



2009 Marvin M. Black Excellence  
in Partnering Award  
Edward R. Roybal Learning Center —  
LAUSD Central High School No. 11  
Los Angeles, California  
Hensel Phelps Construction Company

## CONSTRUCTION PROJECT MANAGER COURSE

Take Your Project Management to the Next Level

### COURSE DATES & LOCATIONS

February 21–26, 2010 | Indianapolis, IN

April 25–30, 2010 | Dallas, TX

September 26–October 1, 2010 | San Jose, CA

December 5–10, 2010 | Dallas, TX

### APPLICATION DEADLINES

February 1, 2010

April 5, 2010

September 8, 2010

November 15, 2010

# CONSTRUCTION PROJECT MANAGER COURSE

## Build Your Project Management Skills

In the competitive construction industry, it pays in loyalty and quality when you invest in the professional development of your people. Years of experience and on-the-job training can provide crucial knowledge to perform tasks at hand, but the best professionals constantly seek to learn about new technologies and techniques to improve their performance on site and in the office.

The AGC Construction Project Manager Course (PMC) provides you and your project managers the chance to hone the skills necessary to work more efficiently, increase productivity and propel your construction business to the next level.

PMC is the perfect opportunity for either the well-rounded, early-career project manager with a bright future or for a talented tradesman who has worked his or her way up to project management but could use a bit of polishing around the edges. Everyone who goes through the program has something to gain over the course of six intense days of workshops, assignments and team building activities.

PMC participants experience an interactive program that explores 15 critical areas of project management that seasoned project managers tackle on a daily basis. PMC provides participants with practical solutions to current industry challenges they can take back to immediately impact performance and improve project results.

### Module 1: Project Planning

- Identify the importance of pre-planning and its correlation with a company's bottom line
- Outline the pre-planning process
- Discuss pre-planning and planning tools
- Demonstrate team building techniques within the pre-planning process

### Module 2: Safety Management

- Identify techniques for integrating safety into the overall construction process
- Describe how an unsafe jobsite impacts a company's bottom line and jeopardizes future projects
- Define legal terms pertaining to safety: imminent danger, exclusive remedy, gross negligence, substantial certainty, and others
- Discuss ways to build a culture of zero accidents

### Module 3: Construction Productivity

- Identify reasons for low job site productivity
- Discuss the impact of low job site productivity on the project contractor, craftsman, project owner, and designer
- Identify practices to ensure each worker is part of the overall project team
- Analyze models to measure, predict, and improve job site productivity
- Identify environmental factors that impact productivity
- Describe how to apply short interval schedules and job schedules to increase field productivity
- Develop a work plan to increase field productivity

### Module 4: Subcontractor & Vendor Management

- Discuss information required to evaluate and select subcontractor and vendor services and material and equipment purchases
- Demonstrate how to prepare documents for the purchase of the services mentioned above
- Describe how these documents aid in maintaining a project within budget, on schedule, and with reduced claim potential
- Identify effective techniques for dealing with new subcontractors vs. experienced subcontractors

## Build Your Career with Professional Credentials

AGC of America is an authorized provider of CEUs and other professional development credits. Look to AGC to earn your CEUs for license renewal and career development. This course qualifies for:



**4.2 IACET CEUs** | The Associated General Contractors of America (AGC) has been approved as an Authorized Provider by The International Association for Continuing Education and Training (IACET), 8405 Greensboro Drive, Suite 800, McLean, VA 22102. In obtaining this approval, AGC has demonstrated that it complies with the ANSI/IACET Standards which are widely recognized as standards of good practice internationally. As a result of their Authorized Provider membership status, AGC is authorized to offer IACET CEUs for its programs that qualify under the ANSI/IACET Standards.



**42 AIA LUs** | The Associated General Contractors of America (AGC) is a Registered Provider with The American Institute of Architects Continuing Education Systems. Credit earned on completion of this program will be reported to CES Records for AIA members. Certificates of Completion for non-AIA members are available on request.

This course also qualifies for Continuing Professional Development (CPD) Units by the American Institute of Constructors (AIC).

Please verify applicability with your professional board before attending. For more information on AGC credentialing opportunities, contact [education@agc.org](mailto:education@agc.org).

# Take Your Project Management to the Next Level

## Module 5: Critical Path Method (CPM) Scheduling

- Identify ways to plan and schedule work more efficiently using Critical Path Method (CPM) scheduling
- Analyze modern scheduling techniques including the CPM schedule, bar charts, computer printouts, and plots
- Identify how to use the CPM schedule as a tool for avoiding or documenting future claims
- Discuss the importance of regular updates to the CPM schedule

## Module 6: Claims Management

- Illustrate techniques for completing projects with a minimum amount of disputes using effective document control
- Examine specifications and contract language
- Identify a process for managing change orders
- Describe the difference between arbitration, mediation, litigation, and alternative dispute resolution

## Module 7: Legal Issues & Contract Clauses

- Discuss the significant legal implications project managers face
- Identify actions, or lack thereof, that can have far-reaching legal consequences for the project manager, their company, and many others
- Identify specific areas where caution is necessary in order to avoid legal problems

## Module 8: Construction Ethics Discussion

- Recognize a deeper understanding and role of ethical practices in the construction industry
- Assess ethical situations that arise in normal construction business operations
- Recognize the importance and consequences of one's actions when making ethical decisions

## Module 9: Cost Control

- Identify the project manager's role in cost control
- Discuss the importance of tracking job costs
- Examine sample report forms used throughout the project in order to demonstrate the need for meaningful cost budgets
- Illustrate cost analysis through the use of examples
- Explain how good cost control practices and forecast probable final project cost

## Module 10: Project Recordkeeping

- Examine the various types of project records that must be generated, tracked, and stored to increase project efficiency and prevent legal issues
- Analyze the project manager's role in ensuring that project records are being properly maintained to avoid future conflicts and support claims
- Discuss capabilities of various software packages to assist with the recordkeeping process

## Module 11: Leadership Styles & Communications

- Identify how each personality trait leads to effective leadership in problem solving, communications, and teamwork
- Describe the correlation between communication skills, personal leadership strategies and high performing teams
- Illustrate techniques for effective oral and written communications
- Distinguish between listening and hearing
- Identify strategies to conduct effective meetings

## Module 12: Human Resource Issues

- Identify an effective performance review model
- Learn how to use performance reviews as positive communication and benchmarking tools
- Discuss human resource issues that can have implications for project managers, employees, and their companies

## Module 13: Time Management

- Develop an understanding of how to manage time effectively
- Demonstrate how personal behavior affects time management
- Examine time management techniques that can be used on the job

## Module 14: Problem Solving & Decision Making

- Identify tools and approaches for creative problem solving and decision making
- Discuss how to use decision making techniques in current challenges through classroom exercises
- Develop basic negotiation skills for problem solving and issue resolution

## Module 15: Blending Family & Work

- Examine ways to leverage time and energy to build and enhance family relationships
- Discuss the importance of using time, information, and energy more effectively in work and family settings
- Identify optimizers for creating a positive environment in the home

### Dress Code

The dress code for AGC's Construction Project Manager Course is casual.

### Schedule

Participants should plan to arrive at the hotel in the early afternoon of the first day of the course. Registration will begin at 1:30pm. The course will conclude at 11:30am on the last day. Attendance at all sessions is required. Due to the intense nature of AGC's Construction Project Manager Course, the presence of spouses and guests is prohibited.

### Quality Instruction from Experienced Construction Professionals

The instructors at AGC's Construction Project Manager Course are contractors who are leading their own companies, productivity experts, industry consultants, college faculty, and construction law attorneys. Their experiences as project managers and understanding of today's construction industry provide participants with practical, valuable guidance for becoming the best project manager possible.

### Networking Opportunities

AGC's Construction Project Manager Course offers the unique opportunity for project managers from across the country to learn from each other by sharing best practices and discussing new business strategies, technologies, and industry trends. A class roster and instructor contact information are provided to all attendees. These materials allow the participants to keep in touch and continue to be a resource for each other long after the course concludes.

### Instructional Approach

Lesson topics are presented using a variety of techniques including classroom presentations, in-class exercises and case studies, clips from AGC videos/DVDs, team building activities, personal assessments and other relevant instructional aids. To help foster peer-to-peer learning, participants are placed into small work groups to complete classroom work, evening assignments, team building activities and other exercises.

### Participant Profile

Ideal candidates for this course are project managers who:

- Have a minimum of six (6) years of experience working in the construction industry; or
- Have a Bachelor's degree and two (2) years of experience working in the construction industry.

In order to provide the highest quality educational experience, this course is limited to 40 participants.

### Letter of Recommendation & Application Requirements

In order for an application to be considered complete, applicants must submit the application form, a letter of recommendation and full payment. Checks or all major credit cards are accepted. The letter of recommendation should be from the applicant's supervisor, president

or chief operating officer. It should speak to the applicant's current job responsibilities and readiness for the course.

### All-Inclusive Tuition

The all-inclusive tuition fee includes hotel accommodations for the duration of the course, all meals at the hotel and all course materials.

**Tuition** | \$4,090 for AGC Members | \$4,870 for Non-Members

### Hotel & Transportation

The Dallas, TX Courses will be held at the Guest Lodge at the Cooper Aerobics Center in Dallas. The Guest Lodge is located approximately 18 miles from the Dallas/Fort Worth International Airport (DFW) and 9 miles from Love Field Airport (DAL). The San Jose, CA course will be held at the Dolce Hayes Mansion. Located just 15 minutes from San Jose International Airport (SJC) and 45 minutes from San Francisco and Monterey.

AGC of America makes the hotel reservations for all participants, with each person having his/her own room. This service is included in the all-inclusive tuition. Participants are responsible for arranging and securing their own travel arrangements and ground transportation.

### Cancellation & Refund Policy

If you register for this event, but later find that you cannot attend it, you may qualify for a refund of your registration fee, or find that you can at least substitute another officer or employee of your organization, depending on the circumstances. If you cancel your registration within 30 days of the event, AGC of America will provide a full refund. If you miss the preceding deadline but still cancel your registration within seven (7) days, AGC of America will retain your registration fee but permit you to substitute another officer or employee of your organization. If you miss both deadlines, AGC of America cannot, however, provide any relief.

You may cancel your registration or request via email (to [meetings@agc.org](mailto:meetings@agc.org)), by fax (to 703-837-5403), or by regular mail (to Meetings Department, Associated General Contractors of America, 2300 Wilson Boulevard, Suite 400, Arlington, VA 22201). **Please note that the date of any cancellation or request for a substitution will be the date on which it is received.**

Take advantage of **AGC of America's** additional construction-specific programs to sharpen your skills and earn credits while you learn.

Register today for these upcoming programs:

#### Executive Education for Construction Professionals

For leaders in the construction industry, no program provides a more comprehensive, uniquely focused program than **AGC's Advanced Management Program (AMP)**. Suited for chief executives and senior-level management in construction, this premier program has been helping industry decision-makers amplify their business acumen since 1986, producing an elite society of graduates that includes top leaders throughout the construction marketplace.

#### Advanced Management Program

November 7–13, 2010

Dallas, TX

For more information, including the CEUs awarded for these programs, go to [www.agc.org/careerdevelopment](http://www.agc.org/careerdevelopment) or email [education@agc.org](mailto:education@agc.org).