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Project Management Essentials

1. Contractor Relations
 - a. Communication and Coordination
 - b. Submittals & Approvals
 - c. Documentation
 - d. Approval Process
 - e. Scope & Scheduling

2. Benchmarking
 - a. As a tool to estimate & control costs
 - b. What to evaluate
 - c. Sources of benchmarking data
 - d. Standards and specification

3. Budgeting for project managers
 - a. Historical and zero-based
 - b. Square foot Vs. Component based
 - c. Operations & Maintenance vs. Capital funds
 - d. Chart of accounts
 - e. Variance reporting and analysis

4. Bidding for services and supplies
 - a. Identifying and qualifying vendors
 - b. RFI / RFQ / RFP
 - c. Low bidder vs. lowest evaluated bidder
 - d. Bidder selection matrix

5. Contracts and Specifications
 - a. Insurance clauses
 - i. Named insured
 - ii. Cancellation notification
 - iii. Dollar amounts
 - b. Safety clauses
 - c. Evergreen
 - d. Hold Harmless clause

6. Change Orders and Dispute Resolution
 - a. Change Order Types
 - i. Value added
 - ii. Field conditions
 - iii. Contractor initiated
 - iv. Company initiated
 - v. Product related
 - b. Price or process related
 - c. Approval sequence
 - d. Dispute resolution

7. Invoicing and % completion draws
 - a. Invoicing process
 - b. Draws
 - c. Retainage
 - d. Disputes
 - e. Invoicing problems

8. Contract Closeout
 - a. Punchlist
 - b. Final Deliverables
 - i. Warranties
 - ii. Lien Waivers
 - iii. O&M manuals
 - iv. As-builts
 - c. Substantially complete
 - d. Final payment
 - e. Contractor performance evaluations