

## APPENDIX G

### U.S. AIR FORCE PROJECT MANAGERS GUIDELINES

The following list of project management guidelines was extracted from the U.S. Air Force Project Manager's Guide for Design and Construction, (USAF/LEE, June 1989). It depicts guidance that Headquarters, Air Staff provides to their "young, less-experienced" design and construction managers in their field offices. It is important that district project managers review these guidelines to develop an understanding of the Air Force manager's perspective and priorities.

1. Scope is the Major Command's responsibility. Bring conflicts to the Major Command's attention.
2. A field design instruction to the Design Agent authorizing them to proceed with design. Nothing happens without it!
3. Review the 2807 PDC screens and follow up at the end of this period if a revised Air Force Design Instruction has not been issued.
4. Furnish the Design Agent with a good project description, critical need dates, and any special expertise required.
5. Design excellence is a prime goal for all Air Force projects.
6. The project manager chairs the pre-design conference.
7. The Air Force considers the functional and visual aspects of design as essential as the electrical, mechanical and structural systems in terms of a total integrated facility design.
8. Ensure Comprehensive Interior and Structural Interior Design requirements are included in the Requirements and Management Plan (RAMP) and communicate exceptional requirements to the Design Agent.
9. Ensure the A-E understands the Base Architectural Compatibility Guidelines are part of the design criteria.
10. Encourage the designer and user to ask questions at the pre-design conference.

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11. Check with the appropriate security personnel for types of systems available, and their uses.
12. Review the RAMP page by page, paragraph by paragraph.
13. Track design progress closely and obtain justification for any slippage.
14. A good comment is a good comment, no matter who makes it!
15. The importance of conscientious early review cannot be overemphasized.
16. Comparison of the cost estimate with the cost plan and the Air Force Automated Pricing Guide is key to future design development or changing the budget.
17. Success as project manager during design hinges on the ability to get the appropriate decision power applied early to correct deviations from the cost plan.
18. Conservative estimating and excessive contingencies are often reasons for high cost estimates.
19. Challenge the Design Agents to set demanding performance periods.
20. The bid documents must establish the order of acceptance of alternative bid items. This avoids any perception of juggling alternative bid items to favor a particular contractor.
21. The pre-construction conference is not the time to discuss potential change requests.
22. If you have a problem and do not get a quick resolution, elevate the concern and ask for help.
23. It is imperative that data in the Project Design and Construction (PDC) System be correct and current.
24. Extended overhead can add considerable cost to a project when construction completion is delayed through no fault to the contractor.
25. Manage changes to prevent building fifty year mistakes.

26. What is hard, and therefore where you need to focus your attention with the Construction Agent, is to put a price tag on pending and potential changes and claims without final decisions by the contracting officer.

27. When responsibility is not quickly determined, have the Construction Agent unilaterally direct the contractor and/or designer to correct the deficiency and establish responsibility and payment later.

28. Joint Occupancy (contractor and user) can be a useful tool, but use it judiciously.

29. The Resident Construction Manager (Resident Engineer) is most able to facilitate bringing together the right people, at the right time, to address the right issues.

30. The target closeout period is four months after physical completion of the line item. Although the Air Force goal is to reduce the closeout time, you should not financially close a project with outstanding construction and design deficiencies.

31. Don't leave the facility user stranded.

32. While estimates are essential information for predicting and tracking costs, your management is what controls costs and brings a project in on budget.

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