



Project management consists of the comprehensive management of all aspects of a project from conception through design to construction and commissioning, on behalf of the owner. The project manager essentially acts as the owner's agent and is responsible for all the day-to-day decisions. The objectives are to co-ordinate and control, through the application of management techniques, all aspects of the project, and to produce a well-designed and constructed facility within the owner's specifications, schedule and budget.

For copies of CCA 25, please contact your local construction association.

For more information, please visit the CCA website cca-acc.com.

A guide to project management services

CCA 25 describes the standards of performance for managing the planning, design, construction, and commissioning of a capital project within a prescribed budget and time frame. The scope of project management services should be clearly defined and recorded in an agreement:

- Preliminary requirements: at the outset of the project, the project manager should become familiar with the feasibility report. Some owners may even ask the project manager to prepare or advise on the preparation of a feasibility report.
- General functions:
 - defining the owner's requirements;
 - functional programming;
 - selection of consultants;
 - conceptual design and planning;
 - liaison with authorities having jurisdiction;
 - budgeting and cost controls;
 - project accounting;
 - scheduling;
 - reporting and maintenance of records;
 - project organization and administration;
 - preparation of design and contract documents;
 - procurement and expediting;
 - selection of contractors and contract awards;
 - construction management;
 - quality assurance and control;
 - commissioning and warranties;
 - project publicity and public relations;
 - safety program.
- Basic requirements:
 - establishing a program that meets the owner's requirements and ensures effective control;
 - defining all management and technical functions;
 - ensuring that all project systems and procedures are properly applied throughout the project;
 - establishing the responsibilities of all parties;
 - assessing scope changes and making recommendations where necessary;
 - assessing the status of the work and establishing and administering quality assurance and control programs.

CCA 25 also provides fee guidelines for project management services.