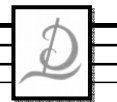


# Planning for Success or Planning for Problems

Dartnell Grant & Associates Pty Ltd

19th April 2011



## About the Speaker

- Began planning career in 1986, working on New Parliament House Canberra after retiring from 11 years service in the Army as a Captain.
- Started the DGA firm and been the director of it since 1991.

## About DGA

- Dartnell Grant and Associates is a boutique planning consulting firm started in 1991, and has gone from a one-man band to currently having a staff of 16.
- DGA has gained an excellent reputation and been considered as one of the best independent planning firms.



## About DGA

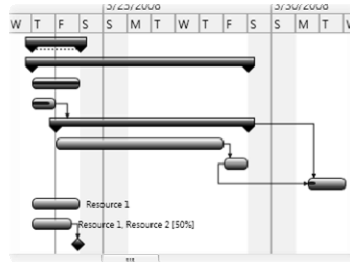
- Some of our major projects includes:
  - The Olympic Dam Expansion for BHP Billiton
  - Eastlink Tollway Project
  - The Burnley Tunnel in Citylink
  - Feasibility of resource development in China





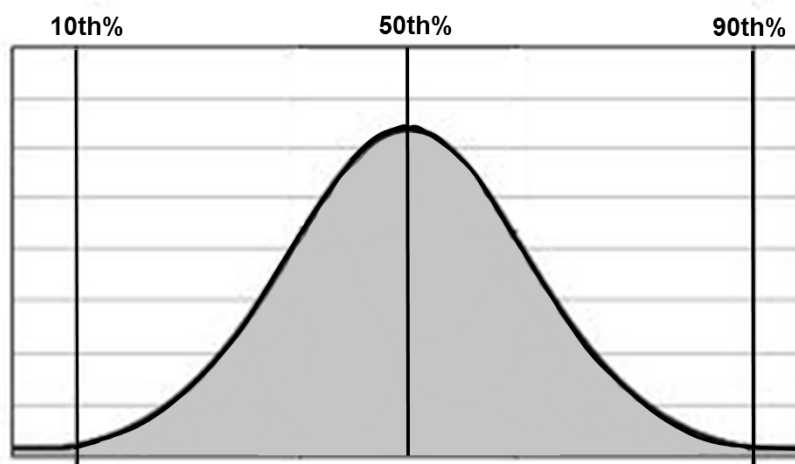
## What is Scheduling

1. Bottom-up approach of time
2. Verifies planning timelines by analysing tasks over time with detailed relationships.
3. Planning – sets the target
4. Scheduling – controls the work against the targets



 **Dartnell Grant & Associates**  
Project Planners & Managers

## Estimation of Duration



 **Dartnell Grant & Associates**  
Project Planners & Managers

## Contingency?

1. Lack of Contingency
2. Contingency allowed historically
  - 20% Construction
  - 20% Building
  - 10% Fit out (building interior)
  - 50% Design (creative)
  - 50% IT (creative)



## Why are Projects Not Performing to Time?

1. Increased sophistication of projects
2. Tendering process (shortest time, lowest bid)
3. Tight timeframes without contingency
4. No increase of sophistication of project management
5. Lack of understanding of project processes
6. Lack of understanding of skill sets
7. Lack of sufficiently skilled resources



## Time Risk & Contingency

1. Each project is unique
2. Time risk & contingency needs to be dealt with at the tendering stage
3. Time risk & contingency needs to be managed in projects
4. Contingency needs to be sufficient to have high confidence (80%) of achieving the project



## Conclusion

1. What can we do?
  - Educate the clients
  - Recognise the tendering system is flawed
  - Ensure the planning strategy works & is robust
  - Ensure that schedules contain the whole process including iterations
  - Ensure achievable durations
  - Plan your resources including mobilisation
  - Allow for your skill set (Learning curve)



# QUESTION TIME

