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PROJECT MANAGEMENT

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Abstract:

This document describes the project management process.

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REVISION LOG

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DOCUMENT CHANGE RECORD

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Application Notes: (delete prior to release of document)

Modify titles of key personnel as required.

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1.0 PURPOSE

This document describes the project management procedure and references support operations that are necessary for the process.

2.0 THEORY

Project tasks must be conducted under controlled conditions, to ensure personnel:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

3.0 STANDARDS AND RECOMMENDATIONS

Estimators are key personnel that must [REDACTED]

Management has committed to thorough pre-job and ongoing project planning and [REDACTED]

Fundamental elements in Project Management:

A. Estimate Turnover Meeting:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

B. Pre-Mobilization Planning:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

C. Project Kickoff Meeting:

Review the following subjects with all project team personnel:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

D. Required participants or project team members:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

4.0 PRODUCTIVITY MONITORING

Productivity monitoring and reporting tools are based on [REDACTED]
 [REDACTED] Productivity is monitored on a constant basis using:

- [REDACTED]
- [REDACTED]
- [REDACTED]

4.1 PRIMARY FOCUS

A. Proper Setup

- a. [REDACTED]
- b. [REDACTED]

B. Proper Execution

- a. [REDACTED]
- b. [REDACTED]

C. Reports

- a. [REDACTED]
- b. [REDACTED]
- c. [REDACTED]

4.2 PRODUCTIVITY

Stay focused on the primary objective to provide team leaders with simple, accurate crew information:

- [REDACTED]
- Establish milestones for claiming non-quantifiable measures, for instance:
 - [REDACTED]
- [REDACTED]
- Productivity Reports should be sorted and sub-totaled two different ways:
 - a. [REDACTED]
 - b. [REDACTED]
- The Productivity System and the Job Cost System are similar; the difference is the information that is returned in the weekly reports.
 - a. [REDACTED]
 - b. [REDACTED]
- The Productivity System should be structured in such a fashion that accurate crew productivity monitoring is achieved. Productivity System structure is established during the Analyzed Estimate and Schedule setup processes. During these two processes:
 - a. [REDACTED]
 - b. [REDACTED]
 - i. Too Much Detail = [REDACTED]
 - ii. Too Little Detail = [REDACTED]
- Time cannot be charged to Sequences or Steps; for example:
 - [REDACTED]
- Utilize the units of measure established in the Standard Cost Code list.

5.0 PROCESS ASSURANCE

To ensure that all project management activities are complete and have been properly addressed, sign-off is required for [REDACTED]

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The Construction Operations Manager, Indirect Operations Manager, Project/Site Manager and Key Superintendents are required to [REDACTED]

Mid-job or monthly project reviews are an essential part of the project management process. Additional benefits are [REDACTED]

Topics should include:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

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