



Project Management Training

Garden Grove, California

Date: May 19, 2010
To: CPMCA Contractor Members, Affiliates, UA Locals and Staff
From: Mya Maury

CPMCA is offering 6 days of **Project Manager Training** which will be instructed by John Koontz. These classes will provide how-to, hands-on information for new and aspiring project management personnel. They are also suitable for experienced Foremen to attend. Please see the pages below for complete descriptions.

A check for the full amount of each course (see pricing information below) must accompany the registration form (or follow faxed/emailed registration form via mail) with a **deadline date of 10 days prior to each class**. There will be a maximum of thirty (30) students per class.

DATES: **Please place an "X" next to the course(s) you will attend.**

Project Management 11 & 12:	Fri & Sat, June 18 & 19, 2010	_____
Project Management 1 & 2:	Fri & Sat, July 30 & 31, 2010	_____
Project Management 9 & 10:	Fri & Sat, October 15 & 16, 2010	_____

TIME: 7:30 a.m. Registration and continental breakfast
8:00 a.m. – 5:00 p.m. Training (Lunch provided by CPMCA)

COST: CPMCA Contractor Members, Affiliates, UA Locals and Staff: \$100 per person per class
Non-Members: \$400 per person per class
No-shows will be billed an additional \$100.00 per day.

PLACE: [Anaheim Marriott Suites](#)
12015 Harbor Boulevard
Garden Grove, CA 92840 "Complementary Parking"
1-714-750-1000

Name _____ Title _____ Email _____

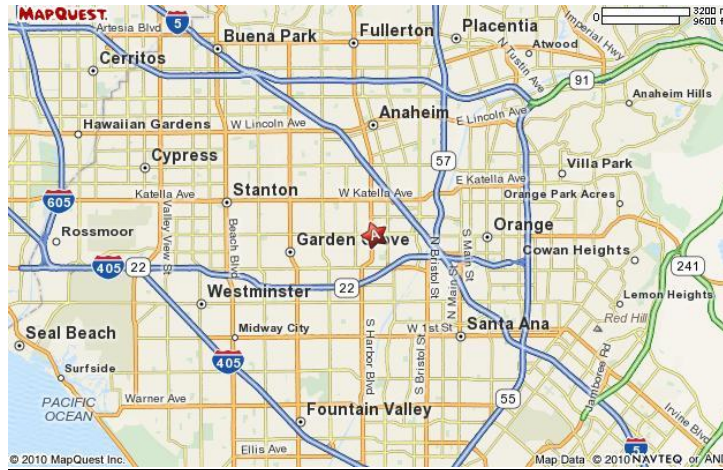
Company Name _____

If you have any questions please contact Mya Maury at 213-417-9194 or e-mail MyaM@cpmca.org.

645 W. 9th Street • Suite 700 • Los Angeles, CA 90015
Telephone: (213) 417-9177 • Fax: (213) 417-9180 • www.cpmca.org • myam@cpmca.org

Anaheim Marriott Suites

12015 Harbor Blvd
Garden Grove, California 92840
1-714-750-1000



DIRECTIONS

Link to Driving Directions: <http://www.marriott.com/hotels/maps/directions/snaas-anaheim-marriott-suites/>

Orange County/John Wayne - SNA

- Hotel direction: 12 miles NE
- Driving Directions: Take airport exit to 55N to I-5N. Exit Chapman Ave. Turn left onto W. Chapman Ave. Turn left onto Harbor Blvd. Hotel is on the right.

Los Angeles - LAX

- Hotel direction: 36 miles SE
- Driving Directions: Take Century Boulevard to 405 South to 22 East. Exit on Harbor Boulevard and go North. Continue one mile. Hotel is on the left at Chapman Avenue.

LA/Ontario International Airport - ONT

- Hotel direction: 27 miles W
- Driving Directions: Take I-10 West to 57 South toward Santa Ana. Exit on Chapman Avenue (not the Fullerton Exit). Turn right on Chapman Avenue. Turn left on Harbor Boulevard. Hotel is on the right.

Long Beach - LGB

- Hotel direction: 17 miles SE
- Driving Directions: Exit airport on Lakewood. Head west to 405 South. South on 405 to 22 Garden Grove Freeway (Exit 405 from right lanes to 22 Frwy) heading East to Harbor North exit. Right on Harbor. Take left at Hotel Drive light (Target store will be on your right).

Project Management Training Day 9 & 10
October 15 & 16, 2010
John Koontz

DAY 9

Value-Based Mechanical Project Management – 4 hours

Learn the techniques and strategies used by the best mechanical project managers for setting themselves and their companies apart from their peers and their competitors. Project managers who attend this session and implement the concepts will see a significant improvement in their value to their customers and to their employers. This session will include discussion of the following skills:

- Personal and corporate accountability
- Goal setting and achievement
- Sound decision making
- Ethical project management
- Building customer trust and confidence
- Professionalism
- Creating long-term, trust-based relationships
- Creating your personal “brand”
- Identifying and focusing on customer needs and providing solutions
- Investing customer money versus spending customer money
- Managing customer expectations and the importance of performance and execution

Managing the Risk of Owner Furnished Equipment – 4 hours

In today’s marketplace, mechanical contractors are likely to find themselves with a customer who has pre-purchased most of the major equipment items on a project and tailored their contract documents to place all of the equipment risk on the mechanical contractor. Projects that include owner furnished equipment (OFE) must be managed differently to help mitigate this risk. This session will have special emphasis on planning, documentation, communication, and claim avoidance. It will include the following topics:

- Identifying and understanding OFE risk
- Managing and controlling OFE risk
- Bidding issues and OFE
- Contract issues and OFE
- OFE documentation issues
- OFE and project scheduling issues
- OFE short interval scheduling requirements
- Understanding the owner’s position regarding OFE
- Managing customer relationships on OFE projects

DAY 10

Profitably Managing Your Subcontractors – 4 hours

Subcontractors represent a significant portion of most mechanical contracts, and the performance of your subcontractors is a direct reflection of your own performance in the eyes of an owner, construction manager, or general contractor. The project manager’s effective management of subcontractors ensures a successful project that is profitable, completed on time, and completed within budget. When mechanical subcontractors are properly managed by the project manager and foreman, mechanical contractor risk is low, customer satisfaction is high, and strong long-term relationships are developed between the mechanical contractor and their subcontractors. The session will include the following subcontractor management topics:

- Writing good subcontracts
- Thorough review and analysis of subcontractor scope of work
- Managing change orders

- Proper communication
- Developing strong relationships
- Managing safety, billing, and payment procedures
- Documentation

Successful Survival of Project Closeout – 4 hours

The end of a project is usually a challenging and difficult time for the mechanical project manager and the foreman. Unfortunately there is no magic formula, wand, or pill for eliminating the difficulty of project closeout. There are, however, several tactics and strategies the project manager and foreman can implement to improve end-of-job performance and mitigate the difficulties of project closeout. In addition to a review of innovative methods used by MCAA contractors to help reduce the typical end of project “profit/productivity drain,” this session will include the following project closeout topics:

- Punch list
- Warranties
- As-built drawings
- O & M manuals
- Customer satisfaction
- Closeout productivity improvement
- Demobilization
- Change order finalization
- Final payment
- Feedback meeting

Project Management Training Day 11 & 12
June 18 & 19, 2010
John Koontz

DAY 11

Basic Construction Law Concepts for Mechanical Project Managers – 8 hours

Project managers must have a rudimentary understanding of fundamental legal concepts to effectively and profitably manage their projects and their customers. With this information, they are more likely to be proactive in avoiding potential legal problems on their projects and more confident and effective in successfully documenting, debating, negotiating, and resolving difficult project issues and disagreements while maintaining positive customer relationships. This session will include an overview of the most significant construction law concepts, issues, and principles that are commonly encountered by the mechanical project manager, including:

- Interpreting the contract
- The Uniform Commercial Code and the construction industry
- The authority and responsibility of the architect/ engineer
- Differing site conditions
- Unforeseen site conditions
- Basic premises of tort law
- Basic premises of contract law
- What constitutes a contract
- Maxims of law
- Design specifications vs. performance specifications
- Defective construction caused by faulty construction practices
- Defective construction caused by defective plans or specifications
- Patent vs. latent defects in plans or specifications

The instructor for this session is not an attorney. Information provided is for educational purposes only and does not constitute legal advice. Contact your company's legal counsel for specific advice.

DAY 12

High Impact Communication Skills – 4 hours

Due to the complexity of the construction process and the numerous people involved in a project's completion, excellent communication skills are required to succeed at project management. When communication problems develop, relationships usually weaken, misunderstandings occur, and project failure is imminent. Excellent communication skills are essential to creating a successful project and a successful career. Communication is always difficult on a construction project and the best project managers know that it's an issue which requires a project manager's constant attention, evaluation and improvement. This session will cover vital communication topics such as: effective listening, questioning, public speaking and presentation, basic written communication, clear explanation and understanding, and accepting the burden of communication.

Best Practices of Blue Chip Mechanical Project Managers – 4 hours

Why are some project managers consistently more successful than the "typical" project manager in our industry? What separates good project managers from great project managers? While age, experience, attitude, and talent are important factors in a project manager's success, the instructor has identified and will share the best practices skills that can be learned by any project manager who has the attitude, aptitude, and desire to improve and succeed. This session includes an overview and in-depth discussion of the many best practices used by the industry's best project managers. It also provides a review of the traits and qualities that are the common denominators among excellent project managers. This session will serve as an overview and refresher for many of the topics found in the Fundamentals of Project Management educational program.

Project Management Training Day 1 & 2
July 30 & 31, 2010
John Koontz

DAY 1

Conducting an Effective Turnover Meeting – 2 hours

Effective turnover meetings maximize project profitability through the timely and complete transfer of information from estimators to project managers. They provide for standardized information exchange and facilitate project planning and control. This session covers all the fundamentals for conducting an effective turnover meeting.

Pre-Construction Planning and its Effect on Profitability – 6 hours

Investing project management resources in preconstruction project planning yields significantly higher productivity and profitability. Energetic in-class discussion will identify thorough pre-construction planning as a mandatory process for all projects.

DAY 2

Productivity Improvement: Material Management and Site Planning Methods for Mechanical Projects – 2 hours

Poor site planning and material management/handling practices are often the main causes of poor labor productivity. Learn how material management and labor productivity are related, and get strategies for improving material handling and site planning. This session reviews practical principles, guidelines, and procedures for effective material management and site planning.

Cost Control I: Fundamentals of Job Cost Control – 4 hours

Participants in this session will gain an understanding of job cost control and labor cost trending methods as detailed in the Job Cost Control section of the MCAA Project Manager's Manual. They will learn to use the job cost control system as a management tool to accomplish your project objectives rather than focusing on cost documentation. This "basic" session is geared to new or potential project managers with little or no experience in job cost control systems and procedures.

Project Billings and Maintaining Positive Project Cash Flow – 2 hours

Maintaining positive cash flow is one of the project manager's greatest challenges. This session focuses on how the project manager can make project billings more profitable. Participants will learn billing methods for maintaining positive project cash flow and review the detrimental effects of poor cash flow.