

## A. Reading

Read the following description of a project manager's job. Make a short list of the things you think he would do on a typical day.

Guy Wassick, project engineer, BC Gas Utility Ltd, Surrey, B.C., Canada, is working on an LNG Tank Upgrade project that must be completed for the upcoming winter heating season.

The project involves:

1. Removing the tank from service for the first time in 31 years and draining it
2. Installing an internal valve fitting a new level/temp/density gauge and inspecting the tank
3. Purging to inert gas, purging to natural gas, cooling down and filling with LNG.

The seven-month project, which costs CAN\$5 million (US\$3.5 million), includes two subprojects:

- C1. Multiple natural gas compressor stations. Engineering and construction deficiencies still being addressed
- C2. Multiple natural gas compressor stations for a project in early proposal stages.

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## B. Vocabulary

Choose the best option for the expression underlined.

1. A site meeting would be held
  - a) in the head office in town;
  - b) where the physical work is done.
2. A bill can be:
  - a) a piece of paper money;
  - b) a piece of paper telling you how much you must pay someone;
  - c) a law that has been drafted but not yet voted on.
3. A plant can be
  - a) a living organism that grows but does not move around;
  - b) a kind of factory.
4. An invoice is
  - a) a document telling you the amount due for goods or services rendered;
  - b) a message left on an answering machine or on your telephone.
5. The function of a pipeline is
  - a) to transport a liquid or gas from one recipient to another;
  - b) to provide a physical connection between a submarine and the air.
6. A boiler is used to
  - a) heat something;
  - b) reduce friction in a motor.
7. Soil compaction happens when
  - a) you jump up and down on the ground;
  - b) gas penetrates a surface that was meant to be impermeable.
8. The project director assigned responsibilities at the team meeting.
  - a) signed the timetables of the team members;
  - b) delegated tasks to the team members.
9. Fill the tank with LNG please.
  - a) recipient;
  - b) deposit box.
10. An upcoming meeting
  - a) will soon take place;
  - b) has just finished.
11. We had to drain the tank.
  - a) empty;
  - b) fill.
12. The level/temp/density gauge was broken.
  - a) thermometer;
  - b) measuring device.
13. When you purge something, you
  - a) purify it;
  - b) buy it.
14. The project director spent the morning fielding calls.
  - a) making;
  - b) receiving.
15. When you incur charges, you will
  - a) have to pay someone;
  - b) receive money from someone.
16. To flesh out something means
  - a) to plan and organize it;
  - b) to synthesise it.
17. If you commit to follow-up, you
  - a) agree to do something;
  - b) decide to do something.
18. When you sort out something,
  - a) you classify it;
  - b) you resolve it.
19. The stakeholders in a firm are
  - a) the stock and shareholders;
  - b) all people with an interest in the firm.
20. The findings of a study are
  - a) the results;
  - b) the investigation methods.
21. When a project manager determines ownership of issues, he/she
  - a) decides who is to do what;
  - b) resolves the problems of the project.
22. A liaison is
  - a) a link or connection between two entities;
  - b) a tank specifically designed to store liquid gas.

## C. Reading

Read through the information you have on Guy's day. As you read underline

- the main activity/activities;
- who was involved in it/them;
- the reason he did it/them;
- and any other important information.

## D. Speaking

Complete the project manager's day's activities by circulating and asking questions. Use the information you know to formulate the questions. E.g. What did Guy do after/before he ... ? Try to find out, if possible, information on

- the activity – i.e. What did he do?
- the purpose or reason – i.e. Why did he do it?
- the topic/context/content of the activity – i.e. What was it about?
- any outcome or consequences – i.e. Did the activity create any consequences?

Once you have received some information, change partners. Talk to as many people as possible.

When you are giving information, synthesise it in your own words. DO NOT use the expressions FIRST ACTIVITY, SECOND etc.

## E. Comprehension

Guy Wassick

1. What was the first thing that Guy did at work?
2. How many phone calls did he make?
3. Who was at the site meeting?
4. Where did Guy have lunch?
5. How did he resolve the problem of equipment not working properly?
6. What was the last thing he did before going home?

## F. Discussion

What professional knowledge, skills and qualities does Guy demonstrate, which make him an effective project manager? Ground your answer in specific examples of what he did during the day.

How important is decision making?

## G. Vocabulary

Choose 3 new useful expressions to learn that are related to:

- Tasks at work;
- Decision making;
- Job titles; or
- Problem solving.

Guy Wassick

7 a.m.	Arrive at the office and have coffee. Review the day's schedule for site work activities, including any issues. Examine my personal task list for urgent items and plan key items for the day, including a site meeting and key personnel contacts to be made. Check my e-mail.
7:30	Check my voice mail. Call a key consultant, who will be out for two weeks, to talk about the LNG tank overview/code, but he's not available.
8	Field a call from our Gas Control center. Discuss a bill received from a key customer for additional charges incurred during the completed C1 compression project.
8:30	Drive to the LNG plant site
9	Site meeting. Discuss with plant personnel technical considerations and next steps for our inspection plans. We decide on a scope change and document responsibilities. Assess code implications and planned tank investigation work with the quality assurance/quality control (QA/QC) consultant. We discuss invoices received from the main contractor (engineering, construction and sub-contractors) and the inert gas supplier. Meet QA/QC inspector to review BC Gas sub-contractors invoices and site work progress per schedule.
11	Call the main contractor project manager. Follow up with an e-mail to confirm project office responsibilities, materials, orders, design changes, change orders, procedures and safety issues.
11:15	Return drive to corporate office
11:45	Receive two voice-mails. The community-relations liaison for the C2 project wants to discuss a letter to stakeholders. The inert gas supplier wants to flesh out timing for our next required delivery at the LNG plant site.
12:15 p.m.	Call the C1 project engineer. Resolve problems between the new pipeline and the compressor stations and determine ownership of issues. Discuss problems and solutions with metering at several sites.
12:45	Lunch at my desk. I sort out e-mail requiring immediate attention.
1:30	Call the engineering/construction project manager about the schedule. Confirm an 11:00 a.m. teleconference.
2	Talk with a government regulator, the boilers inspector. Address his concerns on the C1 project pressure vessels and forward him to our company operations personnel.
2:30	Telephone call from the LNG plant. Commit to follow-up and replace inspection equipment that is not working as it should. Phone the QA/QC consultant to sort out the needed equipment and required operator qualifications. I direct him to get the equipment from an Oklahoma consultant, flying it in to minimize delays.
2:45	Discuss upcoming projects with a specialty contractor (soils vibration compaction).
2:50	Call the operations manager about the boiler inspector. Prepare him for the contact and discuss deficiencies at the new compressor station site.
3.	Meet with community relations manager. Discuss specific stakeholder concerns at a C2 project proposed site. Draft an interim response to the stake-holders.
3:30	Call the LNG consultant. Review the conclusions of a previous study and the impact of new site findings. Agree to meet 5 June at the plant to address issues.
4	Receive a call from a C1 project supplier whose blow-down silencers did not meet sound level specifications. Discuss the purchase order agreement, specifications and terms and conditions. The broker agrees to fax the manufacturer's response on repair/replace scenarios
4:15	Give my boss a quick status overview.
4:30	Look over invoices for approval. Sort the invoices as either signed/approved as is, more information needed or confirmation from project personnel required. Follow up on e-mail, and look ahead at schedule and tasks. Note major upcoming issues, potential problems and key points for tomorrow.
5	Head home.