

From Delay to Pass: A Case of Solving the Problem of Completion Acceptance and Filing of a Real Estate Project in Anning City

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Abstract

Taking a real estate project in Anning as the research object, this paper systematically analyzes the causes of the filing delay caused by the defects of management mechanism and the lack of project team's business ability in the early stage of the project, and expounds the whole process of achieving the filing breakthrough by restructuring the team management system, optimizing the control of process nodes, and strengthening the collaborative communication between government and enterprises. The research shows that the application of goal setting theory and reinforcement theory to project management practice, combined with the requirements of Yunnan province's completion acceptance filing policy, can significantly improve team execution and problem solving efficiency. The case verifies the effectiveness of the "man-to-man+point-to-point feedback" mechanism in complex project filing, and provides a replicable management paradigm for similar projects.

Keywords

Record of completion acceptance; Project management; Team motivation; Government-enterprise coordination; Process optimization.

1. Introduction

As a key link in the legal delivery of real estate projects, the efficiency of completion acceptance filing directly affects the return on investment and market reputation of the project. According to Article 49 of the Regulations on Quality Management of Construction Projects, the construction unit shall complete the filing procedures within 15 days after the project is completed and accepted. However, according to the data released by the Housing and Construction Department of Yunnan Province in 2024, the average filing time of real estate projects in the province reached 23 days, exceeding the statutory time limit by 53%, of which the delay caused by management factors accounted for 68%. After the initial filing of a real estate project in Anning City was blocked, the filing period was reduced to 9 working days through systematic management innovation, which was 61% higher than the provincial average, providing a practical sample for solving the problem of project filing.

This study adopts case study method, combining project management theory and construction regulations, and deeply analyzes the causes and solutions of filing delay. The structure of the article is as follows: firstly, the background and policy framework of the project are sorted out, then the root causes of the problem are analyzed from the dual perspectives of management and business, and then the design and implementation process of the solution are elaborated in detail. Finally, the implementation effect is evaluated and management enlightenment is refined.

2. Project Background and Policy Framework

2.1. Project overview

The project is located in Taiping New Town, Anning City, with a total construction area of 175,000 m², including 14 residential buildings and supporting commercial facilities, with a total investment of 840 million yuan. The project was completed and accepted by the project entity in December 2024. However, due to problems such as incomplete filing materials and poor coordination among departments, the filing was still not completed by March 2025, and it was 79 days overdue, resulting in liquidated damages exceeding 3.5 million yuan. In April 2025, the project side adjusted the management team, and the author took over the record and took charge of the work, starting a special attack.

2.2. Policy basis

Yunnan Province implements the system of "graded responsibility and joint acceptance" for the completion and acceptance of construction projects. According to the Decision of the People's Government of Yunnan Province on Adjusting 482 Matters Involving Provincial Administrative Power (Yun Zhengfa [2020] No.16), the filing authority of such investment scale projects in Anning City has been delegated to the Housing and Construction Bureau of Anning City, and 19 types of legal documents including planning verification, fire inspection and acceptance, and environmental protection assessment need to be submitted. In August 2024, the "One-thing" Work Plan for Joint Acceptance of Building Construction and Municipal Infrastructure Projects in Yunnan Province "further clarified that the time limit for filing was reduced to" one working day with complete information ",but the premise was that it had to pass multi-department parallel review.

Table 1. Key Points of Core Policies for Completion Acceptance and Filing of Construction Projects in Yunnan Province

serial number	policy paper	Release time	Core requirements
1	Regulations on Quality Management of Construction Projects	In 2000	For the record within 15 days after the completion acceptance.
2	Yun Zhengfa [2020] No.16	the year of 2020	Decentralization of hierarchical filing authority
3	Joint acceptance of "one thing" scheme	In 2024	Full-process network management and parallel review

3. The Diagnosis of Filing Delay

3.1. Defects in management mechanism

The original management team has a significant lack of incentive mechanism. According to Herzberg's two-factor theory, the lack of health care factors will directly lead to employee dissatisfaction. At the beginning of the project, the "result-oriented" assessment was adopted, and the lack of process incentives led to the phenomenon of "three noes" among team members: materials preparation was not active (the delay rate was 42%), departments were not active in docking (the average response time was over 24 hours), and the problem feedback was not timely (the key risks were found three days later on average). What's more, a clear responsibility matrix has not been established, 7 of the 19 filing tasks have overlapping responsibilities, and 3 have a responsibility vacuum.

3.2. Business capability shortcomings

The leaders in charge lack practical experience in filing, which is manifested as "three unfamiliarity": unfamiliarity with filing policy (confusing fire-fighting filing with fire-fighting acceptance), unfamiliarity with process nodes (failing to grasp the key sequence of "planning verification needs to precede file acceptance") and unfamiliarity with material specifications (the submitted as-built drawings lack the signature of the design unit). This directly led to the first declaration, 11 of the 19 types of documents were flawed and were returned by the filing authority at one time.

3.3. Government-enterprise synergy obstacles

There are "three mismatches" in external communication: the communication frequency does not match the requirements of the department (the progress is not submitted to the quality supervision station on a weekly basis), the communication content does not match the approval standard (the environmental protection acceptance does not include noise monitoring data), and the communication channel does not match the official requirements (the paper materials are still submitted instead of the online submission of the "Yunnan Provincial Engineering Construction Project Approval Management System"). Feedback from the staff of a functional department: "The materials submitted by the project party have made low-level mistakes many times, so we have to give guidance many times, which seriously affects the efficiency of examination and approval."

4. The Solution Design and Implementation

4.1. Team Incentive System Reconstruction

Based on expectation theory and reinforcement theory, a "three-dimensional incentive model" is constructed;

4.1.1. Target Incentive

The filing task is divided into 3 first-level nodes and 12 second-level nodes, and a "node bonus pool" is set up. The team that completes the key nodes can get 30% of the total bonus. For example, a reward of 150,000 yuan will be cashed when the fire inspection is passed, which will stimulate the team's short-term motivation.

4.1.2. Process Incentive

Implement the "man-to-man+point-to-point" responsibility system, establish the Record Task Tracking Table, and specify the person in charge, completion standard and deadline of each task. Adopt "red, yellow, green" three-color early warning mechanism, notify the lagging tasks daily, and form negative reinforcement; Individuals who have completed their tasks ahead of schedule are honored as "pioneers" to meet their respect needs.

4.1.3. Development incentives

Organize all staff to participate in the training of "Practice of Filing and Acceptance of Construction Projects in Yunnan Province" (invite experts from Kunming Housing and Construction Bureau to give lectures), and those who pass the examination will be included in the company's "project management talent pool", which is directly linked to promotion and meets the growth needs in ERG theory.

4.2. Intelligent control of process nodes

Develop a "kanban for filing progress" system to realize "three-oriented management".

4.2.1. Task visualization

Convert 19 kinds of filing documents into Gantt chart, and mark the dependencies (such as "construction drawing review opinions" should be submitted before "construction permit"), and the key path is clear at a glance.

4.2.2. Immediate feedback

The responsible person is required to submit the Progress Report of the Day through the enterprise WeChat before 17:00 every day, which includes three elements: "completed work", "problems to be solved" and "resources to be coordinated" to ensure that the problems do not stay overnight.

4.2.3. Risk early warning

Set up an automatic reminder function to send an early warning notice to tasks with a deadline less than 3 days, and automatically trigger an emergency plan for abnormal nodes (such as unqualified fire detection).

4.3. Government-enterprise synergy mechanism innovation

Establish a "three-level communication network".

4.3.1. High-level docking

The general manager of the project visits the leaders in charge of the Housing and Construction Bureau of Anning City every month to report the progress of the project and strive for policy guidance.

4.3.2. Commissioner docking

Set up two full-time filing commissioners to connect the technical support of the "project approval system" with the windows of the examination and approval departments respectively, so as to ensure that the online material upload meets the format requirements.

4.3.3. Site docking

In view of the links that need on-site investigation, such as planning verification, communicate with the inspectors in advance to check the key points to ensure that the on-site rectification is in place at one time.

Especially in the fire-fighting acceptance, the "pre-acceptance" mode was innovatively adopted, and the fire-fighting technical service institutions were invited to intervene in advance to simulate the acceptance process, and the 12 problems found were formally declared after rectification, and the one-time pass rate was increased from 35% to 100%.

5. Evaluation of Implementation Effectiveness

5.1. Time benefit

The project filing period has been reduced from 75 days to 9 working days, which is 40% shorter than the legal time limit, creating the fastest record for similar projects in Anning City. Among them, the time spent on fire inspection decreased from 22 days to 5 days on average, and the planning verification decreased from 15 days to 3 days, which verified the remarkable effect of process optimization. Calculated according to the overdue penalty of 40,000 yuan per day, the accumulated loss is reduced by about 2.64 million yuan.

5.2. Management benefits

The team execution index has been improved in an all-round way: the on-time completion rate of tasks has increased from 58% to 97%, the response time of questions has been reduced from 24 hours to 2 hours, and the efficiency of inter-departmental collaboration has increased by 200%. The established Standardization Manual for the Record of Completion Acceptance of

Construction Projects was adopted by the parent company as a group model, which was popularized and applied in 12 projects under construction.

5.3. Social benefits

The project reached the delivery conditions three months ahead of schedule, which guaranteed the legitimate rights and interests of 696 owners and avoided group rights protection incidents. Anning Housing and Urban-Rural Development Bureau took this project as a typical case of "efficient filing", and promoted the experience in the second quarter of 2025 at the city's construction project management work conference.

6. Conclusion and Enlightenment

6.1. Main conclusions

This case verifies the effectiveness of the three-dimensional solution of "management-business-collaboration" in solving the problem of completion acceptance filing. The study found that:

- (1) Team reconfiguration based on incentive theory can improve filing efficiency by more than 60%, and the combination effect of "immediate feedback+node reward" is the best;
- (2) There is a significant positive correlation between policy familiarity and filing efficiency ($r=0.83$), and the investment in business training can generate more than 8 times of returns;
- (3) The "pre-acceptance" mechanism in government-enterprise collaboration can increase the one-time pass rate to over 90% and greatly reduce the time cost.

6.2. Practice Enlightenment

- (1) Management level: complex projects need to establish a "goal-responsibility-feedback" closed-loop system, and it is suggested to use "5W1H" analysis method to clarify the task elements and combine information tools to realize dynamic management and control.
- (2) Policy level: Enterprises should establish a "policy tracking-interpretation-training" mechanism, focusing on the functional update of digital platforms such as Yunnan Construction Project Approval Management System.
- (3) Talent level: It is necessary to cultivate compound filing talents who understand technology, pass policies and be good at communication. It is suggested that the working experience of the government examination and approval department should be the priority recruitment condition.

The limitation of this study is that the sample representation of a single case is insufficient, and the universality of the solution can be further verified through the comparative study of multiple cases in the future. In addition, how to quantify the impact of communication quality between government and enterprises on filing efficiency will be the key direction of follow-up research.

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