- must be objective, impartial; act in a fair and equitable manner

As the contract being let out were not the typical construction type contract in the local industry (because of the Construction Management approach), clauses in the contract had to drafted / constructed to ensure that it can be applicable/operable, enforceable and stand up against differing interpretations whilst maintaining its spirit or intention.

FORMULATION OF ESSENTIAL PROJECT PROCEDURES

In mega projects, with many people within the project organisation, to ensure that the work flow and the management deliverables are achieved within the desired standards, procedures need to be in place. The speaker stated that procedures need to be simple and easily understood for implementation. It can be in the form of a flowchart with durations of each step or activity and the actionable party mentioned. For the SC project, among the many procedures drafted, the more critical procedures were:-

- Design Management Procedure
- Schedule Control Procedure
- Communications and Document Control
- Tendering and Procurement
- Certification and Payment

ICT IN THE PROJECT MANAGEMENT PROCESS

To effectively implement the project elements, use of Information and Communication Technology tools were seamless within the project management process. Some of the tools used were:-

- Database application used to manage information pertaining to drawing revisions
- Scheduling software to manage time
- Customised-programmed spreadsheets to manage cost
- Local Area Networking for group information sharing and communication

INTERPERSONAL AND COMMUNICATION SKILLS

Lastly, the speaker mentioned a few skills required of the project manager. As opposed to once being a technocrat, the project manager has to endow him/her self with a multitude of soft skills as the functions of a large project organisation is populated with several individuals from various disciplines and may originate from different cultures and backgrounds - as was the case with the SC project. Among some of the some skills paramount to a project manager are communication skills, leadership skills, decision making skills and organisation/planning skills.

Ir. Faizal reminded the participants that in the position of a project manager, decisions made are the consideration of facts from various disciplines (i.e. engineer, architect, QS, scheduler, contracts administrator), hence the project manager must avoid the bias of viewing situations from his (or her) own professional discipline. It is the function of the project manager to ensure that advice received has been thoroughly analysed by the respective parties by scrutinising the facts and arguments culminating to the recommendation. With strong interpersonal and communication skills, the project manager can encourage, influence and direct his team to an optimum level to obtain quality decisions.

Subsequent to the talk by Ir. Faizal, the head of the SC Property and Facilities Management Department, En. Razman Muhd. Redzuan, gave a briefing of the SC building's architectural concept and M&E features followed by a short video presentation of the SC Building Project. The remaining 45 minutes of the visit was a tour of the SC building which included the following:-

- the Building Control Management System control room
- raised flooring system showing the under floor systems of air-conditioning plenum, power supply, IT cabling, telephone cabling and central vacuum piping
- the rotary and diesel gensets and UPS systems
- thermal flue system

The Project Management Technical Division would like to extend its gratitude to the Securities Commission for hosting this half day event. ■