Include costs for execution, preparation and reproduction of schedule submittals in bid documents.

.5 Submit letter ensuring that schedule has been prepared in co-ordination with major sub-contractors.

.6 Refer to article "PROGRESS MONITORING AND REPORTING" of this specification Section for frequency of Project control system submittals.

.7 Submit impact analysis of schedule for changes that result in extension of contract duration.

.1 Include draft schedule update and report as outlined in article "PROGRESS MONITORING AND REPORTING".

.8 Submit Project planning, monitoring and control system data as required by Departmental Representative in following form.

.1 CD files in original scheduling software containing schedule and cash flow information, labelled with data date, specific update, and person responsible for update.

.2 Master Schedule Bar Chart.

.3 Construction Detail schedule Bar Chart.

.4 Listing of project activities including milestones and logical connectors, networks (sub-networks) from Project start to end. Sort activities by activity identification number and accompany with descriptions. List early and late start and finish dates together with durations, codes and float.

.5 Criticality report listing activities and milestones with zero total float used as first sort for ready identification of critical paths through entire project. List early and late starts and finishes dates, together with durations, codes and float for critical activities.

.6 Progress report in early start sequence, listing for each trade, activities due to start, underway, or finished within one month from monthly update date. List activity identification number, description and duration. Provide columns for entry of actual start and finish dates, duration remaining and remarks concerning action required.

1.5 QUALITY ASSURANCE

.1 Use experienced personnel, fully qualified in planning and scheduling to provide services from start of construction to Final Certificate, including Commissioning.

1.6 WORK BREAKDOWN STRUCTURE (WBS)

.1 Prepare construction Work Breakdown Structure (WBS) within 10 working days of Award of Contract date.

.1 Develop WBS through at least five levels: project, stage, element, sub-element and work package.

1.7 PROJECT MILESTONES

.1 Mandatory and recommended project milestones form targets for both Master Schedule and Detail Schedule of CPM construction network system.

.1 Recommended: excavation completed within 20 working days of Award of Contract date.

.2 Recommended: substructure completed within 50 working days of Award of Contract date.

.3 Recommended: superstructure completed within 90 working days of Award of Contract date.

.4 Recommended: building closed-in and weatherproofed within 120 working days of Award of Contract date.

.5 Recommended: interior finishing and fitting, mechanical and electrical work completed within 140 working days of Award of Contract date.

.6 Recommended: interim Certificate (substantial completion) within 150 working days of Award of Contract date.

.7 Recommended: outside work completed within 150 working days of Award of Contract date.

.8 Mandatory: final Certificate completion within 160 working days of Award of Contract date.

1.8 MASTER SCHEDULE

.1 Structure and base CPM construction networks system on WBS coding in order to ensure consistency throughout Project.

.2 Prepare comprehensive construction Master Schedule (CPM logic diagram) and dependent Cash Flow Projection within 10 working days of finalizing Agreement to confirm validity or alternates of identified milestones.

.1 Master Schedule will be used as baseline.

.1 Revise baseline as conditions dictate and as required by Departmental Representative.

.2 Departmental Representative as Project progresses will review and return revised baseline within 5 work days.

.3 Reconcile revisions to Master Schedule and Cash Flow Projections with previous baseline to provide continuous audit trail.

.4 Initial and subsequent Master Schedule will include:

.1 CD containing schedule and cash flow information, clearly labelled with data date, specific update, and person responsible for update.

.2 Bar chart identifying coding, activity durations, early/late and start/finish dates, total float, completion as percentile, current status and budget amounts.

.3 Network diagram showing coding, activity sequencing (logic), total float, early/late dates, current status and durations.

.4 Actual/projected monthly cash flow: expressed monthly and shown in both graphical and numerical form.

1.9 DETAIL SCHEDULE

.1 Provide detailed project schedule (CPM logic diagram) within 15 working days of Award of Contract date showing activity sequencing, interdependencies and duration estimates. Include listed activities as follows:

.1 Shop drawings.

.2 Samples.

.3 Approvals.

.4 Procurement.

.5 Construction.

.6 Installation.

.7 Site works.

.8 Testing.

.9 Commissioning and acceptance.

.2 Detail CPM schedule to cover in detail minimum period of 9 months beginning from Award of Contract date with each activity duration approximately 10 days.

.1 Show remaining activities for CPM construction network system up to Final Certificate and develop complete detail as project progresses.

.2 Detail activities completely and comprehensively throughout duration of project.

.3 Relate Detail Schedule activities to basic activities and milestones developed and approved in Master Schedule.

.4 Clearly show sequence and interdependence of construction activities and indicate:

.1 Start and completion of all items of Work, their major components, and interim milestone completion dates.

.2 Activities for procurement, delivery, installation and completion of each major piece of equipment, materials and other supplies, including:

.1 Time for submittals, resubmittals and review.

.2 Time for fabrication and delivery of manufactured products for Work.

.3 Interdependence of procurement and construction activities.

.3 Include sufficient detail to assure adequate planning and execution of Work. Activities should generally range in duration from 3 to 15 workdays each.

.5 Provide level of detail for project activities such that sequence and interdependency of Contract tasks are demonstrated and allow co-ordination and control of project activities. Show continuous flow from left to right.

.6 Ensure activities with no float are calculated and clearly indicated on logical CPM construction network system as being, whenever possible, continuous series of activities throughout length of Project to form "Critical Path". Increased number of critical activities is seen as indication of increased risk.

.7 Insert Change Orders in appropriate and logical location of Detail Schedule. After analysis, clearly state and report to Departmental Representative for review effects created by insertion of new Change Order.

1.10 REVIEW OF THE CONSTRUCTION DETAIL SCHEDULE

.1 Allow 5 work days for review by Departmental Representative of proposed construction Detail Schedule.

.2 Upon receipt of reviewed Detail Schedule make necessary revisions and resubmit to Departmental Representative for review within 5 work days.

.3 Promptly provide additional information to validate practicability of Detail Schedule as required by Departmental Representative.

.4 Submittal of Detail Schedule indicates that it meets Contract requirements and will be executed generally in sequence.

1.11 COMPLIANCE WITH DETAIL SCHEDULE

.1 Comply with reviewed Detail Schedule.

.2 Proceed with significant changes and deviations from scheduled sequence of activities that cause delay, only after written receipt of approval by Departmental Representative.

.3 Identify activities that are behind schedule and causing delay. Provide measures to regain slippage.

.1 Corrective measures may include:

.1 Increase of personnel on site for effected activities or work package.

.2 Increase in equipment.

.3 Additional work shifts.

.4 Submit to Departmental Representative, justification, project schedule data and supporting evidence for approval of extension to Contract completion date or interim milestone date when required. Include as part of supporting evidence:

.1 Written submission of proof of delay based on revised activity logic, duration and costs, showing time impact analysis illustrating influence of each change or delay relative to approved contract schedule.

.2 Prepared schedule indicating how change will be incorporated into the overall logic diagram. Demonstrate perceived impact based on date of occurrence of change and include status of construction at that time.

.3 Other supporting evidence requested by Departmental Representative.

.4 Do not assume approval of Contract extension prior to receipt of written approval from Departmental Representative.

.5 In event of Contract extension, display in Detail Schedule that scheduled float time available for work involved has been used in full without jeopardizing earned float.

.1 Departmental Representative will determine and advise Contractor number of allowable days for extension of Contract based on project schedule updates for period in question, and other factual information.

.2 Construction delays affecting project schedule will not constitute justification for extension of contract completion date.

1.12 PROGRESS MONITORING AND REPORTING

.1 On ongoing basis, Detail Schedule on job site must show "Progress to Date". Arrange participation on and off site of subcontractors and suppliers, as, and when necessary, for purpose of network planning, scheduling, updating and progress monitoring. Inspect Work with Departmental Representative at least once monthly to establish progress on each current activity shown on applicable networks.

.2 Update and reissue project Work Breakdown Structure and relevant coding structures as project develops and changes.

.3 Perform Detail Schedule update monthly with status dated (Data Date) on last working day of month. Update to reflect activities completed to date, activities in progress, logic and duration changes.

.4 Do not automatically update actual start and finish dates by using default mechanisms found in project management software.

.5 Submit to Departmental Representative copies of updated Detail Schedule.

.6 Requirements for monthly progress monitoring and reporting are basis for progress payment request.

.7 Submit monthly written report based on Detail Schedule, showing Work to date performed, comparing Work progress to planned, and presenting current forecasts. Report must summarize progress, defining problem areas and anticipated delays with respect to Work schedule, and critical paths. Explain alternatives for possible schedule recovery to mitigate any potential delay. Include in report:

.1 Description of progress made.

.2 Pending items and status of: permits, shop drawings, change orders, possible time extensions, equipment and material delivery.

.3 Status of Contract completion date and milestones.

.4 Current and anticipated problem areas, potential delays and corrective measures.

.5 Review of progress and status of Critical Path activities.

Part 2 Products

2.1 NOT USED

.1 Not used.

Part 3 Execution

3.1 NOT USED

.1 Not used.

END OF SECTION