EBC Professional Development Program

Project Management for the Ascending Professional

An Advanced Introduction
Welcome

Jessica Yeager
Vice Chair, EBC Ascending Professionals Committee
Program Co-Chair
Senior Engineer, Geosyntec Consultants, Inc.
Program Overview
Purpose and What You Will Learn

Vin Gandolfo

Program Co-Chair

Associate Broker, Aon
Project Management for the Ascending Professional

- **Christopher Demas**, *Director of Risk Control Services Northeast, Aon Construction Services Group*
- **Christopher McDermott**, *Office Practice Lead – Boston TRC Environmental*
- **Valerie Moore**, *Associate Nutter McClennen & Fish, LLP*
There’s nothing we can’t do if we work hard, never sleep, and shirk all other responsibilities in our lives.
What is the goal?
It’s never just “build a tower”.
What are the deadlines?
And whose are they?
Who is on the team?

- You
- Client
- Architect
- Contractor
- Engineer
- Associate
- Partner
- Spouse & Family & Friends
Now: Communicate!

Keeping the team on track and the client calm.
Be Prepared!

Issue spot early and prepare.
• Client obtained a special permit that was appealed by a group of neighbors.
• Financing deadlines and site control required a judgment as fast as possible.
• Used a rarely-used provision of a standing order to expedite trial schedule.
• Used a new rule to finish trial and get a decision within six months from when the complaint was filed.
Where do things go wrong?

- Deadlines or reasons behind internal deadlines not communicated.
- Failure to follow up.
- Failure to identify critical path items correctly and issue spot early.
- Information sharing.
Introduction

Christopher Demas
Aon Risk Control Services
Construction Services Group
Boston, MA
Applying a Management System

4 main components for success:
- Responsibilities
- Implementation
- Continuous Improvement
- Follow Up
Responsibilities

Senior Management

- Management establishes the EH&S Management System
- Define expectations and success
- Clearly defines roles and responsibilities for MS throughout the organization
- Monitor and steer programs & initiatives
- Hold line management (throughout the organization) accountable for performance.
Responsibilities

**Line Managers** (Project Managers, Superintendents, Crew Leaders)
- Implement programs in the field
- Ensure quality and effectiveness of their programs
- Monitor conditions and plan for changes

**Technical Support** (Architects, Safety, Scientists, Engineers)
- Provide technical expertise and advice
- Advise senior and line management
- Monitor the effectiveness of EH&S programs
Implementation

Risk Management

• Key tools used to ensure risks to the organization, employees, and the public are contained or can be monitored.
• Establish guidelines and rules for performance that meet and/or exceed applicable regulations.
• Ensure some level of planning/preparedness has been applied to every project and high risk task.
• Be prepared to respond when an unwanted event occurs to control or minimize impacts
• Ensure quality partnerships and communication.
Continuous Improvement

Training/Education

- Provide a forum to explain the MS to all stakeholders.
- Provide direct instruction on responsibilities, and guidelines for success.
- Ensure compliance with regulation.
- Give workers the intellectual tools to work safely.
Follow Up

Oversight/Monitoring

- Ensure responsible persons conduct regular inspections. (line management)
- Coach employees and supervisors in the field and work to continuously improve.
- Conduct periodic focused audits to dig deep into understanding and application of established expectations.
- Review and compile data to use in action plans and directing corrective actions (problem solving).
Thank You

Questions?

Chris Demas
617-717-8156
chris.demas@aon.com
Project Management in Environmental Consulting

Audience Questions:

• What qualities make a good PM?
• What qualities make a poor PM?
Project Management in Environmental Consulting

What is the #1 reason projects usually fail?
You can’t give away what you don’t have.
Project Management in Environmental Consulting

DO

• Take the time to read & understand the scope, schedule, budget, goals, risks, contract terms, etc.
• Assemble the core team you want
• Communicate with the team regularly and monitor progress
• Be available
• Manage change and be swift to act
• Communicate problems to management in a timely manner
• Take blame and give credit
Project Management in Environmental Consulting

DON’T

• Assume your team “gets it” and will do what you want
• Ignore the approved scope, budget or schedule (yes, that’s been done)
• Blame, criticize or throw others under the bus
• Hide from problems or challenges
Project Management in Environmental Consulting

Questions?

Contact
Christopher McDermott, PE, LSP
TRC Environmental Corp.
M. (617) 413-8038
cmcdermott@trcsolutions.com
Panel Discussion

Moderator: Rishabh Iyer, *Program Co-Chair, TRC*

Panelists:
- Christopher Demas, *Aon Construction Services Group*
- Christopher McDermott, *TRC Environmental*
- Valerie Moore, *Nutter McClennen & Fish, LLP*
EBC Professional Development Program

Project Management for the Ascending Professional

An Advanced Introduction