

CANB Moncton Northeast
TRAINING PROGRAM in CONSTRUCTION MANAGEMENT for the
PROJECT MANAGER

(15-4-21)

A – Introduction and Background:

The Construction Project Manager (CPM) is specifically responsible for the “business” aspects of the construction project’s management, while the Key Site Supervisor (KSS) responsibility is for the construction activity and operations within the boundaries of the construction site. For successful projects it is necessary that each clearly understands the 3R’s of their jobs: role, responsibilities and relationships. For the KSS this is being addressed through the Construction-management Training Program (introduced in 2012). A major duty of the CPM is to provide the necessary business-management and financial support for the KSS, to enable him/her to execute the project efficiently, safely and to satisfy all the project and contract requirements.

The Project Manager must link the company’s goals and those of each project’s owner to the actual execution of the project, assuring that it is completed successfully and fully satisfies the owner’s expectations and contract requirements. The skill set of the CPM is different from that of the Site Supervisor, but complementary for the project’s success. The Project Manager’s “world” is people and getting the right things done and on time – following through on site operations and activities.. It is about management and control. The CPM’s project-management areas are those as defined by the Project Management Institute:

- i. Project Integration
- ii. Project Scope Management
- iii. Time Management
- iv. Cost Management
- v. Quality Management
- vi. Human Resource Management
- vii. Communications Management
- viii. Risk Management
- ix. Procurement and Supply Management

Each of these Areas involves company *business processes* to support and facilitate effective project management, and utilizes various industry-best ad company-specific *procedures and practices*.

The CPM and the KSS must work as “partners” for managing the project and managing the actual construction.

B - Training Objectives:

- 1) Establish clearly the job role, responsibilities and supporting competencies. This, together with a better understanding of the Key Site Supervisor’s “world”, will enable the CPM to best support the KSS in assuring successful and profitable project delivery and execution.
- 2) Provide the CPM with the necessary core “know-how” to oversee and manage each project, assuring that each project is brought in successfully and profitably, best satisfying time, cost, quality, safety and environmental requirements.
- 3) Provide a “look-ahead” to application of the fundamentals through various jobsite and project situations through classroom discussion and On-the-Job (OJT) training assignments. The purpose is to a “bridge” between the classroom learning and knowledge application on actual projects.

C – Training Delivery:

- a) Classroom-based, 3, 1-day (8 hr) workshops spaced 3 weeks apart
- b) The training is eligible for Gold Seal (Project Manager) credits toward the requirement for special industry training
- c) 8 - 10 trainees all with some degree of experience in project construction management (either as a project manager or in construction management as a site supervisor or superintendent).
- d) These workshops (classroom format) to provide the necessary “know about”, “know why” and “know how” knowledge through information presentation, leader-led discussion, and interaction between the participants
- e) Each Workshop to involve ”targeted” discussion and include application Exercises
- f) Each of the workshops to include a specific field-application (OJT) assignment to be carried out through one or more of the participant’s current projects, then submitted to the participant’s training Leader for review, comment and follow-up class discussion of relevant issues
- g) The workshops to provide an overview of the parallel training offered in the KSS Training Program but focus specifically on the job role, duties and competencies of the CPM to be able to “partner” with the KSS as an effective project-management team.

D - Workshops and Training Content:

Workshop #1

Learning Areas:

- *Construction and the Construction Industry (Yesterday and Today)*
- *The Construction Project and Project Management*
- *The Contract and the Contract Documents*
- *Project Economic Essentials*
- *Project Success and Failure*
- *The Project Manager: Role, Duties and Competencies (Job Profile)*
- *The Project Manager and the Key Site Supervisor*
- *Essential Project-management Knowledge*
- *The Basics of Training, Learning and Competency Development*

<i>Topic #</i>	<i>Title</i>	<i>Focus Items</i>
-----	Overview of the Training Program, the Training Delivery and Training/Learning Essentials	

<i>Topic #</i>	<i>Title</i>	<i>Focus Items</i>
1	Construction, the Construction Project and Its Management	a) The Construction Industry b) A Brief History of Construction and the Construction Industry c) Today's Construction Industry d) Sectors of the Construction Industry e) The Major Construction Industry Players and Their Roles f) The Stages and Operations Activities for a Construction Project g) The Construction Contract and Contract Documentation h) Economics "101" for Construction Projects i) The Management of the Construction Project
2	What We Need to Know to Assure Project Success (Failure Prevention)	a) Project Failure and Causes b) Project and Construction Management for Success
3	The Construction Project Manager's (CPM's) World, Role, and Competency Requirements	a) The Construction Project Manager (CPM) b) The Construction Project Manager (CPM) and the Key Site Supervisor (KSS) - Job Roles c) The Construction Project Manager's Job Profile
4	Project Management: Essential Knowledge for the CPM's Performance and Success	a) Project Management Essentials b) The Project Manager and the Components of the CPM's World c) The Project Management Institute and Its Knowledge Areas d) The CPM's Project-management System e) Quality Management in Construction

Workshop #2

Learning Areas:

- *The CPM and Interaction Management*
- *People Issues, Problems and Leadership Essentials*
- *Communication and Information Handling*
- *Job Meetings*
- *Personal Productivity*
- *Project Development and Planning*
- *Risk Management in Construction*

<i>Topic #</i>	<i>Topic</i>	<i>Focus Items</i>
1	The CPM's Job - People, Politics and Interaction Management	a) The Construction Project Manager's Job - People, Politics and Interaction Management b) The CPM and "Partnering" to Success c) Introduction to Interaction Management
2	Personality Types and Implications for the CPM	The 4 quadrants of Personality Styles and Behavioural Patterns; the DISC Model for Personality Assessment
3	Leadership - What We Need to Know for Project-management Effectiveness	a) The CPM and Leadership b) Leadership and Management c) CPM Leadership Performance d) Effectiveness and Efficiency
4	Communication (verbal and written) and Information Management	a) The Importance of Project Communication b) Verbal Communication c) Project Writing, Reports and Records
5	Project Meetings - a Key Project-management Tool	Meeting "Failures" and Guidelines for Effective Meetings
6	Getting Things Done - Personal Time and Work Management	a) The Basic Considerations b) The Urgent versus the Important c) The Easy and the Difficult
7	Planning and Developing the Project	a) The Construction Project - Planning and Scheduling b) The Project's Plan and Schedule c) Project Planning
8	Construction Risks and Risk Management: Safety, Environmental Protection and the Project - Integration into the Project's Plan	a) Introduction to Risk and Risk Management b) Risk and Risk Causes c) Risk Management - Construction Safety d) Risk Management - Environmental Protection e) Risk Management - The Construction Project

Workshop #3

Learning Areas:

- *Project Work Scope and Breakdown (Activities)*
- *Basics of estimating*
- *Field mobilization of the project*
- *Scheduling the Work and Working the Schedule*
- *Legal Essentials for Projects and Contracts*
- *Project Safety and Environmental Stewardship*
- *Managing and Controlling the Project to Success*
- *Project Lessons Learned for Continuing Improvement*

<i>Topic #</i>	<i>Topic</i>	<i>Focus Items</i>
1	The Project's Work Scope, Work Analysis and Required Resources	a) The Construction Project and Its Execution b) Work Planning and Detailing using the WBS Approach c) Required Project Resources

<i>Topic #</i>	<i>Topic</i>	<i>Focus Items</i>
2	Estimating Basics (Cost and Time)	a) Estimating Basics (Time and Cost) b) Time Estimates c) Cost Estimates
3	Taking the Project to the Field: Final Preparations, Site Logistics, Procurement, Tools and Equipment, Labor, Materials Handling and Site Risk-management Provisions	a) Site Mobilization and Project Start b) Safety Considerations and Orientation c) Pre-start Meetings d) Procurement - What and When e) Workforce Labor f) Construction Tools and Equipment g) Materials-handling and Lifting Equipment h) Materials and Environmental Site-risk Concerns
4	The Project Schedule - Constructing, Using and Maintaining	a) The Project's Work Scheduling b) Construction of the Project's Schedule and Schedule Diagram (Bar Chart) c) An Alternate Type of Schedule Diagram d) Tracking Project/Work Progress Using the Schedule Diagram e) Field Changes for "Real-world" Project Execution f) Field-level Planning and Scheduling
5	Decision Making and Problem Solving	a) Project Issues and the Project Manager's Decision Making b) Group Decision Making c) "Root-cause" Problem Solving
6	Project Execution Issues and Concerns for the CPM	a) Labor Performance and Workplace Productivity b) The Working Relationship with the Regulatory Authorities c) Project-Change Management and Contractor/Owner Issues d) The Project Manager and Workplace Safety
7	Tracking, Managing and Controlling the Project using EVM	Overview of the EVM Method for assessing and controlling project progress and cost
8	Project Equipment Installation and Commissioning	a) Equipment Handling and Installation: Safety and Best Practices b) Start-up, Commissioning and Maintenance Provisions
9	Project Completion and Close Out	a) Key Items for Contract Completion b) Project Close-out Checklist
10	The Project "Post Mortem" and Learnings for Improvement	a) Why a Project Assessment? b) Project Performance Assessment: Planning, Estimating and Scheduling c) Project Performance Assessment: Project Execution and Construction Management
