Claims Management - Delay analysis Online Workshop

Week No. 5: Build Your Case

Presented by :
Hany Ismail, MSc, PMP



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Agenda

- An Introduction.
- Check your documents.
  - Types of documents we have.
  - How to check your documents.
  - Result of the check
- Create the EOT influence Schedule.
  - Using Primavera



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Introduction

Step 1 : Find the events

Step 2 : Collect and record supporting Documents

Step 3 : Analyze the Delays

Step 4 : Build your case

Step 5 : Get ready to defend your case



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Check your Documents



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Check your Documents

❖ Are our documents telling the same story ?

The main question in this stage is “Are our documents telling the same story ?” , this question have two purposes :

- **The first and the important one is to verify that all your relevant documents are matching together which will prevent unnecessary arguments between you and the other parties.**
- **The second one that it is always good to take a step back and revise all your work.**



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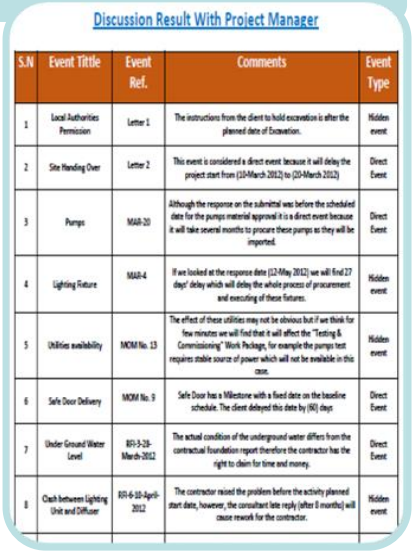
Check your Documents

What are the documents we have so far ?

Event Sources

- **Written Letters**
- **Material Submittals**
- **Shop drawings Submittals**
- **Minutes of meeting**
- **Request for information**
- **Site work instructions**

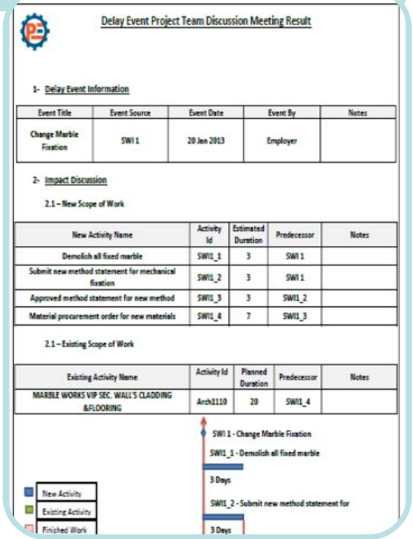
Project Manager Discussion Result



Discussion Result With Project Manager

S.N	Event Tittle	Event Ref.	Comments	Event Type
1	Local Authorities Permission	Letter 1	The instructions from the client to hold excavation is after the planned date of Excavation.	Hidden event
2	Site Handing Over	Letter 2	This event is considered a direct event because it will delay the project start from (10-March-2012) to (20-March-2012)	Direct Event
3	Pumps	MAR-20	Although the response on the submittal was before the scheduled date for the pumps material approval it is a direct event because it will take several months to procure these pumps as they will be imported.	Direct Event
4	Lighting Reture	MAR-4	If we looked at the response date (12-May-2012) we will find 27 days' delay which will delay the whole process of procurement and executing of these fixtures.	Hidden event
5	Utilities availability	MOM No. 13	The effect of these utilities may not be obvious but if we think for few minutes we will find that it will affect the "Testing & Commissioning" Work Package, for example the pumps test requires stable source of power which will not be available in this case.	Hidden event
6	Safe Door Delivery	MOM No. 9	Safe Door has a Milestone with a fixed date on the baseline schedule. The client delayed this date by (60) days	Direct Event
7	Under Ground Water Level	RFI-3-28-March-2012	The actual condition of the underground water differs from the contractual foundation report therefore the contractor has the right to claim for time and money.	Direct Event
8	Clash between Lighting Unit and Diffuser	RFI-6-10-April-2012	The contractor raised the problem before the activity planned start date, however, the consultant late reply (after 8 months) will cause rework for the contractor.	Hidden event

Project Team Discussion Result



Delay Event Project Team Discussion Meeting Result

1- Delay Event Information

Event Title	Event Source	Event Date	Event By	Notes
Change Marble Fixation	SWI 1	20 Jan 2013	Employer	

2- Impact Discussion

2.1 – New Scope of Work

New Activity Name	Activity Id	Estimated Duration	Predecessor	Notes
Demolish all fixed marble	SWI1_1	3	SWI 1	
Submit new method statement for mechanical fixation	SWI1_2	3	SWI 1	
Approved method statement for new method	SWI1_3	3	SWI1_2	
Material procurement order for new materials	SWI1_4	7	SWI1_3	

2.1 – Existing Scope of Work

Existing Activity Name	Activity Id	Planned Duration	Predecessor	Notes
MARBLE WORKS VIP SEC. WALL'S CLADDING &FLOORING	Arch1110	20	SWI1_4	

Supporting Letters



Delay Notice

Letter No [1]
28 March 2012

Subject: Additional Cost and Time notice for (Local Authorities Permission)

Dear Employer

Reference to the subject mentioned above and client (Letter) Ref.: (1) Date (15 March 2012)

We hereby notify the client that there will be additional cost and / or time due to the client instructions mentioned above.

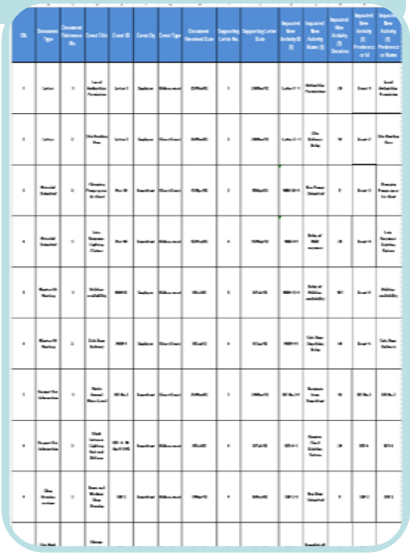
The additional cost and / or time impact analysis will be submitted in due course.

The Impacted New Activity will be :

Activity ID	Activity Name
Letter 1 - 1	Authorities Permissions

The Impacted Existing Activity is :

EOT Full Detailed Log



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Check your Documents

❖ What is required now ?

- Now we need to verify that all our documents have the same information through revising them and fix any errors found.
- Check all our documents to prevent any conflict in our documents.
- Any conflict in the documents would present a weak spot in EOT case and could cause the loss of this case.



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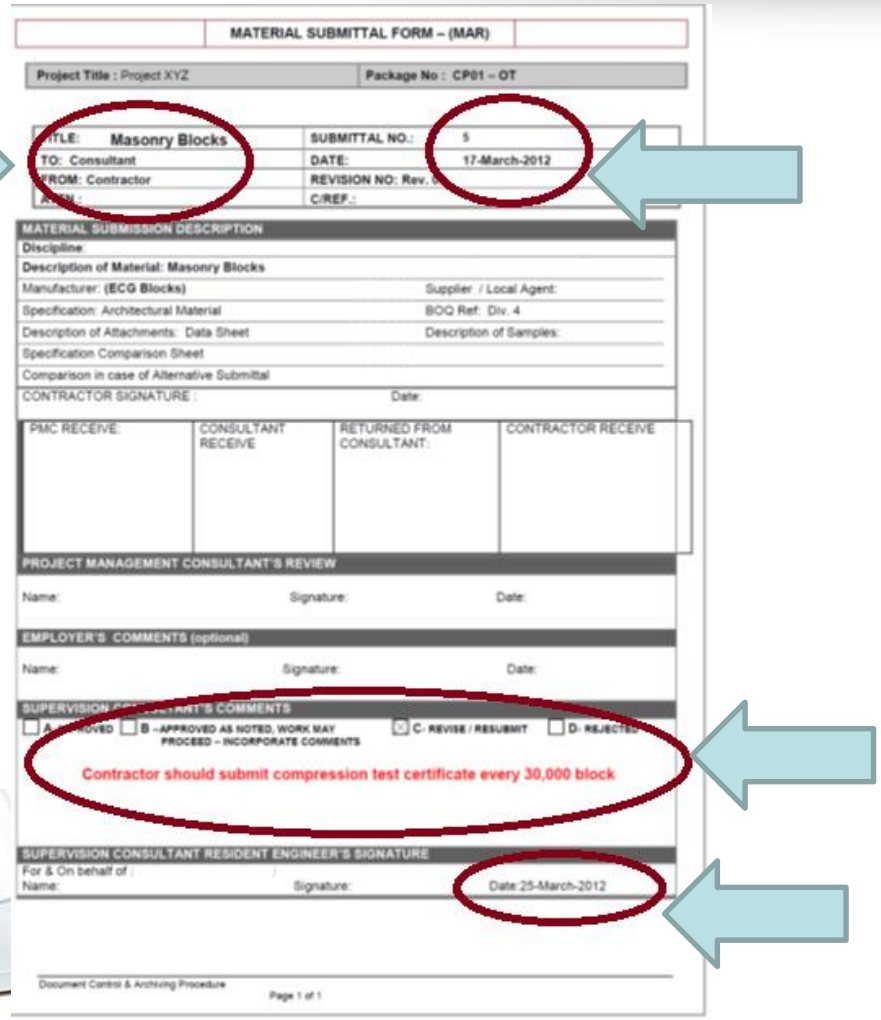
Check your Documents

❖ How to do this ?

Event Source	Project Manager Discussion Result	Project Team Discussion Result	Supporting Letters	EOT full detailed Log
• Sending document date • Response date. • Document reference ID (Event Reference ID) • Party Caused the event. • The response content or comments.	• Comments regarding events. • Event type. • Event Reference ID.	• Event Date. • Party Caused the event. • Event Reference ID. • New Scope Of Work Information. • Existing Scope Of Work Information	• Event Date. • Event Reference ID. • Event Title. • Party Caused the event. • New Scope Of Work Information. • Existing Scope Of Work Information.	• Date of event. OR Date of Receiving the response. • Event ID. • Supporting letters date and No.. • New Scope Of Work Information. • Existing Scope Of Work Information

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Event Source:



MATERIAL SUBMITTAL FORM – (MAR)

Project Title : Project XYZ | Package No : CP01 – OT

TITLE: Masonry Blocks | SUBMITTAL NO.: 5
TO: Consultant | DATE: 17-March-2012
FROM: Contractor | REVISION NO: Rev. 0
ATTN : | C/REF.:

MATERIAL SUBMISSION DESCRIPTION

Discipline:
Description of Material: Masonry Blocks
Manufacturer: (ECG Blocks) | Supplier / Local Agent:
Specification: Architectural Material | BOQ Ref: Div. 4
Description of Attachments: Data Sheet | Description of Samples:
Specification Comparison Sheet
Comparison in case of Alternative Submittal
CONTRACTOR SIGNATURE : | Date:

PMC RECEIVE:	CONSULTANT RECEIVE	RETURNED FROM CONSULTANT:	CONTRACTOR RECEIVE

PROJECT MANAGEMENT CONSULTANT'S REVIEW

Name: | Signature: | Date:

EMPLOYER'S COMMENTS (optional)

Name: | Signature: | Date:

SUPERVISION CONSULTANT'S COMMENTS

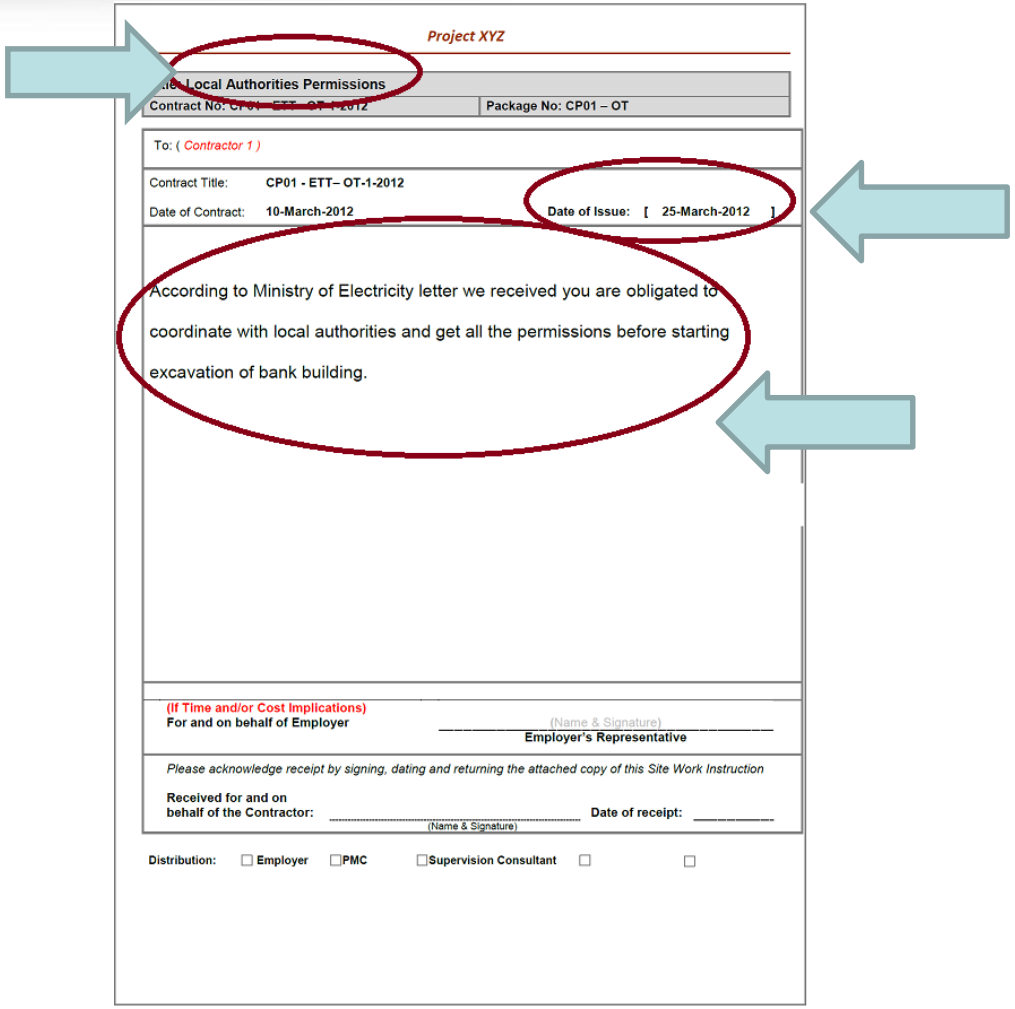
☐ A- APPROVED ☐ B –APPROVED AS NOTED, WORK MAY PROCEED – INCORPORATE COMMENTS ☒ C- REVISE / RESUBMIT ☐ D- REJECTED

Contractor should submit compression test certificate every 30,000 block

SUPERVISION CONSULTANT RESIDENT ENGINEER'S SIGNATURE

For & On behalf of :
Name: | Signature: | Date:25-March-2012

Document Control & Archiving Procedure
Page 1 of 1



Project XYZ

Re: Local Authorities Permissions

Contract No: CP 01 – ETT – OT-1-2012 | Package No: CP01 – OT

To: (Contractor 1)

Contract Title: CP01 - ETT– OT-1-2012
Date of Contract: 10-March-2012 | Date of Issue: [25-March-2012]

According to Ministry of Electricity letter we received you are obligated to coordinate with local authorities and get all the permissions before starting excavation of bank building.

(If Time and/or Cost Implications)
For and on behalf of Employer _____ (Name & Signature)
Employer's Representative

Please acknowledge receipt by signing, dating and returning the attached copy of this Site Work Instruction

Received for and on behalf of the Contractor: _____ (Name & Signature) Date of receipt: _____

Distribution: ☐ Employer ☐ PMC ☐ Supervision Consultant ☐ ☐

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Project Manager Discussion Result

Discussion Result With Project Manager

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3		MAR-20	Although the response on the submittal was before the scheduled date for the pumps material approval it is a direct event because it will take several months to procure these pumps as they will be imported.	Direct Event
4	Lighting Fixture	MAR-4	If we looked at the response date (12-May 2012) we will find 27 days' delay which will delay the whole process of procurement and executing of these fixtures.	Hidden event
5	Utilities availability	MOM No. 13	The effect of these utilities may not be obvious but if we think for few minutes we will find that it will affect the "Testing & Commissioning" Work Package, for example the pumps test requires stable source of power which will not be available in this case.	Hidden event
6	Safe Door Delivery	MOM No. 9	Safe Door has a Milestone with a fixed date on the baseline schedule. The client delayed this date by (60) days	Direct Event
7	Under Ground Water Level	RFI-3-28-March-2012	The actual condition of the underground water differs from the contractual foundation report therefore the contractor has the right to claim for time and money.	Direct Event
8	Clash between Lighting Unit and Diffuser	RFI-6-10-April 2012	The contractor raised the problem before the activity planned start date, however, the consultant late reply (after 8 months) will cause rework for the contractor.	Hidden event



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Project Team Discussion Result:

Delay Event Project Team Discussion Meeting Result

1- Delay Event Information

Event Title	Event Source	Event Date	Event By	Notes
Change Marble Fixation	SWI 1	20 Jan 2013	Employer	

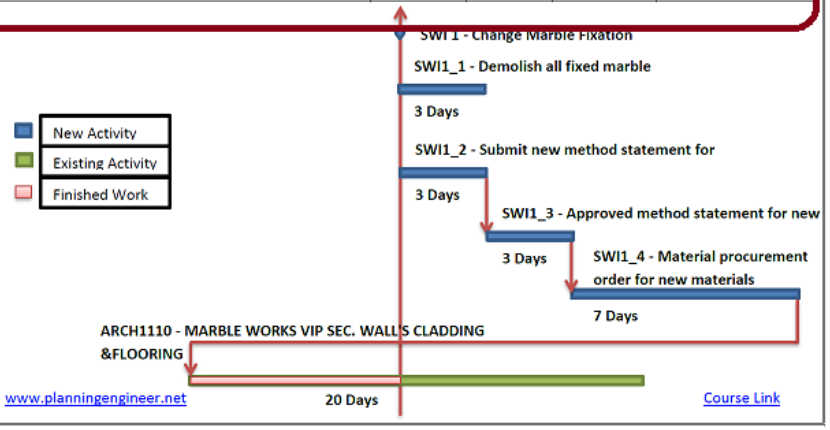
2- Impact Discussion

2.1 – New Scope of Work

New Activity Name	Activity Id	Estimated Duration	Predecessor	Notes
Demolish all fixed marble	SWI1_1	3	SWI 1	
Submit new method statement for mechanical fixation	SWI1_2	3	SWI 1	
Approved method statement for new method	SWI1_3	3	SWI1_2	
Material procurement order for new materials	SWI1_4	7	SWI1_3	

2.1 – Existing Scope of Work

Existing Activity Name	Activity Id	Planned Duration	Predecessor	Notes
MARBLE WORKS VIP SEC. WALL'S CLADDING &FLOORING	Arch1110	20	SWI1_4	



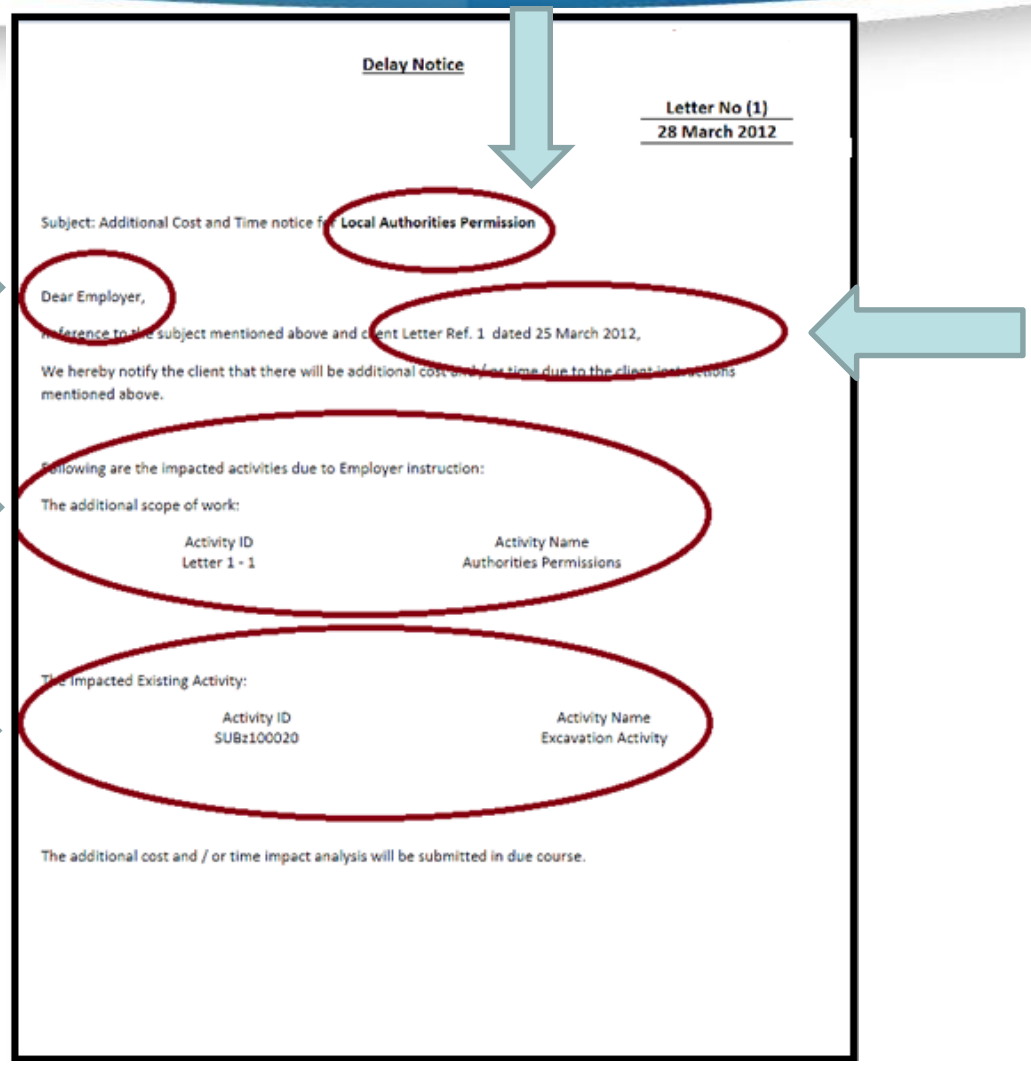
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Supporting Letters



Delay Notice

Letter No (1)
28 March 2012

Subject: Additional Cost and Time notice for **Local Authorities Permission**

Dear Employer,

In reference to the subject mentioned above and client Letter Ref. 1 dated 25 March 2012,

We hereby notify the client that there will be additional cost and / or time due to the client instructions mentioned above.

Following are the impacted activities due to Employer instruction:

The additional scope of work:

Activity ID	Activity Name
Letter 1 - 1	Authorities Permissions

The Impacted Existing Activity:

Activity ID	Activity Name
SUB:100020	Excavation Activity

The additional cost and / or time impact analysis will be submitted in due course.



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EOT full detailed Log

SN.	Document Type	Document Reference No.	Event Title	Event ID	Event By	Event Type	Document Received Date	Supporting Letter No.	Supporting Letter Date	Impacted New Activity ID (1)	Impacted New Activity Name (1)	Impacted New Activity (1) Duration	Impacted New Activity (1) Predecessor Id	Impacted New Activity (1) Predecessor Name	Impacted New Activity (1) Relationship Type	Impacted New Activity (1) Lag
7	Request For Information	1	Under Ground Water Line	RFI No.3	Consultant	Direct Event	23/May/12	7	23/May/12	RFI No.3-1	Response from Consultant	10	RFI No.3	RFI No.3	SS	0
8	Request For Information	1	Case between Lighting Unit and Diffuser	RFI-6-28-April-2012	Consultant	Hidden event	1/May/12	8	1/May/12	RFI-6-1	Remove Fixed Lighting Fixture	20	RFI-6	RFI-6	SS	0
9	Shop Drawing revised	1	Doors and Admission Shop Drawing	SDF 2	Consultant	Hidden event	1/May/12	9	1/May/12	SDF 2-1	New Door Submittal	6	SDF 2	SDF 2	SS	0
10	Site Work Instruction	1	Change Material Position	SWI 1	Employer	Direct Event	1/Jun/12	10	1/Jun/12	SWI_1	Demolish old frame marble	3	SWI 1	SWI 1	SS	0

Impacted Existing Activity ID (1)	Impacted Existing Activity Name (1)	Impacted Existing Activity Duration (1)	Impacted Existing Activity (1) Predecessor Id	Impacted Existing Activity (1) Predecessor Name	Impacted Existing Activity (1) Relationship type	Impacted Existing Activity (1) Lag	Impacted Existing Activity ID (2)	Impacted Existing Activity (2) Name	Impacted Existing Activity (2) Duration
0801EL0005	LIGHTING FIXTURES& SWITCHS & OUTLETS	60	RFI-6-2	Modify Cables and conducts	FS	0			
ARCH1150	WOODEN DOORS INSTALLING	14	SDF 2-3	Door Procurement	FS	0			
Arch1110	MARBLE WORKS VIP SEC. WALL'S CLADDING &FLOORING	20	SWI1_4	Material Procurement order for new material	FS	0			
A2290	Painting Site delivery date	15	SWI2 _3	Material Procurement	FS	0			



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Check your Documents

❖ Result of this Check:

1. In Event No.3 “Changing Pumps Specs”, we will find that the event date in the “project team discussion result” doesn’t match with the response date in the “Material Submittal”, therefore the event date in the “project team discussion result” should be 15-april-2012 as per as the “Material Submittal.
2. In Event No.5 “Utilities Availability”, we will also find a variance between the event date in the “project team discussion result” and the “Minutes Of Meetings” document date that we need to modify the date in the “project team discussion result” to 1-February-2013.
3. In Event No.7 “Under Ground Water Level”, the event date in the project team discussion result should be 29-March-2012 as per the response date in the “Request For Information” document.



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Check your Documents

❖ Result of this Check:

4. In Event No.8 “Clash between Lighting Units & Diffusers”, the event date should be 1-February-2013 in the project team discussion result as per the consultant response date for the “RFI”.

5. In Event No.9 the Event date in “EOT Full Log” and the Event Date in “project team discussion result” are different from the response date in the “shop drawing submittal”, therefor the correct date should 29-April-2012 in all documents.

6. In Event No.10 “Change Marble Fixation”, the event date in the “EOT Full Log” should be modified to 20-January-2013 as per the date of “SWI”.



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Download the final version of the case study document.



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Create EOT Influence Schedule



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Week 5 Assignment

This lecture assignment will be as following:



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Thank You … ☺☺

We hope you enjoy our lecture today

Hope to receive your feedback and recommendations





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