
Topic 12

EIA project management

Attributes of a good EIA Project Manager

- good communicator
- technical competency
- problem-solver
- team leader
- flexibility and willingness to learn
- able to negotiate
- planning and budgeting proficiency

Core tasks of EIA project management

- understand the issues
- define tasks and work programmes
- set timelines for delivery
- estimate and manage the budget
- establish an organisational structure
- put together the EIA team
- establish and maintain work standards
- manage information flow
- prepare the EIA report

Key characteristics of an interdisciplinary EIA team

- ♦ complementary perspectives and expertise
- ♦ interact together
- ♦ undertake an integrated approach
- ♦ common understanding of key impacts
- ♦ prepare a synthesis report

Factors influencing selection of EIA team

- ♦ finances available
- ♦ range of impacts to be studied
- ♦ expertise and experience
- ♦ local knowledge
- ♦ ability to work with others

Attributes of interdisciplinary team members

- ♦ interpersonal skills
- ♦ creativity
- ♦ adaptability
- ♦ communication skills
- ♦ organisational aptitude
- ♦ listening skills
- ♦ sense of humour
- ♦ patience

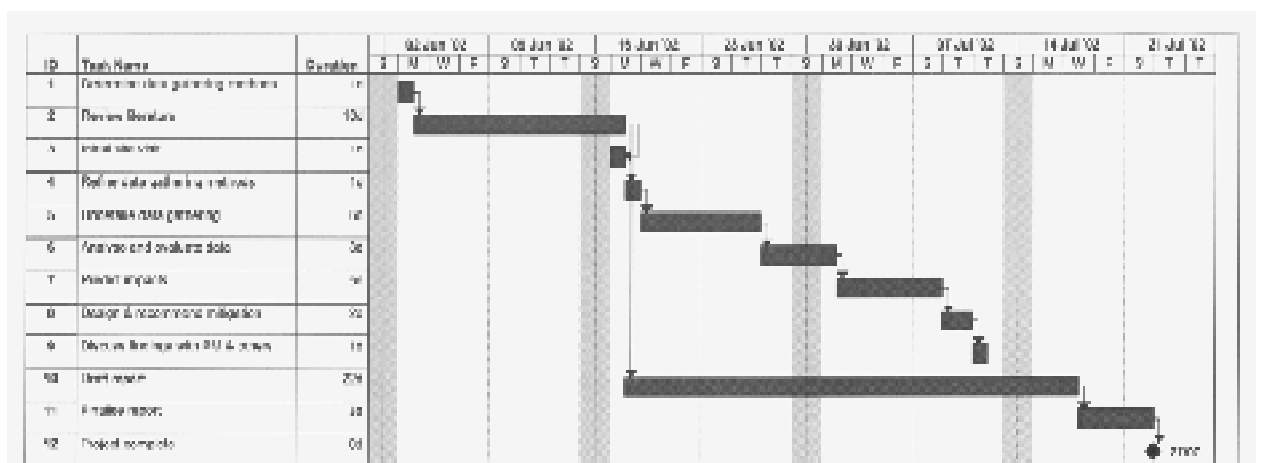
Steps in EIA project scheduling

- identify key events
- break down project into stages
- estimate timing of stages
- identify resources required
- estimate cash flow

A calendar bar or Gantt chart sets out:

- activities to be performed
- timelines for completion
- events that begin and end each activity
- links between the activities
- the critical path

Example of project schedule bar chart



Items in an EIA budget include:

- ♦ labour costs
- ♦ overheads
- ♦ travel expenses
- ♦ capital expenditures
- ♦ communication and report
production costs

Sample of part of budget preparation

Expertise required	Rate of pay (\$ per hour) (a)	Estimated duration of work (hours) (b)	Overhead multiplier (c)	Total (a)x(b)x(c) \$
Noise impact				
1. Investigation				
senior	60	5	2.5	750
junior	15	20	2.5	750
2. Analytical				
senior	60	6	2.5	900
junior	15	40	2.5	1500
3. Reporting				
senior				
junior				
Social impact				
1. Investigation				
Principal				
Senior				
Junior				
2. Analytical				
3. Reporting				

Source: Bingham (1994)