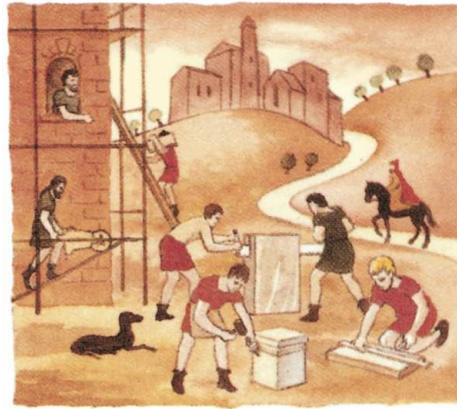


# EFFECTIVE PROJECT MANAGEMENT

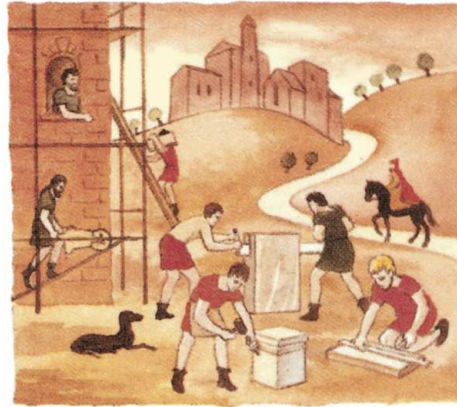


√ Niall Meagher

√ Dipl.Arch B.Arch.Sc Dip.Proj.Mgmt Dip.Arb MCI Arb MRIAI

√ INTERACTIVE PROJECT MANAGERS LTD.

# PROJECT MANAGEMENT



**Organising and controlling** a project means that we need to have someone responsible for doing the organising and controlling - ***this person is called the Project Manager.***

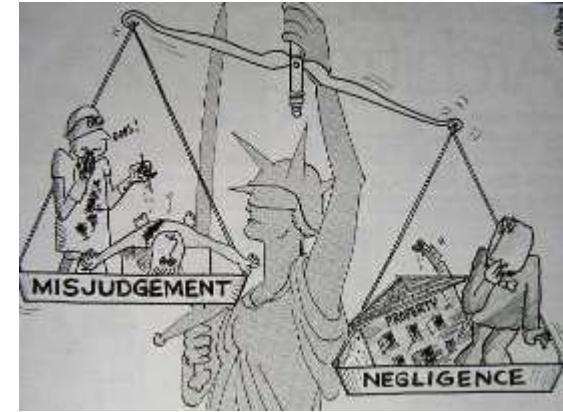
# PROJECT MANAGEMENT



- **Legal Background**
- **Types of Contract**
- **Contract Clauses**
- **Contract Issues**
- **Project Management Systems**
- **Sample Projects**

# GENERAL PRINCIPLES OF CONTRACT

- **Private agreement between individuals or parties which can be enforced by law**
- **Principle of privity of contract**
- **Simple contracts**
  - **Oral**
  - **Implied by conduct**
  - **Written**
  - **Statute of Limitations - 6 or 12 years**



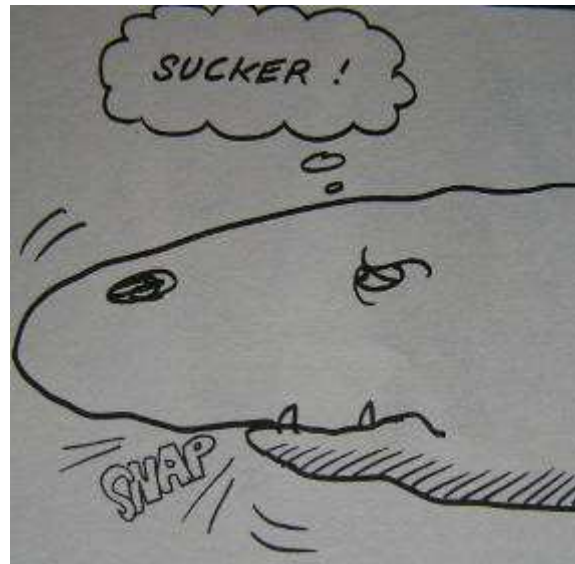
# ESSENTIALS OF A VALID CONTRACT

- Agreement
- Certainty about the terms - offer and acceptance.
- Consideration
- Capacity to contract
- Absence of an essential condition
- Discharge of a Contract
- Express and Implied Terms
- Sale of Goods Act



# ESSENTIALS OF A VALID CONTRACT

- Contract and tort



# WEST CORK CASTLE

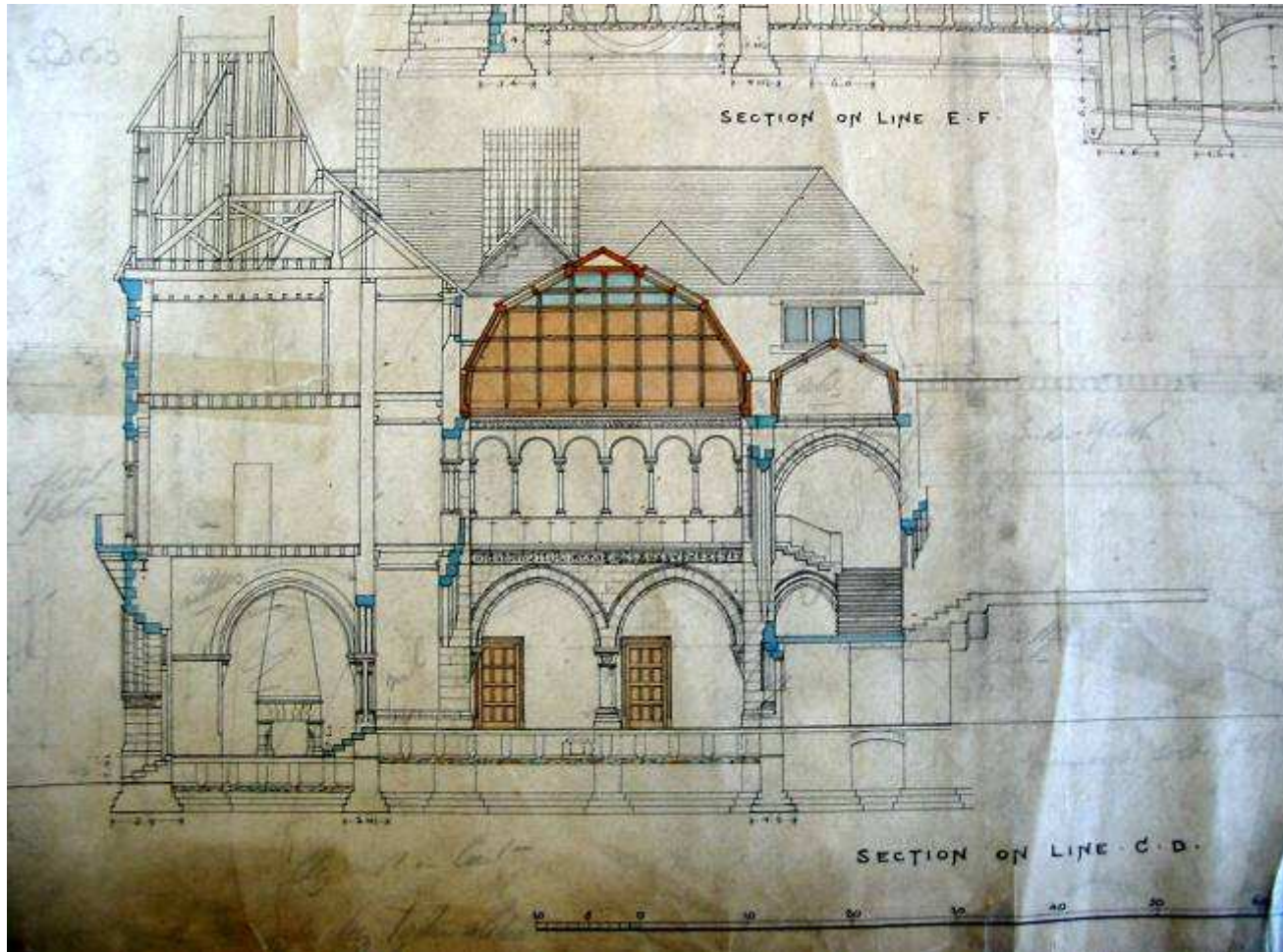


RKD Architects  
Peter Silling HID  
Horgan Lynch  
Arup  
Bruce Shaw  
P. J. Hegarty  
IPM

# WEST CORK CASTLE



# WEST CORK CASTLE



# WEST CORK CASTLE



## WEST CORK CASTLE



# WEST CORK CASTLE



# WEST CORK CASTLE



# WEST CORK CASTLE



# SELECTING CONTRACTORS

- Take care
- Avoid specific recommendation
- Comments on performance
- Financial stability
- Client nominees



# SINGLE FIXED-PRICE CONTRACT

- **Either competitively-bid or negotiated.**
- **Usually, most of the work is sub-contracted to specialist sub-contractors.**
- **Price varies only –**
  - **If the design or specification is changed, or**
  - **In line with inflation.**
- **Work stages are largely sequential – no overlap.**



# SINGLE FIXED-PRICE CONTRACT

## Advantages

- **Accepted, well-established legal and contractual precedents.**
- **Permits overall costs to be established before the contract is let.**
- **Minimum Employer involvement required.**
- **Benefit of price competition in the competitive situation**



# **SINGLE FIXED-PRICE CONTRACT**

## **Disadvantages**

- **Design usually does not benefit from construction expertise**
- **Overall design-construct time usually the longest.**
- **Employer is in an adversarial relationship with the Contractor**
- **Design Team may also be in an adversarial relationship with the Contractor**



# COST-PLUS-FEE CONTRACT

- **Fixed fee covering profit and “home” costs with all site costs being reimbursable at actual cost.**
- ***Incentive fees***
- ***GMP ; Guaranteed Maximum Price***



# **COST-PLUS-FEE CONTRACT**

## **Advantages**

- **System accepted mostly in the USA.**
- **Reduced design-construct time.**
- **Contractor can react quickly to major design changes and unforeseen conditions**
- **Partly minimises the adversarial position.**



# COST-PLUS-FEE CONTRACT

## Disadvantages

- Not the cheapest in a competitive market
- System open to abuse.
- GMP may not be enforceable
- Employer or Design Team involvement increased



# DESIGN-BUILD

- Evolved to meet Employers' requirements for single-point responsibility
- Costs & Speed

*Generally based on,*

- A Definition of the Employer's Requirements
- Outline Design & Performance Specification
- The Contractor's Proposals for the completion of the design & execution of the work, including a Contract Sum Analysis.



## DESIGN-BUILD

- **The Contractor is obliged to;**
  - - **complete the design for the Works**
  - - **complete the Works**

*Usually,*

- **Employer engages a Design Team to prepare an outline proposal for tendering purpose**
- **Tendering takes place on the basis that the successful tenderer will take on board the Employer's design team as his own -  
*novation***



# DESIGN-BUILD

## Advantages

- One overall contract
- Design-construct time reduced.
- Construction expertise

## Disadvantages

- No firm cost established until construction is underway.
- Few checks and balances
- Compliance with expectations?
- Suitable for standard projects



# MANAGEMENT CONTRACTING

## 3-party “team” –non-adversarial relationship

- Employer
- Design Team
- Management Contractor [M.C.]

## Employer engages M.C.

- Participate from preliminary planning
- Manage construction.
- Basis for M.C.’s fee and expense
- Competitive tenders
- Sub-contracts are between the M.C. and contractors.



# MANAGEMENT CONTRACTING

## Advantages

- **M.C. and Design Team work together**
- **Impartial construction expertise**
- **Construction can commence before design is complete.**
- **“crashing” is possible.**
- **Cost targets can be met**



# MANAGEMENT CONTRACTING

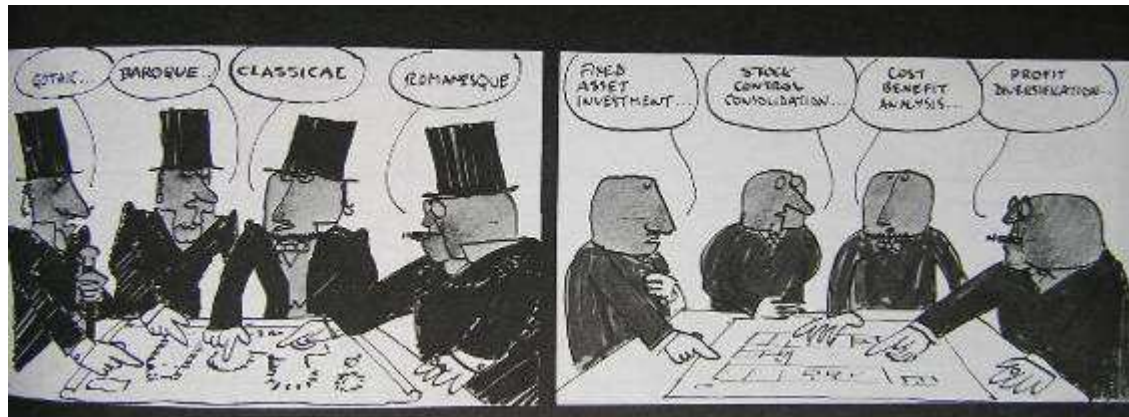
## Disadvantages

- **Critical early choice of Contractor**
- **Final cost**
- **Employer carries all risk**
- **Disputes about roles and responsibilities**
- **Quality of finishes may suffer**



# CONSTRUCTION MANAGEMENT

- **Contracts for works packages made directly between the Employer and the contractors.**
- **The Construction Management Contractor acts as the Employer's agent in managing the building work.**
- **Issues : responsibility, interface of contractors, budgetary control.**



# VIRGINE MEGASTORE / McBIRNEY & CO

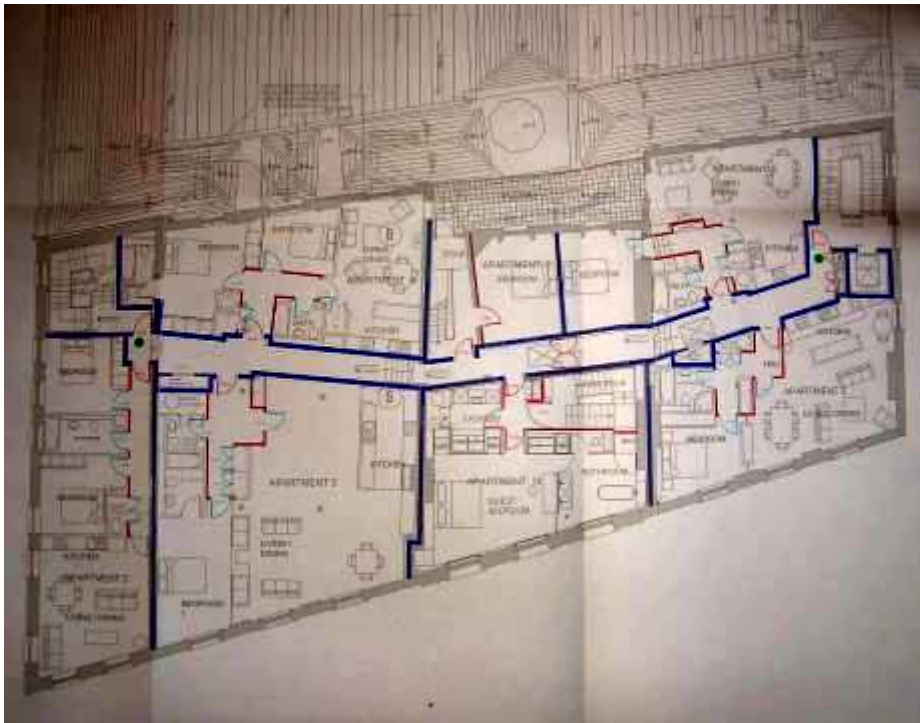


HJL  
LMP  
CARRIG  
MMA  
JPC  
IPM

# VIRGINE MEGASTORE / McBIRNEY & CO.



# VIRGINE MEGASTORE / McBIRNEY & CO.



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## VIRGINE MEGASTORE / McBIRNEY & CO.



**Andrée Putman**

# VIRGINE MEGASTORE / McBIRNEY & CO.



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## VIRGINE MEGASTORE / McBIRNEY & CO.



# VIRGINE MEGASTORE / MCBIRNEY & CO.



# VIRGINE MEGASTORE / McBIRNEY & CO.



## VIRGINE MEGASTORE / McBIRNEY & CO.



# FORMS of CONTRACT of the RIAI

- SF 88 Short Form 1988
- White (Plain Language) Form
- Blue Form 2003
- Yellow Form 2003

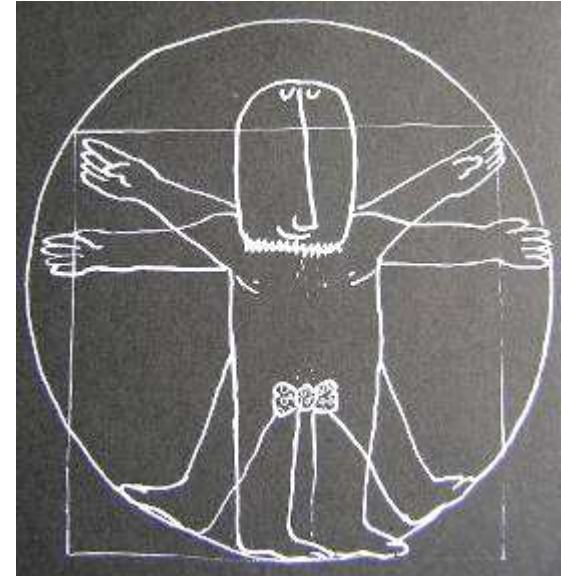


## THE ARCHITECT'S / Designer's ROLE

- Not a party to the contract
- No contractual obligations

**But**

- ***Duty in law to familiarise with the terms of any contract which he/she recommends for use and must be acquainted with any charges in the standard forms.***



# Contract

## Six logical categories -

- Performance
- Time
- Payment
- Insurance
- 3rd parties



# Contract

## Six logical categories -

- Performance
- Time
- Payment
- Insurance
- 3rd parties
- Disputes



# LETTER OF INTENT

- Form of Contract
- Tender Sum
- Basis for Payment
- Time for Completion
- Limit of Payment
- Dispute Resolution



# CONTRACT ISSUES

- Penalty Clause / LADs



# CONTRACT ISSUES

- Penalty Clause / LADs
- Insurance of Existing Structures

***“Architects have a duty to check that Insurances have been taken out by the Contractor : to ignore this duty is negligence”.***



# CONTRACT ISSUES

- **Penalty Clause / LADs**
- **Insurance of Existing Structures**
- **Variations**



# CONTRACT ISSUES

- Penalty Clause / LADs
- Insurance of Existing Structures
- Variations
- Payment for goods off site
- Vesting certificates



# CONTRACT ISSUES

- **Penalty Clause / LADs**
- **Insurance of Existing Structures**
- **Variations**
- **Payment for goods off site**
- **Vesting certificates**
- **Bond**
- **Retention**



# MORRISSON



Hugh O'Regan  
Douglas Wallace  
OCSC  
BS  
MMA  
PJH [JPC Phase 2]  
IPM

# MORRISSON



# MORISSON



# MORRISSON



# PROJECT MANAGEMENT SYSTEMS



# PROJECT MANAGEMENT SYSTEMS

**PRINCE2 (PROjects IN Controlled Environments) is a process-based method for effective project management**



# PROJECT MANAGEMENT SYSTEMS

**PRINCE2 (PROjects IN Controlled Environments) is a process-based method for effective project management (!?)**



# PROJECT MANAGEMENT SYSTEMS

## PRINCE:

established in 1989 by CCTA  
(the Central Computer and  
Telecommunications Agency),  
since renamed the OGC (the  
Office of Government  
Commerce).



# PROJECT MANAGEMENT SYSTEMS : PRINCE

Whenever we decide we want to do something, go somewhere, build something, achieve something, we need to know the answer to some questions.

- What are we trying to do?
- When will we start?
- What do we need?
- Can we do it alone, or do we need help
- How long will it take?
- How much will it cost?



# PROJECT MANAGEMENT SYSTEMS : PRINCE

Projects which aren't organised and controlled properly usually go disastrously wrong.

Some of the big ones hit the press



# PROJECT MANAGEMENT SYSTEMS : PRINCE

- An organised and controlled start, ie. organise and plan things properly before leaping in;



# PROJECT MANAGEMENT SYSTEMS : PRINCE

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- An organised and controlled middle, ie. when the project has started, make sure it continues to be organised and controlled;



# PROJECT MANAGEMENT SYSTEMS : PRINCE

- An organised and controlled start, ie. organise and plan things properly before leaping in;
- An organised and controlled middle, ie. when the project has started, make sure it continues to be organised and controlled;
- An organised and controlled end, ie. when you've got what you want and the project has finished, tidy up the loose ends.



# BEWLEYS



# PROJECT MANAGEMENT

## SYSTEMS : PRINCE

### Project Manager

**Organising and controlling** a project means that we need to have someone responsible for doing the organising and controlling - this person is called the Project Manager.

- The **Project Manager** will select people to do the work on the project and will be **responsible for making sure the work is done properly and on time.**
- The Project Manager draws up the **Project Plans** that describe what the project team will actually be doing and when they expect to finish



# PROJECT MANAGEMENT

## SYSTEMS : PRINCE

### Customer, User and Supplier

- **The person who is paying for the project is called the customer or executive.**
- The person who is going to use the results or outcome of the project, or who will be impacted by the outcome of a project, is called the **user**.
- On some projects, the customer and user may be the same person.
- The person who provides the expertise to do the actual work on the project (i.e. will be designing and building the outcome) is called the **supplier or specialist**.



# HOUSE CARRICKMINES

Moloney O'Beirne  
TGP  
T5  
WCL  
IPM



## HOUSE CARRICKMINES



# PROJECT MANAGEMENT

## SYSTEMS : PRINCE

How to manage risk, how to manage quality, and how to control change on the project.

- Risk Management is about working out what could go wrong and planning what to do if it does.



# PROJECT MANAGEMENT

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- Quality Management is about checking the quality of work done on the project, either by testing it or reviewing the work in some way.



# PROJECT MANAGEMENT

## SYSTEMS : PRINCE

How to manage risk, how to manage quality, and how to control change on the project.

- Risk Management is about working out what could go wrong and planning what to do if it does.
- Quality Management is about checking the quality of work done on the project, either by testing it or reviewing the work in some way.
- PRINCE2 has a technique of controlling the way changes impact the project in order to prevent the project going off in the wrong direction.



# PROJECT MANAGEMENT

## SYSTEMS : PRINCE

### Tools

- Risk Log : the chance of exposure to the adverse consequence of some future events



# PROJECT MANAGEMENT

## SYSTEMS : PRINCE

### Tools

- Risk Log : the chance of exposure to the adverse consequence of some future events
- Issue Log : a problem that is known



# PROJECT MANAGEMENT

## SYSTEMS : PRINCE

### Tools

- Risk Log : the chance of exposure to the adverse consequence of some future events
- Issue Log : a problem that is known
- Change control register : identify, record and manage change

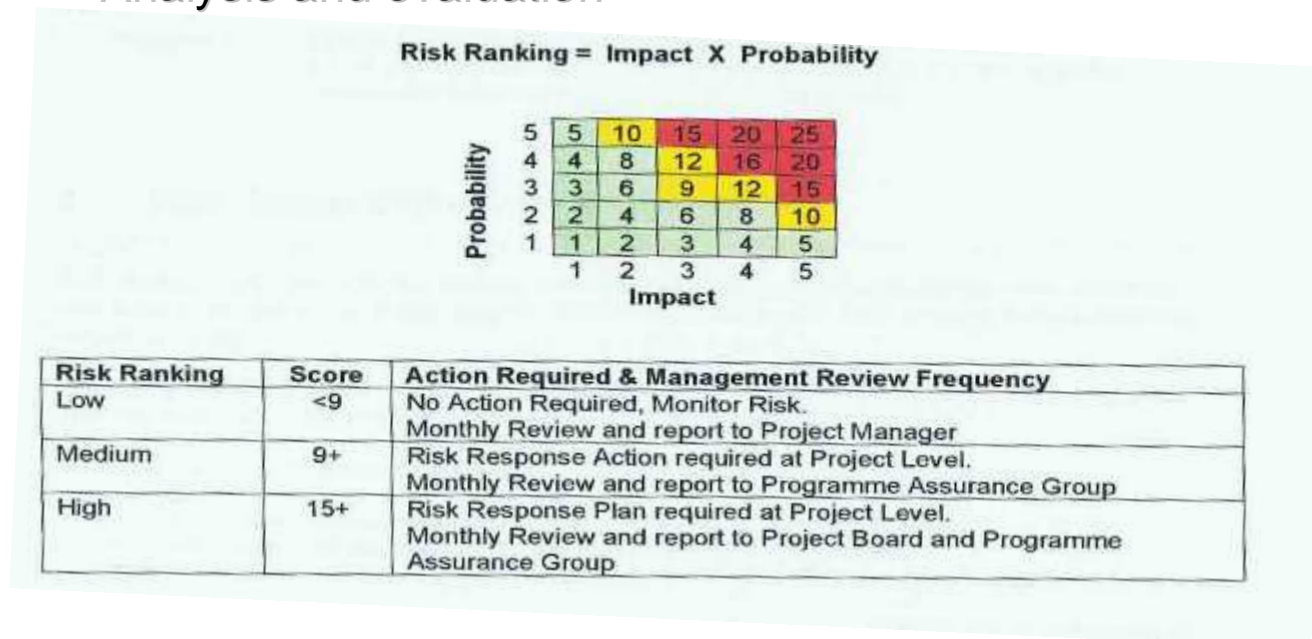


# PROJECT MANAGEMENT

## SYSTEMS : PRINCE

### Tools

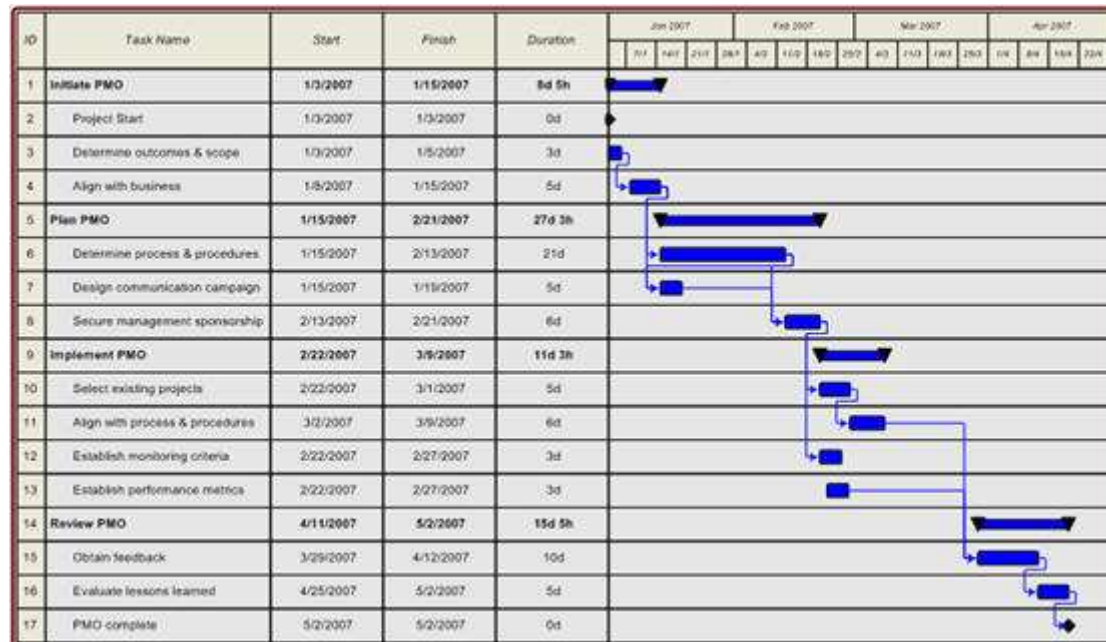
- Risk Log : the chance of exposure to the adverse consequence of some future events
- Analysis and evaluation





# PROJECT MANAGEMENT

## MICROSOFT PROJECT



# WESTIN HOTEL



Hirsch Bedner  
THL  
HJL  
WCL  
IPM



# WESTIN HOTEL



Thank You !

