



Plan and organise work

CPCCCM1013

- Time management is planning and putting into practice the most effective and efficient use of time allocated to ensure that a quality job is completed in the shortest time.
- Without careful planning there will be waste of time, materials and money.

What is planning?	
Proper Planning ELIMINATES ERROR	Everyone knows what needs to be done, where it need to be done, who is to do it, why and how it is to be done
Reduces uncertainty	Eliminates duplication of effort and expense
Establishes and sequences activities	Proper planning gives you control over costs

- Your job is that much more difficult;
- You will suffer unexpected problems;
- Things keep happening you have no control over;
- You lose your job or are demoted;
- Your company will not get jobs and go broke; and
- Accidents will happen.

Fail to plan and you plan to fail.



- Did you plan getting here today or did it just happen?
 - Were you on time or were you late?
 - If you were on time, you (or your mum/dad) probably had some plan in place to get here.
 - If you were late, you probably didn't plan at all -
 - Or maybe something unavoidable happened – sometimes some things are out of our control.
 - If something goes wrong, do you have a contingency plan?
 - Do you have every thing you need for the day?
 - Did you forget the same things last week?



- Decide what has to be done and by when.
- Think about what might stop the job getting done.
- Think how the job can be done.
- Consider the way which will give the least problems.
- Draw the chain showing the sequence of work.
- Check the plan to ensure nothing is left out.
- Put the plan into action but write down any required changes.



- Problems will be identified and decisions made.
- Project deadlines will be met.
- Materials and equipment will be ordered and supplied in time without causing delay.
- Project will run smoothly.
- People will know:
 - What job they have to do;
 - When the job has to be done;
 - How long the job should take them;
 - What equipment and materials they will need to get the job done; and
 - The quality standard of the job.



- **A** well planned project will be completed on time and cost less than a poorly planned job that takes a long time.
 - Customers will appreciate how quickly you can complete a good quality job.
- **B**y getting the project completed quickly and economically you can make a start on the next project at an earlier date.
 - Your indirect cost will be spread over a greater number of projects making your overall business operation very cost effective.
- **C**arefully planned projects will be efficient in the use of materials, equipment and labour.

- Plan to spend a certain amount of time on a task.
 - If the task is taking longer than planned and it can't be done more quickly, remaining tasks will need to be reorganised.
- List tasks that must be completed before another task can start.
- List tasks that can be done at the same time.
- Make a note of what you consider important.
- Make a note of what you consider the most important tasks in the project.
 - These may need to be given the most time.
- Make a note of any task that can be completed quickly and easily. These may be done early and are then out of the way.
 - If anything unplanned happens or if any task that was not planned is discovered, examine the importance of the situation and allocate an amount of time to fix the situation.



- Strategic plans

- These are plans that determine the future direction of the organisation.
- They are normally established by the Board of Directors and provide guidelines to Senior Management concerning the required outcomes of all subsequent plans at other levels of the organisation.

- Long-Term Plans

- Plans that cover activities of 1 to 5 years duration.
- They are established in accordance with the Strategic Plan.

- Short-Term Plans

- As the name implies, these cover periods of less than 1 year and follow on from long-term plans.

- Operational Plans

- Plans that provide specific details of what is to be done to achieve the established objective.

- Specific Plans

- Plans needed for a once-only activity or occurrence.

- Standing Plans

- These represent procedures that must be adhered to for a specific situation.
- They are established in accordance with overall organisational policies and strategies.
- Evacuation procedures in case of a fire or the process that should be followed in using a formal reprimand to an employee are examples of Standing Plans.

- How should plans be made?

- First ask yourself these 3 questions:

- What do I want to do?

- Your objectives

- What results do I expect?

- Your targets

- What is the best way of doing it?

- Your methods

- Express your objectives and targets in positive outcomes (i.e. 99.5% pass rate, not .5% fail rate) aim for clear concise plans and methods which are flexible and will be easily understood by others.

Flexibility means that if changes occur or if something goes wrong, we will be able to make alterations to our plans more readily. Flexibility is not being imprecise. The more detailed our plans the easier it is to deal with anything that does go wrong because it is easier to pinpoint a problem at its source.



- Plans do go off the rails, fortunately we can minimise this:
 - When your plans are completed, ask yourself – “What can go wrong?”;
 - Disregard ideas that are outside the range of reason;
 - Group those left into clusters of similar or like causes; and
 - Now decide what you can do about them should they occur.
 - (Remember ELIMINATE, SUBSTITUTE, REDESIGN etc.)
 - Some things you might have to live with, some things you can prevent happening, for some things you can have a contingency plan specifying what action to take should it happen - FOREWARNED IS FOREARMED!

Murphy's Law says:

“Anything that can go wrong, will go wrong”

- List all activities and tasks in an approved order.
 - Calculate the time needed to complete each task.
 - Calculate the cost of each group of materials.
 - Calculate labour costs to install each group of materials.
- Determine the number of workers required.
 - Cost the labour at the calculated rate per hour/day etc.
 - Contact all sub-contractors for their prices.
- Total the costs and add overhead costs and profit.
 - The tender is now ready to present to the owner.
 - The same tender process may also apply to a manufacturing company for the supply of materials to a building company.



- Work scheduling forms the basis from which all future planning and construction/manufacturing stems.
- Its primary purpose is to enable a contract to be completed on time with maximum efficiency.
- A major problem in the construction industry is the cost of avoidable unproductive time, which can arise from the lack of planning and coordinating the work of the various trades involved.



- The basis of effective progress planning is to develop a workable program.
 - Not just a list of activities in sequence or a timetable, but a detailed effective work schedule.
- This schedule will expose before commencement of work, the problems that are likely to arise in respect of supply of both labour and materials at all stages of work.
 - It will pinpoint key operations, determine size of gangs, ensure reduction of unproductive time, indicate material delivery dates, provide notice for plant requirements and when sub-contractors will be required.
 - This type of programming is used across the Construction and Manufacturing industries.

- Show the most suitable, practical and economical method of carrying out the work.
 - Provide continuous productive work for all employees and reduce unproductive downtime to a minimum.
 - Assist with organisation and control of work by examining all aspects of the work, by early consideration of possible difficulties and ensure smooth, continuous progress.
- Provide accurate information relating to material delivery dates, labour force, daily/weekly expenditure on labour and materials and quantity and capacity of plant required.
 - Provide at any time during the course of the contract a simple, rapid method of measuring progress.
 - This assists when preparing claims for progress payments.
 - Contribute factual data for future estimating and planning.



- A work schedule is a graphic presentation of the sequence of activities contained in the project and should indicate the following:
 - A general plan of action showing the sequence in which work is done;
 - What activities can be done concurrently (at the same time);
 - The estimated length of time each task will take to complete;
 - The stages to which building work should have progressed before each sub-contractor can commence and the length of time they will take;
 - The appropriate dates for delivery of materials, products from off-site trades and plant; and
 - The planned overall contract time and completion date for the project.

- List everything that has to be done. With each job ask yourself:
 - What immediately precedes this job?
 - What immediately follows this job?
 - What other jobs can be done at the same time?
- Add time factors:
 - Estimate how long each job will take.
 - Wild guess work will destroy any benefits, so get the best estimates possible.
 - Ask someone who regularly performs this work.
 - Add up the time necessary for all jobs required in the project.
 - Include a certain amount of leeway to allow for unexpected delays (e.g. other jobs (floaters) that become necessary to complete the project, rain, late delivery of materials etc).



- Look for the fastest, cheapest way:
 - Most projects can be done a number of ways – from minimum cost (maximum time) to minimum time (maximum cost).
 - The beauty of critical path scheduling is that it permits you to make an educated choice between these extremes and decide what is best for you.
 - To gain time all you do is shorten the schedule along the critical path, which then shortens the overall project time.
 - This is more efficient and less costly than pushing everything on a crash basis across the board.
 - Choose the lowest total cost:
 - This step introduces the cost of lost production, availability of labour and materials, and other associated costs.
 - Here you weigh not only time and direct cost factors, but also the indirect costs that go with crash jobs or machinery not in operation.

- Reports (either written or verbal) provide information or recommendations.
 - Your boss will ask you to find out something for him/her, so they can have the information they need to make certain decisions.
 - How useful your report is will depend on how thorough and organised it is.
- Reports may be for:
 - Keeping management informed about what is happening in the organisation.
 - Providing a written record of the performance of a certain task or investigation.
 - Providing a basis for decision making by an informed management.
 - Making recommendations for a particular course of action.
 - Circulating the results of a particular test, experiment or investigation.
 - Displaying the ability or achievement of the writer for a department or work team.
 - Provide evidence of an occurrence at work which may be used in legal proceedings.

- Reports are never written for the pleasure of collecting masses of information to be read by an unknown audience.
 - It is our responsibility to make reports we write simple, concise and effective.
 - Assume the reader does not have our expertise or knowledge.
 - Translate details and technical terms into language your reader can understand, while still giving them the information they require.
 - Assume your report will be saved for future reference, not read once then discarded.
 - It may be required years later.
 - It is your responsibility to ensure that your report is complete enough to anticipate questions that may be asked at a future date.



- Why is the report written?
 - They cost time and money to prepare so the reader appreciates being given sound reason for the report.
- The report must be significant.
 - Allow the reader to make decisions.
- The report must, where appropriate, state how much needs to be spent on a project and justify the expenditure.
 - Routine reports are regularly done and often have forms produced to make it easier.
 - Non-routine reports are specific and require investigation and research.

