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## PROJECT MANAGEMENT CHECKLIST

The function of Project Management is a relatively recent development as a specialist role in its own right. Consultant architects and engineers have traditionally undertaken the project management function as part of their professional service to clients. Clients also have traditionally undertaken many of the brief development, communication and management activities defined here.

On large or complex projects an independent project manager can be an advantage and particularly where non-standard procurement methods such as construction management are employed, to ensure the clients’ interests are maintained.

The following checklist describes the project management activities necessary in most reasonable size construction projects. The decision as to who undertakes these activities, any need for a specialist project manager and the particular activities assigned to them is a decision to be made on each project.

# Scope

* Overseeing the development of the brief ensuring it covers the purpose of the project, the scope of work, and identifying any relevant documents driving the project (eg master plan, education brief).
* Ensuring that all relevant stakeholders have provided appropriate input into the development of the project brief.
* Ensuring that the client and stakeholder sign-off on the project brief.
* Ensuring that all works required to complete the project are listed, with a clear understanding of who undertakes the work, including any items to be procured by the client.
* Collation of project requirements including the brief, budget, time frames, standards for the project team.
* Identifying any constraints or conditions that will impact on the project delivery.

# Procurement

* Selection, in consultation with client, of the appropriate project procurement method (eg traditional lump sum, construction management).
* Management of the selection of architectural, engineering and other consultants as required.
* Ensuring that all required disciplines and specialist advisers are included in the project team.
* Ensuring that the appropriate contracts are executed between client and consultants.
* Processing the contract progress payments to consultants.
* Advising on requirements and timing of materials and services to be provided by the client or other parties, and ensuring that they are built into project programs.
* Ensuring that feasibility study reports, sketch drawings and working drawings are completed, co-ordinated, checked and signed off at appropriate times.
* Management of the tender call, tender recommendation and contractor engagement process. Ensuring that contract documents are signed.
* Advising on site inspection requirements from consultants and ensuring appropriate site meetings and inspections are undertaken, and that appropriate instructions are given to contractors.
* Ensuring that variations and contract instructions are made on a timely basis.
* Management of project completion and hand-over process.
* Management of dispute resolution, contract defaults and liquidations.

# Cost

* Reviewing and managing of project budget and cost estimates.
* Ensuring that cost issues are flagged early and discussed with all stakeholders.
* Management of variations and extension of time expenditure.
* Processing contract payments to contractors.
* Managing strategies to maintain the project budget when cost pressures arise.

# Quality

* Ensuring that client quality standards are articulated and understood by consultants.
* Managing the quality standards required from consultants and contractors.

# Risk

* Identifying all project risks and preparation of plans to minimise them.

# Time

* Planning and establishing the project program and identifying key strategic activities.
* Monitoring and updating the program as required, flagging the timely provision of materials and services from other parties (e.g. school managed contracts).
* Management of the project team.
* Advising on strategies to maintain the project program when delays are evident.

# Communication

* Establishing and managing the consultative mechanisms including project meeting regimes and reporting processes.
* Establishing and managing the approval mechanisms for various sign-off requirements and identifying those with appropriate authority.
* Advising on and managing government and statutory approvals.
* Convening reporting meetings with stakeholders as appropriate.
* Preparation of regular progress reports on project issues including costs relative to budget and progress relative to program.
* Ensuring that all team members understand their roles and responsibilities and ensuring their on-going commitment to the project.

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