Introduction

The term Project Manager (PM) is a general term used for the Florida Department of Transportation (FDOT) employee responsible for managing a construction project. Unless specifically indicated otherwise, PM refers to the FDOT Construction PM, throughout the PMG

This chapter deals with project management from the perspective of the PM and consultant Construction Engineering and Inspection (CEI). Both, the PM and the CEI must concentrate on the four goals of a successful project:

1. Fulfill overall scope of the project
2. Complete the project within the time specified
3. Complete the project within the allocated funds
4. Complete the project to the level of quality specified by the contract documents

Of these goals, the one that lingers longest after job completion is the quality of construction, and it should not be sacrificed for the sake of the other three.

Perhaps more so than for any other project phase, fiscal responsibility must have a high priority on a construction project. The PM is responsible for ensuring the CEI decisions follow FDOT guidance and procedures. In addition, they do not violate Florida Statutory guidelines and limitations. Projects must be managed properly in every respect. Accurate and complete documentation is imperative

Construction Contract Management

The PM manages construction contracts either directly or through a CEI consultant. The PM may be responsible for more than one construction project. FDOT out-sources management of many of its construction contracts; however, it still manages a select few with its own in-house staff. For contracts with in-house staff, the PM will manage the contact directly using consultant inspectors. These are called hybrid contracts. For most construction contracts, FDOT competitively selects consultant firms to provide CEI services on a specific construction project or group of construction projects. The CEI consultant furnishes a team of engineers and inspectors fully qualified for and certified in all areas related to their responsibilities, including sampling, testing, and inspection. A Senior Project Engineer oversees the CEI team and is responsible for coordination and monitoring contract progress on behalf of FDOT. The Senior Project Engineer may oversee more than one construction project.

It is important for both the Senior Project Engineer and the PM to remember that the contractor is ultimately in charge of the construction effort. The contractor is obligated to provide the means, methods, and resources, such as labor, equipment, materials, and sub-contract services, and to complete the job as specified in the contract documents. It is important to establish a positive working relationship through a Partnering Program, when included in the contract (pay item 999-16), or similar means at the very outset of the job. For additional information on partnering, refer to the Partnering Facilitators Manual. Communication, trust, documentation, and coordination are just a few of the key ingredients that go into managing a successful project, as shown in Figure 1, Elements in

Figure 1
Elements in Managing a Successful Project

Managing a **Successful Project**. Both the PM and the CEI must work together ensure success.

There are many guidelines and manuals describing the relationships of the FDOT, CEI, and the contractor. These relationships will differ slightly from job to job. Both the Senior Project Engineer and the PM must be very familiar with all contract documents. Reading and understanding them is essential. Two additional documents that must be thoroughly understood are the FDOT Standard Specifications for Road and Bridge Construction, and the Construction Project Administration Manual (CPAM). For more information see the Construction website.