

Project Planning: Make Safe Work Achievable

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Why this matters

A project schedule can show every activity while leaving out what makes those activities possible. Required people, equipment, access or review time may be promised to two jobs at once. Plan when protection and support must be ready, not only when production should finish.

Objective: Trace one project activity to the resources, prerequisites and interfaces needed before its scheduled start.

Key hazards or failure points

Double-booked equipment; unavailable expertise; simultaneous work conflicts; late reviews; changing scope; missing transition arrangements; a schedule date mistaken for readiness.

Practical controls

- Choose a near-term project activity and identify its prerequisites, responsible roles and needed resources. Include preparation, control installation, required checks and handover time, using the actual task and project requirements.
- Resolve competing demands with affected crews and employers. Sequence work so shared space, equipment and protection remain available when needed. Name who coordinates changes and who can approve changes within the applicable authority.
- Plan how unfinished work and changed conditions will be transferred. Keep current versions and restrictions available. When a required resource slips, revise dependent activities through the planning process instead of asking workers to fill the gap informally.

Verify It in the Field

On the current schedule, trace one activity backward to a required control. Ask its owner to show the confirmed resource, delivery or preparation arrangement. Mark future commitments as planned, not as verified field conditions.

Compare the timing with another crew that shares the space or equipment. Resolve conflicting answers and record the agreed sequence, owner and change contact. Do not treat an unattended coordination invitation as agreement.

Before the activity's release, have the designated people complete required safe checks against actual criteria.

Record the source, result, checker and time. If a resource or protection is absent, keep affected work on HOLD and update the plan.

Stop and reassess

Hold dependent work for missing support, incompatible simultaneous activities or an unresolved scope change.

Reassess after resource, staffing or sequence changes. Correct the arrangement, verify affected controls and brief the people who use the revised schedule before authorized restart.

Ask the crew

1. What must be ready before this activity can safely start?
2. Which other job is relying on the same resource?
3. What changes in the plan if that prerequisite is late?

Use the task plan and required specialist decisions before exposure.

Sources: DOE-HDBK-1028-2009, Vol. 2, pp. 58, 59, 60; OSHA — Communication and Coordination.

Free next step: [JHA/JSA planning & field-verification worksheet](#)

Expanded guidance and separate forms: toddjeromejenkins.com/toolbox-talks/project-planning-safe-work-resources

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