Construction organizations

Roles

Many organizational relationships
Traditional setup - now mostly for smaller jobs
Owner
Project manager

Contractors

Sub-contractors

Consenting authority

designers

Contractor’s consultant

Independent developer with in-house project management
Developer with in house project management and design

Owner
Project manager
designers

Contractors

Consenting authority

Contractors consultant

Sub-contractors
Turn-key system

- Owner
- Consentng authority
- Project manager
  - Designers
  - Contractors
- Sub-contractors
Project manager

employed by:
• owner
• or designer
• or contractor
• or self-employed

Role

• coordination and management
• focus for communications
• scheduler
• budget

Beginning:
• Policies
• practises
• quality control
• standards

During:
• communications
• schedule
• costs

End:
• certificates of completion
• final payments
Project Manager Qualities and Functions

- leader - sets up management processes
- planner - plans projects to meet owner’s performance specification
- personnel selector - selects design team
- communicator - maintains communications
- decision-maker
Owner Functions

- Provide funds
- external design parameters - type of development
- performance specification - quality/price
- allow sufficient time
- allow for innovation
- pay all parties
The Designers

- qualified
- communicative
- quality design
- control cost
- cooperate - coordinate
- authority - responsibility
- disclosure of interests
- avoid conflicts of interest
- comply with codes, regulations, laws
- impartially interpret contracts
- act with care, competence
Contractor

- communicate
- quality project
- follow contract
- job safety
- decisions
- manage sub-contractors
- coordinate - cooperate
- comply with codes, regulations, laws
- act with care, competence
Common Goals

• Money
• time
• decisions
• performance
• reputations

Good vibes

• trust
• respect
• commitment
• satisfaction
Communications

voice, written

meetings - agenda
- minutes (confirm?)

telephone - diary
- confirmation letter, fax, email

one to one - memorandum
- letter, fax, email

ad hoc

day to day
problems
variations
clarifications
informational

planned

regular schedules
progress meetings
**Critical stages for communication**

- Define project scope, budget, timing
- Define performance criteria
- Feasibility studies
- Review of contracts
- Changes in scope/ schedule - alternatives
- Completion
Communication to resolve conflict

• be quick to fix

• depersonalize to project needs - discuss problems in relation to project needs rather than problems with people

• isolate issues - don’t confuse other related problems unnecessarily

• discuss first - then decide

• consider alternative solutions

• look for a consensus
Selection of Consultants

Briefing Documents

budget, scope, risks, specials, timing, selection criteria, lodgement of proposals

Invitations

• select list
• expressions of interest
• invited proposals
• direct negotiation
• public advertisement

The Request

• time
• fairness
• confidentiality

Evaluation

• ability
• value
• resources
• commitments
• work plan