

CANB Moncton Northeast
**TRAINING PROGRAM for the CONSTRUCTION PROJECT
MANAGER**
OVERVIEW, OBJECTIVES and TRAINING DELIVERY

(14-12-18)

A - Background and General Planning:

- ❖ 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.
- ❖ There are indications of a need for the CPM to do a better job in supporting the KSS through an effective working partnership. The outcomes of the KSS training to date have shown that some of the KSS trainees are now better prepared for effective construction management than their Project Managers to whom they report.

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) Support the trainee on the actual jobsite through a site visit, mentoring, assessment of competency for remaining professional development and job experience, and assuring a “bridge” between the classroom learning and knowledge application on actual projects.

C - Training-delivery Plan:

- 3, ½-day (4 hr) workshops spaced 3 weeks apart
- Total 12 hr training eligible for Gold Seal (Project Manager) credits toward the requirement for special industry training
- 6 – 8 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).
- 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
- Each Workshop to involve “targeted” discussion and include application Exercises
- Each of the first 2 workshops to include a specific field-application assignment to be carried out through one or more of the participant’s current projects, submitted to the participant’s direct supervisor for review, then passed along to the training Leader for review, comment and follow-up class discussion of relevant issues
- 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 Topics:

WS#1 (*The CPM/KSS, the Project, the Contract, Administrative Considerations and Construction Performance*)

- The CPM in construction: job role and responsibilities
- How the CPM's job profile differs from that of the KSS and how the CPM can best "partner" with and support the KSS
- The stages of a typical construction project and the CPM's involvement and responsibility (the CPM's "world")
- Requirements for a successful project and the critical Project Constraints (Cost, Time, Quality, Safety/Environmental Protection)
- "Economics 101" for the CPM (the project must return a profit for the contractor)
- An overview of the essentials and requirements of safety and environmental protection in construction (companies, the industry and the regulatory authorities)
- Project Risks and risk management for construction
- Essentials of contracts and contract law

[Field Assignment #1 for on-the-job knowledge application]*

WS#2 (Personal Performance Management and CPM Essential Skills)

- *Review and learnings of outcomes of Field Assignment #1*
- Getting it done on the site through the KSS, the general contractor, the sub-contractors and other project players
- Necessary leadership skills for the CPM as the contractor's project leader
- The attributes and skills of the high-performance CPM
- The CPM and ethics in project and construction management
- Overview of personality types and the implications for the CPM
- Communication skills and the CPM
- Using project meetings effectively as a key project-management tool
- Introduction to "Root-cause" problem-solving
- The project "team" and group decision making
- Getting things done - personal time and work management
- Handling multiple projects and management assignments

[Field Assignment #2 for on-the-job knowledge application]*

WS#3

(A-Project Planning, Scheduling and Successful Execution)

- *Review and learnings of outcomes of Field Assignment #2*
- Essentials of planning, developing and initiating the project
- Integrating safety and environmental management into the project plan
- The project schedule, timeline and its Critical Path
- Managing the project to satisfy the project's scope, quality requirements and safety/environmental threats
- Labor productivity and the CPM
- Tracking progress and cost for compliance with the project's Schedule and Budget (including the use of the Earned Value Management approach)
- Managing "on-the-fly" project and contract changes for a successful project delivery (including: scope additions, cost over-run, progress short-fall, unforeseen construction issues, poor labor productivity)
- Handling Contract Change Orders
- Project close-out and documentation
- The project "post-mortem" for performance assessment and improvement

(B-Wrapping up the training: what have we learned and where do we go from here?)

- Training overview
- A personal competency assessment (further professional development needs)?
- Feedback for improvements to the CPM Training

E - The Project Management Institute (PMI) Knowledge/Project Management Areas:

These are the 9 essential project-management areas identified by PMI.

#	Knowledge/Management Area	Major Topics
1	Project Integration	<ul style="list-style-type: none"> • Bringing together all aspects and activities of the project
2	Project Scope Management	<ul style="list-style-type: none"> • Scope creep • Changes requests/orders • Contract changes
3	Time Management	<ul style="list-style-type: none"> • Creating and working the project's schedule • Using the Critical Path concept • Tracking actual progress against the Schedule • Corrective action
4	Cost Management	<ul style="list-style-type: none"> • Estimating and the project's baseline budget • Tracking actual costs for variances • Corrective action
5	Quality Management	<ul style="list-style-type: none"> • Quality in handling the various aspects of the project's management and field construction • Quality in materials, equipment and workmanship
6	Human Resource Management	<ul style="list-style-type: none"> • Project leadership • A "team" relationship with the KSS and the project team • "partnering" with all the project players, participants and stakeholders
7	Communications Management	<ul style="list-style-type: none"> • Information handling, recording and reporting • Effective communication in listening and speaking • Use of email
8	Risk Management	<ul style="list-style-type: none"> • Safety and environmental protection • Risks to the project (success, outcomes) and risk management
9	Procurement and Supply Management	<ul style="list-style-type: none"> • Assuring the right project resources and things available on time • "Partnering" with suppliers and vendors

Each of these Areas represents an overall company *business process* to support and facilitate effective project management, and utilizes various *procedures and practices*, industry best practices and company-specific.

The various training Topics of the Workshops will be linked back to the 9 Project Knowledge/Management Areas to integrate this training with that advocated by PMI. This will make it easier for those who have previous PMI training to be able to fully utilize it in the field for effective project management.

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The Construction Project Manager

2015 WORKSHOP REGISTRATION

Firm		
Participant Information		
Name (s)	Tel	Email
Billing Information		
Contact	Tel	Email
Address		
Cost Per Participant	\$399+HST	

Registrations are to be sent to Nancy McNaught

at Moncton Northeast by fax (857-8861) or by email (nmcnaught@mneca.ca)

*** An invoice will be generated upon receipt of this registration form*

Each participant will receive a confirmation to the email address given above

** Members of any of the constituent member associations of the Construction Association of New Brunswick
will be accepted at member prices.*

Please Note: Those who register and fail to attend will still be responsible for the full registration fee unless notice of cancellation is received at least one week in advance of the Workshop, or if the spot can be filled.