

# PCI/CPCI PATHWAY

## PROJECT MANAGEMENT WORKSHOP

In today's competitive environment, Project Management skills are essential. Effective project management can mean the difference between making or losing money, pleasing or losing clients, and maintaining a good firm image or getting a "bad rep."

Are your project management practices and managers better than your peer's? Is your firm doing enough to keep your project managers at the top of their field? Every project manager needs to upgrade their skills and learn new cutting-edge methods that can help your company grow and become more profitable.

Not only will your staff pick up ideas on project management approaches but they will enhance their networking opportunities with their peers.

**APRIL 18<sup>TH</sup> - 20<sup>TH</sup>, 2017**  
**TORONTO AIRPORT**  
**MARRIOTT HOTEL**  
**901 DIXON RD, ETOBICOKE, ON**

**Limited Seating**  
**"FIRST COME -**  
**FIRST SERVED"**

### WHO SHOULD ATTEND?

Vice Presidents  
VPs of Sales  
Sales Engineers  
Project Managers  
Senior Managers  
Sales/Marketing Personnel  
Industry Engineers  
Associate Members and Partners

**To register online go to:**

**<https://events.cpci.ca/en/events/>**

*We accept Visa and MasterCard only*

#### **Fee**

PCI and CPCI Producer or Supplier  
Associate Member: \$595 per person  
Non PCI or CPCI Member: \$795 per person

#### **REGISTRATION FEE INCLUDES:**

Hotel Cocktail Reception, 2 Light  
breakfasts, 1 lunch, 1 dinner and  
BIM presentation, coffee breaks, and  
a Guide to the PM Body of Knowledge  
and seminar handouts

*Hotel Registration is Separate*

### WHAT YOU WILL LEARN DURING THE SEMINAR:

- Proactive Risk Management
- Development of Construction Cost Estimates
- Managing Construction Costs
- Development of CPM Schedules
- Managing the Project Schedule
- Responses to Delays
- Analysis of Construction Schedules
- Alternative Dispute Resolution (ADR): What it Can do for Your Project



CANADIAN PRECAST/PRESTRESSED CONCRETE INSTITUTE  
INSTITUT CANADIEN DU BÉTON PRÉFABRIQUÉ ET PRÉCONTRAINT

**Toronto Airport Marriott Hotel**  
**901 Dixon Rd., Etobicoke, ON M9W 1J5**  
**Phone: (416) 674-9400**  
**CPCI/PCI Rate \$154.00 CAD per night**



**BOOK YOUR GROUP RATE ROOM FOR CPCI/PCI PATHWAYS**

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## PROJECT MANAGEMENT WORKSHOP

**Tuesday, April 18, 2017**

**5:30 p.m. – 7:30 p.m. Hotel Cocktail Reception (Complimentary) and Registration**

**Wednesday, April 19, 2017**

**7:30 a.m. – 8:00 a.m. Registration and light breakfast**

**8:00 a.m. – 10:00 a.m.** Producers' Project Management Approaches  
Prominent US and Canadian Producers will discuss their best practices

**Speaker:** **Patty Peterson**, Director of Organization Development,  
Tindall Corporation, Petersburg, VA

Ms. Peterson joined Tindall's Virginia division in 1995, and her duties have spanned engineering, quality control, contract negotiation, scheduling and estimating. During her 20-plus years with Tindall, Patty has helped manage many of the Virginia division's largest projects. In addition to her work at Tindall, Peterson currently serves as the chair of the PCI Financial Performance/Risk Management Committee. She is also active on PCI's Business Performance Council and serves on the Board of Directors for the American Subcontractors Association's national chapter.

**Speaker:** **Malcolm Hachborn**, M. SC., P. Eng President, M. E. Hachborn  
Engineering, Barrie, ON (formerly with Res Precast Barrie, ON)

Malcolm has over 30 years of structural and architectural design experience for concrete, steel and wood structures. He has extensive experience in building science, manufacturing and construction. Malcolm has managed bridge projects ranging from single creek crossings to multi-span prestressed concrete trapezoidal box structures for the 400 series highways in Ontario. He also has managed projects from single storey to 50 plus storey residential projects.

**10:00 a.m. – 10:15 a.m. Break**

**10:15 a.m. – 5:00 p.m. Project Management Process**

This session will identify the steps to transitioning to high performance characteristics and best practices for project management in a precast environment. The workshop will be very fast-paced, incorporating all of the key elements from the PMBOK Guide Handout.

**Facilitator: Michael Stanleigh, President of Business Improvement Architects, a consultant who works with organizations throughout North America**, specializes in the areas of Strategic Planning, Executive Coaching, Project Management, Leadership, Reengineering and Quality Management. He is a member of the Project Management Institute and is the designated facilitator for Project Management Education within the American Society for Quality.



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## PROJECT MANAGEMENT WORKSHOP

### WHAT YOU WILL LEARN

- Managing an entire project from beginning to end – front-end planning
- Forming the project team and identifying the project team roles – team management
- Applying the Project Life Cycle
- Identifying the project's stakeholders and maintaining a customer and quality focus throughout – you're in a people business
- Developing the project scope statement
- Developing the work breakdown structures as part of the scope definition/budget
- Developing the time lines (applying duration to each project task) and scheduling (allocating resources to each project task)
- Understanding project cost management
- Understanding project risk management
- Managing project issues and change
- On-going reports and communication templates
- Project close and evaluation

### INTRODUCTION

- Projects and project management
- Project management failure and the results of poor planning

### THE PROJECT MANAGEMENT PROCESS

- Overview of the project management process: The Project Life Cycle
- The Project Sponsor – roles and responsibilities
- Forming the project team and identifying the project team roles
- Managing team dynamics
- Communication within the project team and with suppliers (subcontractors) and stakeholders
- Conflict Management
- The Project Scope Statement – project goal, objectives, scope, constraints, deliverables, risks and team structure, etc.
- Identifying risks and developing contingencies to overcome them
- Understanding how to correctly structure a project to align with both internal and external resource requirements
- Understanding and managing customer requirements

**12:00 NOON – 1:00 p.m.**

**Lunch Break**

**1:00 p.m. – 3:00 p.m.**

**Project Management Process**

### KEY PROJECT ELEMENTS

- Developing a work breakdown structure – scheduling and sequencing tasks
- Determining the duration of time for each activity
- Identifying and allocating resources
- Determining the successor/predecessor relationship between activities
- Identifying the project's milestone dates

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## PROJECT MANAGEMENT WORKSHOP

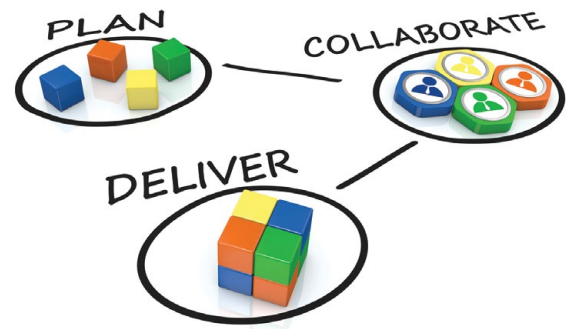
### CONTROLLING THE PROJECT

- Progress control/Drawing approvals
- Monitoring compliance with schedules
- Reporting
- Supervising Costs
- Tracking estimates vs. actual
- Taking corrective action

**3:00 p.m. – 3:15 p.m.**

**Break**

**3:15 p.m. – 6:00 p.m.**



### PROJECT EXECUTION

- Risk Management
- Issue and Change Management
  - Understanding the difference between a project issue and a project change
  - Creating a change management process for the project
  - The change request form
  - The change request log
  - Managing on-going project changes
  - Assessing change implications on the project
  - Integrating change
  - Communication requirements
  - RFIs
  - Project claims/backcharges management
- Reporting requirements
- Communication requirements
- Following up on the project and terminating the project
- Project close and evaluation
  - Closing the full project and final payment
  - Project transition plans
  - The close-out evaluation process
  - The close-out team evaluation process
  - Archiving projects and developing the lessons learned

**6:30 p.m. – 9:30 p.m.**

**Group Dinner**

**7:30 p.m. – 8:30 p.m.**

*(During Group Dinner)*

How Can BIM Assist the Project Manager?

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## PROJECT MANAGEMENT WORKSHOP

**Speaker:**

**Wayne Kassian, M. Sc, P. Eng.**  
KASSIAN DYCK & ASSOCIATES

Wayne provides over 20 years of diverse structural experience in the design of precast, steel, and concrete structures. He received his B. Sc. with Distinction at the University of Alberta in 1985 and obtained his M. Sc. in 1990. Wayne has been the senior structural design engineer for numerous projects, ranging from small residential buildings to multi-million dollar industrial and commercial projects.

BIM is a process to improve efficiencies and productivity for the entire construction workflow. It can greatly support and enhance a precast project manager's responsibilities. This session will show how BIM software is an effective and powerful tool for a Precast Project Manager to have in his toolbox.

**Topics covered will include:**

- Piece tracking from casting to erection to hand-over
- Scheduling of your precast pieces
- Sharing precast construction progress
- Managing RFIs, submittals and other construction documents
- Scheduling in alignment with the general contractor
- Coordination of construction with contractors and other subcontractors

### Thursday, April 20, 2017

**7:30 a.m. – 8:00 a.m.**

**Light Breakfast**

**8:00 a.m. – 10:00 a.m.**

Limiting Risk and Preserving Profits

**Speaker:**

**Geza R. Banfai, McMillan, LLP** – 2016 OBA Award of Excellence in Construction & Infrastructure Law  
2017 Toronto Construction Law Lawyer of the Year, Best Lawyers in Canada

Geza focuses exclusively on construction/infrastructure matters, and counsels and represents a wide variety of clients, from small concerns to national and multinational giants. He has represented every participant in the construction pyramid, including construction lenders and owners (public and private), general contractors, subcontractors, material suppliers and workers as well as design, architectural and engineering professionals and testing consultants.

This presentation is designed to highlight some of the critical areas where you, as project managers, can limit your risk and protect company profits. We are all aware that construction has certain inherent business risks. Not every job is guaranteed to be profitable. Your job as a project manager is to give your jobs the best chance to be profitable. The key is understanding where your risks lie, addressing them up front, and paying attention to these risks as you move to project conclusion.

### Understanding the Procedural Provisions of Subcontracts

- Change order provisions
- Claim and disputes provisions
- Prime contract flow-downs

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### Project Documentation

- Why document
- What to document (daily reports, meeting minutes, etc.)
- Email communication: caution

### Getting Paid

- Liens (rights to lien; timing requirements)
- Surety Bonds; claims under LMP bonds
- Dispute resolution

**10:00 a.m. – 10:15 a.m.**                      **Break**

**10:15 a.m. – 12:30 p.m.**                      Design Assist and Project Delivery Methods

**Speaker:**                                      **Jim Lewis, PCI**

Jim Lewis joined the PCI staff in early 2016 as the Director of Architectural Services. He is responsible for the areas of Architecture, Productivity, BIM, Safety, and Editor of Ascent Magazine. Before joining PCI, Lewis served as the Director of Architectural Systems for Gate Precast (six plants). Jim is regular speaker at the American Institute of Architects National Convention and the Design-Build Institute of America Expo, and has been involved in design assistance consulting roles on numerous large public and private projects throughout the United States.

Design Assist is the procurement method by which, prior to completion of design, a construction contract may be awarded on a best value basis pursuant to which a contractor/subcontractor provides design assistance to the design team and ultimately the owner. In this process, the precast concrete producer is selected based on qualifications for executing the demands of the specific project, certification and the capability for technical expertise to assist the design and construction team in the development of the project. A contract is then awarded and should, at a minimum, include compensation for the design assistance. Significant benefits can be achieved if the contract also includes the supply and installation of the final product.

- How to execute the process from schematic design to occupancy
- How to go from traditional to iconic architecture using this process
- How is the contract structured? With whom?

**12:30 p.m.**                                      **Closing Remarks**

**12:45 p.m.**                                      **Adjourn**



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