



CIVIL EXPERTS

Clear Project Control. Better Construction Decisions.

DAILY PROJECT CONTROL WORKFLOW

A Practical Daily Management Workflow for Builders, Contractors and Project Managers

Intended user	Owners of building firms, contractors, project managers and site engineers who prepare or receive daily site reports
Purpose	Connect the daily report to tomorrow's decisions: target, manpower, material, machinery, hindrance and responsibility
Contents	Management problem • Daily control cycle • Roles & timing • Daily Project Control Sheet • Evening review • Common failure points • Manual implementation checklist
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SECTION 1 • THE MANAGEMENT PROBLEM

1. Why a DPR Alone Is Not Enough

A Daily Progress Report (DPR) is standard practice on construction sites, and it is good discipline. A DPR records what happened: work done, labour present, material received, photos and remarks.

The problem is not the DPR. The problem starts when the DPR stops at *reporting* and does not lead to a *decision*. Management reads what happened today, but still has to call the site to find out what is needed tomorrow. By the time a shortage or hindrance is noticed, the work has often already slowed down.

The 10 Core Control Points

A daily control system must capture the following 10 Core Control Points. Points 1–9 feed the 7 management-review questions in Section 5; point 10 turns those answers into a management decision. If any point is missing, at least one review question cannot be answered.

#	Core control point	What it must answer	Feeds review question
1	Planned quantity today	What quantity was planned for each activity today?	Q1
2	Actual quantity today	What quantity was actually completed?	Q2
3	Shortfall reason	If the target was missed, by how much and why?	Q3
4	Tomorrow's target	What exactly must be completed tomorrow, in quantity?	Q4
5	Manpower requirement	How much manpower, of which trade, is required tomorrow?	Q5
6	Material requirement / stock gap	What material is required, and how much is short against stock?	Q5
7	Machinery / resource requirement	What machinery or resource is required, and when?	Q5
8	Hindrance / prerequisite	Which issue, inspection, approval or drawing must be cleared before tomorrow's work?	Q6
9	Responsibility	Who is responsible for each action, and by when?	Q7
10	Management decision	What decision or support is required from management?	Summary

Management takeaway

A DPR becomes valuable when it is connected to control decisions. A useful daily system tells management what happened today **and** what is required tomorrow — with a quantity, a date and a responsible person.



SECTION 2 • WORKFLOW

2. The Daily Project Control Cycle

The cycle below runs every working day. Each stage feeds the next. If one stage is skipped, the evening summary becomes a list of information instead of a basis for action.

Stage	What happens		Output	
01	Site Execution	Work is carried out as per today's plan for each activity and location.	Work done on site	
↓	02	Quantity Capture	Actual quantity is measured or counted in proper units (cum, MT, sqm, nos, rmt) — not only as a percentage.	Actual quantity
↓	03	Planned vs Actual	Actual quantity is compared with the quantity planned for today.	Shortfall qty per activity
↓	04	Shortfall Reason	Every short activity gets one clear reason: labour, material, machinery, drawing, inspection, weather, etc.	Reason recorded
↓	05	Tomorrow Target	Tomorrow's activities are fixed with location and target quantity, including any carried-over shortfall.	Tomorrow plan
↓	06	Manpower Requirement	Labour needed by trade and contractor is worked out from tomorrow's target and checked against today's deployment and output.	Manpower required
↓	07	Material Requirement / Stock Gap	Material needed for tomorrow's target is compared with stock on site; the gap is raised the same evening.	Short qty + required-by time
↓	08	Machinery / Resource Requirement	Machinery, equipment, power or services needed for tomorrow are confirmed with timing.	Resource confirmed
↓	09	Hindrance / Prerequisite Check	Issues that can stop tomorrow's work are listed, together with prerequisites such as inspections, approvals or drawings.	Hindrance & prerequisite list
↓	10	Responsibility	Every open action gets one named person and a target closure time.	Action owner
↓	11	PM Review	The Project Manager checks the numbers, challenges weak targets and confirms tomorrow's plan and requirements.	Reviewed plan
↓	12	Management Summary / Decision	A short summary goes to management: progress, shortfall, risks and the decisions required.	Decision taken
↓	13	Next-Day Execution	The site starts the next day with a confirmed target, resources and responsibilities.	Controlled start



SECTION 3 • ROLES & TIMING

3. Who Provides What, and When

Use the roles that already exist on your site. On a small site, one person may hold two roles — the responsibility still needs to be clear. The timings below are a suggested pattern; fix your own reporting cut-off and keep it the same every day.

Role	Cycle stages	Information provided	When	Checked by	Next action
Supervisor / Foreman	01–02	Work completed by activity and location; labour present by contractor and trade; site issues	During the day; quantity before the evening cut-off	Site Engineer	Engineer verifies quantity
Site Engineer	02–06, 09	Measured quantity; planned vs actual; shortfall qty and reason; tomorrow's target; manpower requirement; hindrance and prerequisite list	By the fixed evening cut-off	Project Manager	Material and machinery requirement sent to store
Store / Procurement	07–08	Stock against tomorrow's requirement; stock gap; pending deliveries; machinery or equipment availability	Same evening, after receiving the requirement	Project Manager	Purchase / hire follow-up with a time
QA/QC (where applicable)	09	Inspections and approvals that are prerequisites for tomorrow's work	Same evening, for next-day activities	Project Manager	Prerequisite cleared or work re-planned
Project Manager	10–11	Responsibility and closure time for every action; reviewed and confirmed tomorrow plan	Before the end of the working day	Management	Management summary issued
Management	12	Decisions on approvals, payments, procurement or contractor issues raised in the summary	Same evening or before the next-day start	—	Decision communicated for stage 13

Stage numbers refer to the Daily Project Control Cycle in Section 2. Stage 13 (Next-Day Execution) is carried out by the site team on the confirmed plan.

Timing rule

If tomorrow's material or manpower requirement reaches the store or management only on the morning of the work, it is too late for control. The requirement must move the same evening the plan is made.



SECTION 4 • DAILY FORM

4. Daily Project Control Sheet

Print this sheet or copy its structure into Excel / Google Sheets. Grey italic rows marked **SAMPLE** show how to fill each block using one connected example (column reinforcement, A2 Stilt-1); they are illustrations, not project data.

A. PROJECT DETAILS

Project		Date		Block / Area / Location	
Prepared by		Checked by / PM		Weather / shift	

B. TODAY'S WORK PROGRESS

Activity	Location	Unit	Planned Qty Today	Done Qty Today	Shortfall Qty Today	Reason for Shortfall	Responsible Person
SAMPLE: Column rebar	A2 Stilt-1	Nos	8	6	2	16 mm steel stock exhausted	Site Engineer

C. TOMORROW PLAN

Activity	Location	Target Qty	Unit	Team / Contractor	Responsible Person
SAMPLE: Column rebar	A2 Stilt-1	6 (2 + 4 new)	Nos	Steel contractor — fitters	Site Engineer

D. MANPOWER

Contractor / Category	Nos Present Today	Activity Deployed On	Output vs Target	Nos Required Tomorrow	Remark
SAMPLE: Steel — fitters	10	A2 column reinforcement	6 of 8 Nos	10	Limited by steel, not labour

E. MATERIAL REQUIREMENT / STOCK GAP

Material	Required Qty	Available Qty	Short Qty	Required By	Responsible Person
SAMPLE: 16 mm TMT steel	Required as per BBS / tomorrow target: 0.35 MT (illustrative sample)	0.10 MT	0.25 MT	9:00 AM tomorrow	Store in-charge

F. MACHINERY / RESOURCE REQUIREMENT

Machinery / Resource	Requirement	Availability	Required Time	Responsibility	Remark
SAMPLE: Bar bending machine	16 mm bars, 6 columns	Available	9:30 AM tomorrow	Site Engineer	After steel receipt

G. HINDRANCE / PREREQUISITE / ACTION

Issue	Impact	Action Required	Responsible	Target Closure	Status
SAMPLE: Steel dispatch unconfirmed	6 columns at risk	Confirm supplier dispatch	Store in-charge	8:00 AM tomorrow	Open

H. MANAGEMENT REMARK

Critical action	Decision required from management	Tomorrow's priority
SAMPLE: Secure 0.25 MT 16 mm steel by 9 AM	SAMPLE: Approve local purchase if no dispatch by 8 AM	SAMPLE: 6 columns, A2 Stilt-1



SECTION 5 • MANAGEMENT REVIEW

5. The Evening Review: Seven Questions

At the end of each day, the Project Manager — and, for important sites, the owner — should be able to answer these seven questions in a few minutes, using the Daily Project Control Sheet alone. Each question is answered by the Core Control Points in Section 1:

#	Review question	Answered from
1	What quantity was planned today?	Block B — Planned Qty Today
2	What quantity was actually achieved?	Block B — Done Qty Today
3	Why was any target missed?	Block B — Shortfall Qty Today and Reason
4	What exactly must be completed tomorrow?	Block C — Tomorrow Plan
5	Are manpower, material and machinery ready?	Blocks D, E and F
6	Which hindrance can stop tomorrow's work?	Block G — Hindrance / Prerequisite / Action
7	Who is responsible for closing each action?	Responsible Person columns in B, C, E, G

Management takeaway

If management cannot answer these seven questions quickly, daily reporting is not yet working as a project-control system. The fix is usually not more reporting — it is better structure: quantity, reason, requirement and owner.

SECTION 6 • COMMON FAILURE POINTS

6. Where Daily Control Usually Breaks

Failure point	What it causes	Correction
Progress reported only as a percentage	Percentage cannot be checked or compared with plan	Report measurable quantity with unit
No planned-vs-actual comparison	Shortfall is not visible until it becomes delay	Record planned quantity before execution
No reason for shortfall	The same problem repeats every week	One clear reason for every short activity
Tomorrow plan prepared too late	Resources cannot be arranged in time	Finalise tomorrow plan before the evening cut-off
Material requirement raised after work stops	Idle labour and lost day	Requirement moves to store the same evening
No responsible person	Everyone knows the issue; nobody closes it	One named owner per action
Hindrance recorded without a closure date	Issues stay open indefinitely	Target closure date + status for every hindrance
Manpower reported without output	Headcount looks fine while productivity drops	Link labour to activity and output vs target
Management receives raw data, no summary	Owner still has to call the site	Short summary: risks + decisions required



SECTION 7 • GETTING STARTED

7. Manual Implementation Checklist

You can start this workflow manually on one site with paper, Excel or Google Sheets. Run it consistently during an initial trial period before changing the format.

	#	Step	Owner (fill in)
☐	1	Fix one reporting cut-off time for the site and announce it.	
☐	2	Define the activity list and location codes (block, floor, zone).	
☐	3	Record planned quantity for each activity before execution starts.	
☐	4	Record actual quantity every evening, in proper units.	
☐	5	Record the reason for every shortfall.	
☐	6	Finalise tomorrow's activities and target quantities, including carried-over shortfall.	
☐	7	Work out manpower required by trade and contractor.	
☐	8	Confirm material: required, available and short quantity (stock gap).	
☐	9	Confirm machinery and other resources with timing.	
☐	10	Check hindrances and prerequisites (inspections, approvals, drawings).	
☐	11	Assign one responsible person and a closure date to every action.	
☐	12	Project Manager reviews and confirms tomorrow's plan.	
☐	13	Management receives the final summary the same evening.	

Implementation note

Start small: one site, one sheet, one fixed cut-off. Consistent use during an initial trial period shows you where your control is weak — that is more valuable than a perfect format used irregularly.

Continued: Section 8 • Next Step, on the following page.



SECTION 8 • NEXT STEP

8. Next Step: From Manual Workflow to Project Control

This workflow can be operated manually, and it is worth starting that way.

As the number of activities, team members and projects grows, compiling, checking and following up every day becomes harder to sustain.

That is where a structured project-control system helps.

FREE PROJECT CONTROL AUDIT

Civil Experts will review your current project-control workflow in a 30–45 minute session, including:

- Daily reporting
- Planning
- Planned vs actual
- Manpower and productivity
- Material requirements
- Hindrances
- Responsibility
- Weekly and monthly management review

After the audit, Civil Experts will prepare a Project Control Solution Report showing:

- Major control gaps
- Their effect on project management
- Priority improvements
- Recommended project-control workflow
- Recommended next steps

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Note: General management workflow — adapt quantities, units, roles and timings to your project and company procedures. Sample entries are illustrations only and do not represent any client or project result. Version 1.2 replaces Versions 1.0 and 1.1.