



KEY SKILLS TO BECOME A SUCCESSFUL NEC PROJECT MANAGER



31 AUGUST 2022



Housekeeping

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- This webinar is recorded
- Audience engagement – hands, chat and microphone

Speaker

Robert Gerrard BSc(Hons), FRICS, FCInstCES, NECReg Senior NEC Consultant and NEC Users' Group Secretary

- Over **39 years** experience in setting up and managing contracts, 25 of those using NEC
- Based in Hong Kong
- NEC Users' Group Secretary since **2006**
- Published NEC3 and NEC4 Compared, NEC2 and NEC3 Compared; joint author NEC4 Avoiding and Resolving Disputes, NEC4 Practical Solutions, NEC3 Practical Solutions
- Accredited Mediator and Dispute Resolution Adviser
- Honorary Advisor to the Hong Kong Adjudication Centre
- Senior Certified Adjudicator at the International Dispute Resolution & Risk Management Institute



In today's webinar we will discuss...

- The proposition of being a successful NEC PM (of just how difficult it is!)
- Contract Manager or Project Manager?
- The NEC competency framework
- Back to basics – the iron triangle
- But that's not enough – what about soft skills?
- What's the next level of attitude and mindset needed?
- Q&A

The proposition...

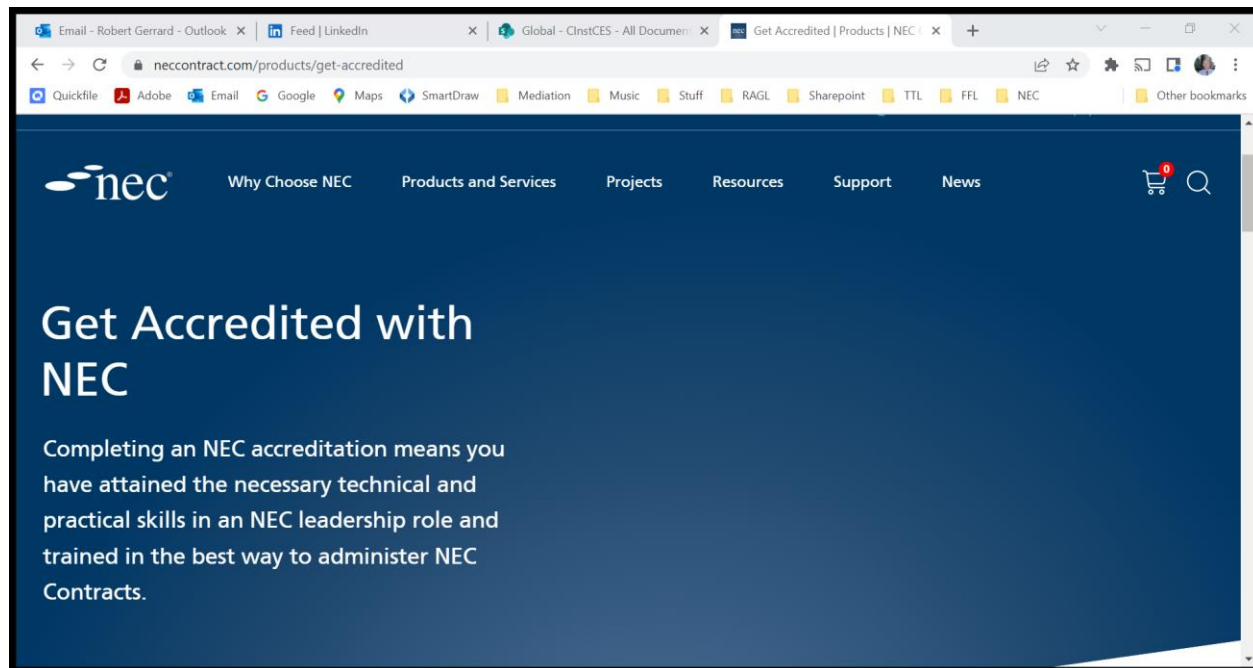
- Being a project manager is a skill. Understanding a whole range of competing interests and balancing those against the need to deliver a high-quality project on time, to budget and to standard is a difficult task. Coupled with the legal, not to mention financial, implications of delivering a project incorrectly the task can seem quite daunting
- So just how do we do this?

Contract Manager or Project Manager?

- While project managers are responsible for working with cross-functional teams to closely manage new initiatives from start to finish, contract managers are responsible for keeping track of every deadline, deliverable, and other obligations laid out in a company's contracts (Thank you Google)
- Poll: Would anyone employ an NEC Project Manager who has never worked on say a construction project, with only life skills and no formal training?

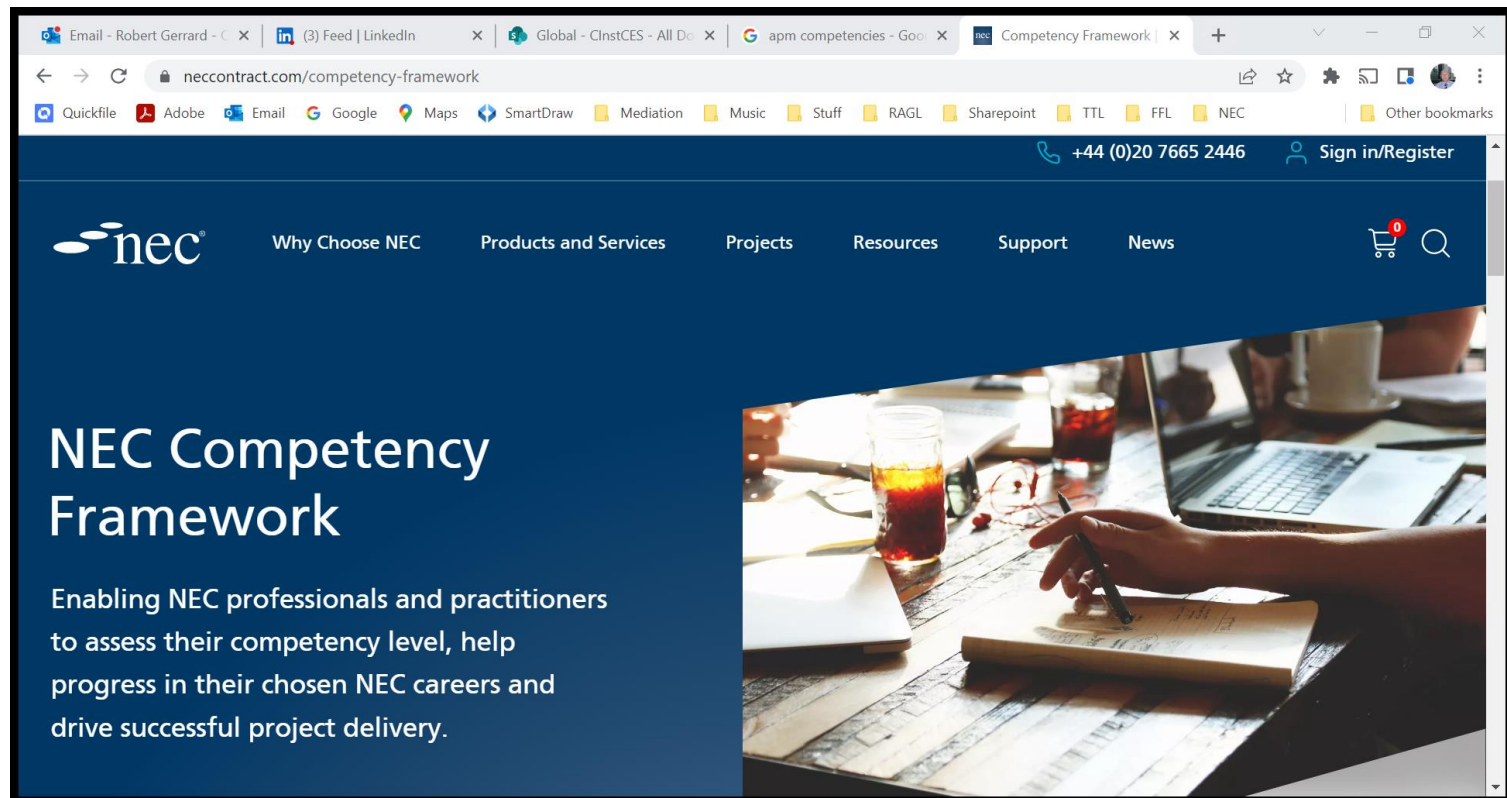
Accreditation

- All about raising the bar
- Not easy to pass, nor should it be
- <https://www.neccontract.com/products/get-accredited>



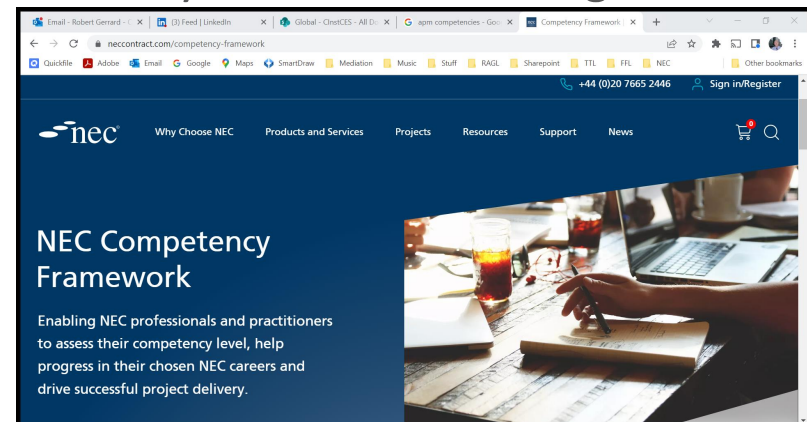
NEC Competency framework

- A new NEC product, free to download
- <https://www.neccontract.com/competency-framework>



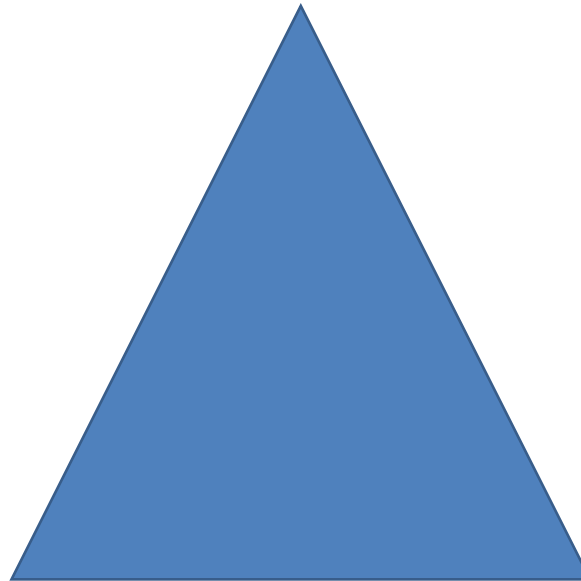
What is the NEC Competency framework?

- This new tool for NEC users sets out a number of core competencies that are applied across various NEC contract roles. Each competency defines essential skills, experiences and outlines the necessary excellence in working behaviours. There are 3 levels for each competency:
 - Foundation (Knowledge); describes the contract knowledge components
 - Practitioner (Practice); explains required knowledge and experience of practical application
 - Specialist (Advice); defines full responsibility of contract management and provision of reasoned advice



Back to basics – the iron triangle

- Time
- Cost
- Quality
- What about safety?
 - I'll leave that to experts...!



Time (skills)

- Accepted Programme
- Produce own programme in certain circumstances
- Acceleration
- Take over of parts – what is critical?
- Setting up sections (X5)
- Bonus for early Completion (X6)

Cost (skills)

- Understand Defined Cost and Fee
- Know market rates
- Contractor's forecasting (Option C to F)
- Estimating/forecasting in compensation event quotations
- Draw contingencies from project risk register
- Evaluating Contractor's proposals – value engineering (16) & life cycle costing (X21)
- Advising the Client of final amount payable
- 2 decimal places?

Quality (skills)

- Largely the responsibility of the Supervisor
- But in fact, is the responsibility of the Contractor
- Project Manager may get involved with accepting Defects and uncorrected Defects
- Early warning process (of course also applies to time and cost)
- Too many questions (about quality) may slow the process down but then that can be said about time and cost too.....

But that's not enough – what about soft skills?

- Leadership
- Communication
- Empathy
- Creativity
- Negotiation
- Presentation
- Ethical
- Collaborative
- And on and on.....!



What's the next level of attitude and mindset needed?

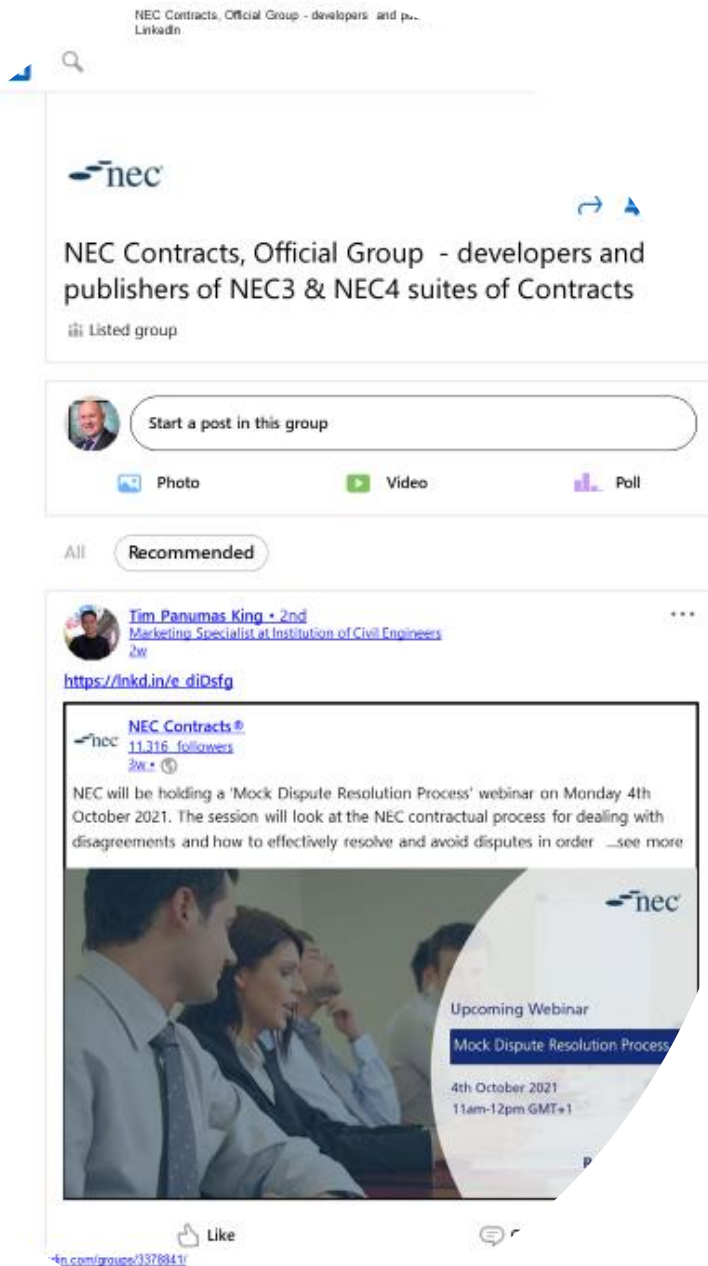
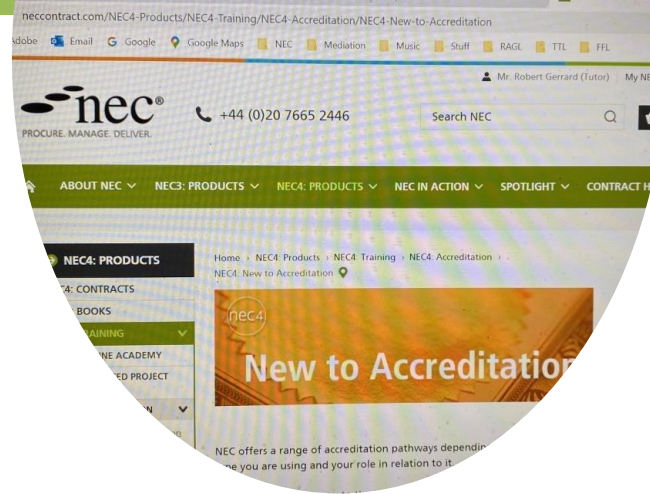
- Setting up the contract
 - X12/X20 Key Performance Indicators – needs and interests of Client?
 - How do we think more about the needs and interests of the Contractor?
 - X29 Climate change
 - Incentivise or penalise?
- Managing the contract
 - Beat the timescales/in fact reduce them to almost nil – how do we do that?
 - Don't set out to find fault, set out to find improvement in time/cost/quality – how?
 - Interaction of Accepted Programme is key

Summary

- It's not easy, is it?
- There are things you can do to improve
- There are things your workplace and professional body can do to help you

Questions?

works | services | supply



Join the NEC community.....

NEC Users' Group - Affiliate

- **This is a complimentary membership designed for professional bodies and government departments to further their understanding of NEC contracts.**
- Benefits include:
 - Presentation by senior NEC advisor on the Introduction to NEC4 Contracts
 - Introduction to NEC4 eLearning module
 - One hard copy of the NEC4 ECC contract bundle, with User Guides
 - 3 month e-Corporate license of the NEC4 box set of documents (Review purposes only)
 - Complimentary places to the NEC Users' Group events programme

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engineering and
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- Provides a range of helpful support for individuals using NEC contracts globally.
- **Benefits include:**
 - One hard copy of an NEC3 or NEC4 contract of your choice
 - A Digital eView licence of NEC3 or NEC4 contract of your choice
 - 5 emails to the NEC Helpdesk per year
 - 2 x complimentary spaces to NEC events run throughout the year
 - NEC Users' Group newsletter containing event announcements, product launch information and NEC news and updates

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