

# Managing the risk of delayed completion in the 21st Century

## In summary

The Chartered Institute of Building (CIOB) recognises the different education and training required by a project planner from that of a project scheduler (sometimes referred to as a programmer).

The CIOB believes that it is essential to educate both planners and schedulers in construction time management best practice with an aim to reduce the incidence of delayed completion on construction projects.

The CIOB have adopted a three-phase strategy to provide the required standards of performance in effective time control:

### Phase 1

The education training and accreditation of project schedulers.

### Phase 2

The promotion of amendments to standard forms of contract to facilitate effective time management.

### Phase 3

The education training and accreditation of project planners.

The first phase will encompass:

- 1 The development of a 'Guide to Good Practice in Project Programming and Scheduling' (the 'Guide').
- 2 The production of an educational framework for current and future project schedulers.
- 3 The accreditation of qualifications in time management.
- 4 The dissemination of the Guide to other professions in the industry.

The CIOB will work to enhance the awareness of best practice in time management and the avoidance of delay, in particular amongst clients, professional advisors and project managers.

## The issues

### Time management

Research into the methods by which time is managed in the construction industry was conducted in December 2007 and January 2008 by the CIOB 'Managing the Risk of delayed Completion in the 21st Century', available at [www.ciob.org.uk/resources/publications](http://www.ciob.org.uk/resources/publications). The essence of the research was to understand industry performance in managing time on construction projects, and in particular the techniques used and the competence of those engaged in the process.

The research identified the following core issues:

- Very few projects are managed effectively using modern methods of time control.
- The more complex the project the less likely it is to be completed on time. This was more predominant in engineering projects where a little over half of those reported were completed on or before the completion date.
- There is a shortage in the industry of project planners and schedulers.
- Improved facilities for the education, training and accreditation of project planners and schedulers are needed with less than 20% of respondents agreeing that current standards of training and education of planners and schedulers was satisfactory.
- The professional status of project planners and schedulers needs to be recognised.
- The method of contract procurement made little difference to the incidence of delayed completion.

## Developing standards and promoting best practice

### Development of the 'Guide'

The CIOB have identified that it is of vital importance to establish best practice in the management of time on construction projects in order to reduce the risk of delayed completion. The CIOB will publish a 'Guide to Good Practice in Project Programming and Scheduling' which will provide existing as well as new construction professionals the educational framework needed to manage time on their own projects more realistically.

### Production of an Educational Framework/ Accreditation of Qualifications

With a view to reducing the incidence of delayed projects, the CIOB will provide standards in effective time control by facilitating education and accreditation. We will promote an increased awareness of the importance of project planning and scheduling in the industry. We will also provide:

- A career structure for project planners and schedulers.
- Standards, education and qualifications in project scheduling.
- Training in effective time control for other professionals in the industry.

### The CIOB recommends and supports:

- Best practice in the management of time.
- The development of a Guide to Good Practice in Project Planning and Scheduling.
- Increased awareness of the importance of project scheduling.
- The development of amendments to forms of contract to facilitate effective time management.
- Action to raise the expectations of clients in work practices to manage the consequences of delay to progress and achieve timely completion.



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