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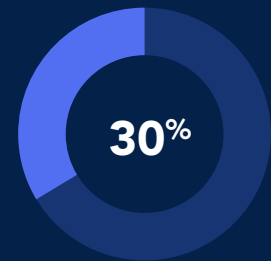
# PROJECT EXECUTION PLAN PLAYBOOK



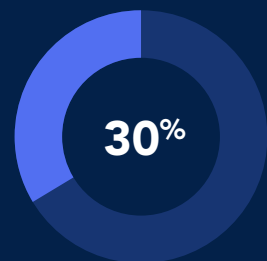
# LARGE PROJECTS TYPICALLY TAKE 20% LONGER THAN SCHEDULED TO FINISH AND ARE UP TO 80% OVER BUDGET.

Trampetti Management Group's project management experience can help you avoid future problems while projects are still in the planning stage as well as help you uncover operational issues and challenges in on-going or future projects.

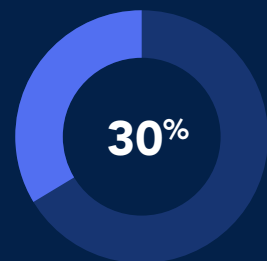
## FINANCIAL REALITIES OF NEW PROJECTS



29% of firms are putting longer completion times in to their bids for new work

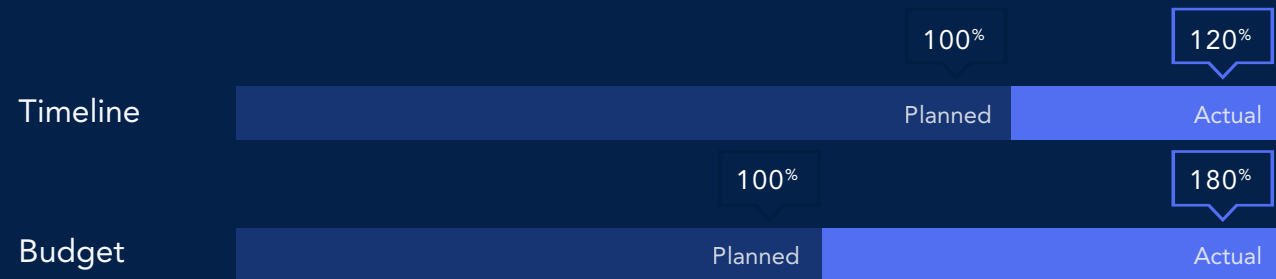


Just 25% of projects came within 10% of their original deadlines in the past 3 years



Only 31% of all projects came within 10% of the budget in past 3 years

## LARGE PROJECTS



Large projects typically take 20% longer to finish then scheduled and are up to 80% over budget

## PROJECT LIFE CYCLE

Projects are unique efforts that support a program mission with defined start and end points, undertaken to create a product, facility, or system with interdependent activities planned to meet a common objective/mission.

Every project has a life cycle:

- Proposal
- Pre-Planning
- Project Planning
- Project Execution
- Closeout

## Why is a PEP Required

Successful fast-track construction contractors always take the time to develop a comprehensive project execution plan before initiating any work in the field. Planning is completed even if it means a late start on the project. One of the most frequent causes cited for poor project execution performance is lack of adequate planning.

Trying to plan after the project is under way is usually not successful.

# STEP 1: ESTABLISH THE PROJECT EXECUTION PLAN

The project execution plan (PEP) provides

- Direction to the project team.
- Clearly defined & defined tasks
- Sequencing of tasks, interfaces, roles, responsibilities, & accountability

Develop plan within the broad framework of

- Clear mission statement
- Technical scope
- Scope of services document
- Milestone schedule
- Budget
- Interpretation of prime contract and the customer's expectations.

Since a project is a dynamic undertaking , project planning is a continuing process, and the PEP must incorporate changes in a timely and orderly manner.

## **Benefits when done right include**

the thinking, probing, planning, questioning , team building, and commitment that occur during a team approach to planning. The PEP establishes the team culture throughout the project execution phase. The planning process itself accomplishes much more than just the PEP.

It builds trust, cooperation, and team commitment.





## STEP 2: PROPOSAL WON

A project may be initially developed by one team such as business development or an estimating team. Then, it is handed off to the execution team.

Often the project proposal team and the project execution team may be in different locations. Therefore, they don't communicate with each other. Think about the game of operator.

The two teams involved may be made up largely, if not entirely, of different personnel, and the specific project background of the receiving team is likely to be limited.

Build a process to ensure proper handoff and avoid miscommunication. To ensure an effective handoff of the project, it is imperative that an effective and structured transfer of the project take place between the two teams. This handoff process should be formalized.

Ideally, the project execution team should have some of the people that were involved in the development of the project proposal.

The handoff process is the responsibility of estimating or proposal team. The receiving Project Manager should insist that appropriately knowledgeable project proposal personnel be involved in a handoff meeting. An accurate, detailed description of the technical scope, scope of services, customer expectations, and any strategy for successful interfacing with customer personnel are the kinds of information needed by the receiving Project Manager. The objective should be a seamless handoff for project development to project execution.

The attached PEP checklist for use as a starting point for planning the handoff process.

## **STEP 3: PROJECT KICKOFF MEETING**

After the project is won, the project handoff meeting should be held.

All of the information, strategy, and other useful information about the project should be presented by people most knowledgeable about the scope of work and the customer's expectations.

The Project Manager's plan, the project execution strategy, the key project milestones, the customer's expectation, the goals and objectives of the project, and other significant project factors should be outlined and discussed.



## **STEP 4: KEYS TO SUCCESS**

- The Project Manager has the authorization to manage the project.
- Functional leaders build the processes to manage the work.
- Everyone on the team is committed to execute the project.
- Weekly meetings are held to review progress, adjust plans, and plan ahead.
- Team meetings must have an agenda.
- Team meetings must include only those with items on the agenda.
- Leaders are experienced. Training is a key component.
- The original budget and schedule is always the baseline for measuring project performance. Any changes must be approved to add to the scope.





## SUMMARY

Remember, project execution planning is probably the single most important task to ensure project success.

It should be done at project inception, before starting the execution process, and should involve the customer, functional leaders, the project team, and any contractors responsible for project scope.

Planning fosters good communication, cooperation, and is a good team builder.

This will go a long way toward eliminating differing interpretations and understandings of assignments and is more likely to get commitment.

Project execution planning and project control planning must go hand in hand.

Although all project team members, and representatives of functions not represented on the project team, are key members of the project planning effort, it is Project Controls that does the lion's share of the staff work



# PROJECT EXECUTION PLAN CHECKLIST

## Project Overview

- Execution Strategy Plan
- Project Structure
- Technical Scope of Work
- Schedule
- Major Terms and Conditions
- Budgets
- Staffing Plan and Organization
- Open Items/Issues

## Project Management

- Contract Compliance Matrix/Terms and Conditions
- Project Management Plan
- Project Execution Plan
- Constructability Plan
- Financial Analysis
- Warranty Plan
- Approval/Signature Authority

## Project Controls

- Work Breakdown Structure/Cost Codes
- Estimate Basis
- Estimate Summary and Details
- Estimate Reconciliation
- Baseline Schedule
- Target and Guarantee Project Schedule
- Cash Flow
- Project Control Plan
- Detail Schedules

## Engineering

- Budgets
- Scope of Work
- Client CD standards
- Document Control/Record Retention

## Procurement

- Required vendors to utilize for client
- Small, Minority-, and Women-Owned
- Business Utilization
- Prime Contract Terms Flow down
- General and Specific Terms and Conditions
- Procurement Schedule

## Construction

- Key Personnel Plan
- Direct-Hire/Subcontract Plan
- Labor Plan (Agreement, Wages)
- Site Mobilization Plan
- Client quality specifications
- Site Schedule

## Risk Management

- Contract Requirements

## Accounting

- Invoicing Plan

## Cash Flow

- Invoicing Plan





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