



WEEK OBJECTIVES

TIME	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
		Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
7:00 AM							
		Steve Pereira	Outdoor Initiatives (Team Building Exercise)	Construction Documents Case Study Review	Roger Liska	Jay Newitt	Scheduling Exercise
8:00 AM		Safety Duties/Responsibilities		Change Orders & Constr. Claims			
		Accident Costs & Impact			Dispute Resolution	Causes & Costs of Rework	Bar Charts
9:00 AM							
		Compliance with Safety & Health Regulations			Quality Control Checklists	Activity on Arrow Networks	Using the Schedule
10:00 AM				Roger Liska			
		Hazard Control & Pre-Job Planning	Job Hazard Evaluation	Resource Control	Assessing the TQM Process	Preparation/Analysis	Interval Schedule/Methods
11:00 AM		Pre-Qualification of Contractors & Subs					
NOON		LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH to go
1:00 PM	Arrival Colorado Springs Airport Last Van Leaves @ 5 PM	Tom Tansey	Case Study Review	Resource Control Cont.	Putting an Estimate Together Cont.	Preparation/Analysis Cont.	Flights should not be scheduled for departure before 3:30 p.m.
		Management Style & Leadership Style				Bid Strategies	
2:00 PM		Styles of Leadership	Elements of a Safety Program				
	Leadership Styles				Lags		
3:00 PM	Check-In Main Lodge The Nature Place	Consensus	Current Safety Issues	Workforce Development Issues	Bid Strategy Exercise	Time Scale Networks	
4:00 PM							
		Conflict Resolution	Phil Copare				
5:00 PM			Intro. To Documents				
			Types of Contracts				
		DINNER	DINNER	DINNER	DINNER		
6:00 PM							
	DINNER	Negotiation Techniques	Award of Contract	Assessing and Improving Productivity	Bid Opening/Review	Project Management Software Demonstration	
7:00 PM					Pre-Construction		
	Welcome				Documentation During Construction		
8:00 PM	PRE-TEST	How To Conduct An Effective Meeting	Documentation at Close-out		Historical Information		
9:00 PM				Documents Case Study			

TIME	SUBJECT	ACTIVITY	LOCATION	OBJECTIVE	INSTRUCTOR
Saturday					
1:00/5:00 PM	Arrival	Check in at NCCER Reception Area	Airport Colorado Springs, CO	Transport arrivals to The Nature Place. (Note: Airport Vans will operate until 5:00 PM)	Center/The Nature Place Staff
6:00/7:30 PM	Dinner		Lodge Dining Room		Center Staff
7:30/8:00 PM	Welcome	Lecture	Lodge Dining Room	To provide administrative information and program/schedule overview.	Center Staff
8:00/9:00 PM	Pre-Test	Participant Examination	Lodge Dining Room	To evaluate participants skill and knowledge level at the beginning of the program. Non-graded exam. Calculator recommended.	Center Staff
Sunday					
6:30 AM	Breakfast		Lodge Dining Room		Center Staff
7:30/8:00 AM	Need for Safety & PM's Safety Duties/ Responsibilities	Lecture/Discussion	Classroom	Participants will identify their duties and responsibilities for safety and loss prevention.	Steve Pereira Prof. Safety Assoc. Denham Springs, LA
8:00/9:30 AM	Accident Costs & Impact	Lecture/Group Exercise	Classroom	Participants will identify and calculate the direct and indirect costs of accidents and see their effect on profit/loss statement.	Steve Pereira
9:30/11:00 AM	Compliance with Safety & Health Regulations	Lecture/Discussion	Classroom		Steve Pereira
11:00/11:30 AM	Process of Hazard Control & Pre-Job Planning	Lecture/Discussion	Classroom	To review the process of hazard control, including degrees of risk. Participants will learn to use a safety checklist as a pre-job planning tool.	Steve Pereira
11:30 AM/Noon	Pre-Qualification of Contractors and Subcontractors	Lecture/Discussion	Classroom	To learn how prospective subs are evaluated, based on past accident experience.	Steve Pereira
12:00/12:30 PM	Lunch		Lodge Dining Room		Center Staff
1:00/1:30 PM	Management Style	Questionnaire	Classroom	To assess individual management styles, based on questionnaire responses.	Tom Tansey Tansey & Associates Fayetteville, NC
1:30/2:00 PM	Various Styles of Leadership	Group Discussion	Classroom	To identify and discuss leadership strengths and weaknesses.	Tom Tansey
2:00/2:30 PM	Matching Styles of Leadership	Small Group Case Study	Cabins/Common Areas	To analyze the appropriate style to fit a given situation.	Tom Tansey
2:30/3:00 PM	Matching Leadership Styles	Small Group Presentations	Classroom	To present groups' findings to the class and to compare results.	Tom Tansey
3:00/4:15 PM	Consensus	Lecture	Classroom	To define and learn the meaning of consensus.	Tom Tansey
4:15/5:30 PM	Conflict Resolution	Group Exercise	Classroom	To negotiate perceptions of results and analysis and seek consensus within the group.	Tom Tansey
5:30/6:00 PM	Dinner		Lodge Dining Room		Center Staff
6:30/8:00 PM	Negotiation Techniques	Group Exercise	Classroom	To learn specific techniques that can be used on the job site.	Tom Tansey
8:00/9:00 PM	How to Conduct an Effective Meeting	Lecture/Group Discussion	Classroom	To identify the steps to take before a meeting, including who to talk with and when. To identify the steps to take before, during and following a meeting.	Tom Tansey

Monday					
6:30 AM	Breakfast		Lodge Dining Room		Center Staff
7:30/10:30 AM	Outdoor Initiatives	Group Exercise	Outdoor Area	Team Building exercise for all participants	The Nature Place Staff
10:30/12:00 PM	Job Hazard Evaluation & Site Specific Safety Plan	Case Study/Group Activity/Slide Review	Classroom/Cabins/ Common Areas	To learn the use of pre-job planning checklist to evaluate hazards associated with a given job and develop plans to control exposure to potential loss.	Steve Pereira
12:00/12:30 PM	Lunch		Lodge Dining Room		Center Staff
1:00/2:00 PM	Case Study Review				Steve Pereira
2:00/3:00 PM	Elements of a Safety Program	Lecture/Discussion/ Video	Classroom	To review the key elements of an effective safety program.	Steve Pereira
3:00/3:30 PM	Current Construct. Safety Issues	Lecture/Discussion	Classroom		Steve Pereira
4:00/5:00 PM	Introduction to Documents	Lecture/Discussion	Classroom	To establish the need for documents/documentation.	Phil Copare Construction Services Enterprise Zellwood, Florida
5:00/5:30 PM	Types of Contracts	Lecture/Discussion	Classroom	To become familiar with the various types of contracts that can be awarded in the construction industry.	Phil Copare
5:30/6:00 PM	Dinner		Lodge Dining Room		Center Staff
6:30/7:00 PM	Award of Contract	Lecture/Discussion	Classroom	To review contractors' evaluation, bonds, and award of contract procedures.	Phil Copare
7:00/7:30 PM	Pre-Construction	Lecture/Discussion	Classroom	To review project start-up, permitting procedure, and insurance requirements.	Phil Copare
7:30/8:30 PM	Documentation During Construction	Lecture/Discussion	Classroom	To discuss the types of documents and the need to maintain them; discuss the six criteria for good documentation.	Phil Copare
8:30/9:00 PM	Documentation at Close Out	Lecture/Discussion	Classroom	To discuss procedures and requirements to close out and finalize a project.	Phil Copare
9:00/9:30 PM	Construction Documents	Small Group Case Studies	Classroom/Cabins/ Common Areas	To apply documentation principles discussed thus far.	Phil Copare
Tuesday					
6:30 AM	Breakfast		Lodge Dining Room		Center Staff
7:30/8:30 AM	Constr. Documents	Case Study/Review	Classroom	To present and discuss the results of the case study.	Phil Copare
8:30/9:15 AM	Change Orders & Construction Claims	Lecture/Discussion	Classroom	To discuss the impact of changes on a project, including cost, time, and performance. To discuss types, causes, impact and avoidances.	Phil Copare
9:15/9:55 AM	Dispute Resolutions	Lecture/Discussion	Classroom		Phil Copare
10:00/10:30 AM	Administrative Issues	Lecture/Discussion	Classroom	To explain Academy administrative opportunities including Follow Up Program	Roger Liska Clemson University Clemson, SC
10:30/11:00 AM	Introduction to Resource Control	Lecture/Discussion	Classroom	To understand the principles of resource control and the role of the project manager	Roger Liska
11:00/12 Noon	Identifying Resource Control Problems & Intro. to Case Study	Lecture/Discussion	Classroom/Cabins/ Common Areas Group exercise/disc.	To identify major problems in controlling job site resources and be introduced to the case studies.	Roger Liska
12:00/12:30 PM	Lunch		Lodge Dining Room		Center Staff
1:00/3:00 PM	Solving Resource Control Problems	Case Study Present. Lecture/Discussion	Classroom/Cabins/ Common Areas	To identify solutions to resource control problems	Roger Liska

3:00/5:30 PM	Workforce Development Issues	Lecture/Discussion Group Exercise	Classroom/Cabins/ Common Areas	To understand the major workforce development problems facing the construction industry and ways project managers can help all alleviate them.	Roger Liska
5:30/6:00 PM	Dinner		Lodge Dining Room		Center Staff
6:30/8:30 PM	Assessing and Improving Productivity	Lecture/Discussion Group Exercise	Classroom/Cabins/ Common Areas	To learn how to assess productivity and make needed improvements.	Roger Liska
Wednesday					
6:30 AM	Breakfast		Lodge Dining Room		Center Staff
7:30/9:00 AM	Introduction to Quality Control	Lecture/Discussion	Classroom	To describe quality and the components of a quality management program.	Roger Liska Clemson University Clemson, SC
9:00/10:00 AM	Causes & Costs of Rework	Lecture/Discussion	Classroom	To learn how to monitor the causes and costs of rework.	Roger Liska
10:00/10:30 AM	Quality Control Checklists	Lecture/Discussion/ Participant Activity	Classroom	To learn how to develop project and job quality control checklists.	Roger Liska
10:30/11:00 AM	Assessing the TQM Process	Lecture/Discussion	Classroom		Roger Liska
11:00 AM/Noon	Putting the Estimate Together	Lecture/Discussion	Classroom	To increase understanding of the estimate components and structure.	Gregg Corley Clemson University Clemson, SC
12:00/12:30 PM	Lunch		Lodge Dining Room		Center Staff
1:00/1:30 PM	Putting the Estimate Together Cont.	Lecture/Discussion	Classroom		Gregg Corley
1:30/3:00 PM	Bid Strategies	Lecture/Discussion	Classroom		Gregg Corley
3:00/5:30 PM	Bid Strategy Ex.	Group Exercise	Cabins/Common Areas	To apply principles discussed to practical situations.	Gregg Corley
5:30/6:00 PM	Dinner		Lodge Dining Room		Center Staff
6:30/7:00 PM	Bid Opening	Discussion	Cabins/Common Areas	Case Study Review	Gregg Corley
7:00/8:30 PM	Cost Awareness & Control	Lecture/Discussion	Classroom	To enhance appreciation of cost control process and discuss the tracking of labor costs.	Gregg Corley
8:30/9:00 PM	Historical Info.	Group Exercise	Classroom	Use of cost information on estimate review.	Gregg Corley
Thursday					
6:30 AM	Breakfast		Lodge Dining Room		Center Staff
7:30/8:30 AM	Importance of Planning	Group Discussion	Classroom	To understand the importance of planning and how profits are directly related to well planned/scheduled projects.	Jay Newitt Brigham Young Univ. Provo, Utah
8:30/9:00 AM	Scheduling Systems	Discussion/Examples	Classroom	To discuss the advantages and disadvantages of the most common scheduling systems.	Jay Newitt
9:00/9:30 AM	Bar Charts	Demonstration/ Discussion	Classroom	To understand the advantages and limitations of traditional bar charts and know how to update and report progress with them.	Jay Newitt
9:30/10:30 AM	AOA Nets	Lecture/Discussion	Classroom	To read and analyze CPM Networks to better manage and control construction projects.	Jay Newitt
10:30 AM/Noon	Preparation/ Analysis	Demonstration/Group Exercise	Classroom	To be able to develop a simple CPM schedule, perform the basic calculations, and determine the critical path.	Jay Newitt
12:00/12:30 PM	Lunch		Lodge Dining Room		Center Staff

1:00/1:30 PM	Preparation/ Analysis Continued	Demonstration/Group Exercise	Classroom	To be able to develop a simple CPM schedule, perform the basic calculations, and determine the critical path.	Jay Newitt
1:30/2:00 PM	Float	Group Exercise	Classroom	To accurately analyze and manage float.	Jay Newitt
2:00/3:00 PM	AON/Precedence Method	Discussion/Student Participation	Classroom	To correctly read and interpret precedence diagrams.	Jay Newitt
3:00/4:00 PM	Lags	Demonstration/ Participation	Classroom	To schedule overlapping activities.	Jay Newitt
4:00/5:00 PM	Time Scale Networks	Lecture/Discussion	Classroom	To read and interpret time scaled networks.	Jay Newitt
5:00/5:30 PM	Dinner		Lodge Dining Room		Center Staff
6:00/8:30 PM	Computer Scheduling and Application	Lecture/ Demonstration/ Discussion	Classroom		Jay Newitt
Friday					
6:30 AM	Breakfast	Final Evaluation	Lodge Dining Room		Center Staff
7:30/8:30 AM	Scheduling Exercise	Student Exercise	Cabins/Common Areas	To participate in the scheduling of a construction project.	Jay Newitt
8:30/9:00 AM	Exercise Review	Student Presentation	Classroom	To present, review, and discuss the group exercise results.	Jay Newitt
9:00/9:30 AM	Bar and Linear Charts	Demonstration/ Discussion	Classroom	To demonstrate the power of a bar chart that is based on a CPM Network, to better report progress and to simplify the construction schedule.	Jay Newitt
9:30/10:00 AM	Using the Schedule	Demonstration/ Discussion	Classroom	To gain control of and schedule resources needed to successfully construct projects.	Jay Newitt
10:00/10:30 AM	"S Curves"	Lecture/Discussion	Classroom	To understand the use of "S Curves" to report the current progress of a project to upper management.	Jay Newitt
10:30/12:00 PM	Interval Schedule	Lecture/ Demonstration	Classroom	To be able to develop a short interval schedule and see how it can assist in the control of construction projects.	Jay Newitt
12:00/12:30 PM	Lunch to go		Delivered to meeting room		Center Staff