

BAY AREA CHAPTER



NORTH BAY SAN FRANCISCO GREATER OAKLAND
SAN MATEO SANTA CLARA

2012 Sheet Metal & HVAC Project Management Certificate Program

Being a Project Manager is not just a job — it's several jobs with many responsibilities that fall on one person

Learn how to successfully orchestrate the people, resources, and tasks it takes to bring your projects in on time and within budget



Develop skills that will benefit both you and your company

Designed specifically for the Bay Area SMACNA Contractor

**Tuesdays, Wednesdays & Thursdays
March 13—April 26, 2012
4:00 p.m. — 8:00 p.m.**

Course Location

**Bay Area SMACNA Training Room
7677 Oakport Street, Suite 1110
Oakland, CA 94621
510-635-8212**

2012 Sheet Metal and HVAC Project Management Certificate Program

Project Management Introduction and Overview

March 13, 14

Kevin Dougherty

This introduction will dive right into the program and immediately give attendees some tangible skills to put to immediate use. This module will cover the basics of project management and give attendees an overview of the overall certificate program. All attendees will take a pre assessment to use as a benchmark for improvement during the SMACNA Project Management Certificate Program. Topics covered will include: Introduction to the basics of project management, decision making and planning tools, the pre-planning meeting, how to run a proper kick-off meeting, job-site organization, production meetings, scheduling basics, problem solving tools and techniques, project review and evaluating Team performance. These topics will encompass the full range of a typical construction project and will include best practice policies and procedures used successfully by companies to complete projects on time and on budget.

Pre Construction Cost Management

March 15

Gino Colacchia

Students will be provided an extensive volume of detailed information in this lecture course. The Pre Construction Cost Management will examine critical aspects needed to control the project from early development through final construction. The course will cover the importance of issuing and processing proper submittals, Quality Assurance and Quality Control responsibilities, RFI documentation, Schedule Analysis and Awareness, and the handling of owner issued Field Instruction.

Construction Insurance, Bonding and Risk Management Leadership

March 20

Tyler Kannon, Jake Concannon, and Jim Berriatua

This course answers your questions about insurance, bonding and risk management for all of your construction projects. Upon completion of this course, students should be able to assess and evaluate needs for bonding and insurance to mitigate risk.

Power Secrets of Master Negotiators

March 21, 22

Michael Geraghty

In this course students will learn effective negotiation skills for project managers that will give them “the ability to sell themselves and their ideas”. Whether they are negotiating for resources, money or staffing, their ability to persuade or influence others is critical. Students will learn how to maximize their effectiveness by using the PITI model of negotiation. Upon completion students will gain a great understanding of the psychology of negotiation and develop powerful skills to ensure their success.

Putting Your Best Foot Forward: Speaking So Others will Listen

March 27, 28 & 29 or March 27, April 4 & 5

Kathy De Jong

Two key aspects of any construction project is convincing the customer to buy from your company and subsequently engaging their trust at all stages of a project. As leaders in the sheet metal industry, you need to present yourself and your organization to the best advantage in meetings and in one to one conversations. Learn how to build upon your existing strengths and create presentations that effectively capture the interest of the other party and highlight the benefits of your ideas. Note: After a joint program on March 27th, the class will be divided into two groups; half will attend March 28 & 29, and the other half will attend April 4 & 5.

Bid Management

April 3

Gino Colacchia

This detailed lecture course will cover key elements of bidding smart, and how to best win and manage the bid process. Controlling change orders and value engineering will be covered from the aspect of cost management. The General Condition requirements between the owner and the general contractor will be reviewed in regards to how they may impact the subcontractor.

Advanced Sheet Metal Estimating

April 10

Kevin Dougherty

This course will help students to think differently about the estimating process, and how to approach each opportunity realistically. Students will learn not to look at the estimate as a number, but more as a process from job inception to job com-

pletion. Topics to be covered include customer types, the pre-bid qualification process, what foreman and superintendents say about the best estimators, contracts, various project options, how to protect your company's interest, internal communication, job kick-off meetings, scheduling and general conditions, traps and snares and opportunities.

Time Management for Project Managers

April 11

Kevin Dougherty

Does it ever seem like there is more to do than you can get done? In today's world, most of us are asked to get more done in less time. This program will help students develop the basic personal and organizational skills to enhance their productivity. More than just time management, this course demonstrates the need to clearly understand leadership priorities and the ways to implement them, offering insights to supervisors, owners, managers, key employees, or anyone interested in personal and organizational productivity.

Analyzing Delay Damages

April 12

Gino Colacchia

Topics covered in this Delay Damages course will include The Legal Aspects of Scheduling, Risk Management Allocation, Implied Risk Shifting Provisions, Types of Construction Delays, Types of Delay Damages, Standard Proof for Delay Claims, Methodology of Analyzing Delays, Calculating Damages, Acceleration, Inefficiency Recovery, Construction Documentation, Termination, and Pursuing the Surety.

Contract Documents and California Construction Law

April 17

William Last

This course is a brief overview of the law as it relates to construction projects with an emphasis on California Law. Students will be prepared to recognize and avoid situations and contract clauses which can lead to lawsuits. Students will learn how to protect themselves and their company when disputes arise. They will learn how to understand and anticipate the ramification of contract documents and how to renegotiate unfair or poorly written clauses.

Feedback to Maximize Performance

April 18

Kathy de Jong

Are you getting the results you would like to see from your employees or team members? Whether you are partnering with union employees, a co-worker, a vendor, or another contractor, being able to motivate and engage the other party towards peak performance is critical in today's workplace. This course focuses on developing the construction supervisor's ability to provide targeted feedback that is linked to planned work objectives while minimizing defensiveness.

Negotiations Boot Camp

April 19

Michael Geraghty

This follow-up Negotiations Boot Camp will involve more tactics and strategies used by master negotiators, as well as an actual negotiation and a case study. Students will be expected to report on action items assigned in the March session.

Finding Resolution in Challenging Situations

April 24, 25

Kathy De Jong

A project manager must be able to resolve conflicts on the job with customers, contractors and employees in a constructive manner that results in a positive outcome. This course will focus on identifying sources of conflict and strategies for resolving conflict at all levels of a project. Students will improve their project performance by becoming more skillful in managing conflict; increase their listening skills, problem solving ability and confidence in resolving or preventing conflicts on their projects. Students will learn to be better prepared to handle a conflict situation at work or home, and lead it in a constructive direction.

Panel Discussion and Certificate Awards

April 26

Member Owners, Executives and Instructors will participate in a 60-minute facilitated panel discussion. Students will be given the opportunity to ask questions (anonymously, in advance) which will be directed to Owners and Instructors relating to a typical construction project and/or work experience. Certificates of Completion will be awarded after the Panel Discussion, followed by a Reception.

Course Registration Form

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**Tuesdays, Wednesdays and Thursdays
March 13—April 26, 2012
4:00 p.m. — 8:00 p.m.**

**To register, complete this form and send with
\$1,400 registration fee (member firm checks only) to:**

Bay Area SMACNA
7677 Oakport Street, Suite 1100
Oakland, CA 94621
Tel: 510-635-8212
Fax: 510-635-0320

**Registration is limited to the first 25 students who
submit their registration form and tuition fee.**

**Students will receive 100% reimbursement
from Bay Area SMACNA upon
successful completion of the program.**

First Name

Last Name

M.I.

Company Name

Address/City

Job Title

E-Mail

Day Telephone

Cell Phone