



VN Services®
A Project Support Company

Quarterly

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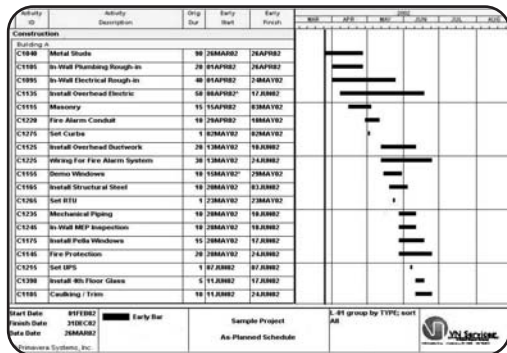
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Articles Of Interest

Critical Path Method Scheduling: “success – it all depends on the schedule, and the schedule depends on you”, Builder’s Exchange Magazine, November, 2004

The project schedule is considered important, but rarely executed properly. Project participants agree that an accurate and realistic schedule is critical to the success of the project, however, the information required to generate a useful schedule is often not provided or is inaccurate. The schedule can be a useful tool for controlling and improving the progress of a project, but it is seldom given the attention it requires. The critical path method can be used to plan, schedule, and help control the project; but the schedule is only as good as the information used to create it.



A schedule is a vital form of communication. It provides information regarding the planned progress of the project, timeframes and milestones for completion segments of work, a structure to the progression and sequence of work, and a comparison of actual progress to how it was planned. A good schedule helps parties involved perform more efficiently, avoid potential impacts, and allocate resources appropriately to meet project requirements and deadlines.

The greatest hindrance to the development of a useful schedule is a lack of accurate information. The more specific and accurate the information provided, the more useful the schedule will be. Precedence activities should be determined and a logical sequence

Staying involved:

VN Services is committed to increasing awareness within the construction community. One of the ways we do this is by providing educational seminars and training. In the past year we have participated in eight programs

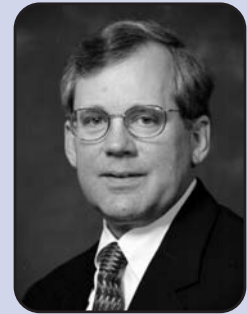
established to decide the most economical and efficient occurrence of activities to complete the project. The original schedule should reflect the planned work, and updates should indicate actual progress. Differences between the work planned and the work performed should be noted and incorporated into the schedule update in order to give an accurate representation of progress. A schedule can be an invaluable roadmap for the project’s execution, and can help keep trades from negatively impacting each other.

Schedule information should be as accurate as possible because it is often a legal document. Although circumstances and external forces can impact the schedule, parties that provided schedule information and those that developed the schedule can be held accountable for meeting those timeframes. To change contract milestones, a formal change order must be agreed to by the parties involved. Concerns regarding the schedule should be addressed as soon as possible and documented accordingly. Barring extenuating circumstances, project participants are expected to meet the dates laid out in the schedule. They can be held accountable for making those dates, and in the case of a delay, the impact their delays have on others.

Schedules provide a roadmap for the construction process and insure that participants know what is occurring and what is expected. Project participants are responsible for making sure the schedule is correct and useful. The schedule needs to be developed from honest and realistic information, and the trades affected by the schedule dates need to communicate whether the sequence and durations of their activities are correct and pragmatic. Making sure that there is a good schedule is in everyone’s interest and will benefit the entire project.

educating individuals on various topics including: documentation, scheduling, contracts, and claims. It is our intention to provide people with information to help them manage better and more successful projects.

From the President’s Desk Success is a matter of balance



Projects aren’t designed to get into trouble, often things just seem to get “out of hand”. Before you know it, the

project goes from having some minor “issues”, to being in a major dilemma. To avoid this trap, we must understand the relationships that exist on a project. Every project has at least three major variables that are inter-related. They are time, quality and cost. To be considered a success, a project must be completed in an acceptable timeframe, within a specific budget, and to a certain level of quality or degree of performance.

If any of these is altered, it will affect one, or both of the others. For example, to improve the quality of a project will probably increase the cost, and may take longer than other projects of similar scope. If delay causes a project to lengthen, costs can go up due to extended field overhead costs; or the project can be accelerated which may increase costs due to inefficiencies.

Every project has constraints. Resources are limited and must be managed diligently to meet the project’s requirements. The relationship between these components is critical to a project’s success, and they must be balanced within the resources available to complete the project successfully.

Robert H. Vail

Allow Us To Introduce

Diana Chalmers



Diana has been with VN Services for more than a year now.

Among other things, she handles the oversight of our accounting and administrative functions. Originally from the Chicago

area, Diana has relocated to a rural community on Cleveland's far-east side. After years in the

hustle and bustle of a metropolis, she enjoys the tranquility of a more serene environment.

Diana also contributes a great deal of time to helping others; one of her passions is caring for terminally ill patients in hospice. She also enjoys music, movies and information regarding personal development. Diana has two children and a grand daughter in the Chicago area. Diana has been a tremendous addition to our staff, and an invaluable resource to our clients.

Recent Projects

Metropolitan Veterinary Hospital
Owner - Akron

Claims & Disputes Seminar
Institution - Pittsburgh

East High School
General Contractor - Youngstown

P. Ross Berry Middle School
Construction Manager
Youngstown

Youngstown Chaney High School
Construction Manager Youngstown

Daimler Chrysler
Design / Build - Detroit

Major Metropolitan Housing Authority: Various Jobs
Owner - Midwest

Warrensville Heights City Schools
Owner - Cleveland

Milford Exempted Village Schools
Owner - Cincinnati

Marathon Ashland Petroleum
Mechanical Contractor - Toledo

Kirby Manor
Construction Manager - Cleveland

Documentation Seminar
Institution - Chicago

University of Chicago: Comer Children's Hospital
Mechanical Contractor - Chicago

Hudson: First & Main
Developer - Akron

Hathaway Brown: Aquatic Center
Owner - Cleveland

Williamson Elementary School
Construction Manager - Youngstown

Marathon Ashland Petroleum
Electrical Contractor - Toledo

“Quote” of Note

“Change the way you look at things, and the things you look at change.”

– Dr. Wayne Dyer

VN Services Quarterly is a publication for our employees, clients and friends with a circulation in excess of 2,500.

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We would like to hear from you. To submit article suggestions, contact Tom Williams at Ext.28

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