

Scheduling SOP Template

A. Purpose

The Scheduling process establishes how project schedules are developed, aligned, and used to support execution across projects. It ensures that planning inputs, sequencing, and assumptions are translated into schedules that reflect how the work will be performed, while providing visibility into progress, coordination, risks, and overall project performance.

B. Trigger(s):

The Scheduling component is initiated when planning inputs and project information are available to develop a time-based representation of the work.

1. Scheduling

- a. Project is awarded or approved to proceed (e.g., executed contract or Notice to Proceed)
- b. Project Hand-Off meeting has been completed and project information has been transferred to the operations team
- c. Planning inputs (e.g., scope, sequencing, procurement considerations, and assumptions) are available to support schedule development
- d. Conditions exist to begin development of a project schedule to support coordination and execution

C. End State Objectives

The Scheduling process is complete when planning inputs have been defined, a project schedule has been developed, aligned, approved, and the schedule is actively used to support project execution. Success is achieved when the following conditions are met:

1. A project schedule is developed, including:
 - a. Activities, durations, and sequencing
 - b. Key milestones and major phases
 - c. Alignment with available project information
2. A baseline schedule is established and approved, including:
 - a. Approval by Keeley leadership
 - b. Approval by the client, as applicable
3. The schedule is actively maintained and updated throughout the project, including:
 - a. Regular updates to reflect progress and changes
 - b. Ongoing use of the schedule during the course of construction
4. Schedule performance, delays, and risks are visible and communicated, including:
 - a. Identification of schedule impacts and variances
 - b. Communication to project teams and leadership



5. Weekly project update meetings are conducted and three-week look-ahead schedules are created and maintained, as applicable

D. Process Flow

The Process Flow outlines how scheduling activities progress in practice, including key actions, handoffs, and interactions between estimating, operations, field teams, and other stakeholders. It provides clarity on how schedules are developed, aligned, and used, helping reduce variability, improve coordination, and ensure the schedule supports execution.

1. Schedule Initiation
 - a. Determine if a project schedule exists or if a new schedule needs to be created
 - b. Review contract
 - c. Review contract deliverables
2. Requirements & Constraint Definition
 - a. Capture project milestones, procurement requirements, and owner requirements
 - b. Establish schedule constraints and level of detail
3. Coordination & Input Alignment
 - a. Coordinate with subcontractors and project partners, as applicable
 - b. Schedule and conduct coordination with operations and estimating to align scope and resources
4. Schedule Development
 - a. Build the project schedule
 - b. Determine Work Breakdown structure (Tools currently utilized - P6, MS Project, MS Excel, Monday)
 - i. Submittals
 - ii. Procurement
 - iii. Client provided deliverables (contractual)
 - iv. Construction activities
 - v. Milestone dates (contractual)
 - vi. Close-Out
 - c. Sequence activities based on the defined work plan
 - d. Identify critical path of the project
 - e. Load resources to activities (flexible)
5. Resource Planning & Leveling (if applicable to the schedule and software used)
 - a. Develop manpower curve
 - b. Level the schedule based on manpower curve
 - c. Re-sequence activities as needed to align with resource constraints



6. Schedule Review & Finalization
 - a. Finalize schedule for internal review
 - b. Review schedule with project leadership
 - c. Obtain approval from Keeley leadership

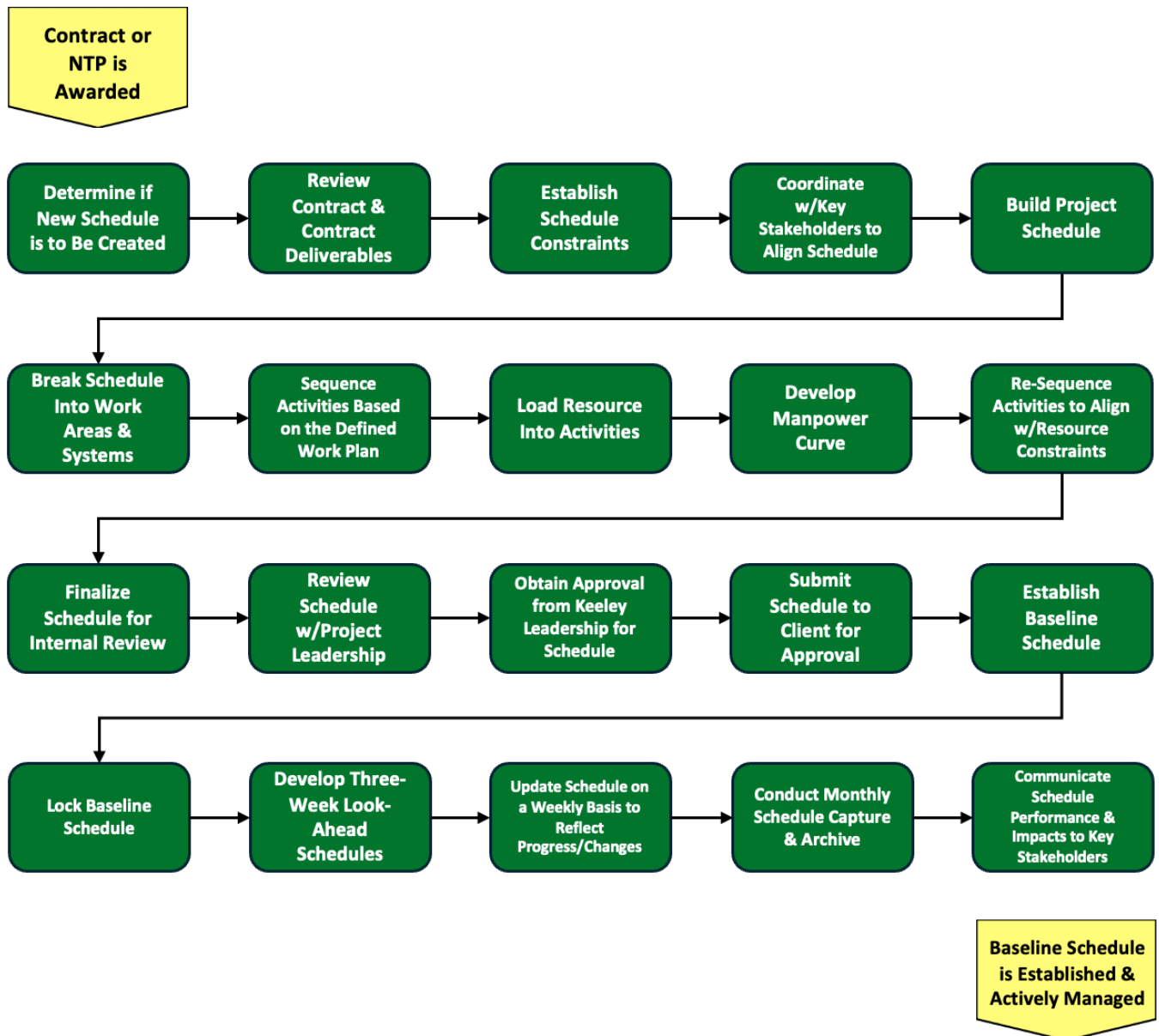
7. Client Coordination & Approval
 - a. Submit schedule to client for approval, as applicable
 - b. Receive client approval, as applicable

8. Baseline Establishment
 - a. Establish baseline schedule
 - b. Lock baseline schedule

9. Short-Term Planning (As Applicable)
 - a. Develop three-week look-ahead schedules based on project requirements and owner specifications

10. Schedule Maintenance & Updates
 - a. Update schedule on a weekly basis to reflect progress and changes
 - b. Review and update schedule on a monthly basis until project completion
 - c. Conduct monthly schedule capture and archive

11. Ongoing Schedule Use
 - a. Use the schedule to support coordination, sequencing, and execution planning throughout the project
 - b. Communicate schedule performance, impacts, and changes to the project team and stakeholders



E. RACI Overlay (Responsibility Model) (WHO is responsible for each part of the process)

The RACI Overlay defines who is Responsible (R), Accountable (A), Consulted (C), and Informed (I) at each stage of the Planning & Scheduling process. It provides clarity on ownership, reduces gaps and overlaps, and ensures accountability is maintained from planning through execution.

Responsible (1) – Performs the work to complete the activity or deliverable

Accountable (1) – The individual is ultimately answerable for the outcome of the activity

Consulted (>/= 1) – Roles who provide input, expertise, or guidance

Informed (>/=1) – Roles who are kept aware of progress or outcomes

N/A – Not applicable



Empty – No role assigned
 TBD – To be determined

Process Steps	Responsible	Accountable	Consulted	Informed
Determine if a project schedule exists or if a new schedule needs to be created	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Review Contract	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Review Contract Deliverables	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Capture Milestones, Procurement and Owner Requirements	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Establish Schedule Constraints and Level of Detail	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Coordinate with subcontractors and project partners, as applicable	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Schedule and conduct coordination with operations and estimating to align scope and resources	Scheduler or Project Lead			
Build Project Schedule (M1)	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor	SME	
Conduct a monthly schedule capture and send to monthly archive	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Schedule Meeting w/Ops & Estimating to tie and level resources	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Pull Finalized Estimate into Schedule	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Load Resources to Activities	Scheduler or Project Lead	Project Lead's Supervisor	Scheduler	

Process Steps	Responsible	Accountable	Consulted	Informed
Break Schedule down into Work Areas then Systems	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Tie Activities (one to another) based on Work Plan	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Develop manpower curve	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor	SME	
Level Schedule based on manpower curve	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Re-sequence activities as needed to align with resource constraints	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Finalize schedule for internal review	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		BGL
Review schedule with project leadership	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Obtain approval from Keeley Leadership for Schedule (M2)	Project Lead or Project Manager	Project Director	BGL	President CEO
Submit approved schedule to client for approval	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Receive Client Approval	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Establish Baseline Schedule (M3)	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		
Lock Baseline BLO	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		

Process Steps	Responsible	Accountable	Consulted	Informed
Develop three-week look-ahead schedules based on project requirements and owner specifications	Scheduler or Project Lead	Project Lead's Supervisor	General Super	
Update Schedule Weekly and/or Monthly until Project Completion (M4)	Scheduler or Project Lead	Scheduler & Project Lead's Supervisor		

F. Key Milestones

This section defines the critical checkpoints within the Scheduling process that indicate readiness to move forward. These milestones ensure alignment between estimating, operations, field teams, and procurement, while establishing clear expectations for schedule development, validation, and use throughout the project lifecycle.

#	Milestone	Description
M1	Schedule developed and aligned	Project schedule is built and aligned with project requirements and inputs
M2	Schedule is reviewed and approved	Schedule is reviewed, finalized, and approved for execution
M3	Baseline Schedule is established	Approved schedule is formalized and established as the project baseline
M4	Schedule is actively managed and maintained	Schedule is updated and used throughout the project to support execution

G. Documents

This section provides practical tools that teams can use to verify that key activities have been completed and nothing has been overlooked. It reinforces consistency and execution quality by turning expectations into clear, repeatable actions.

1. Schedule Development Template / Standard Structure – **A minimum to be included in project document**
 - a. Establishes a consistent framework for how schedules are built (e.g., phases, milestones, sequencing logic)
 - b. Defines expectations for level of detail, activity structure, and organization
 - c. Improves consistency across schedules and reduces variability between projects
 - d. Mitigates risk of inconsistent schedule structure, lack of clarity, and difficulty in coordination



2. **Schedule Review & Approval Checklist – Built project by project**
 - a. Provides a standardized set of criteria to review schedules prior to approval
 - b. Ensures schedules align with planning inputs, estimate assumptions, and execution approach
 - c. Supports consistent review processes across teams and leadership
 - d. Mitigates risk of incomplete or misaligned schedules being approved

3. **Weekly Progress / Schedule Review Meeting Agenda**
 - a. Provides a standardized agenda for internal weekly meetings focused on schedule performance and impacts
 - b. Ensures consistent review of critical path, activity progress, delays, and risks
 - c. Reinforces use of the schedule as the primary coordination and decision-making tool
 - d. Includes structured questions to guide discussion, such as:
 - i. Is the critical path logical and has it changed?
 - ii. What activities have slipped or are not progressing as planned?
 - iii. Are there risks, delays, or procurement impacts affecting the schedule?
 - iv. Are there any gaps in logic (e.g., missing predecessors/successors, constraints, float issues)?
 - v. Are change orders or external factors (weather, owner delays, force majeure) impacting the schedule?
 - e. Mitigates risk of over-reliance on informal communication and lack of structured schedule review

4. **Three-Week Look-Ahead Schedule Template**
 - a. Provides a crew-based, short-term planning view sequenced over a three-week period
 - b. Translates the CPM schedule into actionable, field-level execution planning
 - c. Improves coordination between field teams and project leadership
 - d. Mitigates risk of disconnect between schedule and field execution and over-reliance on verbal planning