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Programme:	Built Environment Programmes – Level 6. BSc (Hons) Construction Management; BSc (Hons) Civil Engineering and BSc (Hons) Quantity Surveying pathways.
Module:	Construction Management
Module code:	ACBA6000
Assignment Title:	Programme Control



PRIFYSGOL CYMRU

Y Drindod Dewi Sant

UNIVERSITY OF WALES

Trinity Saint David

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1.0 Introduction

For this project, planning consent has been given for the construction of the new University of Wales trinity St David library at the SA1 location. A Gantt chart has been completed to allocate the desired works for the project. The work required and the personnel have been listed within the Gantt chart, also the dates and how long it takes to complete each desired construction task.

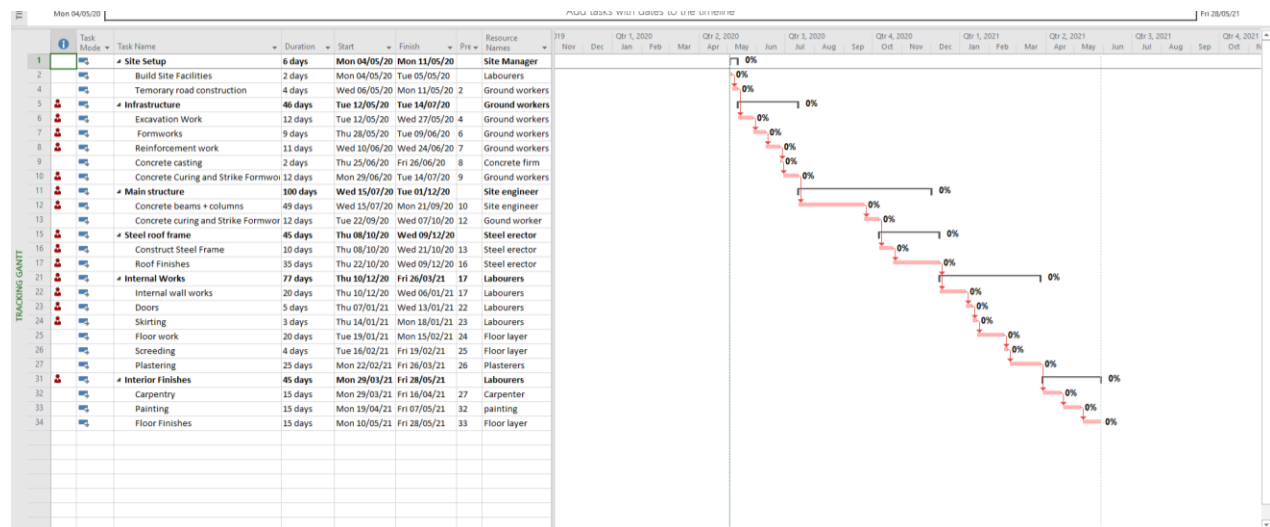


Figure 1: Gantt chart showing critical path

In this Gantt chart the critical path has been outline in red in figure 1 above. The critical path refers to the longest list of contingent or floating tasks needed to accomplish the project in time. If a job is on the critical path, you can determine how it will affect the length of the project postponed by one day. The critical path is an indication of the earliest date of completion of a project. Highlighting the critical path, the project manager knows just what the important things that they need to keep an eye on are.

2.0 Possible ways of addressing performance issues in terms of productivity and incentivisation

2.1 Possible performance issue causes

There is a various amount of ways in which performance issues in terms of productivity and incentivisation can occur in the workplace. One of the greatest problems workers face is not getting the details that they need to successfully do their work. This leads to differences in efficiency and limits their overall performance. There are two major explanations to this lack of information. One of them being the online training programme. This programme may not meet its specific objectives and needs for an employee. Due to this, they don't get the relevant expertise and information they need. The second explanation is lack of participation of the workers. The material is available, so they don't engage fully in the online training process. As a result of this, they don't get the details in the workplace which would benefit them. That's why it is important to check with employees to recognise their needs and to find out what can help them.

Workers who get all the details they need can often lack the correct online training resources. These are the online training tools that aid them on-the-job, such as online training videos and video demonstrations to improve results. Ideally, these resources for online training should be easily accessible and available on mobile and tablet devices, so employees can access them with from anywhere. Something that could hinder an employee's performance could also come from management. Site managers lead their teams and as a result should be able to actively engage with employees. For example, a site manager should be able to show interest in the online training programmes to help boost employee morale. If a supervisor shows that they don't want to participate in the online training programme that is provided, then employees will also not want to participate in training which will hinder performance and possibly delay construction due to lack of knowledge.

Some performance issues arise from the fact that some employees don't know where to focus their attention. For example, an employee might receive mixed signals from two managers. One manager might praise them for accomplishing a job in a certain way, while the other manager might suggest that the employee needs to improve their skill. This is why it is crucial to set clear and brief performance targets and provide company wide standards to prevent misunderstanding and ensure that everyone is on the same page.

The final challenge that is faced is when there is an issue with the work process. In general, workers execute a role in the manner they were instructed. They use the facilities and technological resources that are available to them. But what if those tools malfunction or have been updated recently. For example, an employee may know how to use an automatic level perfectly but hasn't been trained on the updated total station, therefore delaying production.

2.2 Ways to overcome performance issues

Expectation should be made clear by the project manager. Employees without goals are of course going to be aimless. By providing them with specific targets that can be met and ensuring that realistic criteria are in place to measure their success then this will help boost their performance. By providing an employee with immediate and constant feedback, it helps to show them that their actions have an impact on the company and the project at hand, in a positive and negative way. Feedback should always be given in a specific manner. An example of this would be that, instead of a project manager telling an employee that they did a good job, they should say what was good about the method they used and how well it was implemented. This not only shows the employee that they've done well but it also shows them what they did that helped improve the project.

An important factor when overcoming performance issues, is to talk to an employee in private when performance related issues need to be discussed. By doing this, you limit the effects of negative feedback. A lot of people aren't motivated by receiving negative feedback but by conducting a meeting in a private manner, it can mitigate embarrassment felt by the employee and can help to discuss improvements in an engaging and beneficial manner.

2.3 Performance issues discussed with the client

When addressing the client on any performance issues, they need to be told in advance of such problems. A contractual agreement has been made and if any delays arise due to performance limitations then the client needs to be contacted immediately.

A potential method that could be used for addressing the client would be the early warning notice. This method is a procedure that both parties must give an early warning of anything that could possibly cause delays for the project, or anything that can increase the costs. The contractor and the project manager give an early warning by notifying the other as soon as either becomes aware of any matter which could either increase the overall total price of the project or delay meeting a key date. The contractor must give the project manager an early warning of a matter that could increase the total cost of a project.

The early warning process is a great advance to project management, as both parties can recognise that problems will occur and that they can overcome them and reduce the risk for the construction project. A register for risk assessments is created and updated when a potential risk has arisen. Potential costing and time delays are each allocated to each risk. A risk reduction meeting is regularly held throughout the whole construction process.

If a contractor fails to give an early warning notice of possible delays to the construction process or something that can increase costs, then they will only be compensated for an affect that would have remained, even if the contractor had given the early warning notice. The early warning notice is also connected to the compensation event.

3.0 Site Layout sketch

A site layout sketch has been produced to show the main site and the facilities within the site, along with vehicle access for delivery vehicles and safe areas for pedestrians to travel to the IQ building of the university.

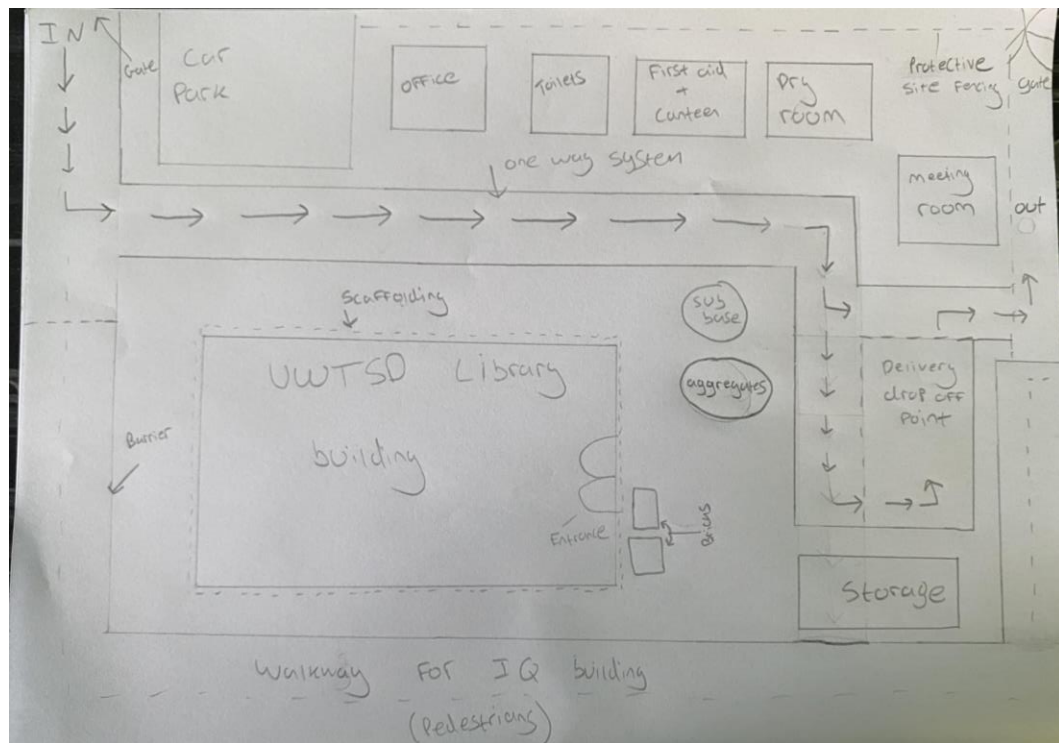


Figure 2: Site layout

3.1 Suggestions for the client to bring the project back to the original completion date

In this project if an NEC contract is chosen (New Engineering Contract) then this will allow for certain actions to take place. An NEC is a contract that guides the drafting of documents on civil engineering and construction projects. This is done for the purpose of obtaining tenders, awarding and administering contracts. Due to the client wanting to bring back the original date of completion for the project then a compensation event can be suggested and held. A Compensation event is a process that concludes the effect to the construction project due to, possible time delays, increased cost or quality. This event is organised to reach an agreement between both parties in the contract. This event takes place when it is apparent that something is going to affect the contract.

By holding this event, the project manager can discuss with the client on possible ways in which the original completion date can be obtained. Some suggestion the project manager could make would be to expand the workforce. This method would be a good way to achieve the desired completion date, but this could cause issues with the client, due to the fact that it would increase the costs of the project. As the client wants the project completed with the original date which is two weeks prior to the programme that was produced. Some tasks could be shortened by a few days to ensure that the deadline is met. This would mean that people would be required to work overtime shifts to guarantee early completion.

There are several other techniques that could be used to accelerate production so that the client will be able to have the project completed. One of these techniques could be providing additional resources such as equipment and machinery. Like mentioned, this could also cause issues due to the fact that the costs would rise. Fast tracking is also another method that could be used, accelerating tasks so that they are completed earlier. Most of the activities that are scheduled are linked to the completion of other tasks. If there is no need to wait until another task is completed then, an additional task could be started prior to the last task or even simultaneously. This would help save a lot of time and help push the completion date back to the original. If a task is no longer required, then it can be removed as it would just waste time to carry out the task.

These suggestions made for the client don't have to be singled out. The client could choose multiple options for the earlier completion date of the project. The client could choose to have more resources added as well as more labourers if needed. In addition to that the client could still want tasks to be shortened to guarantee completion.

4.0 References

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