

CONSTRUCTION OPERATIONS MANUAL of POLICIES and PROCEDURES



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Construction Operations Manual

Sidney M. Levy, Andrew M. Civitello, Jr.



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performance evaluation date of the project an accurate picture of the project operations for the current elapsed construction period of the project up to this date current report and also based on the current gained output data of the operations a projected evaluation of the project operations covering the period up to project completion projected report Each of the current and the projected reports of the project provides at each performance evaluation date for each item to be controlled a comparison between its actual projected and budgeted data The items that have to be controlled depending on the adopted control system can cover all aspects of the project operations such as progress of works costs unit cost of the labor working hour labor hours consumption per unit of work material consumption per unit of work unit costs of materials unit costs of subcontracted items cost of temporary site installations cost of construction equipment and plant cost of staff execution period of the project delay quantities and qualities of the works saving loss cost of lump sum projects resulted from inexact quantities takeoff of the project works and or inaccurate interpretation of specifications and contract conditions value of executed works variations and additional works amounts invoiced amounts received amounts claimed supply of drawings approved for construction amounts and periods of bank guarantees compliance with policies and regulations compliance with safety and environment regulations and many others The actual projected status of each item to be controlled is exhibited either as 1 a comparison between its budgeted and actual projected data and or 2 as a ratio or quotient of its actual projected and budgeted data called performance index PI A PI value equals to 1 indicates that the evaluated task has been executed or is expected to be executed as it was foreseen in the estimate budget or in the planning on target performance A PI value smaller than 1 except for the project value quantity of works income profit loss and others not expended items indicates that the task has been executed or is expected to be executed with a performance better than what was foreseen in the estimate budget or in the planning good performance A PI value greater than 1 except for the items listed above indicates a poor performance of the task The performance indexes selected for the project control could be computed by means of a computer program The input data required for this program will be fed by the site management and other units of the project organization These performance indexes allow the general management the area management the operations management the project site management and other management levels to identify at a glance the items whose actual output data exceed equal or less than the budgeted ones

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Pre-construction Managers Organization and Operations Manual Minnesota. Department of Transportation, 1996

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construction client's manual is written in the form of a list of activities. It supports owners in the role of client by helping them make choices during the project development process. This increases control over cost, quality, and duration at each stage. Activities within each main stage of the project development: preparation stage, procurement, design, preparation for construction, construction itself, handover, implementation, are divided into phases, each requiring separate decision making. The phase begins with a list of direct previous decisions and continues with a list of executors, the goal of the present phase, and a list of activities to be performed. And each phase ends with a list of expected results and a list of activities that these results release for action in the next phase. The sequence of these seven stages can be altered to help building owners manage risk by choosing and combining the timing of these stages. The tasks involved in project preparation described in the first chapter are, for example, often left by the owner for the designers to solve or sometimes even the contractors. The decisions relating to the choice of procurement schemes described in the second chapter can be made either at the preparation stage of project development as part of the prioritisation of aims or at the time of choosing the designer or at the stage of choosing construction contractors. Manual of Construction Project Management for owners' clients is for prospective owners who either operate as clients themselves or who use the services of professional construction management companies. The aim is to help both owners and their construction partners understand what to expect from each other. The manual describes activities at the level of detail required to choose the management task or method to make the decision. It is not bound to regulations of any specific country and a detailed glossary makes it an indispensable worldwide reference.

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