

SAUDCONSULT

SAUDI CONSULTING SERVICES



Project Construction Management (PCM)

Procedures Manual

Volume 3 of 3

Construction Management Staff Standard

Job Description

Version 00

PROJECT MANAGEMENT OFFICE-
CONSTRUCTION PROJECT MANAGEMENT
(PMO-CPM)



CM Manual Navigating Procedure in the electronic copy:

1. Open the file. Cover Page (page 1) is the default page to display on your screen.
2. Click or scroll down to next page (Page 2) Table of Content.
3. All text in the Table of Content in [Light Blue Color](#) have dynamic link to:-
 - The page of the Chapter or subject within the same document.
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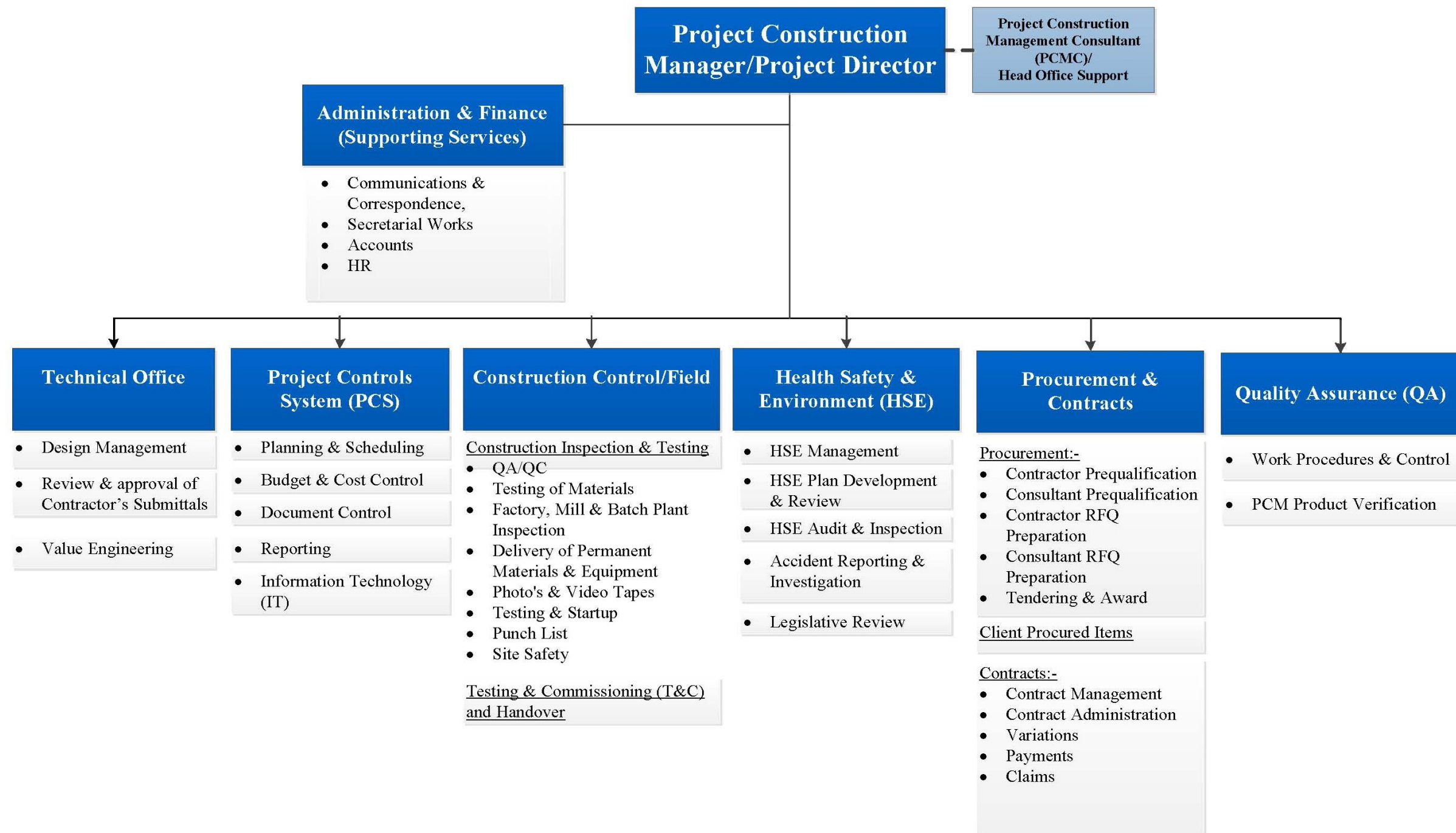
Using the hand tool (*the cursor will change shape to Hand when pointing on the underlined text in [Light Blue Color](#)*), click on the subject that you are concerned and it will jump to the page of the subject within the manual **or to the file of the subject in another file.**

4. If you are at the end of any Chapter page of the Manual and you wish to go back to **table of contents** of this document, click on the [Back to the Table of Contents](#) Footer and it will lead you back to table of contents.
Every footer note [Back to the Table of Contents](#) marks the end of each Chapter & has a dynamic link going back to Table of Content.

Other means of navigating within the manual is thru the bookmark. Click on each bookmark and it will jump to the page of the subject. Bookmark tab located at the left hand side of your screen to display the contents.

5. **Texts in blue colors in the bookmarks are the cover page of each Chapter showing its content. Titles in the cover page also have dynamic links to the page of the subject.**

Typical Organization Chart - **Functional** for Project Construction Management (PCM) Projects



Typical Organization Chart - **Operational** for Project Construction Management (PCM) Projects

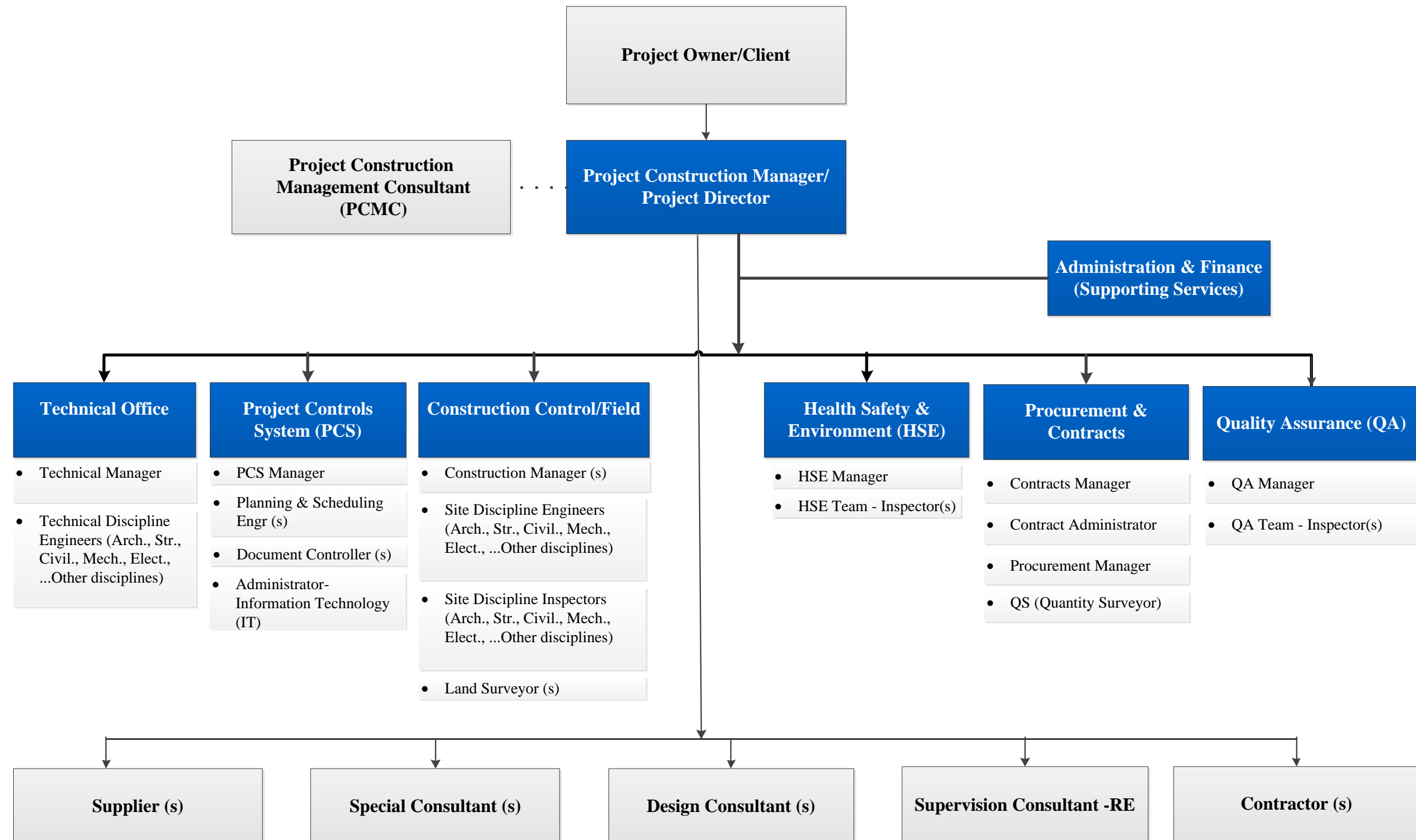


Table of Contents

➤ INTRODUCTION TO MANUAL	5
➤ Construction Management Staff Standard Job Description--	6
1- Job Description for Project Construction Manager/ Director	6
2- Job Description for Technical Office Manager.....	9
3- Job Description for Construction Operations Manager.....	11
4- Job Description for QA/QC Manager	13
5- Job Description for Procurement & Contracts Manager	14
6- Job Description for Project Controls Manager	15
7- Job Description for HSE Manager	16

INTRODUCTION TO MANUAL

➤ INTRODUCTION TO MANUAL

This is the third volume of Project Construction Management Procedures Manual that describes the project construction management team members and their responsibilities in construction projects. This manual will be managed by the ENTERPRISE PROJECT MANAGEMENT OFFICE (EPMO). The duties and work responsibilities are laid out in detail.

For purposes of this manual, the person in charge of the project site is called the Project Construction Manager (PCM).

This manual (VOLUME 3 OF 3) is comprised of seven (7) key positions:

- Project Construction Manager/ Director
- Technical Office Manager
- Construction Operations Manager
- QA/QC Manager
- Procurement & Contracts Manager
- Project Controls Manager
- HSE Manager

As you read this manual on-line, you will find the hyperlinks in each section for ease in navigating through the manual.

[Back to table of contents](#)

1- Job Description for Project Construction Manager/ Director

Job title: Project Construction Manager / Director
Qualification: B.Arch/Bsc in Civil, PMP Certification
Years of Experience: Min. **20 yrs** with at least **10 yrs** in Const. Mgmt.
Reporting to: Projects Director
Hours: 48 hours per week- full-time
Location: <Ministry of Defence-Riyadh KSA >

Purpose of the position

Category:
Code :
Employee Code/ No.:

Authority level (manager).

Assist & Depute the Projects Director in Direct management and execution of the planning, supplying, building, time control, cost control and quality control of all Client's projects. As part of the executive team, involved in all key decisions in project execution, design decisions, contractor/Consultant selection, and supplier selection to complete the projects on time and on budget.

Responsibilities & duties

- 1- Communicate with the Projects Director continuously regarding Projects Progress and areas of concerns.
- 2- Propose in house Project Management procedure to comply with Contract requirements and Ministries' procedures.
- 3- Assist in Insuring the Establishment and maintenance of specific project procedures for Design/Construction Supervision & Management (as applicable).
- 4- Prepare special report to Project Director to investigate any problem related to the Scope of Services and recommend solutions.
- 5- Identifies priorities and tasks, and develops the organization structure to assure execution of tasks, by providing clear direction on methods, time frame and schedule to achieve the stated goals.
- 6- Provides clear definition of roles and responsibilities of Project Management staff.
- 7- Attend Executive meetings and progress meetings.
- 8- Monitors performance to assure successful delivery of the Key Performance Indicators.

CONST. MGT. STAFF STANDARD JOB DESCRIPTION

- 9- Advise the Projects Director on any potential variation to the Contractor's scope of work for any project that may generate cost or time impact and present the Project Management's assessment.
- 10- Advise the Project Director of any foreseen slippage of Progress of works of all Projects and propose corrective actions.
- 11- Review weekly and monthly reports as presented by all PMO Main Sections, and present to the Project Director comments of non-compliance, and / or area of concern and corrective actions.
- 12- Coordinate with Technical Manager (Design) to ensure Design deliverables are submitted by the Design Department in a timely manner and as per projects progress milestones.
- 13- Coordinate with PCS Manager to Compile & properly document all previous & current information through an adequate filing & document control system.
- 14- Coordinate with QA Manager to Prepare manuals for :
 - QA/QC (Quality Assurance /Quality Control)
 - PCS (Project Control Systems)
 - HSE (Health, Safety & Environment)
 - Any other required Manuals
- 15- Manage feasibility studies of projects (to be done by Specialized consultant)
- 16- Coordinate with Technical manager to Manage projects at pre-construction stage (Design internally &/Or by other Design consultants, special consultants , Tendering & contract award)
- 17- Coordinate with Construction Operations manager to Management at :-
 - Construction stage (manage Project management Consultants (PMC), Supervision consultants, General contractors, sub-Contractors, suppliers ...etc.
 - Post construction stage (Equipment & material Warrantees, contractor's & sub contractor's liability periods, Occupancy...Etc.
- 18- Assist Project Director to build a team of experienced engineers and project specialist to manage all aspects and disciplines of a major construction and development project.
- 19- Coordinate with Procurement & Contracts Manager to manage the tender process for selecting contractors and suppliers.

CONST. MGT. STAFF STANDARD JOB DESCRIPTION

- 20- Develop technical contingency plans for the changing environment and circumstances of the projects.
- 21- Together with Project Director & Client, establish budgets within the overall framework of project budgets;
- 22- Work in a peer level team with the Client's Head Office management team to execute the project according to the agreed plan.
- 23- Set all objectives of all departments, manage and motivate staff, evaluate performance and upgrade the team members to build a winning team.

[Back to table of contents](#)

2- Job Description for Technical Office Manager

Job title:	Technical Office Manager
Qualification:	B.Arch./, PMP Certification is preferred
Years of Experience:	Min. 15 yrs.
Reporting to:	Deputy Project Director
Hours:	48 hours per week- full-time
Location:	<Ministry of Defence-Riyadh KSA >

Purpose of the position

Category:
Code :
Employee Code/ No.:

Authority level (manager).

Responsible on all project technical and engineering submittals to be within time, quality and scope, directing & coordinating all Contractors' Technical submittals (documents, materials, shop drawings & calculations) and updates to discipline engineers, supporting middle managers and resolving conflicts.

Responsibilities & duties

The key responsibilities of the Technical Office Manager shall include but not be limited to the following:

1. Communicate with and update the Deputy Project Director continuously regarding Design Progress and areas of concerns.
2. Monitor the performance of the Contractor's Design Consultant to ensure the Design correctness and completeness as well as compliance with the scope of work requirements.
3. Maintain a record of the Contractor's submittals and control in a timely manner the submittals/correspondence received.
4. Ensure that the Contractor's Design Consultant(s) has considered the Client's requirements as stated in the design requirement.
5. Control and manage the Senior Discipline Engineers of the Technical Office Team in respect of Design aspects & submittals.
6. Evaluate and endorse the variation orders/concession request submitted by the Contractor for Client's approval.
7. Attend all meetings with Contractor /Design Consultant(s), his sub-consultants and Client's Meetings.
8. Review and comment on all drawings and documents submitted by the Contractor and ensure the incorporation of all revisions on all documents.

CONST. MGT. STAFF STANDARD JOB DESCRIPTION

9. Assist, monitor and ensure timely submittals of all documents from the Contractor to all government departments until obtaining the final permits necessary to proceed with the works until final completion.
10. Review and report to Deputy Project Director all Technical Office monthly reports including area of concern and recommended plans of actions.
11. Review the project strategy and provide recommendation to Deputy Project Director.
12. Prepare questionnaire for pre-qualification of the Construction sub-Contractors, carry out the pre-qualification and recommend a bidders list.
13. Lead Technical Office/Design Office Disciplines
14. Ensure that all Project Documents are controlled, recorded and filed .
15. Ensure that the established Project / Technical Office Management procedures are implemented.

[Back to table of contents](#)

3- Job Description for Construction Operations Manager

Job title:	Construction Operations Manager
Qualification:	B.Sc. Civil/, PMP Certification is preferred
Years of Experience:	Min. 15 yrs.
Reporting to:	Deputy Projects Director
Hours:	48 hours per week- full-time
Location:	<Ministry of Defence-Riyadh KSA >

Purpose of the position

Category:
Code :
Employee Code/ No.:

Authority level (manager).

Responsible on all project execution to be within time, quality and scope, directing & coordinating all Contractors' scope of works and updates to construction discipline engineers, supporting middle managers and resolving conflicts.

Responsibilities & duties

The key responsibilities of the **Construction Operations Manager** shall include but not be limited to the following:

1. Communicate with and update the Deputy Project Director continuously regarding Projects Progress and areas of concerns.
2. Advise the Deputy Project Director on any potential variation to the Contractor's Scope of Work that may generate cost or time impact and present to the Project Management's assessment.
3. Assess change requests as submitted by Contractor and report to the Deputy Project Director the recommendation.
4. Make sure that all Project Construction staff are aware of the project procedures and drawings.
5. Review and comment Contractor proposed site organization, key personnel, construction equipment and manpower histogram and advice on any shortage.
6. Ensure Contractor compliance with his contractual obligations.
7. Regular visits to project site for global monitoring of site activities in respect to quality, safety and progress and advise Deputy Project Director of findings, area of concern and corrective action.

CONST. MGT. STAFF STANDARD JOB DESCRIPTION

8. Ensure Construction staff involvement and implementation of field quality control procedures, safety and progress aspects.
9. Involve in Contractor transmittals addressing construction methodology, method statements, project quality plan, safety plan schedules and compliance with project objectives.
10. Lead Construction Staff in reviewing & implementing pre-commissioning plans, final inspection of work & preparation of punch list and assessing of the close-out reports submitted by the Contractor.
11. Make sure that the As-Built drawings, vendor and equipment warranties, O&M manuals, spare parts and training programme as submitted by the Contractor are reviewed and verified against project requirements.
12. Attend weekly progress meetings, quality meetings, safety meetings and make sure that weekly meetings are attended by all relevant disciplines.

Ensure that the established Project / Construction Management and / or Supervision procedures are implemented.

[Back to table of contents](#)

4- Job Description for QA/QC Manager

Job title:	QA/QC Manager
Qualification:	B. Arch./B.Sc. Civil/, PMP Cert. is preferred
Years of Experience:	Min. 15 yrs.
Reporting to:	Deputy Projects Director
Hours:	48 hours per week- full-time
Location:	<Ministry of Defence-Riyadh KSA >

Purpose of the position

Category:
Code :
Employee Code/ No.:

Authority level (manager).

Responsible on all projects QA/QC related issues. Responsible to establish all procedures, document control & forms & audits to all projects

Responsibilities & duties

The key responsibilities of the QA/QC Manager shall include but not be limited to the following:

1. Conduct and / or Participate in Client Quality or technical compliance audits for Consultants, Contractors, Sub-Contractors or Vendors.
2. Review QA/QC site organization, key personnel CV's as submitted by the Consultants and advice the Deputy Project Director of his comments.
3. Establish QA/QC Procedures and document control and ensure implementation.
4. Ensure that the established Project Management procedures are implemented.
5. Manage, administrate and maintain records of project wide quality systems implementation.
6. Ensure the effectiveness of the agreed Project Procedures to the client's satisfaction.
7. Perform as coordinator and facilitator to ensure Contractor to implement their quality systems in accordance with the project QA/QC contracts requirements and specifications.
8. Reporting on project QA/QC performance.
9. Liaison with client and promoting awareness of the Client's requirements.

[Back to table of contents](#)

5- Job Description for Procurement & Contracts Manager

Job title:	Contracts Manager
Qualification:	B. Arch./B.Sc. Civil/, PMP Cert. is preferred
Years of Experience:	Min. 15 yrs.
Reporting to:	Deputy Project Director
Hours:	48 hours per week- full-time
Location:	<Ministry of Defence-Riyadh KSA >

Purpose of the position

Authority level (manager).

Responsible on all project procedures for Variation orders, risk evaluation, Preparation of RFP's, prequalification & evaluation of contractors/consultants& Bid management

Category:
Code :
Employee Code/ No.:

Responsibilities & duties

The key responsibilities of the **Procurement & Contracts Manager** shall include but not be limited to the following:

1. Developing and administering all contract documents from the tender process through to contract closeout including variations and issue resolution for design, construction and other project related contracts.
2. Advise the Client on any potential variation to the Design Consultant / Contractor's Scope of Work that may generate cost or time impact and present assessment.
3. Lead staff in assessing variations, claims, and reports to Deputy Project Director the position of the proposed variation.
4. Evaluate potential risks to the client and to the project and thereafter suggest measures to reduce risks to levels acceptable by the Client.
5. Prepares Progress Report Summaries of overall claims and variations.

[Back to table of contents](#)

6- Job Description for Project Controls Manager

Job title:	Project Controls Manager
Qualification:	B.Sc. Civil/, PMP Cert. is preferred
Years of Experience:	Min. 15 yrs.
Reporting to:	Deputy Project Director
Hours:	48 hours per week- full-time
Location:	<Ministry of Defence-Riyadh KSA >

Purpose of the position

Authority level (manager).

Responsible on all projects Cost Control, Time Control, document Control Systems & IT supports

Category:
Code :
Employee Code/ No.:

Responsibilities & duties

The key responsibilities of the **Project Controls Manager** shall include but not be limited to the following:

This senior project management level position is primarily responsible for efficiently integrating the cost, schedule, document control and information technology elements of the works and the development and maintenance of project information systems including information accumulation and reporting.

The Project Controls Manager supervises the most senior team member who is responsible for:

1. Schedule [Planning / Scheduling]
2. Document Control [Document Controllers]
3. Information Technology [IT System Engineer]

Project Controls Management tasks include:

4. Document control system development and administration.
5. Management of the information systems.
6. Project execution manual development and maintenance.
7. Project management report development.
8. Review of documents for compliance with provisions of the contract documents.
9. Proper operation of the Project Management Plan.
10. Periodic preparation and processing of Monthly Reports.
11. Attend weekly progress meeting and monthly Executive meetings and participate in preparing the agenda.
12. Maintenance of contract documents.
13. Processing of contractor/Consultant documents.
14. Information Technology.

[Back to table of contents](#)

7- Job Description for HSE Manager

Job title:	HSE Manager
Qualification:	B.Sc. Civil/, PMP Cert. is preferred
Years of Experience:	Min. 15 yrs.
Reporting to:	Deputy Project Director
Hours:	48 hours per week- full-time
Location:	<Ministry of Defence-Riyadh KSA >

Purpose of the position

Authority level (manager).

Responsible on all projects to ensure that health and safety is always given priority, complied by every individual including the sub-contractors & Consultants.

Category:
Code :
Employee Code/ No.:

Responsibilities & duties

HSE Manager Responsibilities includes:

- Establish Health & Safety plan taking into account the latest developments, information and statutory regulations and HSE management system.
- Well conversant with international & local, Health, Safety & Environmental rules, regulations and current legislation.
- Support and encourage Consultant's & contractor's Site Project Manager/s in achieving the highest standards in accident prevention, and continued development of HSE management system on site.
- Ensure personnel on site have necessary authority & competency to carry out job in accordance with health & safety responsibilities.
- Make decisions consistent with stated safety policy and objectives.
- Develop leadership and accountability systems covering occupational risk.
- Hold regular safety meetings with site senior staff.
- Ensure Health & Safety plan is updated taking into account the latest developments, information and statutory regulations and review HSE management system.

[Back to table of contents](#)