Project Management/Supervision
Responsibility and Control

CSTM 102
The proper execution and control of the project makes the undertaking a success or failure.
A project manager and superintendent in the building, heavy civil, marine or industrial arenas, will find all projects have common characteristics. However, the complexity and size of the project can require different types of experience and abilities for these positions.

When problems arise, the process will not always provide the solution. The human factor can tip the scale to success or failure.

Depending on the project, the roles and responsibilities can change for both these positions.
These positions utilize:

– Adherence to the Contract Documents
– Control Systems
– Relationships/Teamwork
– Accountability (Do what you say!)
– Consistency (Industry standards & practices)
– Responsiveness (Timely execution)
– Follow Through (Making sure it gets done!)
– Flexibility (More than one way to skin a cat!)
The Relationship between Project Management Field Supervision
Superintendent

Lifts building and walks under them.
Kicks locomotives off the tracks.
Catches speeding bullets in his teeth and eats them.
Freezes water with a single glance.
He/She is God.
Project Manager

Leaps tall buildings in a single bound.
Is more powerful than a locomotive.
Is faster than a speeding bullet.
Walks on water.
Gives policy to God.
Project Manager over the Project Superintendent

• Not always the case. A unique situation, the project superintendent gets the work done.

• Who is more important?

• Sometimes same person.

• When things go wrong.
Project Management/Field Supervision Functions

The scheduling, monitoring and controlling of people, information and systems.

» Communication
» Interpretation
» Installation
» Documentation
The Project Team

- The Organization Chart
- The Client Interface
- Roles & Responsibilities
- Communication
- Information Flow/Documentation
- Authority; Control & Leadership
- Cost/Schedule
- Materials & Methods
- Site Logistics
- Contract Documents-Plans & Specifications
- Contract Administration
- Safety & Quality
- Change Management
The Organization Chart

- **Supervision**
  - Project Manager (Overall, including Project Engineering)
  - Project, Discipline, Assistant Superintendent (Field Installations)
  - General Foremen, Foremen, Lead person
  - Subcontractor Team

- **Project Engineering**
  - Field Engineer/Project Engineer
  - Quality Control
  - Purchasing Agent/Contracts Administrator
  - Vendor/Supplier Expertise
  - Information Control/Change
  - Payment and Costs

- **Safety**
  - Safety Supervisor, Safety Representative

- **Personnel/Accounting/Clerical**
  - Office Manager, Secretary
Roles of a Project Manager

• Responsibility and Authority
  • Can be different for each company
    – Main Client Interface
    – Risk Management
    – Problem Solver
    – Design Coordination
    – The Control of Information
    – Contract Administration
    – Documentation
    – Change Management
Resources to build the project

good project management sets up project controls for:

- Labor
- Construction Equipment
- Subcontracts
- Permanent Equipment/Materials

Project Controls

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**Diagram:**

- Labor
- Construction Equipment
- Subcontracts
- Permanent Equipment/Materials

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The Project Organization
Project Management and Administration Only

Project Manager

Safety

Project Engineering

Cost/Schedule

Design Coordination

Procurement

Contract Administration

Quality

Office Management

Personnel

Payroll

Accounting A/R-A/P

Documentation
Roles of Field Management & Supervision

- Client Interface
- Planning, Scheduling & Control- “Building the Project”
- Tools, Construction Equipment & Inventory
- Mobilization
- Field Management & Coordination
- Temporary Controls
- Site Logistics
- Material Control & Methods
- Labor, Subcontracts, Productivity and Field Issues
- Safety/Quality
- Documentation
- Close out and Turnover
- Demobilization
Relationship between field and supervision

- Roles & Responsibilities
- Leadership
- Direct Coordination
- Working together as a team
- Safety/Quality
- Subcontractors
- Crafts

Planning and Control “Building the Project”

- Understanding the drawings
- Project layout and vertical control
- Logistics
- Planning and sequencing
- Understanding the construction methods, materials and process
Supervision Relationship to:

- **Client Interface**
  - Owner
  - Designers
  - Agencies

- **Supervision on Project**
  - Project, Assistant, Discipline
  - General Foreman, Foreman, Craft Worker
  - Subcontract Supervision & Work Force
  - Suppliers, consultants and third party providers
  - Project Staff
Labor, Subcontracts, Productivity and Field Issues

- **Labor** - Leadership and management of craft foremen and crafts people to build the project.
- **Subcontracts** - Coordination and management of subcontractor’s work force for the project based on scope of work and plans/specifications.
- **Productivity** - Meeting the time and money constraints of the project.
- **Field Issues**
  - Interpretation of Plans/Specifications
  - Proper Field Installations
  - Field Documentation
    - As-Built Drawings/Red Lines
    - Extra Work
    - Claims and Other Charges
Safety

• Accident Prevention
• Enforcement of safe work practices.
• Follow OSHA and safe work practices.
• Safety awareness and productivity.

Quality

• Follow industry methods and procedures.
• Inspection and control requirements.
• Assure quality construction
Closeout and Commissioning

- Finishing the job
- Punch-list Completion
- Commissioning
- Requesting Substantial Completion
- Turnover and Close-Out
- Demobilization