

Implementation of Program Control Management On a Multibillion Dollar Project

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Abstract

Program Control Management that encompasses scope, plan, schedule, cost, budget and efficient use of resources is essential to any major engineering and construction project. Every aspect of the project should be reviewed at the outset, guidelines established, procedures developed, communication and interface with other groups in the organization including the client must be enumerated. A careful evaluation of major milestones, long lead equipment deliveries, vendor support, and construction contractor's knowledge on complex projects execution is essential on a Mega billion dollar project. The Engineering contractor's exposure to large projects will be a great asset. Schedule, Cost and Budget follow very closely as all costs associated with the project should be identified early and a cash flow prepared to show the out flow of funds from the client to contractors and equipment suppliers and inflow of funds to manage the project from the client. The Program Management team should consist of Program Managers, Project Managers, Project Control Managers, Procurement Manager, Project Engineers, Environmental Engineers and Construction Managers. They should also bring in experienced support personnel to the team that compliments their endeavor throughout the project. Monitoring of schedules, costs, resources, and timely recognition of risks is critical. Quick evaluation of the risk is vital to develop an action plan to formulate a solution, and determine the impact on schedule and cost. A case study of the Seattle-Tacoma International Airport expansion program titled the SeaTac Airport Capital Improvement Program (CIP) is presented here to describe the successful implementation of Program Control on a multibillion dollar project.