



# AGC's Construction Project Management The Certificate Course 2018

February 6, 2018 - January 22, 2019

AGC San Diego's Construction Project Manager 26-week Certificate Course provides your project managers the chance to develop and refine the skills necessary to work more efficiently, increase productivity and launch your construction business to the next level.

Participants that commit to this 26-week program, experience an interactive program that explores the critical areas of project management that seasoned project managers tackle on a daily basis. Designed for New Project Managers & Engineers, Foreman, Superintendents, and those wanting to go to the next level.

### ***Why Invest in training?***

*Project management training has become a critical component for organizational success. Organizations that offer training in project management for their employees are more efficient and better equipped for the challenges of the constantly evolving construction business than those that don't. After all, it's people who manage your projects.*

### **Learning Objectives: See following pages for Complete course syllabus**

INTRO TO PROJECT MANAGEMENT  
PRECONSTRUCTION PLANNING & SCHEDULING  
THE BUSINESS OF PROJECT MANAGEMENT  
PERSONAL DEVELOPMENT  
MANAGING RESOURCES AND PROCESSES



**This certificate program, spanning over a year, is “quarterbacked” by Paul Stout of Power Summit Inc.**

### **Who Should Attend?**

The 26-week Construction Project Management Program is the perfect opportunity for either the well-rounded, early career project manager, or for a talented tradesman or supervisor who has worked his or her way up to project management but needs to strengthen his or her project management skills. Everyone who goes through the program has something to gain throughout the 26 sessions. Currently Project Managers should have 1 1/2 yrs or less as a Project Manager.



**WHEN:** Starts Tuesday, **FEBRUARY 6, 2018**  
**TIME:** AFTERNOONS 3:00 pm – 7:00 pm  
**COST:** AGC Members \$3250 2nd - 4th \$3000  
Non Members \$3750 2nd - 4th \$3500  
**REGISTER:** [www.agcsd.org](http://www.agcsd.org) or call 858 558-7444 ext 101

**Construction Project Management**  
**The Certificate course syllabus**  
**Facilitator / Key Instructor: Paul Stout – Power Summit**

**1. Intro - The ten goals of every PM – The “Full Charge PM”**

Description: The AGCSD Construction Project Management course is launched from the strong platform of proven industry standards. Most stated goals of any construction project team can be distilled down into our “top ten goals.” This session focuses on the discovery of team dynamics in achieving those goals. Participants will be challenged to assess their own team style preferences while arriving at a fundamental understanding of the larger collaborative construction management team.

Benefits – After attending, Participants will:

- x Have a larger broad view of the “project team”
- x Know how to get optimum results from their team
- x Will know how to manage in light of stated goals
- x Will know how to mitigate challenges and exploit opportunity

**2. Project Delivery Systems - Design Build – IPD – Lean - PPP**

Description: In this session Participants will learn the characteristics of major Project Delivery Systems used to deliver construction projects. Special attention is given to the Public Private Partnerships and Design Build Models being liberally used by Navy and other Public Agencies.

Benefits – After attending, Participants will:

- x Know how to manage for maximum advantage within the various systems.
- x Have a solid basis from which to manage early project issues and change.
- x Engage in the contracting process with more confidence.
- x Be equipped to transfer knowledge to other ‘players’ in order to facilitate prime and subcontract negotiations.

**3. Construction Contracts – Administering the Contract**

Description: A local construction contract administration expert will expose participants to the nuances of construction contracts as they relate to the project life cycle. Emphasis will be placed on the various types of contracts used, identifying common points of concern found in many contracts, developing strategies for managing the administration of the contract.

Benefits – After attending, Participants will:

- x Understand why contract negotiations are difficult
- x Have a better perspective from which to structure future agreements
- x Know how to identify and avoid “problematic clauses”
- x Know how to be proactive in collaborating with external project team members in an effort to expedite potential “strangle holds”
- x Have a working understanding of how to compare sub-bids against other bids and the original scope

**4. The Distinctions of a Great Project Management System - Pre construction Planning**

Description: This hands-on workshop teaches the critical elements required to develop and implement an effective construction project control system. Participants will create a “foundation template” upon which to build a winning system that can then be used to ensure proper administration and management of any construction project. Industry standard concepts are presented against the background of real project experience

Benefits – After attending, Participants will:

- x Know which components are necessary to implement a project management “system” that facilitates project success

- x Understand how the complex paper / data flow is a necessary function of the project team.
- x Know how to set up foundational matrices, logs, and forms that ensure ball in court management

## **5. Creating the CPM Schedule**

Description: This workshop is a methodical journey from notice of award through project start-up. Industry standard fundamentals of project planning and controls will be reinforced as participants put together and maintain a project schedule. The class will develop a working understanding of the components of a CPM schedule including actually working out the logic and determining the critical path of a typical construction project.

Benefits – After attending, Participants will:

- x Understand the importance of collaboration in the scheduling process
- x Know how to establish a pure logic diagram
- x Be able to establish meaningful schedule activities
- x understand and be able to utilize resource loading in the project schedule
- x Know how to get buy-in from key players

## **6. Presentation skills for PMs**

Description: Participants will learn to present information to groups of people in effective and compelling ways. Verbal and graphical presentation skills will be challenged and new methods will be developed. Special attention will be given to presenting at the project level.

Benefits – After attending, Participants will:

- x Have more confidence to speak in front of groups
- x Be able to communicate vital information in clear, concise presentations
- x Have a better appreciation for the "fine art" of persuasion

## **7. Conflict Resolution**

Description: Construction projects force Project Managers to face one conflict after another from start to finish. Understanding one's own personality type and how one might be best suited for engaging in the conflict resolution process is the launch pad for this session. Participants will be led through various conflict scenarios and be challenged to consider possible outcomes and to align their own resolution styles.

Benefits – Upon completion participants will:

- x know how to engage and interact with people of opposite thought and personality.
- x be able to work through even complex issues toward resolution with more confidence.
- x see the relationship of the contract to effective dispute resolution

## **8. The Power of Partnering and Effective Meetings**

Description: This class addresses the very important topic of "Partnering" and other important project meetings. Students will explore the purpose and effectiveness of the "Partnering" requirement found in many contracts and learn how to gain best advantage by engaging appropriately. Additionally, they will learn to balance the insatiable requirement for meetings with the demands of other ongoing project management tasks. Special attention will be given to prioritization, agendas, control and effectiveness.

Benefits – After attending, Participants will:

- x Know how to benefit best in the "Partnering" process
- x Know how to schedule appropriate meetings
- x Understand subtle (and not so subtle) tactics used to control meetings for optimum success.
- x Learn to include key players in meetings for the benefit of all
- x Know how to avoid unnecessary meetings
- x Be able to keep meetings on track

## **9. Understanding the Owner's perspective and the design team**

Description: This session teaches how vital, intricate relationships between Owner and Contractor are facilitated by the design team. From concept to project completion, just what is the role of the A/E firm?

A guest design professional will showcase the process of construction design, plans and specification preparation, and how principles and standards of engineering are incorporated. Specific attention will be given to the Owner's perspective as it relates to the job of every Project Manager.

Benefits – After attending, Participants will:

- x Understand why plans and specs have discrepancies and "holes"
- x Be better equipped to embrace the design process
- x Learn to undermine the built-in adversarial relationships common within the industry.

## **10. The Anatomy of a High Profile Project**

Description: A Principal or Sr. PM from a major high profile local project will walk through the process of managing the project from a myriad of perspectives. The class will be encouraged to ask questions and engage in discussion as the layers of challenges are exposed to show the behind the scenes realities.

Benefits – After attending, Participants will:

- x Understand the importance of collaboration
- x Understand the value of setting projects up early for success
- x See the value of engaging the design team early and often to arrive at appropriate change

## **11. How a Construction Company Really Works**

Description: Participants will get a first hand look at the business of project management as it relates to the company as a whole. This presentation of construction business basics will help dissolve the mystery surrounding key financial documents such as balance sheets, income, and profit and loss statements and WIP reports. Over-all business process knowledge will be enhanced as students learn what the numbers really mean.

Benefits – After attending, Participants will:

- x Understand key elements of a company's financial statements
- x See how a single project fits into the larger company business processes
- x View their project as a "business within a business"

## **12. Budget Control, Earned Value Management, and Key Performance Indicators**

Description: Job costing and projection reporting are just two of the important topics covered in this class session. Major emphasis will be placed on the relationship between accurate data required from the field and the company's ability to plan and operate. Various systems of cost tracking will be discussed and variance reports will be explored. The pay application process will be demonstrated in hands on segments with an emphasis on GC / Subcontractor relationships.

Benefits – After attending, Participants will:

- x Know how to set up and manage a cost reporting system
- x Understand the importance of managing the pay app process
- x Have a working understanding of how variance reports can help keep the project on track
- x Know what vital information should be included in management reports
- x Understand the value of collaboration between company departments
- x Have a better sense of the executive level decision making process

## **13. Project Documentation**

Description: The vital elements of proper project documentation are discussed and practiced in this fast

paced, informative and practical session. Participants will practice writing and responding to RFIs. They will develop integral log systems to ensure proper documentation of key issues and normal processes. Special emphasis will be given to dispute avoidance and resolution through the documentation process.

Benefits – After attending, Participants will:

- x Be able to create a comprehensive documentation system
- x Know how to optimize the RFI process
- x Know how to create priority systems that facilitate the schedule

#### **14. People and Other Difficulties**

Description: We all have to deal with difficult people and entities. This session forces students to consider how to approach and effectively interact with people and bureaucracies. Students lead the discussion in this session, putting in to practice the fundamentals learned in previous sessions

Benefits – After attending, Participants will:

- x Have developed methodologies for interacting with people of all persuasions
- x Understand why some people will always remain 'difficult'
- x Be better equipped to remain focused
- x Have a better understanding of how others think, react, and respond

#### **15. Time Management and Technology**

Description: This classic presentation of time management as it relates to personal development and self management will take on a new twist as participants are led through the process of scheduling a week in the life of a full charge Project Manager. Heavy on discussion and hands-on exercises, this class will equip students to be the best they can be.

Benefits – After attending, Participants will:

- x realize time to be their most valuable commodity
- x Be able to develop strategies for "best" time management practices on their projects
- x Possess skills necessary to "infect" others with these vital concepts
- x Have better management capability

#### **16. Effective Negotiating in the Construction Arena**

Description: The construction environment is one "negotiating" session after another. This workshop teaches the concepts of power negotiating as they relate to construction and allows participants to practice them in a fun, competitive environment. Hands-on segments based on "real-job" scenarios enable participants to enter their next negotiating session with more confidence than ever before. Special consideration is given to pre-con meetings, scheduling and progress meetings, change order and contract negotiations and employee / team relations.

Benefits – After attending, Participants will:

- x Know how to identify mutual goals while preparing for Negotiations
- x Knowing the best possible times to negotiate
- x Be able to apply methods of negotiating that really work
- x Be able to recognize negotiating tactics being used by others
- x Approach negotiating from a non-adversarial approach

#### **17. Streamlining Processes**

Description: The class will work in small groups to arrive at a system for streamlining communication and processes using contemporary project challenges as the example. Students will have to consider how things are, as compared to how they should be, and develop meaningful steps to arrive at optimum efficiency.

Benefits – After attending, Participants will:

- x Have a tried and proven communication and process streamliner
- x Know how to identify real problems underlying symptomatic challenges

- x Have more confidence to engage in independent problem solving
- x Value the power of collaborative efforts to arrive at solutions and decisions

### **18. The Great GC and Sub Debate**

Description: PMs representing both a General Contractor and a Subcontractor will present this important session. Emphasis will be placed on building lasting relationships and the role that the PM plays in the success of both entities. Challenges, real project war stories and Differing perspectives will be the menu for the day as critical issues are discussed in the forum of a good natured debate.

Benefits – After attending, Participants will:

- x Have a greater appreciation for the “other side”
- x Be able to identify trouble spots in relationships
- x Be equipped with tools to foster good will while at the same time getting the job done.

### **19. Practical Use of the CPM Schedule and preparing a Time Impact analysis**

Description: The creation of “look ahead” schedules and their influence on updating the CPM schedule is among the topics covered in this important session. Participants will be encouraged to evaluate anticipated work within the current work constraints. They will engage in teaching others (field level supervisors) how to write a brief narrative to accompany their look ahead schedules, explaining work progress to date and outlining a course of action necessary to meeting the goals of their look ahead schedule. Delays and change orders will be considered as the CPM schedule is updated using valuable data collected from all the players

Benefits – After attending, Participants will:

- x Know how to motivate the greater project team to participate in CPM schedule updates
- x Begin to use short interval planning strategies as one of their most effective management tools
- x Know how to update a CPM schedule with all things considered.
- x Know how to prepare a Time Impact Analysis Report

### **20. Important Things**

Description: Students, collectively, choose 4 “Important Things” that will fuel the discussions for the evening. Each person will engage in the discussion by carefully considering the scenario and arriving at their own suggestions based on their own experiences, polling others and creating logic streams.

Benefits – After attending, Participants will:

- x Be able to confront issues on the fly
- x Be able to analyze issues at deeper levels
- x Be better equipped to see various perspectives
- x Know how to approach problems and effect necessary change

### **21. The Owner’s Perspective and the Construction Manager**

Description: Many construction project Owners hire third party Construction Managers to provide various services throughout the project life cycle. This important session explores the dynamics and impact to the project that come along with a CM. A professional Construction Management firm led by an industry pro who was “The Owner” for many years will lead the discussion.

Benefits – After attending, Participants will:

- x Know why Owners hire Construction Managers
- x Understand the roles and challenges of the CM
- x Have walked in the shoes of the Owner
- x Know how to interact with CMs

## **22. Quality Control – Procurement – Working with Superintendents**

Description: A Certified Quality Control Manager will help present this fast track course in quality control. An emphasis will be placed on the relationship between Project Managers and the procurement and inspection processes. Participants will learn their role in managing the process while maintaining integrity and a non-hostile environment. Interaction and protocol between PMs and field level Superintendents and inspectors will be discussed.

Benefits – After attending, Participants will:

- x Have a greater appreciation for the role of the Inspector
- x Know how to streamline the process
- x Understand how the Navy and other Public Agencies approach quality control
- x Understand the importance and use of a comprehensive testing and inspections log

## **23. Effective Change Management – Change orders**

Description: This session leads participants through conventional change order processes and a few interesting concepts to consider. An open discussion will be facilitated in which students are encouraged to think through ways to better manage their own change order systems. The workshop will focus on two important principles: 1. Avoiding disputes before they start and 2. Resolving disputes before they escalate.

Benefits – After attending, Participants will:

- x Be able to establish priority systems to aid in change management procedures
- x Be better equipped to track change orders for time and cost impact
- x Be able to motivate "the other side" to pursue legitimate change orders as a team

## **24. Claims avoidance and dispute resolution**

Description: A local claims expert will teach this class from the rich experience of real case studies. Claims or "near claims" will be discussed for the purpose of identifying ways in which they might have been avoided. Common sense dispute resolution strategies are included to build competence and confidence in this important management process.

Benefits – After attending, Participants will:

- x Understand the contractual constraints surrounding the claims process
- x Be able to both defend against and prepare the basis for a claim
- x Be able to seek alternative methods of resolving disputes to avoid expensive claims

## **25. Reaching for Greatness – More than just a buzz word**

Description: Get your swagger on . . . this session is used to contrast the "smartest" person in the room with the "Strongest."

Benefits – After attending, Participants will:

- x know what it takes to stand above the pack
- x Know where to find the confidence required to excel on every project
- x understand the value of quiet constraint

## **26. Project Closeout and "What I wish every PM Knew before I hired him or her"**

Description: Working through a comprehensive closeout checklist, participants will be forced to consider common factors that work against the successful completion of the project. By "asking a thousand questions" and keeping a short list of critical tasks, they will also be forced to think outside matrix of conventional wisdom to seek new ways to expedite project closeout.

Benefits – After attending, Participants will:

- x Be able to formulate and implement a comprehensive project close out "manual"
- x Understand the rush toward profit loss in the waning days of the project
- x Know how to mitigate the "poor behavior" of non-responsive players
- x Know how to monitor and report success and debrief with the team for future reference.