

Baseline Programme Review Checklist

Reviewing a Contractor's baseline programme (Primavera P6 or equivalent) · 100 checks · v2.0

Project / Package:	Contract No.:
Contractor:	Reviewer:
Programme No. / Rev.:	Data Date:

Status: Yes = complies · No = does not comply / action required · N/A = not applicable. The **DCMA** column maps an item to the related DCMA 14-point check where applicable — a recognised schedule-quality reference, distinct from any bespoke Employer assurance framework.

REF	REVIEW ITEM / REQUIRED ACTION	STATUS	DCMA	COMMENTS / FINDINGS
1. Schedule Submission & Contract Dates				
1.1	Baseline submitted within the period stipulated in the Contract (e.g. 28 calendar days from Commencement / NTP) for the Engineer's consent.			
1.2	Data Date of the Baseline equals the Notice to Proceed (NTP) date.			
1.3	Baseline early start = NTP date; late finish is equal to or before the Contractual Completion Date stipulated in the Contract.			
1.4	Full contract scope is represented, including provisional sums / prime-cost items.			
1.5	Schedule contains no activities for work outside the original contract scope.			
1.6	All contractual / key completion and interim (sectional) milestones are shown as zero-duration milestone activities; major phase/stage transitions carry milestones.			
1.7	Milestone dates (start / interim / finish) align with the Contract; control milestones agreed with the Employer.			
2. WBS & Coding				
2.1	WBS covers the entire scope of works, aligned to a WBS dictionary; each element detailed sufficiently for accurate monitoring & control.			
2.2	WBS titles logical and representative; top-level WBS conforms to contract type (D&B or Traditional); sub-WBS levels submitted for agreement prior to official submission.			
2.3	WBS supports the required execution / phasing / staging strategy.			
2.4	Long-lead items categorised separately under each relevant procurement / utility WBS.			
2.5	Activity IDs are logical and representative of activity type, location and stage.			
2.6	Activity descriptions accurately summarise scope and location; similar tasks in different areas are distinctly worded and identifiable.			
2.7	Each activity reflects a single trade (no combined multi-trade activities, e.g. 'formwork, rebar & concrete').			
2.8	Activity code structure sufficient to sort/filter (type, location, responsible crew, phase, BOQ, system, etc.); no blank activity codes.			
3. Project Calendars				
3.1	Calendars reflect applicable public holidays, religious observances and seasonal reduced hours and rest days for the jurisdiction.			
3.2	A multi-year calendar is adopted; working-week definition (days, hours, shift start/finish) stated and consistent with the narrative.			
3.3	A 5-day x 8-hour calendar (incl. public-sector holidays) created and assigned to Authority / Employer review & approval activities.			
3.4	A 7-day calendar created and assigned to (overseas) material-shipment activities.			

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3.5	All calendars created as project calendars (not global); every activity on the correct calendar; assignments will not create float discrepancies in future updates.			
4. Activity Durations				
4.1	Durations based on realistic productivity rates, quantities and resources — not reverse-engineered to force a target/contractual completion date; no odd/ arbitrary durations.			
4.2	Construction activity original duration below the programme limit (e.g. < 21 calendar days, or < 10 days per the guidelines) unless justified.		8	
4.3	Only long-lead fabrication / delivery activities exceed the standard duration limit; justification provided.		8	
4.4	Durations allowed for Authority approvals are reasonable and consistent with comparable projects.			
5. Logic, Relationships, Lags & Open Ends				
5.1	No open ends: every activity has at least one predecessor and one successor. Only open start = Award/NTP start milestone; only open finish = Completion (CCD) finish milestone.		1	
5.2	No negative lags / leads (lead time) anywhere in the schedule.		2	
5.3	Lags minimised and justified; no FS+lag on the critical / near-critical path; positive lags limited to genuine cases (curing, formwork strike, scaffold up/ down).		3	
5.4	At least ~90% of relationships are Finish-to-Start; SS relationships paired with FF to avoid dangling logic; no Start-to-Finish (SF) relationships.		4	
5.5	No redundant / duplicate relationships.			
5.6	Retained-logic scheduling option to be used in updates (progress override not permitted).			
5.7	Construction sequence follows the approved construction methodology.			
6. Constraints & Float				
6.1	Constraints minimised, used only to control sectional/contract milestones where required; hard constraints (Mandatory, Start-On, Finish-On) avoided; where unavoidable, applied only to the first (start) or last (finish) activity on the path.		5	
6.2	No negative float in the Baseline.		7	
6.3	No unrealistically high total/free float; excessive float (e.g. > 44 working days) justified by the Contractor or corrected with proper logic.		6	
6.4	Submittal / procurement activities carry adequate float to absorb possible resubmission iterations.			
7. Critical Path				
7.1	Critical activity defined as total float = 0; number of critical / near-critical activities reasonable for the scope; all driving sequences presented and substantiated.			
7.2	Critical path runs continuously from project start to completion, driven by mandatory (hard) logic — not by constraints, lags or discretionary/preferential logic.			
7.3	Critical path does not run unjustifiably through Employer / Client-controlled activities.			
7.4	Multiple float paths reviewed; most-critical and near-critical path identified for each interim milestone.			
7.5	Critical-path integrity test — a deliberate large lag on a critical activity pushes project completion, confirming a sound driving path.		12	
8. Procurement, Engineering & Preconstruction				
8.1				

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	Design, engineering, procurement, submittal and NOC activities detailed and realistically estimated.			
8.2	Subcontractor selection / prequalification activities included.			
8.3	Each submittal split into two activities (1. prepare/submit, 2. review/approve); submittal priority/order reflected where a sequence is required.			
8.4	Shop-drawing & method-statement approvals precede the related construction; material-submittal approval precedes the fabrication activity.			
8.5	Long-lead & free-issue items clearly identified; delivery linked to installation (SS/FF with logical lags, or first-on-site lot segregated) rather than a blanket FS.			
8.6	Contractor design development (D&B) shown in sufficient, phased detail for the Employer to gauge design status.			
8.7	Comprehensive procurement / shop-drawing / material-submittal logs (planned, forecast, actual dates) provided; drawing register resource-loaded per the Particular Conditions.			
9. Resource & Cost Loading / Progress Measurement				
9.1	Activities realistically loaded with manpower, material and equipment resources.		10	
9.2	Fully cost-loaded; values reconcilable to BOQ bill numbers.		10	
9.3	Progress measurement based on agreed weightages; weight-factor and cost-allocation calculations provided.			
9.4	Earning rules aligned with monthly payment claims (payment on verified site progress, not update percentages).			
9.5	Resource / cost histograms and S-curves reasonable; peaks achievable and checked against production rates.			
9.6	Major-commodity KPI calculations provided.			
10. Schedule Integrity & Software Settings				
10.1	Scheduling log report (e.g. P6 log) run and reviewed; schedule recalculated prior to submission.			
10.2	No zero-duration activities other than milestones; no activities in progress in the Baseline.			
10.3	Duration type set appropriately (e.g. Fixed Duration & Units); % Complete type set to Physical; Activity type correct (Task Dependent for work, Start/Finish milestones).			
10.4	All resources / codes / calendars are project-specific, not global; POBS removed; correct software version exported.			
10.5	Spell-check performed on all activity descriptions.			
10.6	Invalid-dates check — no forecast / remaining work before the Data Date and no actual dates after it (date integrity).		9	
11. UAE Authority Approvals & NOCs				
11.1	All applicable authority-approval and NOC activities included with realistic durations — e.g. Municipality (ADM / DM), Civil Defence, utility authorities, roads & transport, telecom, environment, aviation-height and master-developer NOCs relevant to the project location.			
11.2	Building / construction permit and affection-plan / site-possession activities shown as predecessors to site works.			
11.3	Utility connection applications (power, water, drainage, irrigation, district cooling, telecom) raised early, reflecting each authority's own application-to-energization lead time.			
11.4	Third-party service diversions and existing-utility clearance (NOC to excavate / permit-to-dig) and utility surveys included before excavation.			
11.5				

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	Environmental permits (e.g. CEMP / environment-agency approval) and any marine, coastal or dredging permits included where applicable, with seasonal restrictions.			
11.6	Sustainability-certification activities included where mandated — Estidama Pearl Rating (Abu Dhabi), Al Sa'fat / Green Building (Dubai) or equivalent — across design, construction and final rating.			
12. Programme Narrative & Supporting Documents				
12.01	Narrative describes construction methodology, logistics and manpower / equipment allocation & availability.			
12.02	Assumed working hours and calendars stated.			
12.03	Shop-drawing, procurement and long-lead schedules included (local vs overseas identified).			
12.04	Programme risk register with possible mitigating measures included.			
12.05	Budgeted-cost curve (renamed from 'Earned Value' pre-progress) and the weightage-based progress S-curve included; both carried into weekly / monthly updates.			
12.06	Sequence of work precise and quantified (durations / dates); vague terms ('approximately', 'later on', 'almost') avoided.			
12.07	Crew sizes and trades specified numerically; crew-movement plan provided (preferably graphical, monthly, on project layouts).			
12.08	Critical path for each contractual milestone explained in the narrative with a programme extract per path.			
12.09	Scope matrix (Excel) reflecting detailed phased scope and quantities provided.			
12.1	Programme layout columns include Activity ID, Name, Original Duration, Quantities (major activities), Unit, Early/Late Start & Finish, Total Float, Budgeted Cost.			
12.11	Review/workflow durations in the document-management system considered for all submittals; variation / instruction workflow durations reflected per the Contract.			
13. Utilities Energization & Handover Authorities				
13.1	Permanent-power energization treated as a long-lead critical item; substation / transformer / metering and authority energization sequenced early, not at the very end.			
13.2	Civil Defence final inspection and fire-safety NOC shown as predecessors to occupancy / Taking-Over.			
13.3	Lift / escalator authority inspection and registration included before handover.			
13.4	Building Completion Certificate (BCC) / municipality completion and permanent utility connections sequenced ahead of the Completion milestone.			
13.5	Snagging, de-snagging, Testing & Commissioning, integrated systems testing and demonstration periods realistically durated and linked to handover.			
14. UAE Calendars, Weather & Productivity				
14.1	Statutory summer midday-break period (mid-June to mid-September work-hour restriction) reflected in the relevant calendar / productivity for outdoor works.			
14.2	Hot-weather and high-humidity productivity impacts in summer months reflected in durations, rather than uniform year-round rates.			
14.3	Allowance for sandstorm / fog / rain non-working days based on historical regional weather data.			
14.4	Ramadan reduced working hours applied to affected calendars and, where relevant, to productivity — not treated only as holidays.			
14.5	Hot-weather concreting controls (temperature limits, night pours, ice/chilled water) reflected in concrete sequencing / durations where relevant.			
15. Logistics, Marine & Ground Conditions				

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15.1	Overseas material import lead times include shipping plus UAE customs clearance and port handling, not shipping alone.			
15.2	Abnormal / heavy-load transport, road-closure and crane / heavy-lift permits (roads authority / municipality / police escort) included where required.			
15.3	Enabling / early works, demolition, UXO or archaeological clearance (where applicable) and site clearance shown before main works.			
15.4	Ground improvement, dewatering, piling permits and vibration-monitoring constraints reflected; ground-improvement settlement / surcharge waiting periods justified as long-duration activities.			
15.5	Marine works (reclamation, dredging, quay / marine structures) reflect tidal windows, vessel mobilization and environmental seasonal windows where applicable.			
16. Schedule Health & Controls Good Practice				
16.1	Terminal float / time contingency between planned completion and the Contractual Completion Date is transparent; float ownership stated (Contractor early-completion vs shared float).			
16.2	Activity density is balanced — enough detail for control without excessive fragmentation; a 2-week / 90-day look-ahead is derivable from the baseline.			
16.3	Level-of-Effort / hammock / summary activities (if used) are identified and do not drive or distort the critical path.			
16.4	Baseline formally saved / versioned in the tool (baseline assigned) to enable variance reporting in updates.			
16.5	Milestone and activity naming follow a consistent convention; interim milestones traceable to contract sectional completions.			
16.6	Interface milestones with the Employer, other contractors, enabling-works and free-issue / novated design are captured and dated.			
16.7	Mobilization, insurances (CAR / WC), performance security and advance-payment-guarantee activities precede the works they gate.			
16.8	Weather and risk contingency are declared as such, not hidden inside inflated durations or lags.			
16.9	A schedule health / quality run (e.g. DCMA 14-point) is performed and documented as part of the submission.			

How to use. A "No" is a question to resolve before accepting the baseline — record the resolution in Comments. **Scope.** Generic professional template for educational use; adapt duration limits and thresholds to your contract. It contains no confidential or employer-specific material and is not contractual or legal advice. © 2026 Rishi Javeri · rishijaveri.com — free to use with attribution.