INTEGRATION MANAGEMENT

In traditional project management it is often the architect who integrates and coordinates the different works of a project. In fast tracking, the creation of work packages and the integration of them is usually done by the owner. It is advisable to appoint a managing contractor, preferably with experience in fast tracking, who oversees the integration.

In the case study, neither the architects, nor a managing contractor was appointed. Instead, a project group with representatives of all aspects of the project was installed to perform as a managing contractor.

The user wanted to be in complete control of the project, therefore taking the responsibility to integrate all aspects instead of appointing a single manager with this task. Although this group had no experience in fast tracking, their familiarity with each other and determination still made it work. The more people involved, the harder it is to integrate as one.

COST MANAGEMENT

In traditional project management it is not very difficult to estimate the costs since the project is well defined. Some contingencies will be taken into account, but the general picture is clear. In the over-the-wall method, fast tracking deals with a lot of uncertainty regarding the work to be executed. Literature therefore suggests bringing in the contractor at an early stage to make the design as efficient as possible.

In most cases, the contractors were not brought in until the design was finished. The architects lack all control over design.

The university added a certain level of security, therefore the influence of the contractor on the designview is kept to a minimum. Cost control was problematic as the unknown variables in the designview were not compensated for in the cost estimation. Quality and timely delivery were far more important that staying within the budget.

COMMUNICATIONS MANAGEMENT

Theory states that communication management is determining who needs what information at what time, and who needs to be in contact with whom. Fast tracking requires a fast decision-making process and therefore faster communication. Stimulating communication can be done through use of all technology, usually un-biased of its needful databases. The theory also suggests assigning a managing contractor at an early stage, who provides everyone with the latest information. The positioning of the project organization near the construction can help as well.

There were problems every now and then about getting things mixed up. A managing contractor was not there. The project group resided in the temple building adjacent to the main building.

The project could have benefited from advanced communications technology. Having the project group on-site contributed greatly to the pace of the constructions and the success of the project.

PROJECT MANAGEMENT

Traditional project management proposes several processes to define and divide the project deliverables and controlling the process changes in the course of the project.

Fast tracking, is about assigning the project tasks by deadline and speed, thus simplifying. Since a project is not finished, it is important to have the scope as clear as possible. The work packages, planning, estimates, cost, quality, time, are the scope.

The case study had the unique situation that the design was already finalized with regard to resources and safety, next to the large amount of building. This was adapted to fit the chosen building on the island. Simplifying the design took a lot of work, but during the course of the project, quality became more important than buildability.

Changes in scope to improve quality led to additional costs and issues in the planning. Consequences of scope changes need to be considered.

TIME MANAGEMENT

Traditional time management consists of formulating a schedule based on the sequence and duration of all necessary activities.

The main time management factor in fast tracking is the sequencing and overlapping of the work packages. Implementation of incentives and penalties can be timed to completion. The use of advanced information/communication technology and additional workforce can be used as well.

The case he had shown that prior collaboration experience benefits the speed of the project process for fast-tracking was hardly used. Adding work force was postponed when delays would appear, but no advanced technology was used.

The project would not be completed on time without the request for ‘compelling urgency’ and the close collaboration with the public institutes. Advanced technology could have prevented some miscommunication.

QUALITY MANAGEMENT

Traditional project management describes a quality control system composed from proper planning, quality control and quality assurance. Quality management is the role of the project leaders at every milestone. The aesthetic and functional quality was controlled by the many architects. Materials and workmanship were always picked on availability.

No aesthetic quality level was reached at the start of the project. The risk of an architect trying to keep improving the design for him. Striving for more quality is great, but the consequences can jeopardize the quality of the whole project.

RISK MANAGEMENT

Traditionally, project management is straight forward in this. The project and conditions are negotiated at a tender, where all risks and the opportunity to provide a bid to the contractor with the lowest bid.

Fast tracking the sewer project might not be able to get the building finished in time. Therefore quality and experience are more important than price, making the selection/making for the tender more complicated.

The case study would take so long that by the time the order was formally agreed upon, the works were already finished. In the event of an cooperation nothing was expected. The compelled urgency of the situation allowed the contractors to decide which contractor was the tender with the lowest bid.

The DCA rules are detailed to a lack of documentation, financial risk for contractors, and the necessity of providing a risk analysis to the project coordinator. But this would be an expensive solution.

There was a legal right that the designer to take the project coordinator, but his would be a diffeent view. But this would be an expensive solution.

There was no time for extensive documentation and fighting over who is responsible for what would slow down the project. Safety was monitored daily. The relationship between the had excellent.