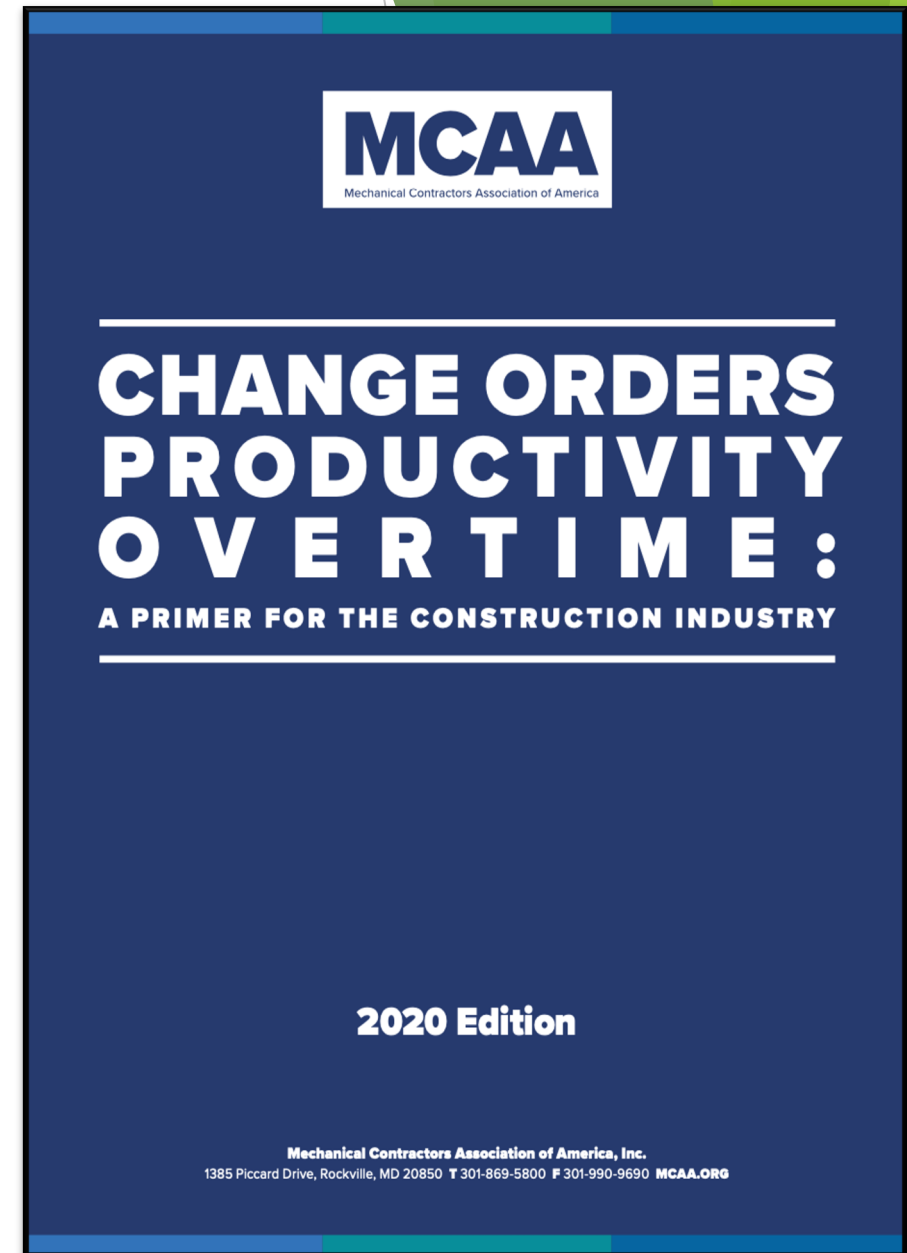


The Importance of Obtaining the Prime Contractor's Native CPM Scheduling Files

Presented by
John R. Koontz
MCAA



John Koontz

MCAA, Director of Project Management Education (Since 1999)

- ▶ **MCAA IPM/AIPM Director - 21 years**
- ▶ **Associate Professor (Purdue University) - 8 yrs**
- ▶ **Mechanical Industry Consultant - 25 yrs +**
- ▶ **Mechanical Project Manager - 15 yrs**

Goals for This Session

EXPECTATIONS



- Our focus today will be a brief 60-minute session to help you understand:
 - **What's** in the manual
 - **Why** it's in the manual
 - **How** to use what's in the manual
- To inspire and motivate you to acquire and read the OT-PROD-OT Manual and learn more about why it's important to acquire the prime contractor's native CPM schedule files

LEGAL DISCLAIMER

- ▶ *The information discussed in this webinar is not intended to constitute legal advice. Instead, all information, content, and materials discussed are for general informational purposes only. Please contact your attorney to obtain specific legal advice.*



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**We are going to be
reviewing pages 67
to 97 today**

**THIS A BRAND-NEW
CHAPTER OF THE
MANUAL**

HISTORY AND BACKGROUND

“The Old” and “The New”

THE OLD

- ▶ Since the early 1980's, CPM Scheduling has become a general requirement throughout the construction industry on the vast majority of projects
- ▶ Prime contract documents on most larger and more complex projects began to require CPM-based analyses and quantification of alleged project delays
- ▶ Prime contractors were given time limits for providing notice and impact quantification...which flowed down to their subcontractors

THE OLD

- ▶ Contract clauses began to require a contractor to prepare and submit TIAs (Time Impact Analyses).
- ▶ The TIA requirement is very prevalent on most of today's contracts.
- ▶ Failure to submit TIAs within the required time frame, which are commonly very short, usually result in a waiver of rights.....this flows down to the subcontractor

THE OLD

- ▶ Common contract scheduling requirements for the prime contractor on larger projects
 1. Create and provide a 60 to 90 day “preliminary” schedule as the projects starts
 2. Create and provide, within the limits defined in the prime contract, a detailed, overall, project CPM schedule (aka: The as-planned or baseline project CPM schedule)
 3. Submit to the Owner or CM, monthly progress updates
- ▶ It was common for the Prime/GC to mandate the involvement of major subcontractors in the:
 - ▶ Creation of the preliminary schedule
 - ▶ The development of the overall CPM schedule
 - ▶ The ongoing monthly schedule progress updates

THE OLD

- ▶ “ CPM scheduling was, for the most part in the period prior to the late 1990’s, a relatively cooperative venture between the primes and the major subcontractors.”
- ▶ This seems to have ended with the passage of time.....



THE NEW



- ▶ Increasingly, prime contractors refuse to provide the major subcontractors with the native CPM format files for the as-planned, overall project baseline schedule
- ▶ Prime contractors' creation of different versions of the project schedule
 - ▶ The owner's version
 - ▶ The major subcontractors' version
 - ▶ These inconsistent versions are often generally the same schedule but with materially different: durations, float calculations, and logic, etc.

THE NEW



- ▶ Subcontractors are no longer provided with “native” CPM schedule files, yet the TIA requirements are still required in the subcontract.....and yet the TIAs cannot be performed without the “native” CPM schedule files
- ▶ Many prime contractors have developed formal (or informal) policies that native CPM schedule files shall not be provided to any subcontractor for any reason
- ▶ Is this a breach of contract?

THE NEW

- ▶ Major subcontractors are commonly only provided with piecemeal, and incomplete schedule data that often omits vital information such as: CPM logic relationships, total float values, late start and late finish dates, and other data that could identify schedule errors and to identify and quantify possible delays
- ▶ PDF files are commonly provided



My Analogy:

You can sit in, drive, repair, touch, and wash a car.

You can only “look” at the picture of a car.

The native CPM schedule files “are the car” and the schedule pdf file is “a picture of the car”.



THE NEW



- ▶ **New Project Scheduling - Normal Practice**
 - ▶ Prime contractor develops and publishes the detailed baseline CPM schedule
 - ▶ The detailed baseline CPM schedule is never seen again or modified at the project level - The Abandonment Strategy
 - ▶ Baseline CPM schedule updates, if required, are provided only to the CM or Owner if required by contract....not the subcontractors. If provided to subcontractors, typically PDF files only of the partial schedule
 - ▶ **GC Risk Management:**
 - ▶ Strategically, the favored and much safer methods of “pull planning”, “Lean Management”, “Last Planner”, short interval planning are used in lieu of updated and published CPM updates
 - ▶ These methods are rarely, if ever, incorporated into the master CPM schedule
 - ▶ Creates two parallel but “unconnected” project schedules

The Paradox:

Damned if you do....damned if you don't

- ▶ What can you do?
- ▶ What should you do?
- ▶ How do you do it?
- ▶ What can happen if you don't do anything?

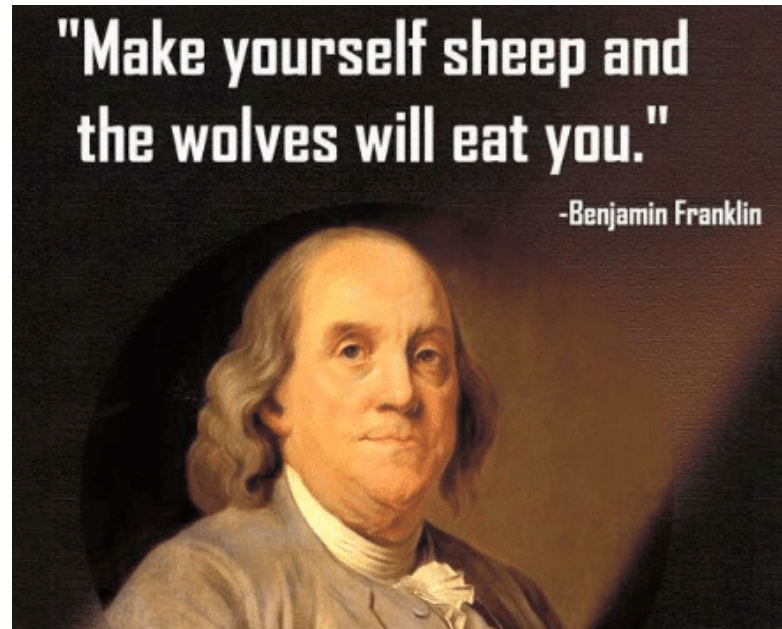


The Dilemma.....

- ▶ Should you just pop the top on a fancy craft beer(or PBR) with the GC's young, well educated hipster Project Manager, listen to some modern alternative new age pop music, and continue having fun in the chaotic, energetic, “new era” pull planning sessions with your fellow trade subcontractors? Coordination is awesome!
- ▶ Or.....should you be much smarter, more strategic and do things much differently?



What should you do?



Lucky for both of us, my old friend, Mr. Paul Stynchcomb, the primary author of this newest chapter in the manual, is here to help us answer this difficult question!

Genius VS. Non-Genius

PAUL L. STYNCHCOMB, CCM, PSP, CFCC



Genius VS. Non-Genius

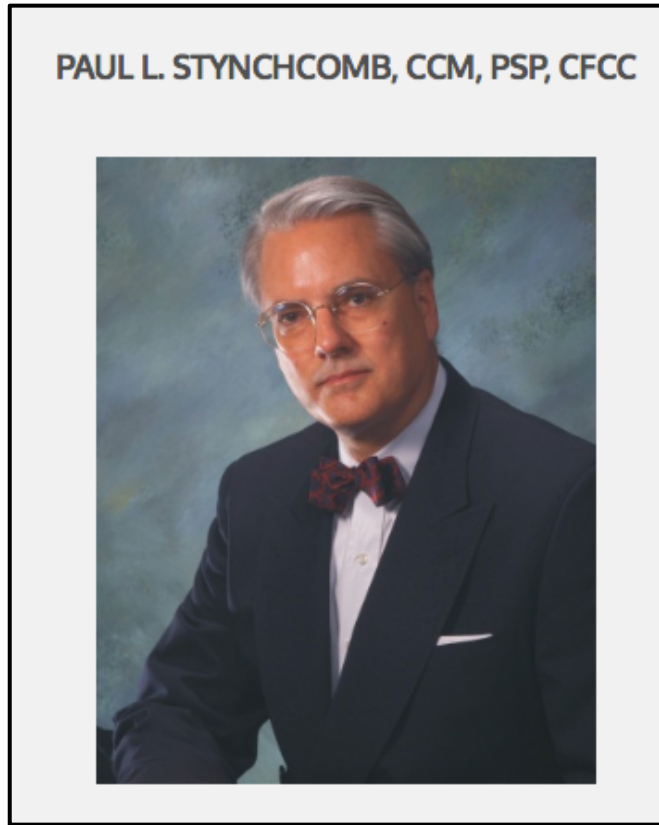
▶ Stynchcomb Words

- ▶ Plethora
- ▶ Dichotomy
- ▶ Ethereal
- ▶ Contemporaneous
- ▶ Amorphous
- ▶ Vernacular
- ▶ Panoply (page 70)

▶ Koontz Words

- ▶ A lot
- ▶ Opposing parts
- ▶ Delicate
- ▶ At the same time
- ▶ Shapeless
- ▶ Dialect or language
- ▶ WTH is that?

I used to wear a bow tie too and even have a picture of the last time I wore one!



The background of the slide features abstract, overlapping green geometric shapes, primarily triangles and polygons, in various shades of green, creating a modern and dynamic visual effect.

Hi Paul!

On behalf of the MCAA, I would like to formally thank you for your numerous contributions to this important manual.

And thank you for being here today!

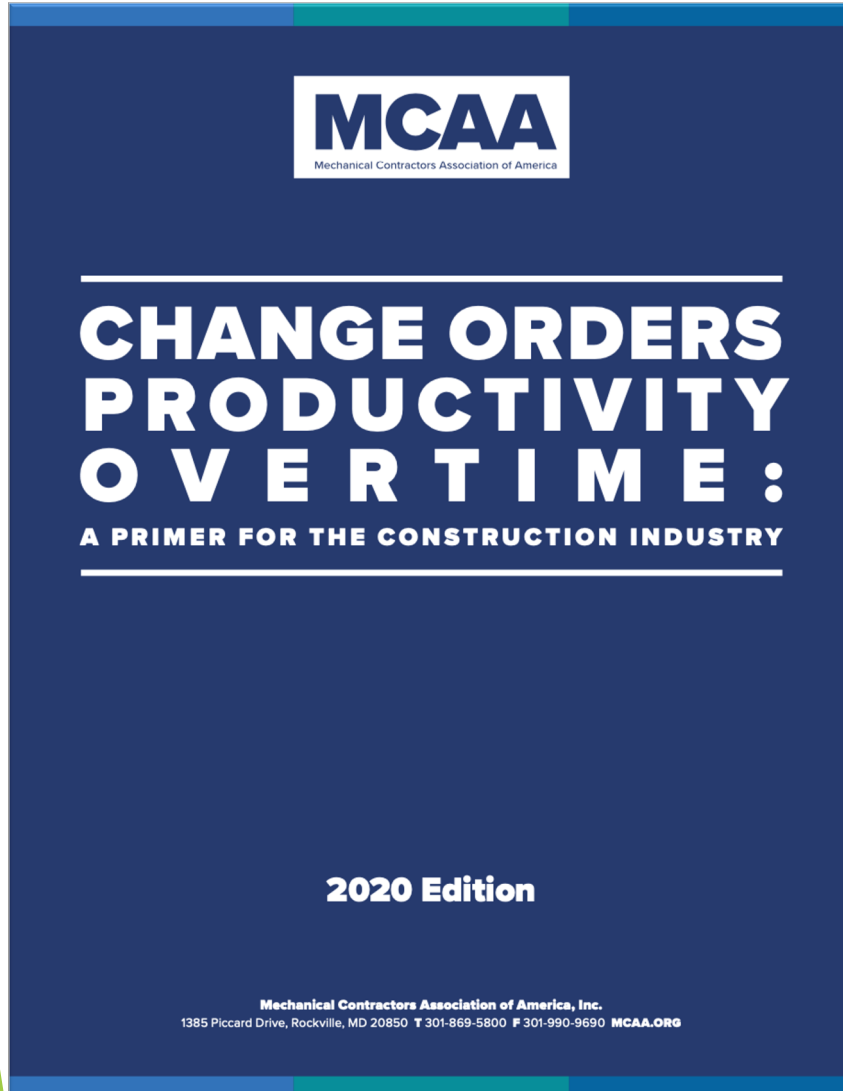
Three Big Questions for Paul

1. Why is the acquisition of the prime contractor's native CPM files such a big deal to a mechanical contractor?
2. How can you get them?
3. What should you do if the prime contractor refuses to provide them?



THANK YOU, PAUL,!!!!!!

Acquiring the Manual - MCAA.org



- ▶ Free PDF Download for MCAA Members
- ▶ \$150 for a Hard Copy

Thank
You!

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