

# CONSTRUCTION PROJECT MANAGEMENT



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# CONSTRUCTION

## PROJECT MANAGEMENT

### Module 12

#### Final Advice and Conclusion [Construction Project Management Tips]

Aim:

*"Provides some valuable tips to make  
you a great construction project manager."*

# Final Advice and Conclusion

## Module 12 - Unit 1

### Course Objectives

• Introduction	• Dealing with Problems
• Being Observant	• Can You Avoid Problems on Project
• What to Look for When You Walk the Job	• Examples of Problems that Escalated
• Never Look the Other Way	• Avoiding the Unexpected
• Take a Good Look at Your Project	• Examples of Project Problems
• Solving and Avoiding Problems	• Contractor's Obligations
• Interpreting Information Correctly	• Take Action to Avoid Problems

### Slide 12.2 Introduction

- ❑ Being a **Construction** Project Manager is not an easy job
- ❑ Being a **good** Construction Project Manager takes experience and management skills.
- ❑ Most structures and buildings take countless **hours** to design and build, some even millions of hours. To do this:
  - They require a coordinated **effort** from people with a diverse array of skills which may include:  
Civil, Mechanical and Electrical Engineers, Architects, Supervisors, Plumbers, Electricians, Carpenters, Tilers, Painters, Steelworkers, Operators, Form-workers and Labourers.
  - These people have to be welded into a coordinated **team** to deliver the project on time, within budget, to the right quality and without harming people or the environment.
- ❑ A unique type of **person** is required and given the responsibility of successfully delivering the project –  
the Project Manager

### Slide 12.4 Being observant

- *In my time in senior management it always amazed me when I visited projects I frequently found problems which the Project Manager had walked past multiple times and not noticed.*
- *Did they not want to see the problem?  
More likely they were so preoccupied with other things that they did not notice.  
But maybe they were just unobservant.*
- *Being observant does not come easily and most of you would struggle to describe what you saw on the way to work today.*

- *Being observant on construction projects is vital, in fact it could mean the difference between life and death, even your life!*
- *Being observant could mean that you detect problems early, even prevent problems from occurring.*
- *Fortunately, we can teach ourselves to be more observant.*

## Slide 12.5 What do you look at when you walk the project?

- Projects **cannot** be run from the office alone. –
- It is essential Project Managers get out on the **project** to see what is happening. –
- Every time you walk the project, each time you look at the project, make use of the time to **check**:
  - The **quality** – line stuff up by eye as you walk past to check it is straight, vertical, square. Look out for poor quality.
  - Safety – is **everyone** working safely? Is the project tidy? Look at barricades.
  - Productivity – can things be done **better**?
- Set a **goal** for yourself everyday to look for 1 quality issue, 1 safety item, and something related to productivity. –
- But don't only look for the bad stuff, congratulate those involved in good quality or good safety.
- At the end of the day check off the things you **noticed** and fixed out on the project.

**Did you save money, did you prevent an incident, was your presence an asset to the project today?**

## Slide 12.6 Never look the other way

- ❑ It is tempting to **ignore** someone doing something wrong, perhaps working unsafely.
  - You wouldn't want to ignore an unsafe act, only to hear there was an accident and the person was seriously injured.
  - If **you** had stopped them the accident wouldn't have happened.
  - You wouldn't want that on your conscience. **Never look the other way.**
- ❑ But looking away or **condoning** poor safety, **unacceptable** quality, or poor **behavior** inevitably means you are disregarding, even condoning, these acts.
  - Those that witness your acceptance assume these practices **are** acceptable.
  - Ignoring poor safety, bad behavior, unacceptable quality, slacking workers or poor productivity, **promotes** this as being acceptable and encourages others to do the same.
- ❑ If your team **knows** that you are **looking** they will undoubtedly work safer, be more productive and produce good quality. –
- If they know you don't **care** or notice, they will no doubt also not care.

## Slides 12.7 – 12.11 Take a good look at your project

- ❑ Your projects are an advertisement for your company.
- ❑ Is your project a good or bad advertisement?

## Take time to look at your project and consider:

- **On the outside**
    - Is there a company **signboard**, that is clear and straight?
    - How is your project and your people **impacting** the neighbours?
    - Is your project impacting the **public**?
    - Are the fences and hoardings around the project in **good** condition?
    - **Is** your project work damaging surrounding property?
    - Is your project endangering the **safety** of the public?
  - **Inside your project**
    - Are your offices, stores, toilets, neat and **clean** and tidy?
    - What is your crew **wearing**?
    - What does your **equipment** look like? Is it clean and in good condition?
    - Is your project **safe**? Are **barricades** in place?
    - Is the **project** neat and orderly?
    - Is the **quality** good?
    - Is completed work **protected**? Are people working carefully?
    - Is everyone, including Subcontractors, **focussed** on important and critical items? Do they know when it should be completed?
    - Is your project clean with **trash** regularly cleared?
    - Are people or **equipment** standing idle? Why?
    - How can things be **improved** on the project? Done better?
- 
- ❑ Take a good **look** at your project. Look at it from a different **angle**. You may be surprised by what you've missed, and what you've repeatedly walked past without noticing.
  - ❑ **Regularly** take time to look at your project from a different angle.
  - ❑ Learn to be more **observant**. It will save your project time, money, and reputation.
  - ❑ **Don't** let the small things pull your project down – perhaps giving your Client and prospective future Clients a poor **impression** of the professionalism of your company.

## Slides 12.13 – 12.15 Solving and avoiding problems

- ❑ People often **prefer** to hear comforting lies rather than the truth.
- ❑ Unfortunately, the truth almost always comes out **eventually**.
- ❑ You may not want to know that your project is losing **money** or **falling** behind schedule.
- ❑ But if you do not face the **truth** you cannot take **action** to fix the problem before it gets worse, or take action to limit the fallout from the problem.
- ❑ Problems **frequently** occur on construction projects – almost daily. –  
– They range from small to large issues, some of which can have a profound impact on the project, and even affect people's lives.
- ❑ Project Managers **must** be adept at solving problems quickly and efficiently.
- ❑ Problems can sometimes **overwhelm** Project Managers, who can feel left abandoned on the project.

- ❑ It is easy to leave problems unsolved, maybe in the too hard basket, hoping that the problem will go away, be easier to solve another day, or that someone else will come up with a solution.
  - ❑ But problems on construction projects do not magically go away, if anything they usually get worse.
  - ❑ Often problems go undetected until they become a raging inferno and have developed into a major issue.
- 
- You cannot fix problems if you do not know there is a problem.
  - It is important to prepare accurate reports – such as cost reports and schedule updates.
  - Early action must be taken to find the real issue, the underlying cause.
  - Problems do not fix themselves.
  - Problems become harder to fix with time.
  - Ask for help if necessary.
  - Stay motivated. Stay calm.
  - Talk to your crew. Keep them motivated.
  - Be truthful with Management and the Client.
  - Be realistic.
  - Be sure to claim for delays and costs caused by the Client.

Slides 12.16 – 12.17 Example of interpreting information correctly [Space for Notes]

### Slide 12.18 Dealing with problems

- How you handle failure is an important element of project success.
- Failures are inevitable on construction projects, things will go wrong.
- But Clients will often remember how you dealt with and fixed a problem, rather than that there was a problem.
- Swift decisive action to resolve an issue will result in Clients having more confidence in you as a Contractor.
- Your team will have more confidence and respect for you.
- Hiding problems creates distrust, it creates unease.
- Blaming others does not solve problems.
- Excuses do not solve problems.
- Denying culpability will not solve a problem.
- Learn to accept blame and admit to mistakes.
- Get on with solving the issue.
- Do not promise the impossible. Be clear what can be done to fix the issue.

## Slide 12.19 Can you avoid problems on your project?

- ❑ Contractors are often an **optimistic** bunch –
  - they do not believe things will go wrong on their project.
- ❑ When things go wrong, they often curse their bad luck, –
  - the weather, the construction gods, the Client, the Estimator..... –
  - Indeed anyone except themselves.
- ❑ But, can you **foresee** problems and avoid them?
- ❑ **Can we take control of our projects and leave **less** to luck and chance and engineer our project's success?**

## Slides 12.20 – 12.21 Example of a problem that escalated [Space for Notes]

## Slides 12.22 – 12.23 Avoid the unexpected on your project

- Are you a firefighter or a fire prevention officer?
- The **more** we plan the luckier we get.
- Employ the **right** team.
- **Understand** your team.
- **Forewarned** is forearmed.
- Collect the **correct** data and use it wisely.
- Your team are **your** eyes and ears.
- Visit the 'coal face' frequently. Get onto the construction project site.
- Understand the **risks**.
- Keep an eye on the **big** picture but don't forget the **details**.
- Eyes wide open – are you looking but not seeing?
- **Ask** questions.
- Sometimes small actions can **save** you future problems.
- Check, check and check **again**.
- **Take action** as soon as a problem starts – don't let a spark become a raging fire.

## Slides 12.25 – 12.29 Examples of problems with projects

[Space for Notes]

## Slides 12.30 – 12.36 The Contractor's obligations

**Contractor's obligations:**

- **Managing and supervising the project** to ensure it is successful and:
  - Is **completed** on time, unless the project is delayed by causes that the Contractor had no control over and reasons which the Contractor couldn't have been expected to allow for.
  - **Meets the required quality** standards.
  - **Complies with the project specifications.**
  - **Complies** with the local, state and national **specifications.**
  - Has no safety or environmental **incidents** and **complies with all safety regulations** as well as the Client's requirements outlined in the contract document.
  - Has no **major industrial relations issues.**
  - **Meets all the contractual requirements** in the contract document.
  - Is safe to use and occupy when complete.
- **Not partaking in any illegal practices, which includes bribing of any officials or the Client's representatives.**
- **Ensuring they have adequate resources** with the required skills to successfully complete the work in accordance with the construction schedule.
- **Planning, scheduling and coordinating the works, which includes:**
  - **Coordinating** their employees.
  - **Managing** their subcontractors and suppliers.
  - **Ensuring** that all parties complete the project safely, to the required quality and on time.
  - Ensuring their team are **aware** of the construction schedule, rules, regulations, standards and specifications applicable to the project and that they comply with these.
- **Reviewing drawings** issued for construction to ensure they have sufficient information to construct the section of works.
- **Setting-out the works.**
- **Notifying the Client timeously of unexpected problems** and variations (change orders).
- **Invoicing for the work completed.** These invoices must be submitted in accordance with the contract terms and conditions with the required supporting documentation.
- **Ensuring all required insurances are in place.**
- **Complying with the terms and conditions of the contract,** including submitting all contractual deliverables.
- When required, **coordinating the work with the Client's ongoing operations** as well as the Client's other Contractors.
- **Paying their employees fairly** and timeously.
- **When pricing the project:**
  - **Ensuring that they understand the terms, conditions, and the scope of the project**
  - That they have **diligently researched the project** to ensure that they have allowed for the project conditions in their price.
  - Where there are any ambiguities, or items in the pricing documentation which are unclear, then the contractor **should** query these before submitting their price, or should **clarify what their price includes** so that there are no mistakes.
  - **Errors in pricing the project remain solely the contractor's responsibility.**
- **Paying all their Subcontractors and Suppliers timeously** and without withholding money for undue reasons, or for reasons that haven't been communicated to them.
- **Notifying the Client and the relevant authorities of serious accidents** and injuries.



- Ensuring there is an **agreed** construction schedule in place, which
    - Has **linked** activities.
    - Allows for all project **restraints**.
    - Takes cognisance of the **construction** methodology.
    - Is **achievable**.
    - Is monitored and updated and any **slippage** should be addressed.
    - **Clearly shows the Client's obligations and deliverables which are required so the Contractor can meet the construction schedule.**
  - Taking every action to **avoid** disputes and
    - When disputes arise try to resolve them **amicably**.
    - Where disputes are unavoidable the dispute **resolution** procedures outlined in the contract should be followed.
  - Following **instructions** issued by the Client, or their representatives, providing these instructions are lawful and in terms of the conditions of the contract.
  - Protecting **existing** services and utility lines.
  - Not starting work **before** checking that all permits and approvals are in place.
  - Protecting **surrounding** property which could be impacted by the construction works.
  - **Communicating** with the project's stakeholders.
  - Understanding the terms and the **conditions** of the contract.
  - Not stopping work for any reason, or cause, that **isn't** outlined in the contract, or without following due contractual **processes**. It should be noted that work may be stopped for safety concerns.
- ❑ Contractors **must** understand their obligations.
  - ❑ Many projects fail because Contractors, or their designated team, have **failed** to understand or fulfil their obligations.

### Slide 12.37 Take action to avoid problems

- ❑ Often construction projects run into **difficulties** because basic issues are overlooked or forgotten.
  - ❑ Project **Managers** are often rushed off their feet, attending to the Client, organizing the project, and solving problems.
  - ❑ Yet by applying a few basic actions the project can be more **successful** and problems reduced.
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# Final Advice and Conclusion

## Module 12 - Unit 2

### Course Objectives

• Steps to a Successful Project		• Final Advice	
• Questions that Define a Good Project Manager		• Summary of Modules 1 to 12	
• Example of NOT Checking Permits		• Additional Resources for Construction Project Managers	
• Rooky Project Manager Mistakes			

### Unit 2 Slide 12.39 Introduction

### Slides 12.41 – 12.47 12 Steps to a successful project

#### 12 Steps to a Successful Project:

1. Ensure you **deliver a quality project**. Poor quality costs time and money to **rectify** and negatively impacts reputation.

- While walking the site look with a **keen** eye to ensure work conforms.
- **Don't** accept poor quality.
- The project team must understand the quality **requirements** and that poor quality won't be tolerated.
- **Check** that completed work isn't being damaged by follow on work.
- Provide the correct tools and equipment so the team can deliver the **expected** quality.
- Ensure all materials **comply** with quality requirements and specifications.
- Employ **skilled** people and provide training when required.
- Ask the questions; "Am I proud of this work?" "Would I **pay** for this?"

2. **Take safety seriously**. Poor safety costs lives and money.

- Lead by **example** – obey the safety rules and use the designated PPE.
- Never pass an unsafe act **without** correcting it.
- Ensure project **inductions** appropriately address the project risks.
- Put in place good safety practices from the **start** of the project.
- Good safety paperwork is there to **protect** you and everyone on the project.

3. **Communicate effectively**.

- **Greet** people on your project when you pass them by.
- Say thank you and **compliment** people for a job well done.

- Be civil, polite, clear and concise.

**4. Plan your project.** Planning is more than formulating a construction schedule.

- Take five minutes every day to look at your project:
- what must happen today and how will it get done,
- what must happen tomorrow, and what must be done today so that it happens tomorrow,
- what must happen next week, and what must be done today so that next week's tasks can be done.
- A little planning each day prevents crises. Crises take time to solve.
- Ensure your team understands the plan.

**5. Seek ways to improve productivity** – even small improvements can positively impact profits.

- While on the project check that people and equipment are utilized efficiently.
- Always ask yourself if there's a better solution, or better way of doing a task.

**6. Manage Subcontractors** – they are important to the project's success.

- Pay them on time and treat them fairly.
- Address instructions in writing to their responsible person.
- Inform Subcontractors immediately when their quality isn't satisfactory, they fall behind schedule, or they aren't working safely.
- Have regular meetings with your Subcontractor, and ensure all issues are addressed and take notes.

**7. Ensure the company is paid for completed work.**

- All work must be claimed in progress valuations and submitted in accordance with the contract.
- Follow up to ensure the Client pays the invoice.
- Look-out for variation claims (change orders) caused by delays or changes beyond your control. Ensure your variation claim (change order) is well thought through, carefully prepared with all the supporting documentation, and submitted timeously.

**8. If the project starts going wrong take action.** Don't wait until the situation has deteriorated.

- Find the reason for the problem.
- Develop a solution.
- Take decisive action.
- Ensure your team understands what needs to be done.
- Ask for help if necessary. Consult an expert.

**9. Develop your team** – You depend on them.

- Provide feedback – both positive and negative.
- Use their strengths and support their weaknesses.
- Send them on appropriate training courses.
- Mentor the next generation.

**10. Pursue opportunities for further work for the company.**

- Have business cards and company brochures available for prospective Clients.
- The best advertisement for a company is to deliver a quality project on time with least inconvenience to the Client, neighbours and the public.
- Talk to Clients, Engineers, Project Managers, Architects, Subcontractors, and local planning authorities to learn about projects they are working on and how your company can get involved.

**11. Develop yourself.**

- Look out for new and better methods of doing things. Learn from your team as well as from your competitors. I'm still learning.
- Attend courses – especially those aimed at the softer skills such negotiation, delegation, communication and time management.

**12. Manage your time more effectively.**

- Delegate properly.
- Carry a notebook (paper or electronic) to note tasks and questions.
- Don't be distracted by incoming emails.
- Ensure both you and the project has an ordered filing system.
- The project must have affective and efficient management systems in place.

**Slides 12.48 – 12.49 10 Questions to ask that will make you a better project manager**

1. Am I proud of this work? Is this the standard that the Client will accept?
2. Is this safe?
3. Is there another way of doing this which could be safer or smarter?
4. Will we be paid for this? Is this included in our contract price?
5. Have we been paid? When will we be paid?
6. Have you checked? Is this correct?
7. Do you understand? Do you know what you have to do?
8. What are the consequences of our action (or lack of action)? Will there be knock-on impacts on other activities?
9. Is this the right (best) solution to the problem? What's the cause of the problem? Are we only treating the symptom or are we actually treating the root cause of the problem?
10. What are the risks? Have we mitigated the risks? Do we understand the risks?

Take a little extra time to ask these questions and your project will be completed safely, with good quality, more productively and quicker.

## Slide 12.50 Example of the impact of not checking a building permit is in place

[Space for Notes]

## Slides 12.51 – 12.52 Project manager rooky mistakes

### Do not let these rooky mistakes trip up your project:

- Starting work without an agreed and signed contract in place.
- Starting the project before all the permits, registrations and authorities are in place.
- Failing to have insurances in place before starting the project.
- Not locating the existing services and utility lines before beginning construction.
- Not planning the project properly before starting construction.
- Failing to invoice for all the work done.
- Not reading and understanding the contract document before starting the project.
- Not putting in place a project induction for everyone to attend before they start working on the project.
- Failing to get the Client to put all instructions in writing.
- Trying to be the nice guy and not submitting variation claims (change orders).
- Not planning the installation of services to start with the deepest first.
- Selecting Subcontractors and Suppliers simply because they are the cheapest.
- Ignoring poor safety practices.
- Ignoring poor quality or trying to hide and cover up poor quality.
- Not maintaining good project records and documents which can be easily located.

## Slide 12.53 Closing remarks

- ❑ Don't be so bogged down in day-to-day problems of running the project that you forget to implement the basics correctly.
  - ❑ Often simple changes, that cost little time and effort, can make huge differences to the project, and make our lives less stressful.
-

# Summary Module 12

## Slides 12.55 – 12.57

- Being a good Project Manager is not **easy**. It takes **experience** and **management** skills.
  - Construction Project Managers **must** manage the construction team, their Suppliers and Subcontractors, and often even the Client's team.
  - Project Managers must never walk past an **unsafe** act, **bad** quality, or **poor** productivity without taking **action**.
  - Project Managers **should** regularly take a hard look at their projects, inside and outside, to ensure they are safe, professional, and organised.
  - Projects must have **systems** in place, such as construction schedule, cost reports, safety reports, etc, so that problems are detected early.
  - Contractors have certain obligations and Project Managers must ensure that these obligations are met.
  - By understanding the process and systems of **managing** construction projects, using technology, and managing people, Project Managers can ensure the **success** of their projects.
  - Good safety and quality are **essential**.
  - **Good** communication is vital
  - **Planning** projects at the beginning, and daily planning, will ensure many problems are prevented and the project resources are productive.
  - Project Managers must **continually** seek ways to improve productivity.
  - You must understand **costs** and ensure your company is paid for work completed as soon as practical.
  - Project Managers must be problem **solvers**, taking early decisive action to fix the root cause.
  - Project Managers **depend** on a good team. Know the strengths and weaknesses of your team so you can use them effectively.
  - They need to be **effective** time managers.
  - But it is also important that Project Managers **continue** to develop themselves, learning new methods, learning from mistakes, and learning from successes.
  - You should always be **proud** of your project – proud to show your friends and family a good project
  - **Never** start a project without insurances, permits, permissions, and contracts being in place.
  - Project Managers must have a **good** relationship with the Client, but this should never be at the expense of the Contractor, or stop the Contractor claiming variations or change orders caused by changes and delays which the Contractor could not have foreseen or reasonably allowed for. Everything should be done in terms of the contract.
  - Never **select** Subcontractors and Suppliers based solely on them being the cheapest.
  - All contractual communications must be in **writing**.
  - It is **imperative** that Project Managers understand the contract documents.
-



*"HAQE: To level up"*

## Quiz – Module 12

### True or False:

1. \_\_\_\_ If workers are unproductive, it is the Supervisor or Foreman's fault.
2. \_\_\_\_ It is not the Project Manager's responsibility to ensure the project meets the specifications.
3. \_\_\_\_ Contractors can walk off the project if they are not happy with the Client.
4. \_\_\_\_ Project Managers should ask themselves if there is a better way to do things.
5. \_\_\_\_ Project Managers depend on a good team.
6. \_\_\_\_ It is not the Project Manager's responsibility to find work for the company.
7. \_\_\_\_ You should never start a project without a written contract in place.
8. \_\_\_\_ Anyone with a little construction experience can be a good Construction Project Manager.
9. \_\_\_\_ It is not the Project Manager's responsibility to check that the company has been paid.
10. \_\_\_\_ The best Subcontractor is always the cheapest.

### Multiple Choice

#### **11. Contractors must:**

- A. Understand the contract.
- B. plan and schedule the work.
- C. A & B.
- D. Invoice for the completed work.
- E. A, B & D.

#### **12. Project Managers can improve safety by:**

- A. Leading by example.
- B. Shouting at those who work unsafely.
- C. Correcting unsafe acts they see.
- D. All of the above.
- E. A & C.

#### **13. If the project goes wrong Project Managers should.**

- A. Not tell the Client.
- B. Hide the issue from their Manager.
- C. Find the cause of the problem.
- D. Order someone to fix the issue.
- E. All of the above.

#### **14. Project Managers should:**

- A. provide feedback to their team.
- B. Train and mentor their team.
- C. Use strengths and weaknesses of their team.
- D. Understand their team.
- E. All of the above.



**15. Project Managers should ask the following question/s:**

- A. Am I being paid enough?
- B. Am I proud of this work?
- C. Will the client notice the defect?
- D. Will the client notice if we double invoice them?
- E. All of the above.



# Homework

- Read: Chapters 10 & 12 of "Successful Construction Project Management" – pgs. 163-186 & 204-216
- Please complete all activities and or forms sent to your email as it pertains to the corresponding Module.
- take self evaluation below when done enter results in the following link

## Activity Questions

Please answer the following questions based on Module 12.  
complete transfer your answers to our digital form for our teacher to review. (Forms provided in email)

Once

### Questions:

1. What do you look at when you walk the project?
2. What do you do when there's a problem on your project?
3. How can you avoid the unexpected on your project?
4. What are the Contractor's obligations?
5. What rooky mistakes should you avoid?
6. What questions should you ask on your project?

## Additional Reading Extra

**Notes:** Please see email for clickable links

### Module 12 Conclusion

1. In our course we've discussed improving construction productivity. Here are a few articles on poor productivity in construction. [Reinventing construction through a productivity revolution](#). [Construction is broken](#). And [Why is building so slow and expensive](#).

The statistics in these articles make for sobering reading. The way we do construction must change. We hope that this course has given you some insights on how you can improve your project.

What will you do to improve productivity on your project?

How will you take your project into the future?

The future is in your hands – make it happen.

2. We've discussed lots of great points in this course. Something that's really vital is handling your own stress. [Stress leads to ill health](#). Read [12 steps to reduce the stress of construction](#).

Are you stressed? How can you manage your stress levels better?

Hopefully following some of our tips and insights in this course will enable your project to run smoother, making it less stressful for you.



## Construction Project Manager Self-evaluation

As we discussed being a Construction Project Manager is not easy, and successful Construction Project Managers have to master numerous skills.

In this course we discussed management and organisational skills, and after completing this course you will have the knowledge to be a successful Construction Project Manager. These skills will be honed with experience, and perhaps some good mentors. Of course, there are also important technical skills, which we haven't covered in this course.

To see how proficient a Project Manager you are, complete the following Construction Project Manager self-evaluation. Don't worry, we doubt that you will be perfect on everything right now. And no, we aren't going to be checking your answers. The self-assessment is there to enable you to see which skills you should work on further. So be honest with your answers. That's the only way to see where you should improve yourself.

If necessary, go back to the relevant sections in the course to remind yourself of things you may have forgotten. We know that the course was lengthy and we covered numerous topics, and you've probably forgotten some stuff already. Our Subcontract Management course, Contract Management course, and Change Order Management course, will also help improve some skills.

The self-assessment also serves as a valuable reminder of what you should be checking and doing on your projects. So don't forget the self-assessment after you close the manual and end the course. We know it's a long list, so keep a copy handy, and regularly refer back to the self-assessment. It will serve as a valuable guide when you start your projects – ensuring that you don't forget something important. Maybe even pin a copy in your office.

Good luck.

Paul and Allen

# Construction Project Manager Self-evaluation

Page 1

<b>Time Management</b>	Always	Mostly	Seldom	Never
I'm good at managing my time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't forget items	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I delegate work effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I manage meetings to avoid wasting time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a good document filing system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I return documents to the correct place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm organised and know what must get done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I set aside time to complete paperwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I make notes of items requiring attention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm not easily interrupted or distracted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Starting the Project</b>	Always	Mostly	Seldom	Never
I study the project drawings and documents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understand the project scope and project rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understand the client's and our obligations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I plan how to construct the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I select the most appropriate construction methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure there is an approved construction schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I plan roads, laydown and storage areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure site facilities are constructed properly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Everyone attends a project induction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure the project induction is worthwhile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure utility lines are marked before starting work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I resource the project correctly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure the project site is secure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appropriate signage is in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure people and equipment are available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't start work without a written contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't start work without checking insurances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't start work without checking permits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I check the project site is acceptable and as per contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If necessary we do dilapidation (preconstruction)surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Surrounding property is protected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The environment is protected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I communicate with neighbours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understand project risks and implement mitigating measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I notify the client of changes from what was priced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I confirm the site boundaries are correct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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# Construction Project Manager Self-evaluation

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## Managing the Project

	Always	Mostly	Seldom	Never
I maintain an accurate daily diary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I keep notes of meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I take photographs of the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I plan the work daily	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I think ahead	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I make timely and informed decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm observant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm aware of the different project stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm prepared for project meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My project looks professionally managed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I've good technical knowledge of construction processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Communication

	Always	Mostly	Seldom	Never
I keep communication civil and professional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Items of a contractual nature are in writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have good written communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication is addressed in the correct channels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I check emails and think carefully before sending	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Drawings

	Always	Mostly	Seldom	Never
I check drawings when I receive them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I check new drawing revisions to see what's changed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Old drawing revisions are clearly marked as such	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure revised drawings aren't accidentally used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't assume anything if a drawing isn't clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drawing queries are raised in writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drawings are filed where they can easily be found	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Quality

	Always	Mostly	Seldom	Never
I understand the project quality requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I never accept poor quality work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I communicate the quality standards to my crew	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality checks are completed in the field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality paperwork is filed correctly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure completed work isn't damaged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure the required tests are completed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I double check measurements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understand the specifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure defects are fixed properly as work progresses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm proud of my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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# Construction Project Manager Self-evaluation

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<b>Safety</b>	<b>Always</b>	<b>Mostly</b>	<b>Seldom</b>	<b>Never</b>
I am safety conscious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I Understand that I'm responsible for people's lives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understand safety legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understand the project safety rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I never accept poor safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure the project is clean and tidy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Toolbox (tailgate) safety meetings are held with the crews	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I keep all safety documentation up to date and filed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My crews has emergency contact details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My crews use the correct safety gear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My project displays the appropriate safety signage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Excavations and elevated areas are barricaded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alcohol and drugs aren't allowed on the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There's a fully stocked first-aid kit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Everyone knows what to do if there's an accident	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accidents are investigated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't put the lives of my team in danger	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I lead by example	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hazardous materials are dealt with correctly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I take steps to manage fatigue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Environmental</b>	<b>Always</b>	<b>Mostly</b>	<b>Seldom</b>	<b>Never</b>
Cultural, historical and ecological areas are protected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste is minimised	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We recycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We minimise noise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We control dust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We dispose of hazardous materials correctly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am environmentally conscious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Construction Schedule</b>	<b>Always</b>	<b>Mostly</b>	<b>Seldom</b>	<b>Never</b>
I understand the construction schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure the schedule takes account of all constraints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I check the schedule is workable and achievable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I see that the schedule makes efficient use of resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work is executed in accordance with the construction schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I regularly monitor progress against the schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure the client approves the schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If slippage occurs I find the cause and correct the slip	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I inform the client when access & information is required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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<b>Construction Materials</b>	<b>Always</b>	<b>Mostly</b>	<b>Seldom</b>	<b>Never</b>
I order the correct quantities of materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Materials are checked before offloading	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Materials are handled so they aren't damaged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Materials are stored correctly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I plan cutting to minimise offcuts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I obtain prices from several suppliers and compare them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Materials are not wasted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Subcontractors</b>	<b>Always</b>	<b>Mostly</b>	<b>Seldom</b>	<b>Never</b>
I know what the subcontractor is responsible for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure subcontractors work safely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I check the quality of subcontractor's work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All instructions to subcontractors are in writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I talk only to the subcontractor's responsible person	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure subcontractors have access to work areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I coordinate work with the subcontractors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I take action when subcontractors don't perform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Where necessary subcontractors are back-charged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I treat subcontractors fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>People Management</b>	<b>Always</b>	<b>Mostly</b>	<b>Seldom</b>	<b>Never</b>
My team respects me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I treat people fairly but firmly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I train and mentor my team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I say thank you for a job well done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I provide feedback to my team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I regular communicate with my team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My team knows what's required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I listen to people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't discriminate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm conscious of various cultures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't condone bullying	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm a good motivator and negotiator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I appreciate good people - no matter their job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understand the company's disciplinary procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I apply disciplinary procedures correctly and fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I know my team and know when there's a problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I know my team's strengths and weaknesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm good at managing and resolving conflicts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't make arguments personal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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<b>Problem solving</b>	Always	Mostly	Seldom	Never
I foresee problems before they arise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I investigate problems to find the root cause	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm good at solving problems calmly and logically	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ask for help when I need it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Construction Equipment</b>	Always	Mostly	Seldom	Never
Equipment is checked when it arrives on the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I check the equipment hire agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment is insured	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hired equipment timesheets are completed daily	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Breakdowns are reported immediately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operators have the correct license	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment is clean, serviced & stored safely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment is put off hire when it's not needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Damaged equipment is not used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crane hooks and slings are checked	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cranes are not used during strong winds or lightning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Client relations</b>	Always	Mostly	Seldom	Never
I communicate and update the client	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm responsive to the client's concerns and requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't over promise and under-deliver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I acknowledge and rectify mistakes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't give in to unreasonable client demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I fight for what is fair and right	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I've a good relationship & understanding with the client	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When necessary I manage the client	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Legal and Financial</b>	Always	Mostly	Seldom	Never
I am mindful of costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accidents and theft are reported to insurers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost reports are prepared regularly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I check the cost reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When there's a loss I find the reason and take action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I claim for delays and changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure change orders are resolved as soon as possible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm vigilant to avoid and detect theft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Invoices are checked	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure that the client is invoiced for all work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I check that payments are received on time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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# Construction Project Manager Self-evaluation

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<b>Productivity</b>	Always	Mostly	Seldom	Never
I strive to eliminate waste	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We don't work unnecessary overtime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When overtime work is required it's managed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The construction team is productive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I look for better ways of doing things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment is used productively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure teams and equipment are balanced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Completing the Project</b>	Always	Mostly	Seldom	Never
I plan ahead for the project completion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I know what's required to handover the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure the client issues a handover certificate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I check all hired equipment is returned	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure the site is cleared & tidied on completion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People are demobilised correctly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I claim back retainage money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I get surety (performance) bonds returned	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All accounts are closed and settled at project completion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project documentation is archived	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't ignore complaints and follow up with the client	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Defects post completion are fixed promptly & properly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Innovation</b>	Always	Mostly	Seldom	Never
I innovate to find better ways of doing things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm a constant learner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I use technology to benefit the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Character</b>	Always	Mostly	Seldom	Never
I'm empathetic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm ethical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't bare a grudge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm resilient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I handle stress well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I make time for family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Finding Work</b>	Always	Mostly	Seldom	Never
I build relationships with clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I portray a positive image of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm always on the look out for new projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ensure my team doesn't spoil the company's reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

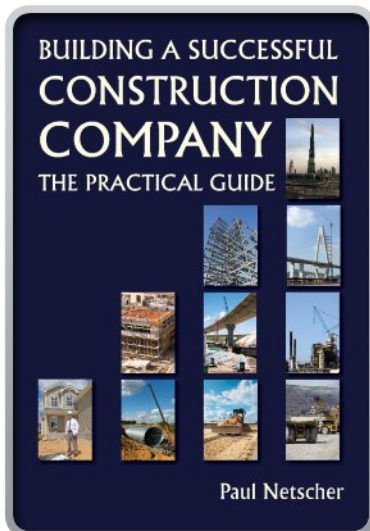
© Copyright 2021 Paul Netscher

## ❖ Subcontract Management Course



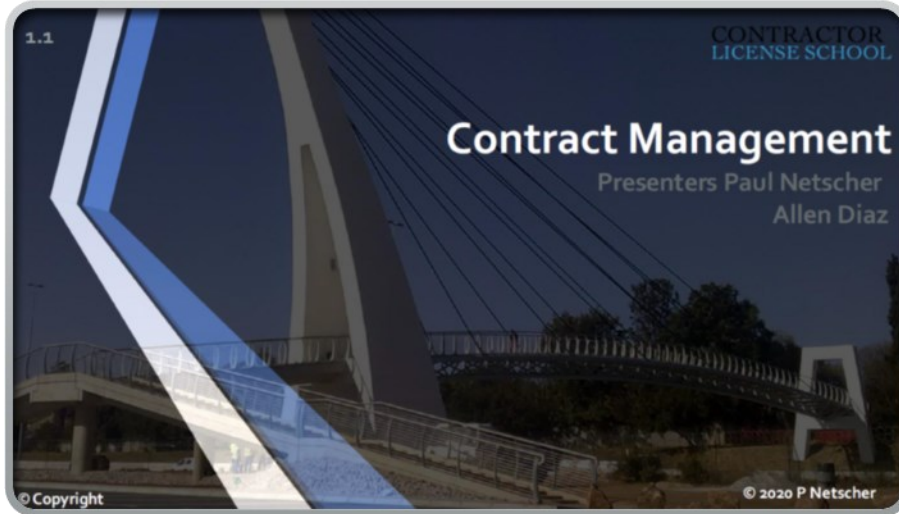
- Frequently construction projects employ Subcontractors. They are often an integral part of construction projects.
- Many construction projects fail because of the poor selection of Subcontractors, or because Subcontractors were poorly managed.
- Successful Construction Project Managers depend on successful Subcontractors.
- Subcontract Management is a short course which delves into the management of Subcontractors, from the selection process, contract documents, management, through to paying your Subcontractor correctly.

## ❖ Building a Successful Construction Company: The Practical Guide – Author Paul Netscher



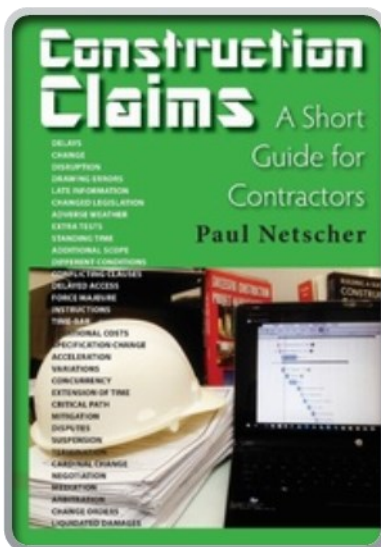
- Explores aspects of managing a construction company that impact its success and profitability.
- It considers the importance of selecting the right project, how to find projects, pricing and winning projects, delivering the project, reputation, and more.
- It's a valuable read for senior Project Managers and Company Owners

## ❖ Contract Management Course



- Many Construction Project Managers don't read their contract document, or if they do, they look at it only when their project is in trouble – by then it's too late.
- The contract document contains the rules of the project. It sets out the obligations for both the Contractor and the Client. It contains the project scope, the terms and conditions, and specifications.
- Imagine playing football or baseball and you don't know the rules. Well constructing a project without reading and understanding the contract documents is the same. Failure to understand the contract document leads to costly mistakes.
- Our Contract Management course provides a brief overview of contract management to ensure that you are a successful Construction Project Manager.

## ❖ Construction Claims: A Short Guide for Contractors – Author Paul Netscher



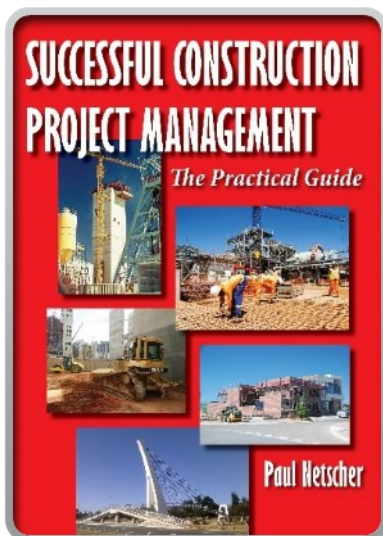
- Regrettably many Construction Project Managers don't understand their contractual rights and obligations.
- This easy to read book demystifies the construction project variation claims or change order process, ensuring Contractors are granted the extension of time and costs they're entitled to.

## ❖ Change Order Management Course



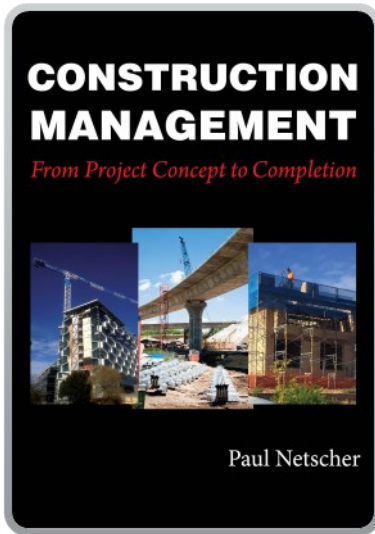
- Most construction projects have changes and delays – things which the Contractor could not have foreseen.
- Failure to claim changes and delays could mean the Contractor works for free – who works for free? It could result in the Contractor being penalized because the project is late – even when it's not their fault.
- But even when Contractors submit change orders, they are often disappointed when it is rejected. Why the rejection – invariably it's because the claim or change order is poorly presented without supporting documents.
- Our Change Order Management Course explains when you can claim, how to maximize your claim, what supporting documents to provide, how to negotiate a successful claim resolution, and how to avoid claims against your company.

## ❖ Successful Construction Project Management: The Practical Guide – Author Paul Netscher



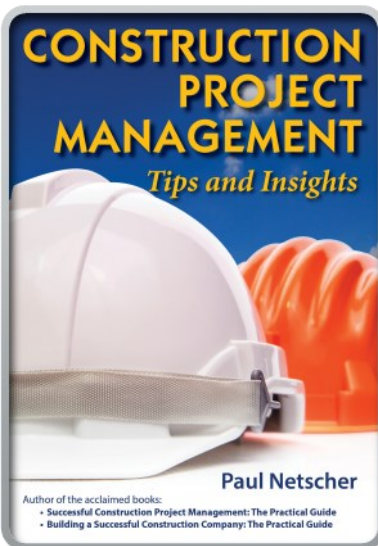
- Is an easy to read book packed with useful practical tips for managing a construction project and is aimed at construction professionals as well as those studying construction project management.
- It shows you how to avoid the many pitfalls in construction.

❖ **Construction Management: From Project Concept to Completion – Author Paul Netscher**



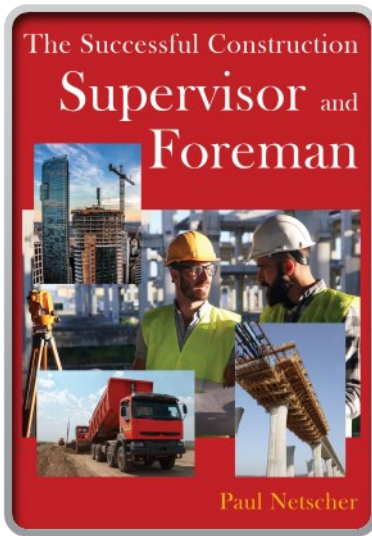
- Essential reading for Project Owners and Project Managers.
- Equips you with a comprehensive agenda to monitor each phase of your project from project concept, through construction, to completion.
- Filled with invaluable tips, insights and advice, and easy to read.

❖ **Construction Project Management: Tips and Insights – Author Paul Netscher**



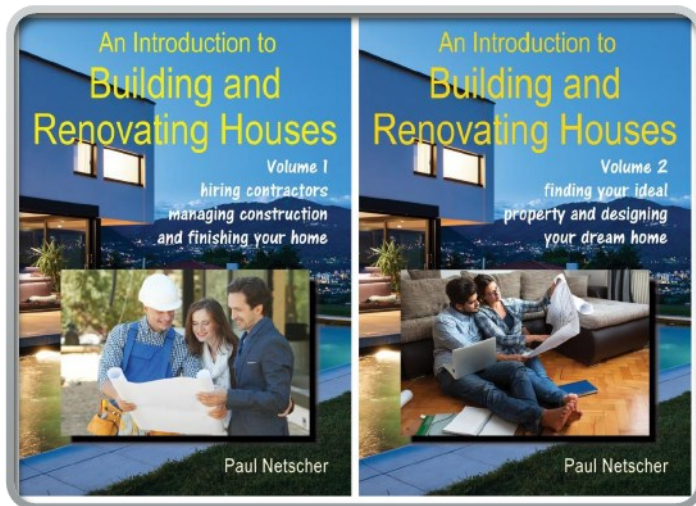
- Does your project need a helping hand?
- Sometimes our projects only require a little extra expertise to be a success. Conversely, small omissions can spell disaster.
- This book is filled with tips and insights that could provide the key to completing your project successfully.

❖ **The Successful Construction Supervisor and Foreman – Author Paul Netscher**



- An easy to read practical guide that takes the reader through the whys, whats, and who in the construction industry, providing invaluable tips and insights to both new entrants to construction as well as those with years of experience.

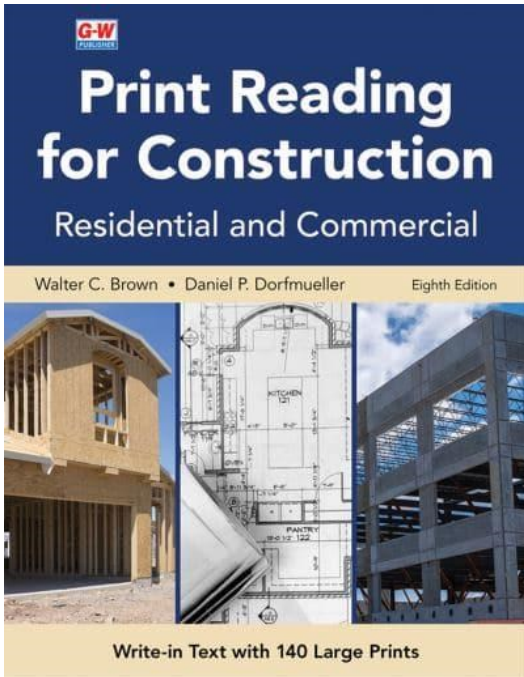
❖ **An Introduction to Building and Renovating Houses: Volumes 1 & 2 – Author Paul Netscher**



- Do you want to renovate your existing home or build a new house but don't know where to start? These books have valuable tips and advice to help you.
- From planning your project, selecting Contractors, managing construction, finishing your project, and more.

❖ [www.pn-projectmanagement.com](http://www.pn-projectmanagement.com)

- This website has blog pages filled with useful articles on managing construction projects.
- An easy to use index takes you directly to the information you are looking for.



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**Slide 12.66 Final Words**

- ❑ Our hope is that you've found this course useful and that you will continue learning and become a successful construction Project Manager –  
– the industry is desperate for good Project Managers.
- ❑ From this course you see how essential it is to understand all aspects of construction management –  
– from safety, quality, schedule, communication, finance, and more.
- ❑ It's critical that Project Managers manage every part of their project and leave nothing to chance.  
–  
– sure, you will often have a team, but you still have to manage the process and check that everything's done right.
- ❑ We invite you to attend our other courses to improve your knowledge further.
- ❑ Thanks for giving us your time.



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## Construction Project Management Course Legal Notices

- ❑ It should be noted that construction projects are varied, use different contracts, abide by different restrictions, regulations, codes and laws, which vary between countries, states, districts and cities. Furthermore, various industries have their own guidelines, acts and protocols, which the contractor must comply with. To complicate matters these laws, acts and restrictions are continually evolving and changing. Terminologies vary between counties, industries and contracts and may not be the same as those included in this course. It's therefore important that you use the information in this course, taking cognizance of the rules that apply to your particular project.
- ❑ Each project has its own sets of challenges and no one course can cover all the steps and processes in every project. This course covers a broad range of projects without being specific to a particular field of work. Some of the presenter's personal opinions may not be pertinent to some projects, clients or companies. Participants should undertake further research and reading on the topics relevant to them, even requesting expert advice when required.
- ❑ Therefore, the presenter and distributor assume no responsibility or liability for any loss or damage, of any kind, arising from course participants using the information or advice contained herein.
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# CONSTRUCTION

## PROJECT MANAGEMENT

### Module Quiz Answers

Aim:

*"I won't give you pop quizzes but life will."*

# Construction Project Management Course

## Test Answers

### Module 1

1. F
2. F
3. F
4. T
5. F
6. T
7. F
8. T
9. T
10. F
11. A
12. D
13. E
14. D
15. B

### Module 3

1. F
2. T
3. T
4. F
5. F
6. T
7. F
8. F
9. F
10. F
11. E
12. E
13. D
14. E
15. E

### Module 5

1. F
2. F
3. T
4. F
5. T
6. T
7. F
8. F
9. F
10. T
11. E
12. D
13. B
14. C
15. A

### Module 7

1. F
2. T
3. T
4. T
5. F
6. T
7. F
8. T
9. F
10. T
11. C
12. E
13. C
14. A
15. B

### Module 9

1. F
2. T
3. F
4. F
5. T
6. F
7. F
8. T
9. F
10. F
11. C
12. E
13. D
14. E
15. E

### Module 2

1. T
2. T
3. T
4. F
5. F
6. F
7. F
8. T
9. F
10. T
11. E
12. E
13. D
14. E
15. E

### Module 4

1. F
2. F
3. F
4. F
5. F
6. F
7. F
8. F
9. F
10. T
11. A
12. E
13. E
14. E
15. B

### Module 6

1. F
2. F
3. T
4. F
5. F
6. F
7. T
8. F
9. T
10. F
11. E
12. E
13. B
14. E
15. E

### Module 8

1. F
2. F
3. T
4. F
5. F
6. F
7. F
8. F
9. F
10. F
11. C
12. E
13. D
14. E
15. E

### Module 10

1. F
2. F
3. T
4. T
5. T
6. F
7. F
8. F
9. F
10. T
11. E
12. E
13. C
14. C
15. E

## Module 11

1. F
2. T
3. F
4. F
5. F
6. T
7. T
8. F
9. T
10. F
11. E
12. E
13. C
14. E
15. E



## Module 12

1. F
2. F
3. F
4. T
5. T
6. F
7. T
8. F
9. F
10. F
11. E
12. E
13. C
14. E
15. B

