Project management, as a professional service must provide a greater degree of time and cost control through the application of more effective communication, co-ordination, administration and management.

Pro Arnan encourages an integrated and motivated professional and construction team whose function it is to achieve timeous completion of a facility, without sacrificing good design, quality and a well-functioning facility.

We also believe in the continuation of relationships with our Client. This relationship does not stop at the time of handover of the facility to the Client. Our relationship with the Client is the keystone in the structure of the project hierarchy and we work in close partnership with them providing timeous appraisals and recommendations to stimulate well-informed decisions.
We treasure and honor the following core values:

• We believe in servicing our Client's needs with absolute dedication within the framework of integrity and mutual trust.
• We pride ourselves in personal attention provided to our Clients at all times.
• We believe in active participation of all team members and the creation of "team spirit" at all times.
• We strive to remain humble at all times without allowing this principle to take control of our ability to perform at peak levels constantly.

• We allow the development of all team members within the framework of their natural gifting and expertise.
• We take personal ownership of all problems arising on a project and pursue solutions through team members, irrespective of the cause and/or disciplines involved.
• We appreciate that no man can perform to his ultimate ability and function as an island. We understand that the team together is much stronger than any individual on his own.
• We maintain an open management style and strive to be "firm but fair" at all times.
2.1. Preconstruction phase

- Assembling a professional team covering all the required disciplines for the project. Synergy and adaptability to the needs of the project and the Client as well as "project culture" required, is part of the aspects to be considered at this stage.
- Acting as primary agent (if required) and liaison officer between the Client and Consultants.
- Establishing a comprehensive brief that reflects the needs of the Client and the project in detail and communicating this to all team members.
- Programming:
  - Design documentation program:
  - Liaise with all design consultants and get their commitments to a design documentation program which needs to be monitored closely in relation to benchmarks determined by completion dates set by the main program.
  ~ Detailed programming to be done by the Contractor in consultation with us.
- Information required schedule needs to be drawn up by the Contractor in consultation with us indicating information flow needs between the following parties:
  - Client to tenants (end users)
  - Client to the rest of the professional team
  - Professional team amongst themselves
  - Professional team to Main Contractor
  - Main Contractor to Sub contractors and Suppliers/Manufacturers
This will form the basis of the discipline amongst the Consultants, Client and Contractors at all times.

- Construction program

  - This will be a preliminary document highlighting sequence and logic of construction, critical benchmark dates etc. (This document needs to be expanded with the appointed Contractor as soon as they are on board and selling of this to them as their program.)
  - We advocate interim stage handover dates to be set with penalties possibly coupled to them so as to prevent late completion in the finishing stages of the project.
  - Establishing and chairing regular Consultants meetings to ensure communication and coordination of all design-related elements. This affords the team members the opportunity to interact and discuss problem areas and alternative solutions whilst controlling the process of meeting set deadlines. Dedicated workshops to establish detail design parameters needs to be scheduled from time to time with possibly only selected members of the design team present.
  - Establishing and chairing management meetings with the Client to keep them well informed on aspects like time, cost, quality, information flow, performance of the professional team and contractors etc.
  - Financial control with the QS on the project at all times including refinement of the feasibility as the design evolves up to the point of final approval as a "set budget". This then acts as the benchmark for future management of this budget.
  - Co-ordination of the tender process and procurement and/or pre qualification of contractors as well as sub contractors for the project. This process would include the establishment of special conditions as well as co-ordination of final contractual documents for tendering and appointment of these team members.
2.2. Construction phase

- Co-ordinating the design and construction activities that are running concurrently up to a point of "design freeze". Design Freeze definition (Time and stage) needs to be agreed with end users as well as the Client at an early stage.
- Co-ordinate the timeous information flow between all members of the team
- Maintain innovation and the ability to create solutions and not become part of the problem
- Maintain effective communication between all team members through the use of well defined procedures, regular site meetings, insistence on written communication at all times, availability to all team members for assistance at any time, etc.
- Oversee quality control at all levels through Consultants in accordance with pre-set quality control procedures to be managed by the Contractors
- Continue all aspects still required and started during the pre-construction phase
- Monitor progress on site and react pro-actively to any prospective problems that might occur
- Establish close relationships with site team members to create a "we" instead of a "me, you" culture
- Ensure off site control as well for items manufactured in different locations and brought to site as finished products. This could be achieved through the agreement of a well-defined procurement program, which will be monitored and reported on, on a regular basis. This needs to include inter alia proper shop drawing schedules/programs.
- Establish hands on management and a regular presence at all times
2.3. Handing over and completion management

- Manage the process of a structured and well disciplined handover procedure to the Client
- Ensure Clients involvement in all aspects of the handover procedure
- Structure the procedure for handing over maintenance manuals, guarantee certificates, training on equipment etc to the Client
- Manage the process of compiling practical completion lists, works completion lists as well as final completion lists at the expiry of the retention period.
- Assist and co-ordinate the programming of direct contractors working on site
- Assist with the municipal procedures required to acquire occupation certificates and safety clearance for the project
- Assist and co-ordinate the finalisation of all final accounts on the project
- Ensure the smooth transition from a facility under construction to a facility in occupation