

# Delay Analysis in Construction Utilizing CPM Schedules

## BACKGROUND

All construction projects consist of detailed scope of work that must be performed within a specified duration for an agreed amount of compensation. Failure to complete the project in the mandated time period can result in financial losses and penalties. Hence, the use of a properly prepared construction schedule is a necessity to satisfactorily complete projects and maintain profitability.

If a project is delayed, the construction schedule can be utilized to quantify the impact by comparing planned performance with actual execution. The majority of project owners as well as the legal system now require the use of properly prepared construction schedules to prove liability and entitlement of delay damages in construction projects.

The Critical Path Method (CPM) of developing a construction schedule consists of separating the entire project into individual tasks with associated durations and then assigning relationships between the various tasks such that all the tasks are completed within the permitted project duration. The project's "critical path" is the sequence of activities with the longest overall duration from the start of construction to the required completion date. Any activity delay on the critical path will result in a day-to-day extension to the completion date. A properly prepared CPM schedule is invaluable for the efficient use of available resources and advance warning of events that could delay the project's completion.

## DELAY CLASSIFICATION

Project delays can be classified as an excusable delay or a non-excusable delay.

Excusable delays are those where the contractor is entitled to receive a schedule extension due to events that are out of his control. Typical examples include *inter alia* weather delays, unforeseen subsurface conditions or design changes.

Non-excusable delays are solely caused by the contractor and no good reason exists for granting an extension of contract time.

Excusable delays can be further classified as compensable or non-compensable delays.

Compensable-excusable delays are those where the claimant is entitled to recover remuneration for expenses incurred as a result of the delay. Typical examples include *inter alia* schedule extensions associated with scope changes, design changes, owner interference.

Non-compensable-excusable delays are those where the contract is extended but the contractor is not entitled to additional compensation. The contract often times defines the events that are non-compensable-excusable delays. A common example is a delay associated with unusual or severe weather.

# Delay Analysis In Construction Utilizing Cpm Schedules

**Michael T. Callahan, H. Murray Hohns**



## **Delay Analysis In Construction Utilizing Cpm Schedules:**

**Construction Delays** Ted J Trauner, 2009-04-25 Delays in construction projects are frequently expensive since there is usually a construction loan involved which charges interest management staff dedicated to the project whose costs are time dependent and ongoing inflation in wage and material prices Many techniques are used to analyze delays Some of these methods have inherent weaknesses and should be avoided This book points out the shortcomings of these faulty methods and explains how a delay analysis should be performed It then describes specifically how the analysis is done with CPM schedules A explanation of delays and delay damages presented in a straightforward accessible manner should be useful to public and private owners construction managers general contractors subcontractors designers suppliers and attorneys whose work involves them in the construction industry The discussion will include subtleties of the process such as shifts in the critical path and non critical delays The subject of damages is covered in detail including the major categories of extended field overhead and unabsorbed home office overhead Likewise the damages suffered by the owner either actual or liquidated are also explained Finally a chapter is devoted to managing the risk of delays and time extensions from the viewpoints of the various parties to a construction project A discussion of early completion schedules and constructive acceleration is also included In this new edition all chapters are updated to reflect the changes in the construction field since the first edition published over 16 years ago The Second Edition includes over 40% more information such as new methods for analyzing delays with examples of the proper approach The author also includes a new chapter on risk management which focuses on the delay related risks of the various parties in a construction project Explains the different categories of delays Addresses the concept of concurrency and also non critical delays Discusses the more common approaches used for measuring and analyzing delays and the strengths and weaknesses associated with them Prevention of Time Related Delay Problems

**Construction Delays** Mark F Nagata, William A Manginelli, Scott Lowe, Ted J Trauner, 2017-09-20 Construction Delays Third Edition provides the latest specialized tools and techniques needed to avoid delays on construction projects These include institutional industrial commercial hi rise power and water transportation and marine construction projects Most other references provide only post facto construction delay analysis This update includes 18 chapters 105 sections and approximately 100 new pages relative to the second edition Features greatly expanded discussion of the project management concerns related to construction delays including a more comprehensive discussion of the development and review of the project schedule Offers a detailed analysis of the strengths and weaknesses of the most common construction delay approaches and how they should be properly deployed or avoided Includes significant discussion of the contract provisions governing scheduling the measurement of delays and payments for delay Includes numerous real world case studies

**Proving and Pricing Construction Claims** Robert F. Cushman, John D. Carter, Douglas F. Coppi, Paul J. Gorman, 2000-12-01 The most useful definitive resource available on every aspect of construction claims including how to

present the claims how to calculate and prove the amount of damages sustained and how to prove liability It even covers the clauses that should be in every construction contract You ll get comprehensive coverage of all the important issues delay claims differing site conditions claims claims for lost profit international claims and much more Includes a variety of winning strategies practice tips and helpful checklists to minimize damages and maximize collectability

**Environmental Law Considerations in Construction Projects** Randall L. Erickson,1998 Environmental concerns are involved in almost every construction project Here s the first book that will give you advice on key environmental issues in public and private projects It will prepare you for environmental problems encountered in bidding contract drafting claims damages liens and bonding and insurance You ll also get listings of environmental agencies a checklist for Phase I environmental surveys sample proposals for Phase I and II site assessments remediation subcontracts and site safety plans Other topics covered include federal considerations and a chapter devoted to asbestos remediation With this book you ll discover how to anticipate and manage hidden environmental issues and problems during construction projects

**Construction on Contaminated Sites** J. Scott Lowe,Theodore J. Trauner,1997 Provides information on how to reduce and manage the risks associated with unexpected findings of hazardous waste on construction sites This text offers advice on immediate actions to take upon discovery of hazardous materials and how to measure the impact to the operation It also provides methods to resolve or prevent disputes that follow such a discovery The book includes indicators for determining the existence of hazardous waste on construction sites helps the contractor determine immediate actions to be taken and reviews how owners and contractors can prepare for the discovery of hazardous materials

**Construction Delays** Theodore J. Trauner,1990 Learn how construction delays are defined and categorized and why it matters Walk through the delay analysis process Discover what you can do to minimize or even eliminate many causes for delay actions that may now be costing you thousands of dollars every year

**CPM in Construction Management** James Jerome O'Brien,1965

**Federal Government Construction Contracts** Adrian L. Bastianelli,Andrew D. Ness,Joseph D. West,2003 Written by many of the top experts in government contracts and construction law this new book with over 600 pages contains detailed analysis and citations in all areas of the government construction contract law including Formation use of the FARs sealed bidding competitive negotiation design build IDIQ contracts bid protests and socioeconomic issues Performance changes differing site conditions delay subcontracting termination for convenience and default pricing of claims and payment Dispute Resolution claim procedures litigation false claims ADR and EAJA Most construction lawyers will handle government contract matters at some point in their careers This book will provide the construction lawyer consultant and contractor who are not experts in government contract law with the basic knowledge and a road map of federal government construction contracting regulations and case law that will allow them to avoid the problems and pitfalls of government contracting The book also provides in depth coverage of government construction contracting by top government contract lawyers As a result it will provide the

experienced government contract practitioner with a sophisticated analysis of the issues and a source of case law and regulations It will be a ready reference that the government construction contract lawyer will want to keep nearby

**Business and Professional People for the Public Interest V. Illinois Commerce Commission** ,1991 *Handling Construction Risks* ,2005 **Proceedings of the ... Annual Seminar/Symposium, Project Management Institute** Project Management Institute. Seminar/Symposium,1988 **People of the State of Illinois V. Illinois Commerce Commission** ,1991 **Construction Schedules** Michael T. Callahan,H. Murray Hohns,1983 This book discusses the proper use of construction schedules in the resolution of construction disputes The work provides a detailed treatment of legal decisions interpreting schedules and schedule clauses *CPM in Construction Management* James O'Brien,Fredric Plotnick,2005-11-03 Perfect for PSP certification On the CD ROM CPM software updates New case studies on CD and in text Added in depth coverage of Primavera tm ACCELERATE WITH CPM AND THIS LEADING GUIDE TO CONSTRUCTION PLANNING AND SCHEDULING Widely used to network schedules effectively critical path management CPM has become a powerful catalyst for fail safe construction project design and management And when it comes to applying CPM to day in day out construction situations this guide is the one you ll want to have Written by the former vice chair of the celebrated construction management firm that renovated San Francisco s cable car system and redeveloped New York s JFK Airport and by one of America s leading construction scheduling experts the Sixth Edition of CPM in Construction Management arms you with more glitch busting tools than ever for smooth handling of complex jobs This highly informative highly useful book shows you how CPM Works and how to make it work for you Serves as the analytical tool of choice for the evaluation negotiation resolution and or litigation of construction claims Cuts costs in a one person operation or the most complex multinational enterprise Helps you stay on top of every aspect of complicated projects Saves you big money in delay avoidance accurate cost predictions and claims reduction Multiplies the effectiveness of your instincts experience and knowledge Explains how to fully and properly utilize the power of leading scheduling software such as Primavera tm With case studies of major construction projects around the world and a John Doe example project that s followed throughout this book goes a long way in simplifying your application of CPM From cutting project time up to 40 percent to advanced gains from computer programs from assessing critical deliveries to courtroom evidentiary value this updated classic is the construction tool that makes everything around you work better faster and more economically Expedite CPM and Your Projects Fundamentals of CPM Event time computations Activity time computations Procurement Preconstruction The CPM schedule Preparation of CPM network CPM by computer Monitoring project progress CPM and cost control Equipment and work force planning Precedence networks Computer programs and systems Applications and advantages of CPM Specifying CPM CPM costs Case histories CPM in claims and litigation *Journal of Construction Engineering and Management* ,1986 Include abstracts **CPM in Construction Management, Eighth Edition** James J. O'Brien,Fredric L. Plotnick,2015-11-22

The definitive guide for using CPM in construction planning and scheduling now thoroughly updated to reflect new technologies and procedures Critical path method CPM is the most widely taught and used framework for construction project design scheduling and management This new edition has been fully revised to cover the latest techniques standards and software tools The book begins by describing the evolution of CPM and goes on to explain every technique and function in complete detail Written by a pair of experienced engineers and authors CPM in Construction Management is designed so that you will save time cut costs reduce claims and stay on top of every aspect of complicated projects Central to the book is the John Doe case study which describes CPM network techniques and illustrates functions such as updating cost control resource planning and delay evaluation All new guidelines are provided for multiple software platforms including Oracle Deltek Microsoft Trimble Vico and Synchro Includes a full license to Deltek Open Plan CPM software Fully explains how to implement scheduling software products Companion website offers bonus illustrations detailed software information and more

**Construction Project Scheduling** Michael T. Callahan, Daniel G. Quackenbush, James E. Rowings, 1992 Publisher Description

**Risk Assessment in Fixed Guideway Construction** Ali Touran, 1994

**Risk Assessment in Fixed Guideway Transit System Construction** Ali Touran, 1995

**Deskbook of Construction Contract Law--with Forms** H. Murray Hohns, 1981

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