Scheduling Best Practices

(Updated May 2017)

As a general rule the following meetings are the minimum required for all Major Projects:

- Estimating Handoff
- Vetting Meeting
- Kick-off Meeting
- **Scheduling (Refer to the Field Operations Manual 4-6: Scheduling Management)**
- 20/50/80 Reviews

Preparation for Scheduling Meeting

Prior to the scheduling meeting, the following items require completion

1. Budget - This will be used in creating our Raymond Schedule. It is "The Bible" for the project.
2. General Contractors Contract Schedule and any possible and current updates. This will be used in conjunction with the Raymond Schedule. But, it will not necessarily be the way we want to build it.
3. Footages from Quick Bid Reports & OST Takeoffs
    a. Total drywall square footages for 421, 422 & 425
    b. Total Linear footages for Wall Framing & Soffits/ Ceilings: 411, 412, 413 & 415
    c. Exterior elevations: Total Square footages broken down into areas: East, West, North and South will be used for Framing, Sheathing, Waterproofing, Lathing & Plastering operations. (Realistic Goals based on what we feel we can achieve)
    d. Total Linear Footages for Exterior Trims – Will be used for Lathing Superintendent.
    e. Did we possibly miss anything in the bid? (Discovered in the Vetting meeting). If so we will identify on budget to account for the missed time.
        i. Remember to review conditions on OST to find any possible misses or gains when compared to detailed plan conditions

Creating the Schedule

The Raymond schedule will be created with the GC's contract schedule dates as the basis to generate our schedule. We will review the durations given for each task along with the Labor Hours from our budget to determine maximum amount of labor we could have at any given day and when we will need

to be complete with the tasks. A consistent manpower loaded schedule will always look out for Raymond's best interest and best practices in turning over a job on time and under budget while using the GCs finish date/goals to help in pushing our schedule.

The following items are things to incorporate when creating this schedule. Create work flow and durations based off of budgeted hours and optimal sequencing determined from internal Raymond shops (i.e., priority wall plan, one siding plan, etc.)

1. Start our scheduling by taking the given finish dates from the GC's schedule, or updates if applicable. Then work each activity backwards to determine actual work flow and proper durations for each task. This will help confirm all activities have actual durations and proper overlaps if possible. This will ensure we do not go beyond given the schedule because the GC didn't include cure times, proper duration, or they missed an activity. And it helps ensure the proper flow of our work.
2. Additional Vetting ideas on how to cut costs via labor or material.
3. What can we prefabricate in order to shorten the schedule or save costs?
4. Address any possible problems in which we may need to recognize possible budget shortages & adjust budget to reflect these losses due to having missed a specific detail. This is also based on collaborative discussions in which we determine what we can realistically achieve due to site conditions and actual footages our men can achieve.
5. Adjust duration shortages as given by GC. Can we improve on the dates given in other areas to help out in the area where we may need more time.
6. Determine the stocking schedules on when material must be ordered delivered and stocked in order to keep the work flow going and not hold up the schedule.
7. Identify minimum amount of work needed out in front of us to be productive in all areas.
8. Create and identify tasks that need to be delegated by project team and completed within a specified time frame: (Team Effort)
9. Lath and Plaster scheduling
    a. When applicable, keep lath and plaster plans in mind when scheduling exterior work.
    b. For plaster, make sure schedule includes large areas for completion that flow around the building. Sequencing of framing, sheathing, lath prior to plaster should be developed keeping the plaster flow in mind.
    c. Determine a Lath and Plaster plan based on 2,000 sq yds per plaster mobilization if possible

What to Schedule

1. Schedule preconstruction activities. These include:
    - Submittals (Development & Review/Approval)
    - BIM (Modeling, Coordination, Clash Detection, Development & Review/Approval of Shop Drawings)
    - Structural Engineering (Development & Review/Approval)
    - Cast Product, Rainscreen, Isolator, etc. Shop Drawings (Development & Review/Approval)

- Material order dates for long lead specialty items
- Mockups
- Samples (Development & Review/Approval)
- Sub-Subcontractor Procurement & Submittals

2. Schedule the following construction plans and miscellaneous items as part of your job schedule. Note that these should be scheduled and turned over to BIM detailer on major projects to get maximum amount of help from the BIM effort
    - Layout Plans
    - Framing & Drywall 1 side plans
    - Backing Plans
    - Stocking Plans
    - Waterproofing & Lathing Plans
    - Plaster Plans
    - Door Frame Arrival
    - Stocking dates for our materials
    - Toilet accessories
    - Access Door Plan
    - FEC Cabinet delivery
    - Backing Requirements from other trades
    - MEP Rough-in and in-wall time

After the Schedule is Complete

1. Review schedule with GC to obtain buy-in and incorporation into their contract schedule.
2. Hold weekly update meetings with the project team to verify or re-sequence the work flow.