CMCS INSIGHTS · CONTRACTORS · SUBCONTRACTORS

PMWEB for Contractors and Subcontractors

Nine articles for fast-growing contractors and subcontractors, following a project from opportunity to handover in PMWEB: governance built into every project, bid/no-bid decisions, one estimate driving procurement, budget and price, buying out the job, the accountable project team, both sides of every contract with cash and bank funding, early warning, risk and claims, site to handover with the Primavera schedule and every document captured, and governance at scale with project and portfolio performance reporting and AI.

By Bassam Samman, PMP, PSP, EVP, GPM

CEO & Chairman, CMCS

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PMWEB for Contractors and Subcontractors | Part 1 of 9

Governance, Built Into Every Project

Why fast-growing contractors and subcontractors need digitalised project management, and what governance looks like when every process runs in PMWEB

Growth is the goal of every contractor. But growth that outpaces control turns into thin margins, late cash and disputes nobody saw coming. The contractors who scale well are not the ones with the best spreadsheets; they are the ones whose governance is built into the way work moves, from the first bid decision to the last handover document.

This article opens a nine-part series on how contractors and specialist subcontractors use PMWEB to manage their projects. Each part takes one stage of the bid-to-handover lifecycle and shows the forms, workflows and dashboards involved. Part 1 sets out the case: why governance has to be digitalised, and what it looks like in practice.

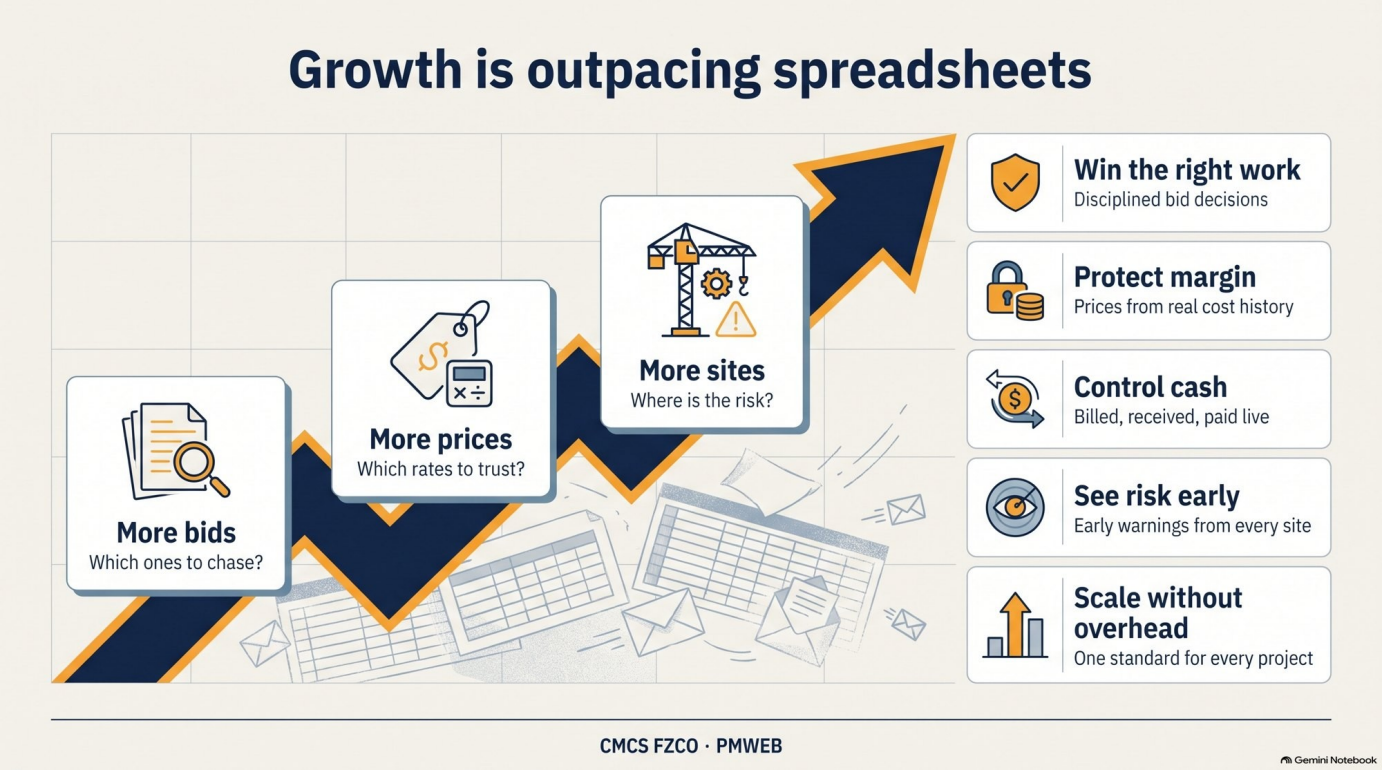


Figure 1. Growth without control: where value leaks as a contractor scales

Why Growth Outpaces Spreadsheets

A contractor running five projects can hold most of the picture in a few heads and a shared drive. At twenty projects across several clients, the same approach starts to break, and it breaks in predictable places:

- **Bids.** Opportunities are pursued on instinct, without a consistent bid/no-bid test or a view of the whole pipeline against capacity.
- **Prices.** Every estimator keeps a private workbook. Unit rates and supplier quotes from past jobs are not reused, so each tender starts from zero.
- **Contracts.** Subcontract and client terms live in PDFs. Change orders, back-charges and disputes are tracked in email threads.
- **Documents.** Drawings, letters, instructions and site records sit in inboxes and shared drives. When a claim arises months later, the evidence cannot be found, or cannot be proved to be the version that was issued.

- **Cash.** Progress invoices, retention and subcontractor payments are reconciled at month-end, after the cash position has already moved.
- **Sites.** Submittals, RFIs and inspections are logged differently on every project, so nobody can compare performance across the portfolio.
- **Knowledge.** When a project manager leaves, the lessons, rates and supplier history leave too.

None of these problems is solved by working harder. They are solved by making the right way of working the only way of working, which is what a project management information system (PMIS) does.

Governance Is How Work Moves, Not a Policy Document

Most contractors have a procedures manual. Few can prove it is followed. In PMWEB, every process (a bid decision, a purchase order, a change order, an invoice) is a form with a workflow behind it. The form defines what must be captured; the workflow defines who reviews and approves it, within which limits and by when. Governance stops being something that is audited after the event and becomes the route that every transaction takes.



Figure 2. Governance through digitalisation: five pillars enforced by PMWEB

Pillar	What it means for a contractor	How PMWEB enforces it
Accountability	Every commitment, change and payment has a named owner and an approver within delegated limits	Workflows with delegation of authority (DoA); every action timestamped and attributed in the audit trail
Transparency	Management, clients and partners see the same version of the truth	One database for all projects; role-based access for internal teams, clients, subcontractors and suppliers
Real-time reporting	Decisions are made on today's position, not last month's report	Dashboards and reports built directly on live transactions, from site level to the board
Continuous improvement	Each project makes the next bid and the next delivery better	Cost libraries, purchase history, lessons learned and risk registers reused across projects
AI-enabled	AI answers questions about the business with confidence	Structured, validated, connected data that PMWEB AI and third-party AI tools can work on

Same Discipline, Different Seat: Contractors and Subcontractors

A main contractor and a specialist MEP subcontractor sit at different points in the supply chain, but they face the same two-sided problem: a contract **above** them that they must deliver and invoice against, and contracts **below** them that they must award, control and pay. PMWEB handles both sides in the same project record.

Party	Contract above (income)	Contracts below (cost)	Core PMWEB modules
Main contractor	Prime contract with the client	Subcontracts and purchase orders	Prime Contract, Commitments, Change Orders, Progress Invoices, Payments
Specialist subcontractor	Subcontract received from the main contractor	Sub-subcontracts, suppliers and long-lead equipment	Same modules: the received subcontract is managed as its prime contract
Supplier / vendor	Purchase order	Its own manufacturing and logistics	Restricted portal access for submittals, delivery status and invoices

For a subcontractor, this matters more than it first appears. The subcontract it receives is recorded in PMWEB as its prime contract, so every variation it claims, every progress invoice it submits and every payment it receives is tracked with the same rigour as the commitments it awards to its own suppliers. Back-to-back terms, retention and payment cycles can be compared side by side.

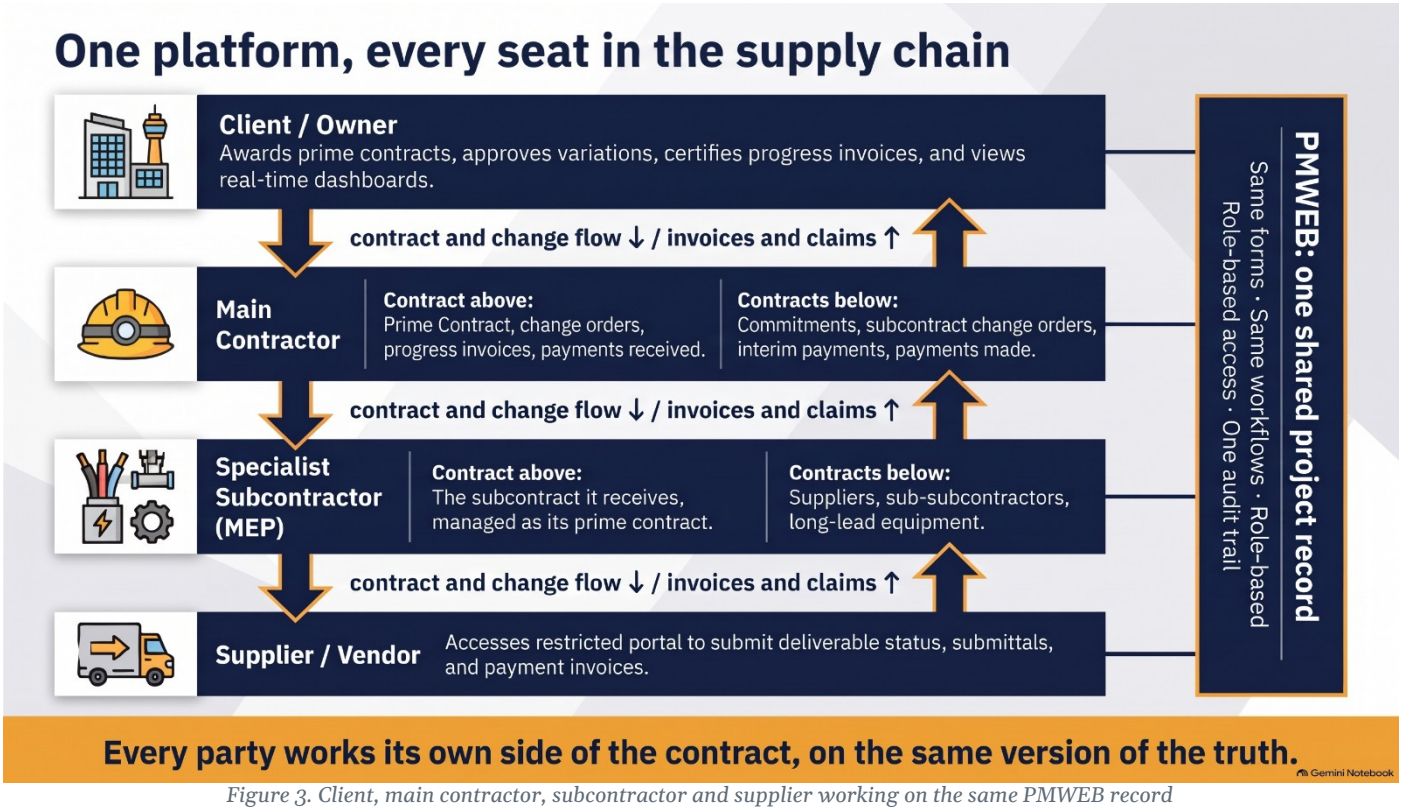


Figure 3. Client, main contractor, subcontractor and supplier working on the same PMWEB record

One Connected Lifecycle

The real value comes from connection. The estimate that won the bid becomes the budget. The budget is bought out through commitments. Commitments are paid against progress that is reported on the schedule. Changes on either side of the contract update the forecast immediately. Handover records are tagged to the same equipment that was estimated, procured and installed.

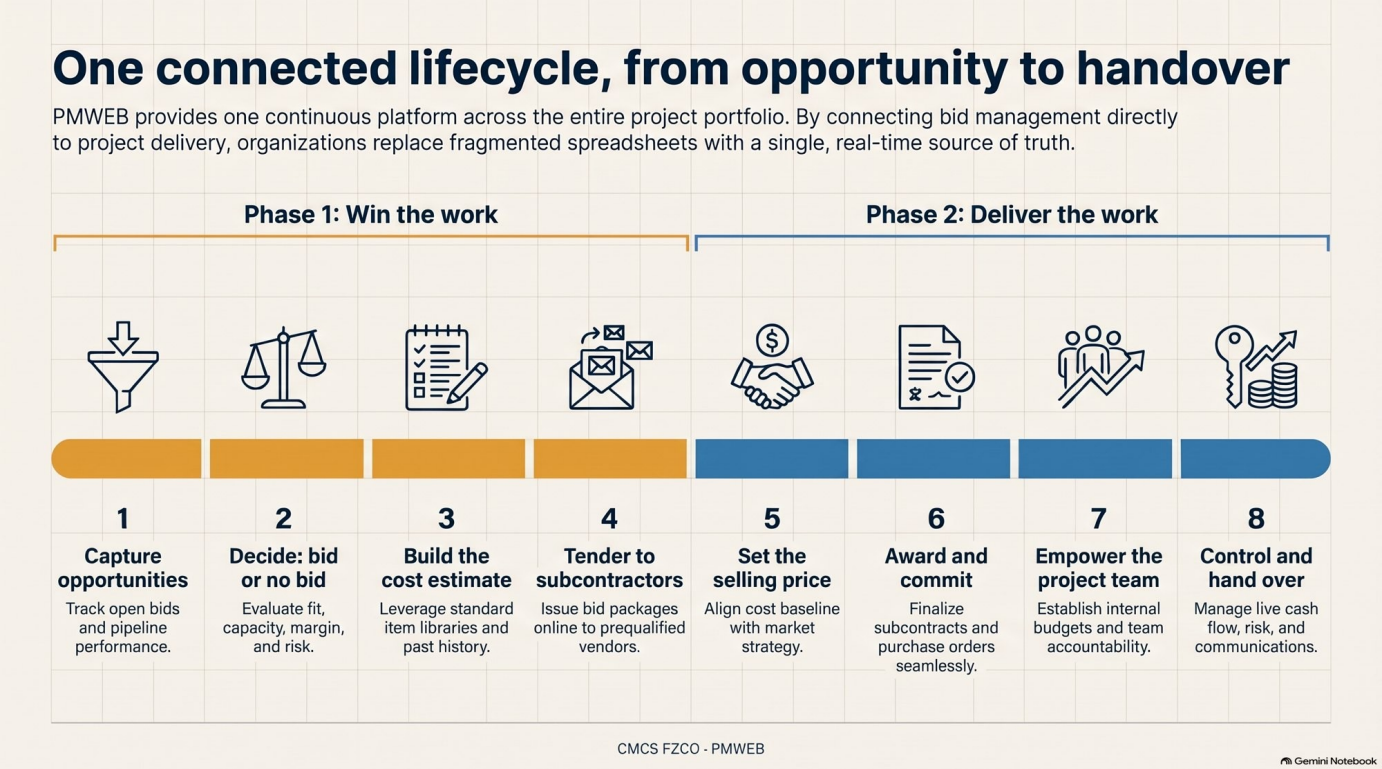


Figure 4. The bid-to-handover lifecycle, connected in one platform

Stage	What the business needs	PMWEB capability	Series part
Win	Pursue the right work, not all work	Initiatives (opportunity pipeline) with bid/no-bid workflow	Part 2
Price	Fast, consistent estimates built on real costs	Cost estimate, item library, purchase history, Excel import	Part 3
Buy	Competitive, compliant procurement	Vendor prequalification, bid packages, online sub-bids	Part 4
Commit	A team accountable for the budget it receives	Internal commitment between company and project team	Part 5
Contract	Control of income and cost on both sides	Prime Contract, Commitments, change orders, invoices, payments, funding	Part 6
Protect	See problems early and settle claims during delivery	Early warning / PCOs, risk register, claims, document repository	Part 7
Deliver	Site control and a clean handover	Schedule, submittals, RFIs, inspections, T&C, punch list, handover	Part 8
Govern	Control at scale, insight on demand	DoA workflows, landing page, project and portfolio dashboards, controlled access, AI	Part 9

Where AI Fits

Every contractor is being told that AI will transform its business. It will, but only on top of data that is complete, structured and trustworthy. An AI assistant cannot tell you which subcontractor is most often late on submittals, or which trade has eroded margin across your last ten projects, if that information lives in email and personal spreadsheets. **No data, no AI.** Digitalising project management in PMWEB is what produces that data as a by-product of daily work. Part 9 shows PMWEB 2026 AI working on it.

Key takeaway

Contractors and subcontractors do not lose control because they lack procedures. They lose control because procedures are optional. PMWEB makes governance the path every transaction follows, so accountability, transparency, real-time reporting and continuous improvement happen by default, and the business becomes ready for AI on its own validated data.

Next in the series, Part 2: Winning the Right Work. How contractors use PMWEB Initiatives and a bid/no-bid workflow to manage the opportunity pipeline against capacity and risk appetite.

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Winning the Right Work

How contractors and subcontractors use PMWEB Initiatives and a bid/no-bid workflow to manage the opportunity pipeline against capacity, margin and risk

The most expensive project a contractor ever does is the one it should never have bid for. Margins are decided long before mobilisation: at the moment someone says yes to an invitation to tender. Yet in most contracting firms that decision is made in a corridor conversation and recorded nowhere.

In Part 1 we argued that governance must be built into the way work moves. Governance starts at the front door. This article shows how contractors and specialist subcontractors use PMWEB to register every opportunity, assess it consistently and record a formal bid/no-bid decision before any estimating effort is spent.

Every Invitation Logged, Every Decision Recorded

Contractors receive far more invitations to tender than they can price well. A specialist MEP subcontractor may receive the same project from five different main contractors. Without a single register, nobody knows how many tenders are live, how much estimating capacity they consume, or why some were declined.

In PMWEB, each opportunity is captured as an **Initiative**: client, location, sector, estimated value, submission date, delivery period, contract form, and the source of the invitation. The Initiative is created at the moment an invitation arrives, not when estimating starts, so the pipeline is complete from day one.

Initiative Form

PMWEB

Initiative ID	TU0001	**Funding Year**	2010
Name	Rooms	**Priority**	1-Emergency
Type	Mixed	**Sponsor**	Will Walker
Abbreviation	test	**Funding Source**	Federal
Plan	--Multiple--	**Project Manager**	Neil Youngers
Status	Approved	**Weighted Score**	69.00
Template	HBS Baker Library	**Initiative Total**	$3,340,000.00
Currency	Dollar (United States of America)		
Revision	0 **Date** 28-Apr-2010 12:00:00 AM	**Start** 28-Apr-2010 12:00:00 AM	**Finish** 30-Apr-2010 12:00:00 AM



Details

Line #	Item	Description	UOM	Quantity	Unit Cost	Total Cost	Cost Code	Company	Period	Year	Task
001	002094	A/V Equipment	sqft	110,000.00	$10.00	$1,100,000.00		Dexter Concrete		0	30 - Construction
002	002097	Construction Contingency	sqft	10,000.00	$15.00	$150,000.00				0	30 - Construction
003	002087	Construction Documents	sqft	10,000.00	$1.00	$10,000.00				0	20 - Design Development
004	002096	Design Contingency	sqft	10,000.00	$10.00	$100,000.00				0	20 - Design Development
005	002086	Design Development	sqft	10,000.00	$7.00	$70,000.00				0	20 - Design Development
006	002088	Engineering Fee	sqft	10,000.00	$8.00	$80,000.00				0	20 - Design Development
007	002089	Exterior Construction	sqft	10,000.00	$65.00	$650,000.00				0	30 - Construction
008	002093	Furniture & Fixtures	sqft	10,000.00	$15.00	$150,000.00				0	30 - Construction
009	002090	Interior Construction	sqft	10,000.00	$85.00	$850,000.00				0	30 - Construction
010	002085	Schematic Design	sqft	10,000.00	$13.00	$130,000.00				0	10 - Schematic Design
011	002095	Signage	sqft	10,000.00	$5.00	$50,000.00				0	30 - Construction
012		TEST LINE		1.00	$0.00	$0.00				0	
			Totals:	**210,001.00**	**$234.00**	**$3,340,000.00**					

Figure 1. PMWEB Initiative form: one record per opportunity, from invitation to award

A Formal Bid/No-Bid Gate

The Initiative is routed through a workflow that turns the bid decision into a governed step. Business development registers it; the estimating, operations and finance leads each assess it against agreed criteria; management decides. A declined opportunity is not deleted. It is archived with its reason, so the company learns which clients, sectors and contract forms it should stop chasing.

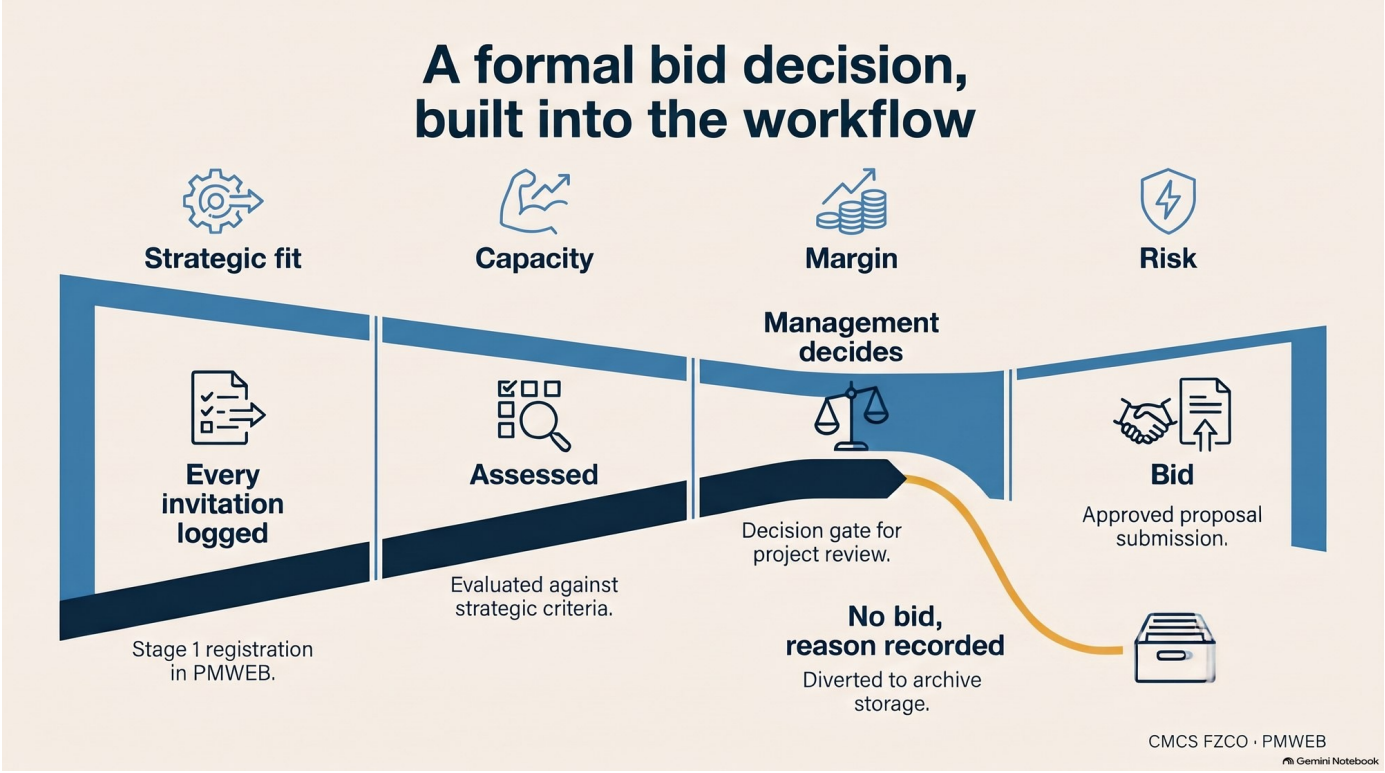


Figure 2. The bid/no-bid decision built into the PMWEB workflow

Criterion	Questions the assessment answers	Captured in PMWEB as
Strategic fit	Is this the client, sector and region we want to grow in?	Scored field on the Initiative
Capacity	Do we have estimating time now and delivery resources when it starts?	Pipeline dashboard by start date and value
Margin	Can we win at a price that leaves an acceptable margin?	Target margin and historical margin for similar work
Risk	Contract form, payment terms, client track record, liquidated damages	Risk notes and an initial risk score
Cash	Advance payment, retention, payment cycle, bank guarantees required	Cash and bonding assumptions on the Initiative

Because the scoring fields are standard, each assessment is consistent and comparable. Approval limits follow the company's delegation of authority: a small negotiated job may be approved by the operations director, while a large lump-sum tender with onerous terms goes to the managing director or the board.

The Pipeline as a Portfolio

Once every opportunity is registered, the pipeline becomes a portfolio that management can steer. Dashboards built on the Initiatives show the value of work under pursuit by stage, client, sector and expected start date, and compare it with the company's capacity and growth targets.

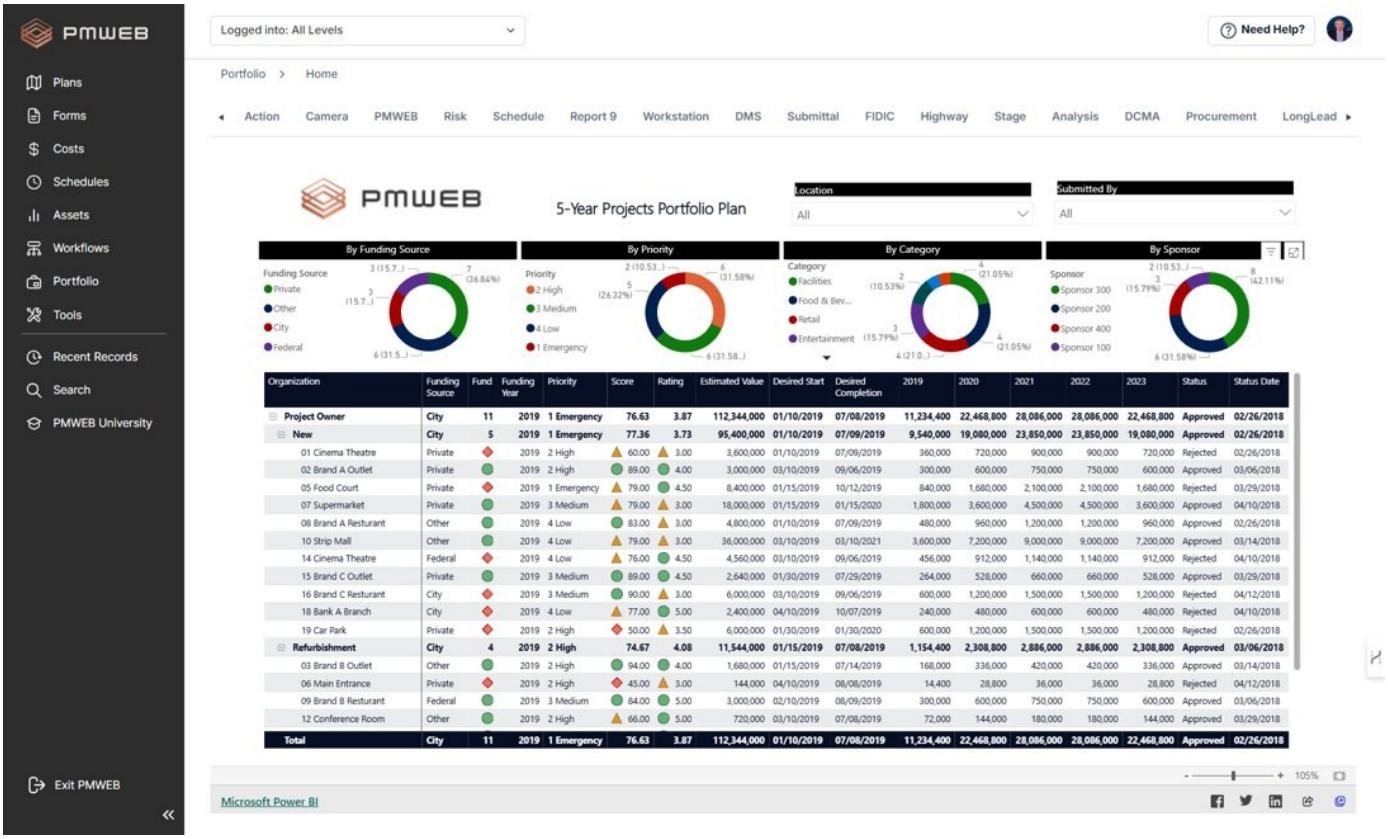


Figure 3. Portfolio plan dashboard: opportunities and projects by status, priority, category and sponsor

- **Hit rate** by client, sector and contract form shows where the company actually wins.
- **Estimating load** by submission date shows when the team is overcommitted, before quality drops.
- **Forward workload** by expected start date shows whether the company is bidding for the right volume.
- **Declined reasons** show patterns, such as clients with poor payment records or contract forms that consistently carry unacceptable risk.

The Subcontractor's View

For a specialist subcontractor, the same project often arrives through several main contractors. PMWEB lets the subcontractor register the underlying project once and link each main contractor's invitation to it. The decision is then made at two levels: whether to pursue the project at all, and which main contractors to price for, based on their payment record, back-to-back terms and likelihood of winning.

From Decision to Estimate

When the decision is to bid, the approved Initiative becomes the parent of everything that follows: the cost estimate, the bid packages sent to subcontractors and suppliers, the proposal and, if the tender is won, the project itself. Nothing is retyped, and the history of how the project was won stays attached to it for its entire life.

Where AI Adds Value

With every opportunity, decision and outcome recorded in a structured way, PMWEB 2026 AI can answer the questions management actually asks: "Which clients have we declined most often, and why?", "What is our hit rate on design-and-build hospitals over the last three years?", "Which live tenders are due in the next two weeks and who is estimating them?" Those answers are only possible because the pipeline lives in one system.

> **Key takeaway**
>
> Winning the right work is a governance decision, not a sales reflex. PMWEB Initiatives capture every opportunity, a bid/no-bid workflow applies the same criteria and approval limits every time, and the pipeline dashboards let management steer the portfolio against capacity, margin and risk.

Next in the series, Part 3: One Estimate, Three Outputs. How the cost estimate in PMWEB drives procurement, the project budget and the selling price.

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One Estimate, Three Outputs

How contractors use the PMWEB cost estimate, item library and purchase history to drive procurement, the project budget and the selling price, without changing their estimating tools

In most contracting firms the estimate is the most valuable document nobody reuses. It is built under pressure, submitted, and then filed. If the tender is won, the budget is rebuilt from scratch; if it is lost, the prices it contained are forgotten. PMWEB turns the estimate into the starting point of everything that follows.

This article shows how contractors and subcontractors bring their estimates into PMWEB, build them on real purchase history, and use one estimate to generate three outputs: the bid packages for procurement, the project budget at true cost, and the selling price for the client.

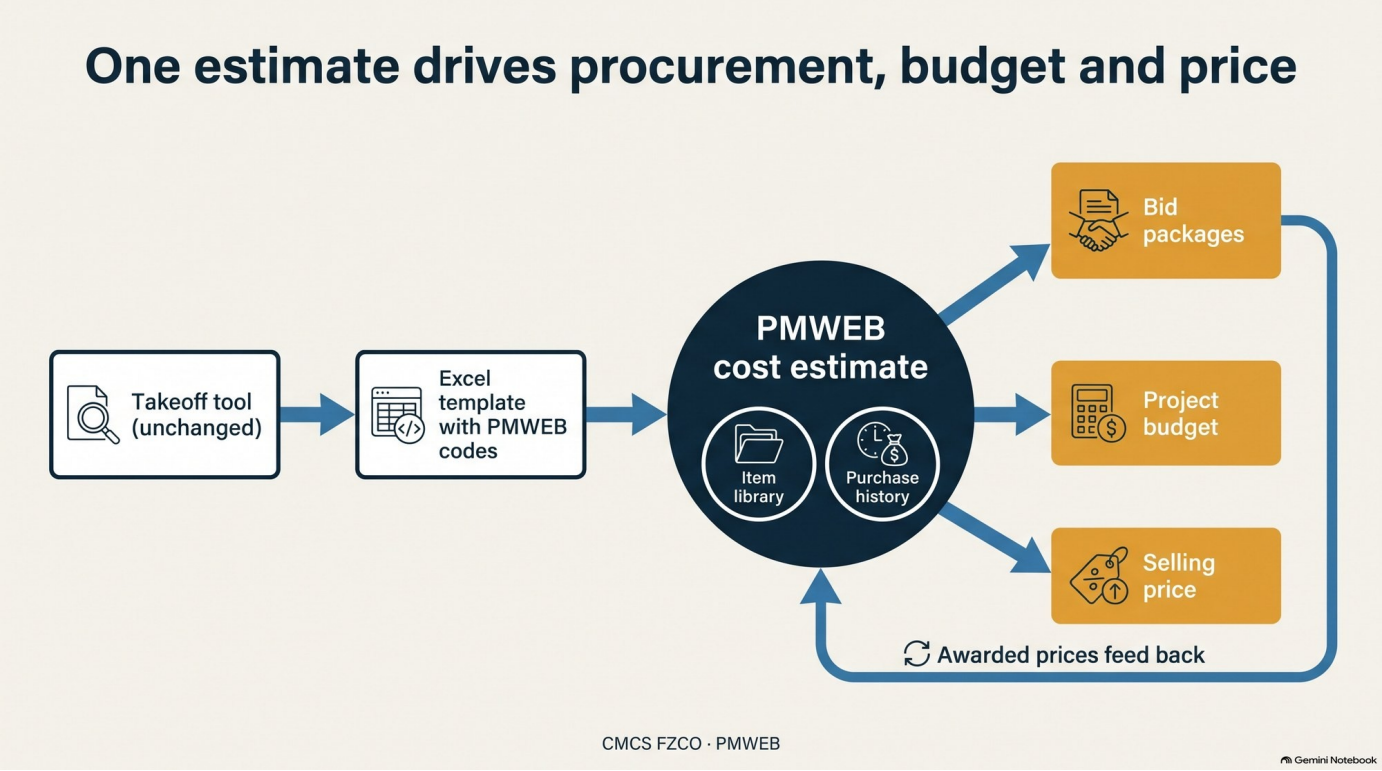


Figure 1. One estimate drives procurement, budget and price

Keep Your Estimating Tools, Standardise the Output

Estimators have their own takeoff tools and well-tested Excel workbooks, and changing them during a period of growth is a risk few contractors should take. PMWEB does not require it. The first stage of implementation keeps the existing tools and introduces a standard Excel template carrying the company's cost codes, so every estimate is imported into the PMWEB **Cost Estimate** in the same structure.

Tag on each line	Why it matters	Used later for
Cost code (CBS)	Every estimate rolls up the same way	Budget, commitments, cost reports
Trade / package	Lines grouped into what will be bought together	Bid packages and procurement plan
Equipment tag	Major MEP items identified from day one	Submittals, delivery, T&C and handover
Resource type	Labour, material, plant, subcontract	Productivity and cash-flow analysis
Location / zone	Building, floor or system	Progress and variation pricing

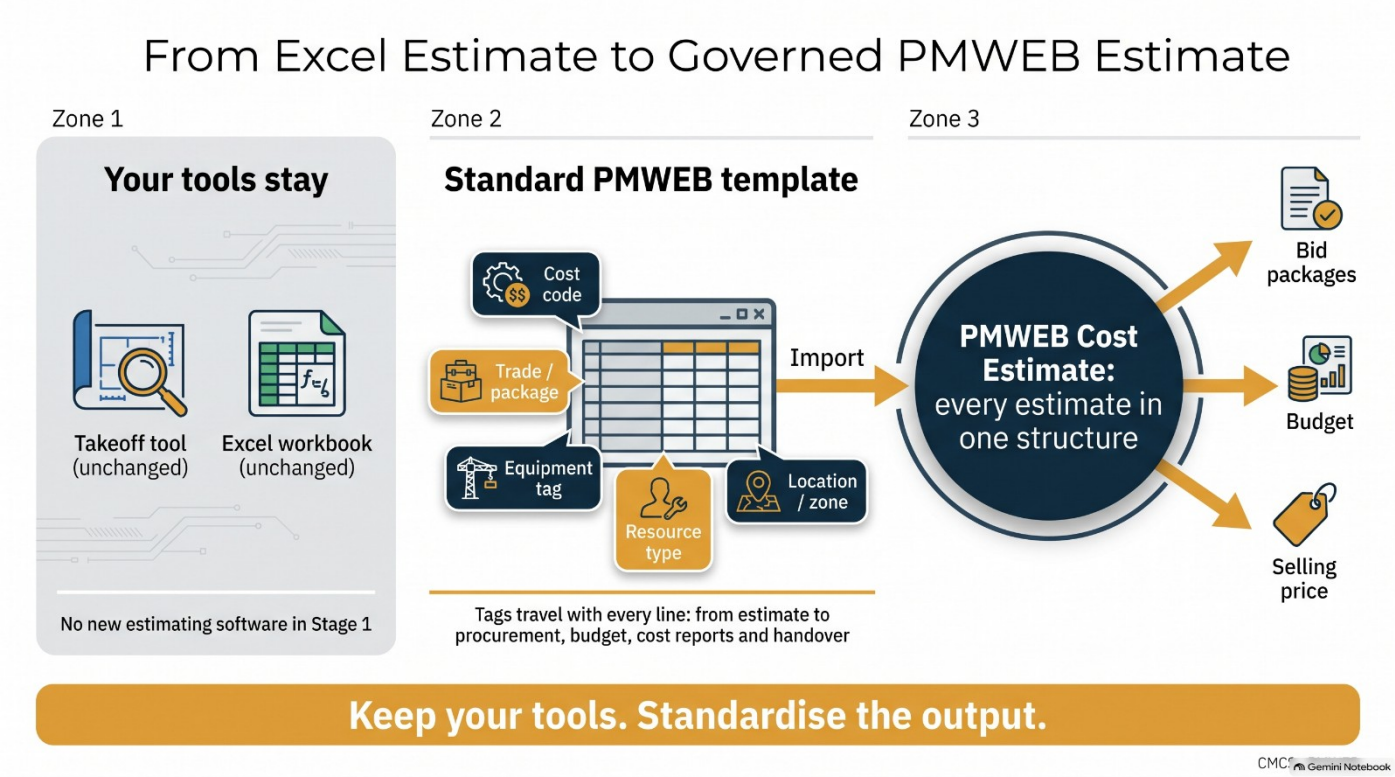


Figure 2. Existing tools stay; a tagged template brings every estimate into one structure

Price From Evidence: Item Library and Purchase History

An estimate is only as good as the rates in it. PMWEB holds a company-wide **item library** of standard items, units and rates, and every purchase order placed on every project becomes **purchase history**. When an estimator prices a line, the last prices paid for that item, by supplier, project and date, are available in the estimate itself. Every award made in Part 4 feeds back into the library, so each tender sharpens the next.

PMWEB

Estimates

Projects: Multiple **Sorted by:** Project Num.
Project Status:
Project Manager:
Estimate Status:

Project Number	Project Name	Estimate	Rev.	Cost	Price	Est. UOM	Units	Cost/Unit	Price/Unit
2001	Sudbury Office Building	Initial Estimate	0	$7,696.50	$7,696.50		$1.00	$7,696.50	$7,696.50
2005	Capital Project XXXX	Construction Cost Estimate	0	$36,351.05	$36,351.05	$	$1.00	$36,351.05	$36,351.05
2006-0083	Riverside Tower	Initial	0	$706,000.00	$706,000.00		$1.00	$706,000.00	$706,000.00
ADMSample	ADM Sample Project	Sample Resource Estimate	0	$0.00	$0.00	hr	$1.00	$0.00	$0.00
ADMSample	ADM Sample Project	Professional Services	0	$60.00	$60.00	$	$1.00	$60.00	$60.00
ADMSample	ADM Sample Project	Professional Services	0	$0.00	$0.00	$	$1.00	$0.00	$0.00
LGH	Logistics Hub	Test Packaging stratergy		$0.00	$0.00		$1.00	$0.00	$0.00
LGH	Logistics Hub	Test Packaging stratergy		$0.00	$0.00		$1.00	$0.00	$0.00
LGH	Logistics Hub	Test Packaging stratergy		$0.00	$0.00		$1.00	$0.00	$0.00
HBO03	Harbour Offices	High Level Construction Cost Estimate	0	$5,200.00	$5,200.00		$1.00	$5,200.00	$5,200.00
HBO03	Harbour Offices	Preliminary Design Estimate	0	$0.00	$0.00		$1.00	$0.00	$0.00
CRS01	Coastal Resort	test	0	$0.00	$0.00	$	$1.00	$0.00	$0.00
CRS01	Coastal Resort	Test Packaging stratergy		$0.00	$0.00		$1.00	$0.00	$0.00
Boston GC	Boston GC	03-03000 Concrete Foundation	0	$0.00	$0.00	cy	$10,000.00	$0.00	$0.00
Boston GC	Boston GC	Project Cost Estimate	0	$3,086.60	$3,086.60	$	$1.00	$3,086.60	$3,086.60
CGB-Plan2027	ppp	CAPEX Cost Estimate	0	$0.00	$0.00	$	$1.00	$0.00	$0.00
CGB-Plan2027	ppp	O&M Cost Estimate	0	$0.00	$0.00	$	$1.00	$0.00	$0.00
CGB-Plan2027	ppp	Revenue Estimate	0	$0.00	$0.00	$	$1.00	$0.00	$0.00
CMCS01	Capital Project Life Cycle	Estimate Details test	0	$4.00	$4.00	$	$1.00	$4.00	$4.00
CMCS01	Capital Project Life Cycle	Straregy	0	$70.00	$70.00	$	$1.00	$70.00	$70.00
CMCS01	Capital Project Life Cycle	Estimated Revenue	0	$93,000,000.00	$93,000,000.00	$	$1.00	$93,000,000.00	$93,000,000.00
CMCS001	CMCS Test	Test	0	$50,651.00	$50,651.00	$	$1.00	$50,651.00	$50,651.00
CMCS001	CMCS Test	Estimate upload	0	$0.00	$0.00	$	$1.00	$0.00	$0.00
CMCS001	CMCS Test	Estimate Cost Code Test	0	$55,000.00	$55,000.00	$	$1.00	$55,000.00	$55,000.00
CMCS001	CMCS Test	Test 0710	0	$1,000.00	$1,000.00	$	$1.00	$1,000.00	$1,000.00

Figure 3. PMWEB estimates register: every estimate held in one structure, by project and version

Budget Stays on True Cost, Strategy Lives in the Price

The estimate produces two different numbers that must never be confused. The **project budget** is the true cost of delivering the work. The **selling price** is cost plus overheads, risk allowance and margin, shaped by the commercial strategy. PMWEB keeps them separate: the approved estimate creates the budget, and the markups and pricing strategy create the schedule of values in the **Prime Contract**.



Figure 4. One estimate, two outputs: the budget on true cost and the price with strategy

Selling price = Cost + Overheads + Risk + Margin
Project budget = Cost (what the project team is accountable for)
Planned margin = Selling price − Project budget

Unbalanced Bidding, Made Visible

In the Gulf it is common to load early items of the bill of quantities to improve cash flow, or to price items expected to grow more richly than those expected to shrink. Whatever the strategy, the danger is that the loaded prices leak into the budget and hide the real margin per item. Because PMWEB holds the true-cost budget and the selling price on the same cost codes, the planned margin of every line is visible, and management can see exactly where the strategy has front-loaded the cash and where it carries risk if quantities change.

The Subcontractor's View

A specialist subcontractor prices the same scope for several main contractors, often with different bills of quantities and commercial terms. In PMWEB it keeps one estimate per scope, with versions per main contractor. The true cost is consistent; only the price and terms change. When one main contractor wins, the matching version becomes the subcontractor's budget and its prime contract.

Where AI Adds Value

With estimates, awards and actual costs held on the same codes, PMWEB 2026 AI can compare a new estimate with what similar work actually cost: "Show me the last five chiller purchases and their unit prices", "Which trades were under-estimated on our last three hospital projects?" The estimator gets evidence, not opinion.

Key takeaway

Contractors do not need new estimating software to govern their estimates. A standard, tagged import brings every estimate into PMWEB, purchase history makes rates evidence-based, and one approved estimate drives procurement, a true-cost budget and a selling price whose strategy is visible line by line.

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Buying Out the Job

How contractors use PMWEB vendor prequalification, bid packages and online sub-bids to buy competitively, compliantly and on time

For a contractor, the margin won at tender is only a promise. It becomes real when the work is bought out. Every subcontract and purchase order awarded above the budget erodes it; every long-lead item ordered late threatens the programme. Procurement is where contractors make or lose money, and it deserves the same governance as the bid itself.

This article shows how PMWEB supports the procurement cycle of contractors and specialist subcontractors: a prequalified vendor register, bid packages generated from the estimate, online sub-bids, side-by-side evaluation and a recorded award, all feeding back into the next estimate.



Figure 1. The tender cycle in PMWEB: every tender sharpens the next estimate

A Prequalified Vendor Register

PMWEB holds one **company register** of subcontractors, suppliers and manufacturers. A prequalification form, built with the PMWEB form builder, captures what the company needs to know before inviting a vendor: trade and capacity, licences and certifications, financials, HSE record, insurances, client approvals and references. A workflow routes it for review by procurement, technical, HSE and finance. Only approved vendors, for approved trades and value bands, appear on bidder lists.

- **Expiry dates** on trade licences, insurances and certifications trigger alerts before they lapse.
- **Client-approved vendor lists** are recorded per project, so procurement never invites a vendor the client will reject.
- **Performance evaluations** at the end of each subcontract update the vendor's record, so poor performers stop being invited.

Bid Packages From the Estimate

Because each estimate line was tagged by trade and package (Part 3), PMWEB can group the lines into **bid packages**: scope, quantities, drawings and specifications, commercial terms and the submission deadline. The package goes out to the prequalified bidders through the PMWEB portal, where each vendor sees only its own invitation.

Online Sub-Bids and Side-by-Side Evaluation

Bidders submit prices and clarifications online, line by line against the same structure. Procurement no longer re-keys quotations from PDFs. PMWEB places the bids side by side with the estimate, levels them for exclusions and qualifications, and records the technical and commercial evaluation.



Figure 2. Bid evaluation: bidders, levelled totals, scores and the estimate on one screen

Step	Control it gives	Evidence kept in PMWEB
Invitation	Only prequalified vendors, at least the minimum number of bidders	Bidder list and invitation date
Clarifications	Same answer to every bidder	Questions and responses on the package
Submission	Sealed until the deadline	Time-stamped bids
Evaluation	Technical and commercial scores against set criteria	Levelling sheet and scores
Award	Approval within delegated limits; reason if not the lowest	Recommendation and approval workflow

The award recommendation follows the delegation of authority. If the recommended bidder is not the lowest, or the award exceeds the budget, the workflow asks for a reason and escalates to the right level. The approved award becomes a **Commitment** (Part 6) with no retyping, and its prices flow into purchase history for the next estimate.

Long-Lead Items: Buy Them First

For an MEP contractor, chillers, switchgear, generators, transformers and pumps decide the programme. PMWEB tracks each long-lead item from submittal approval to order, manufacture, shipping and delivery to site, linked to the activity in the schedule that needs it.

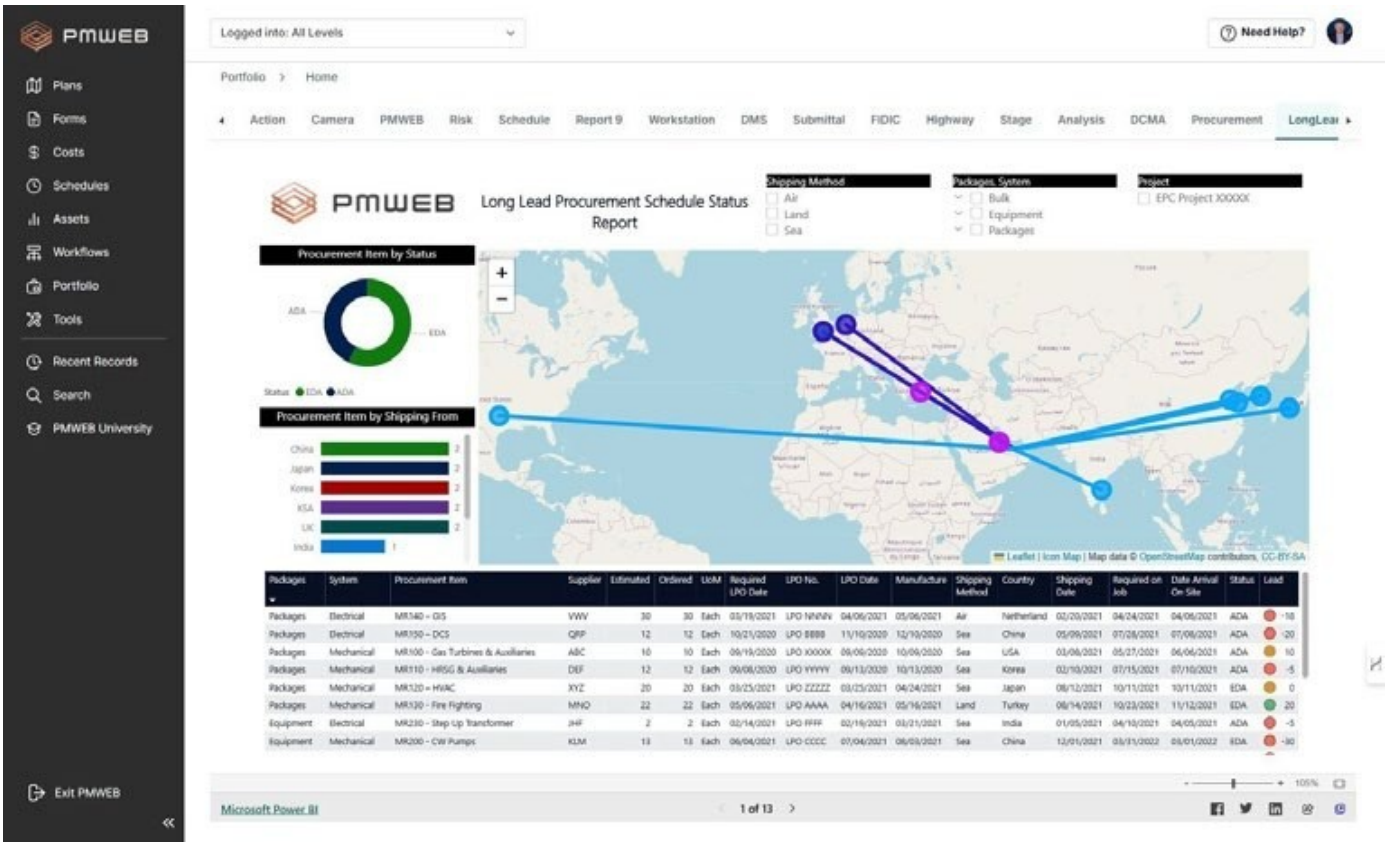


Figure 3. Long-lead procurement status: items by stage, origin and shipping route

Where AI Adds Value

With every invitation, bid and award stored in the same structure, PMWEB 2026 AI can answer: "Which vendors have we invited for switchgear in the last year and how often did they win?", "Which long-lead items are at risk of arriving after their required-on-site date?", "Summarise the clarifications raised by bidders on this package."

> **Key takeaway**
>
> Buyout protects the margin won at tender. In PMWEB, only prequalified vendors are invited, bid packages come straight from the estimate, bids are submitted and evaluated online, awards follow the delegation of authority, and every price paid makes the next estimate better.

Next in the series, Part 5: The Accountable Project Team. How an internal commitment turns each project team into a business unit that owns its budget.

Talk to us: *to see how PMWEB can be configured for your contracting business, contact* ***info@CMCS-MENA.com****.*

About the Author

Bassam Samman, PMP, PSP, EVP, GPM is the founder and CEO of CMCS FZCO, the PMWEB Authorized Implementation Partner for the GCC and MENA and PMWEB Global Partner of the Year 2025. With offices serving the UAE, Saudi Arabia, Qatar and Kuwait, CMCS has been providing project management information system (PMIS) services to more than two hundred capital projects for owners, developers, government entities, contractors and subcontractors.

About PMWEB

PMWEB is a fully integrated, web-based project management information system that covers the complete capital project lifecycle: planning, estimating, procurement, contracts, cost, schedule, documents, quality, risk, asset handover and reporting. Its no-code workflow and form builder lets each organisation digitise its own processes and delegation of authority, while PMWEB 2026 adds built-in AI that works on the organisation's own validated project data.

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The Accountable Project Team

How contractors use an internal commitment in PMWEB to turn every project team into a business unit that owns its budget, programme and cash

Most contractors hand a project to a project manager with a budget, a programme and a hope. When the project overruns, nobody can say with certainty whether the budget was unrealistic, the scope changed or the team underperformed. The fix is not more supervision. It is a clear agreement, recorded and tracked, between the company and the team that runs the project.

This article shows how contractors use PMWEB to formalise that agreement as an **internal commitment** between the parent company and the project team, achieve 100% buyout of the budget, and reward teams that deliver on time and within budget.

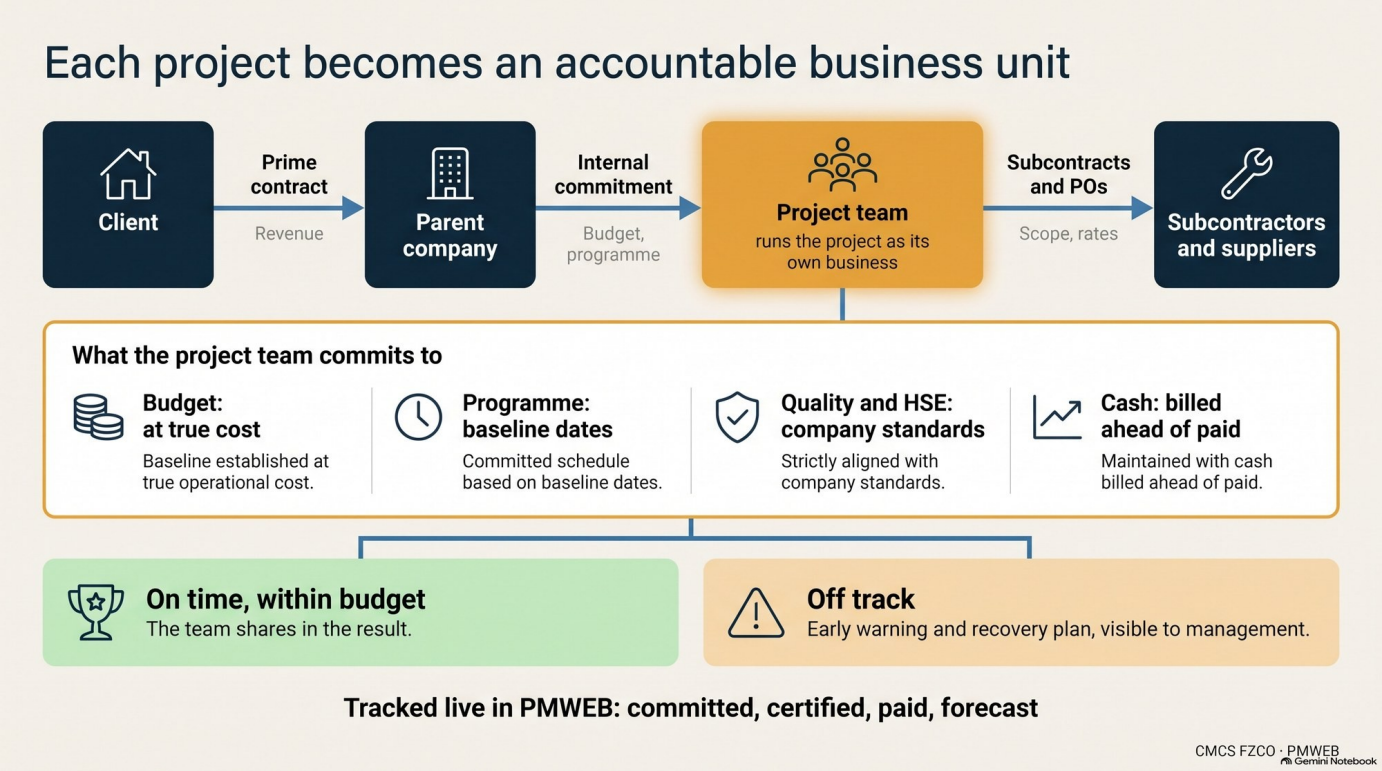


Figure 1. Each project becomes an accountable business unit

The Internal Commitment

When a tender is won, the company signs a prime contract with the client. In PMWEB it then issues an internal commitment to the project team, using the same Commitments module it uses for subcontractors. The internal commitment carries the true-cost budget from the estimate (Part 3), the baseline programme, the quality and HSE standards, and the cash targets. The project team accepts it through a workflow. From that moment the team runs the project as its own business.

The team commits to	Defined as	Tracked in PMWEB through
Budget	Delivery at the true cost agreed at award	Commitments, actuals and forecast against the budget
Programme	Baseline dates for key milestones	Schedule updates linked to the commitment

The team commits to	Defined as	Tracked in PMWEB through
Quality and HSE	Company standards, inspections passed, no major incidents	Inspections, NCRs and HSE records
Cash	Billing ahead of paying; collections on time	Progress invoices, payments received and made

100% Buyout: Every Line of the Budget Has an Owner

Accountability is only real when the whole budget is converted into commitments. PMWEB lets the team issue commitments for every part of the budget: subcontracts and purchase orders to external parties, and internal commitments to company-owned units such as the plant department, the batching plant, the prefabrication workshop or head-office engineering. Each internal unit then works under the same rules as an external subcontractor, with a scope, a value and approved changes.

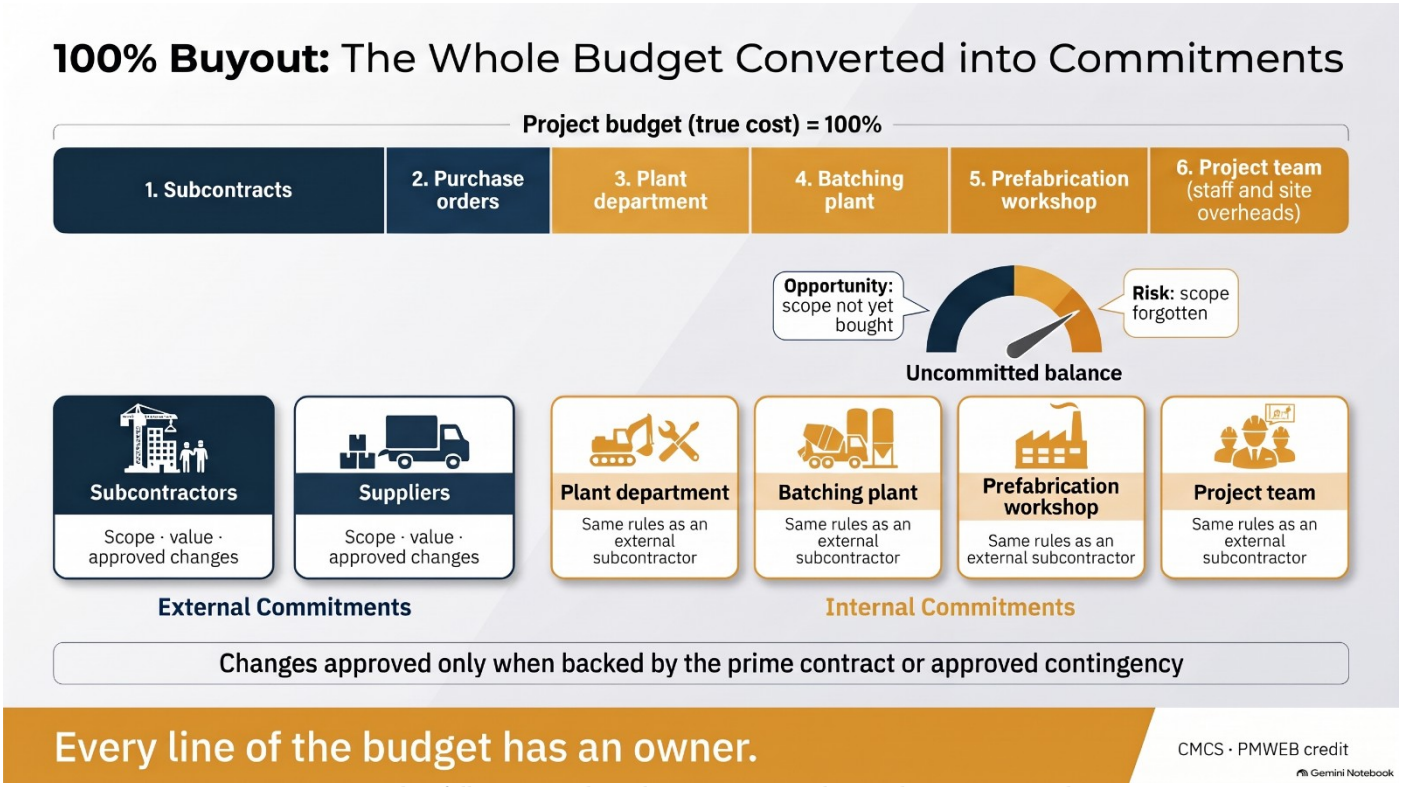


Figure 2. Budget fully committed to subcontractors, suppliers and company-owned units

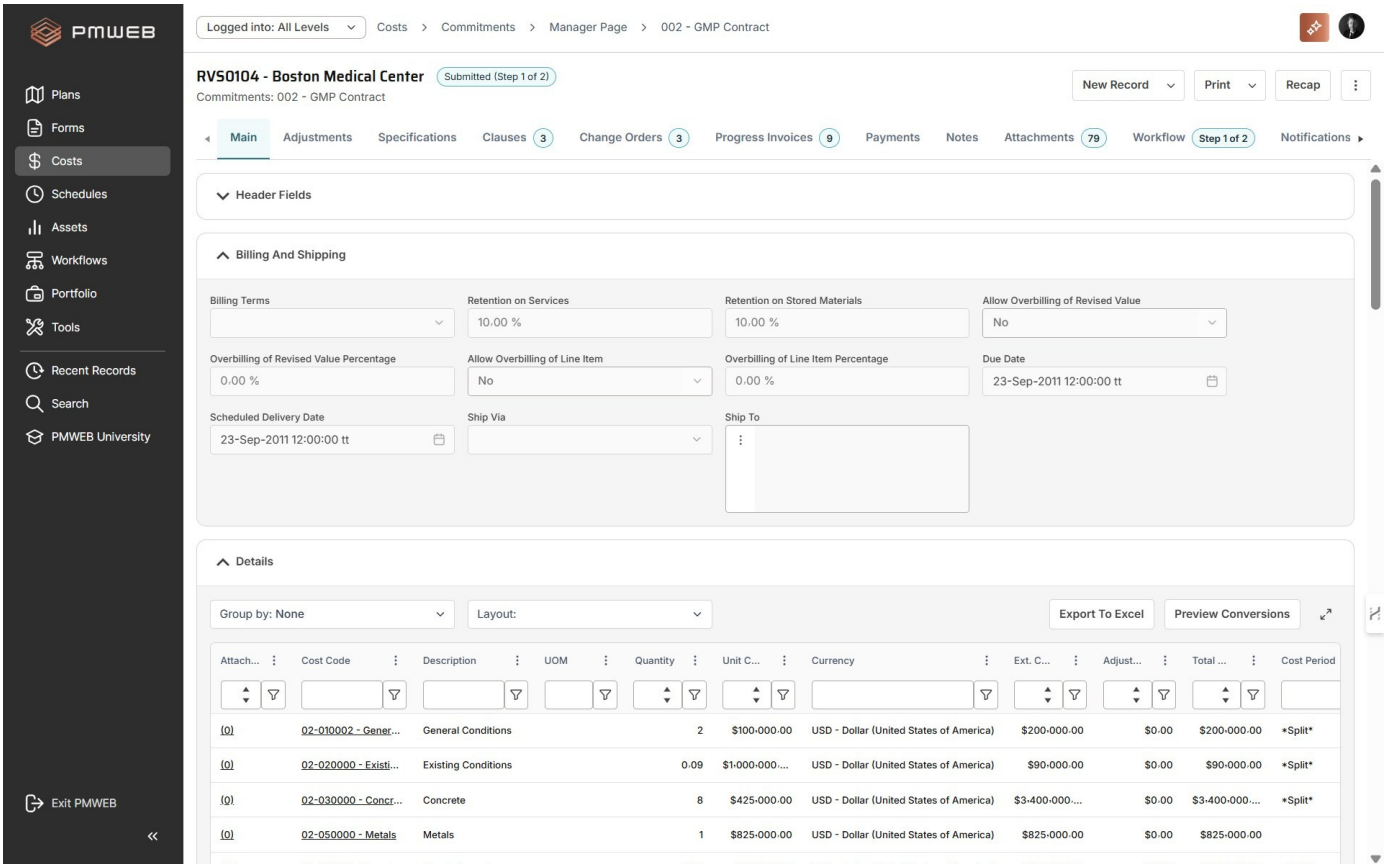


Figure 3. PMWEB 2026 commitment record with billing terms, retention and line-item details

The uncommitted balance is visible at any time. Any amount still uncommitted is either an opportunity (scope not yet bought) or a risk (scope forgotten). Either way, management sees it.

Changes Only Through the Front Door

The internal commitment can only change through an approved change order, and PMWEB enforces that a change to the team's budget is only approved when it matches a change allowed under the prime contract or an approved transfer from contingency. Scope added by the client increases both sides. Overruns caused by the team do not. This is how accountability survives the first variation.

A Reward That Means Something

Because the budget, programme and quality commitments are agreed in advance and tracked in PMWEB, the company can link a reward to them without argument. When the project closes on time, within budget and to standard, the team shares in the result. When it does not, the early warning and recovery plan are visible to management long before the end (Part 7). The data that measures the outcome is the same data the team used to run the project, so the outcome is undisputed.

The Subcontractor's View

Specialist subcontractors run many small, fast projects at once, so the risk of an unowned budget is even higher. The same model applies: the subcontract received from the main contractor is the prime contract, the internal commitment goes to the site team or installation crew, and fabrication shops are committed internally. Small teams learn quickly when their numbers are visible.

Where AI Adds Value

With every project team operating under the same commitment structure, PMWEB 2026 AI can compare teams like for like: "Which teams delivered within their internal commitment last year?", "What share of the budget is still uncommitted on projects started in the last quarter?", "Which internal units most often exceed their commitments?"

> **Key takeaway**
>
> An internal commitment turns a project team into a business unit with a clear budget, programme, quality and cash agreement. With 100% buyout and changes allowed only when backed by the prime contract or approved contingency, accountability is measurable, and a reward can be tied to results that nobody disputes.

Next in the series, Part 6: Both Sides of Every Contract. Managing the prime contract and the commitments together, from change orders to payments and bank funding.

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Both Sides of Every Contract

How contractors and subcontractors manage the prime contract and their commitments together in PMWEB, from change orders and disputes to invoices, payments and bank funding

A contractor sits between two sets of contracts. Above it is the client, who pays late and disputes variations. Below it are subcontractors and suppliers, who expect to be paid on time and claim for every change. A contractor that manages these two sides in separate spreadsheets is always reconciling, and always one step behind its cash.

This article shows how PMWEB manages both sides of every contract in one project record: the **Prime Contract** with the client, and the **Commitments** with subcontractors, suppliers and internal units, with change orders, progress invoices, payments and funding connected throughout.



Figure 1. Both sides of every contract, in one place

The Income Side: Prime Contract

The Prime Contract holds the schedule of values created from the selling price (Part 3), with the contract's terms: advance payment, retention, recovery of advance, payment period, bonds and liquidated damages. Against it the contractor records:

- **Change orders** claimed from the client, with their status from potential to submitted to approved.
- **Progress invoices** in the client's required format, generated from the approved progress on the schedule of values.
- **Payments received**, matched to invoices, with retention held and the days each certificate was outstanding.

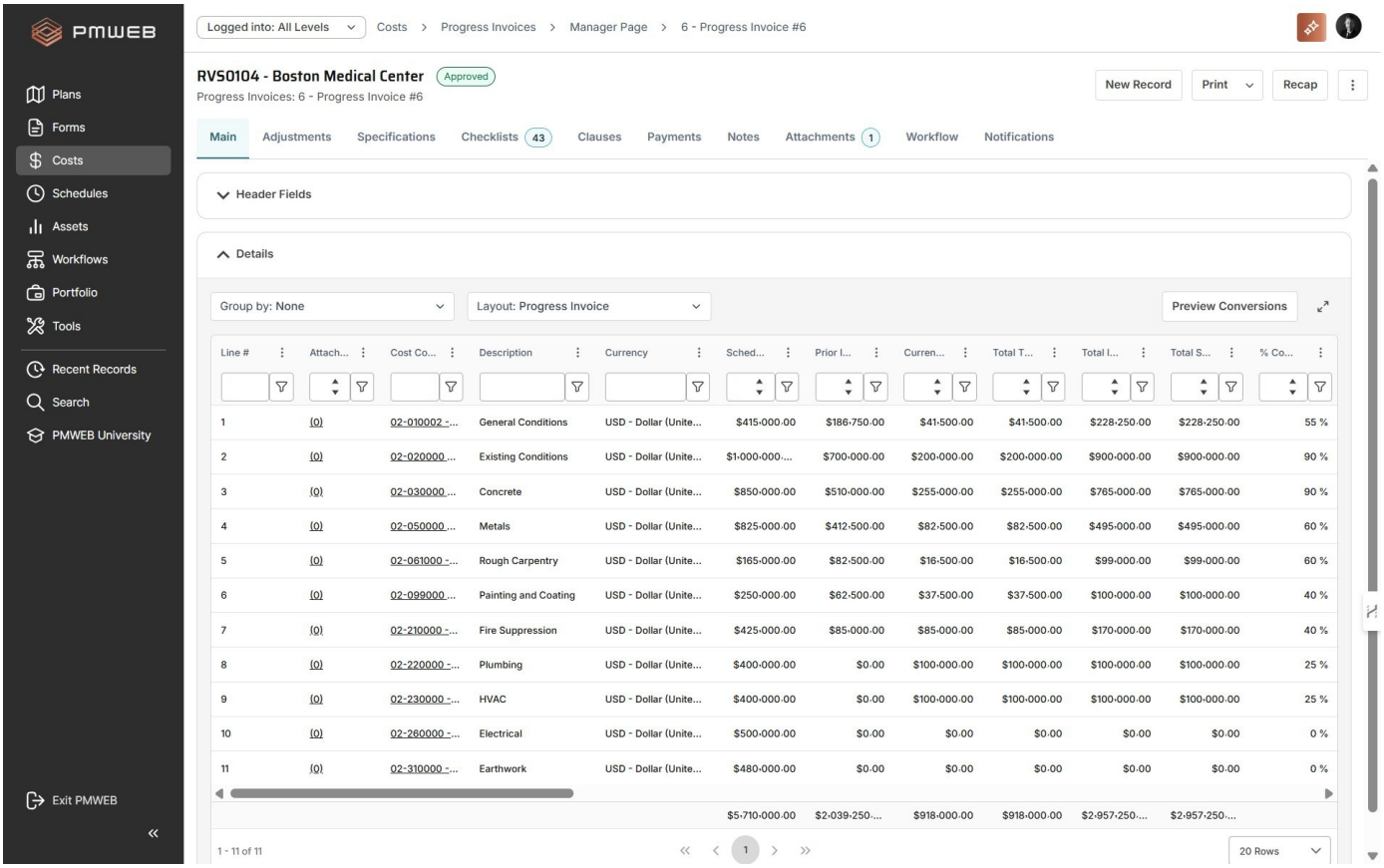
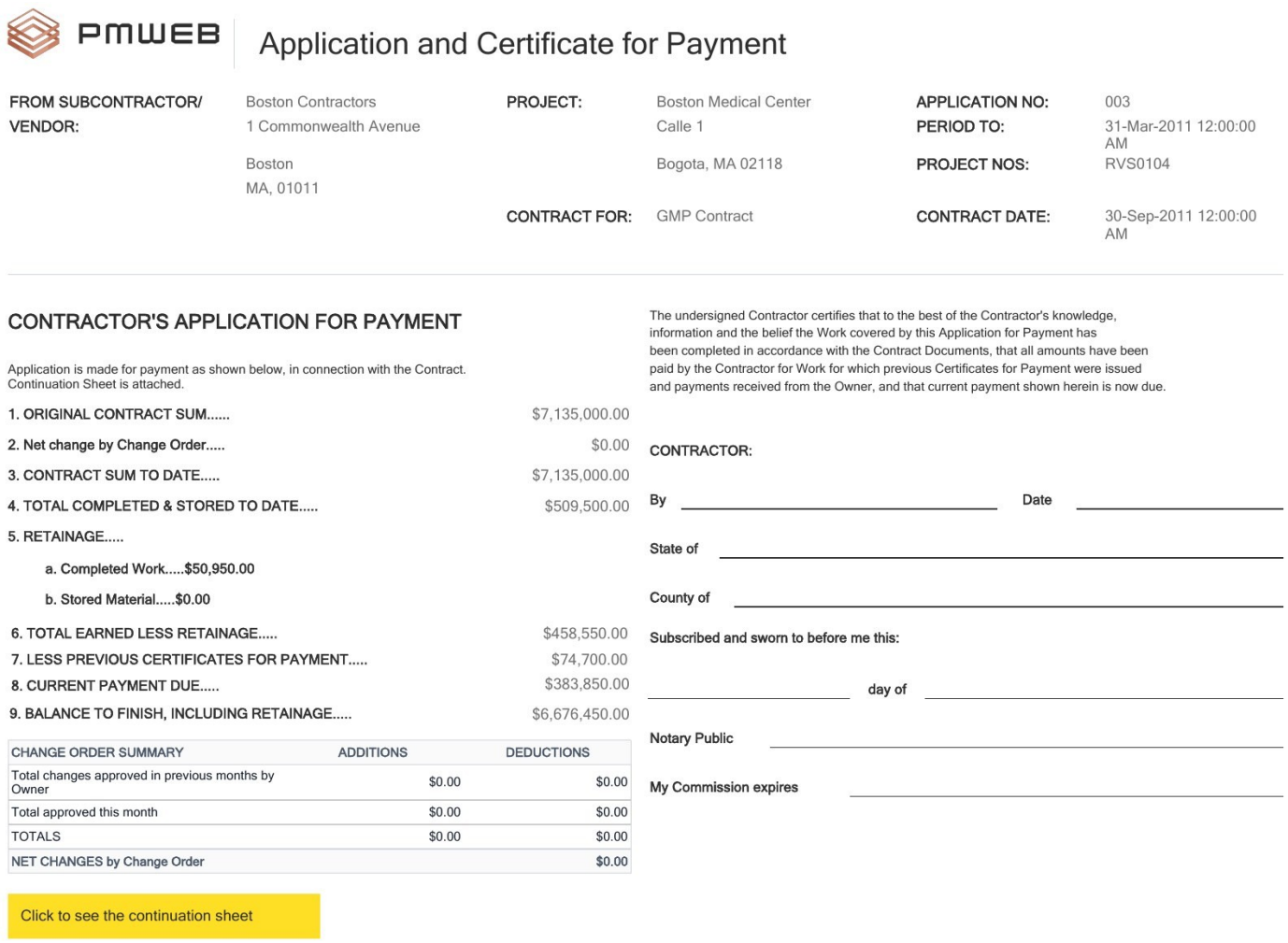


Figure 2. PMWEB 2026 progress invoice against the prime contract schedule of values

The Cost Side: Commitments

Every subcontract and purchase order awarded in Part 4, and every internal commitment from Part 5, is a Commitment in PMWEB. Against each, the contractor administers the full subcontract life cycle:

Process	What PMWEB controls	Why it matters
Change orders	Subcontractor variations approved within delegated limits and linked to the budget	No variation is paid unless it is approved and funded
Disputes	Claims and disputes logged with value, status, correspondence and decisions	The company sees its exposure before it becomes a dispute it cannot settle
Interim payments	Subcontractor applications checked against progress, retention and back-charges	Overpayment and premature release of retention are prevented
Payments	Payments made, recorded against each application	Paid-to-date always reconciles with certified-to-date



PMWEB

Application and Certificate for Payment

FROM SUBCONTRACTOR/ VENDOR:	Boston Contractors 1 Commonwealth Avenue Boston MA, 01011	PROJECT:	Boston Medical Center Calle 1 Bogota, MA 02118	APPLICATION NO: PERIOD TO: PROJECT NOS:	003 31-Mar-2011 12:00:00 AM RVS0104
		CONTRACT FOR:	GMP Contract	CONTRACT DATE:	30-Sep-2011 12:00:00 AM

CONTRACTOR'S APPLICATION FOR PAYMENT

Application is made for payment as shown below, in connection with the Contract. Continuation Sheet is attached.

1. ORIGINAL CONTRACT SUM.....	$7,135,000.00
2. Net change by Change Order.....	$0.00
3. CONTRACT SUM TO DATE.....	$7,135,000.00
4. TOTAL COMPLETED & STORED TO DATE.....	$509,500.00
5. RETAINAGE.....	
a. Completed Work.....$50,950.00	
b. Stored Material.....$0.00	
6. TOTAL EARNED LESS RETAINAGE.....	$458,550.00
7. LESS PREVIOUS CERTIFICATES FOR PAYMENT.....	$74,700.00
8. CURRENT PAYMENT DUE.....	$383,850.00
9. BALANCE TO FINISH, INCLUDING RETAINAGE.....	$6,676,450.00

CHANGE ORDER SUMMARY	ADDITIONS	DEDUCTIONS
Total changes approved in previous months by Owner	$0.00	$0.00
Total approved this month	$0.00	$0.00
TOTALS	$0.00	$0.00
NET CHANGES by Change Order		$0.00

Click to see the continuation sheet

The undersigned Contractor certifies that to the best of the Contractor's knowledge, information and the belief the Work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by the Contractor for Work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due.

CONTRACTOR:

By _____ Date _____

State of _____

County of _____

Subscribed and sworn to before me this:

_____ day of _____

Notary Public _____

My Commission expires _____

Figure 3. Subcontractor application and certificate for payment generated by PMWEB

Back-to-Back, Side by Side

Because both sides are on the same cost codes, PMWEB shows each prime contract change order beside the subcontract change orders it generates, and each client payment beside the subcontractor payments it funds. The contractor sees immediately when it has approved a subcontractor variation that the client has not yet approved, or paid subcontractors faster than the client has paid it.

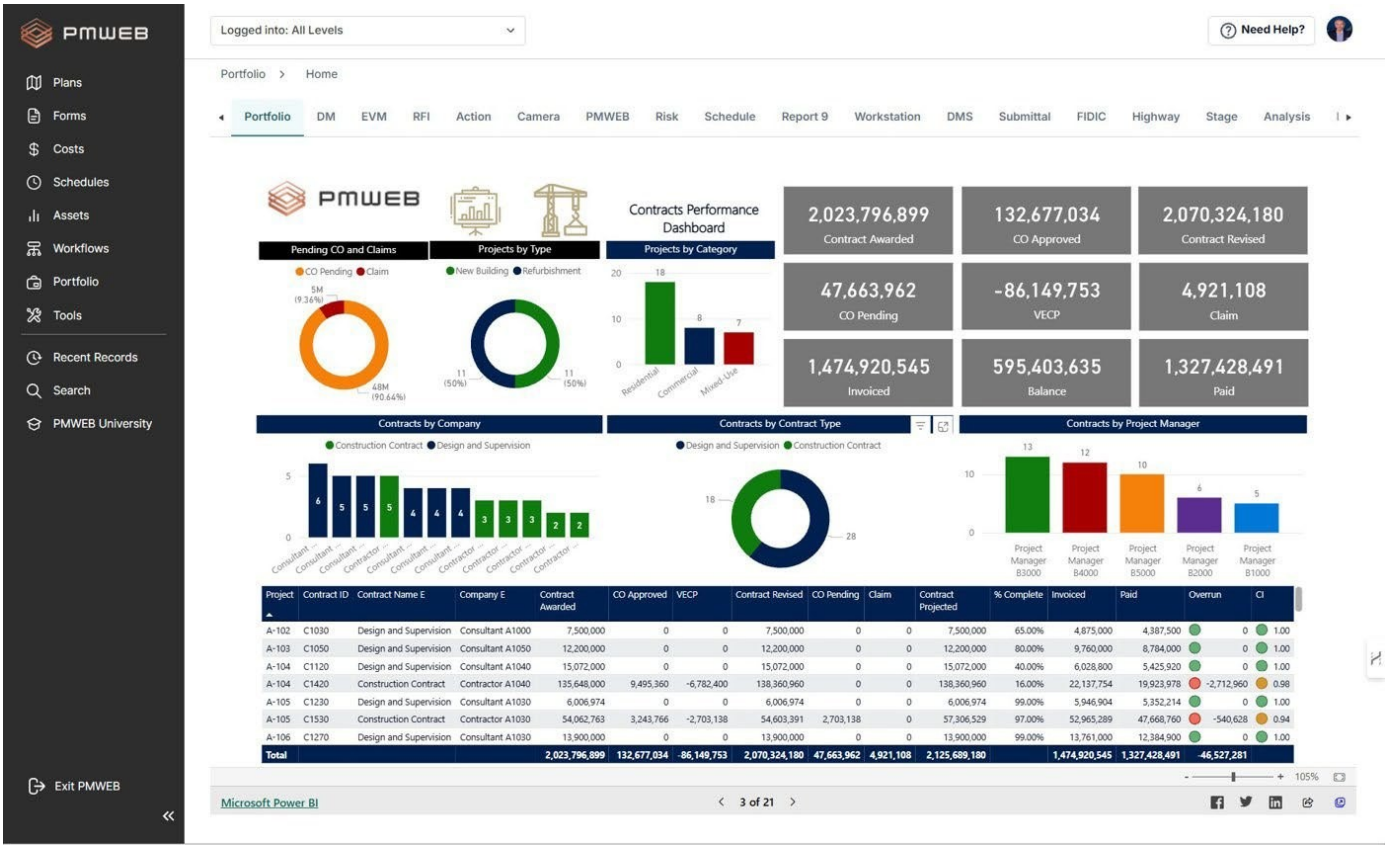


Figure 4. Contract performance dashboard: contract values, change orders, invoiced, paid and outstanding

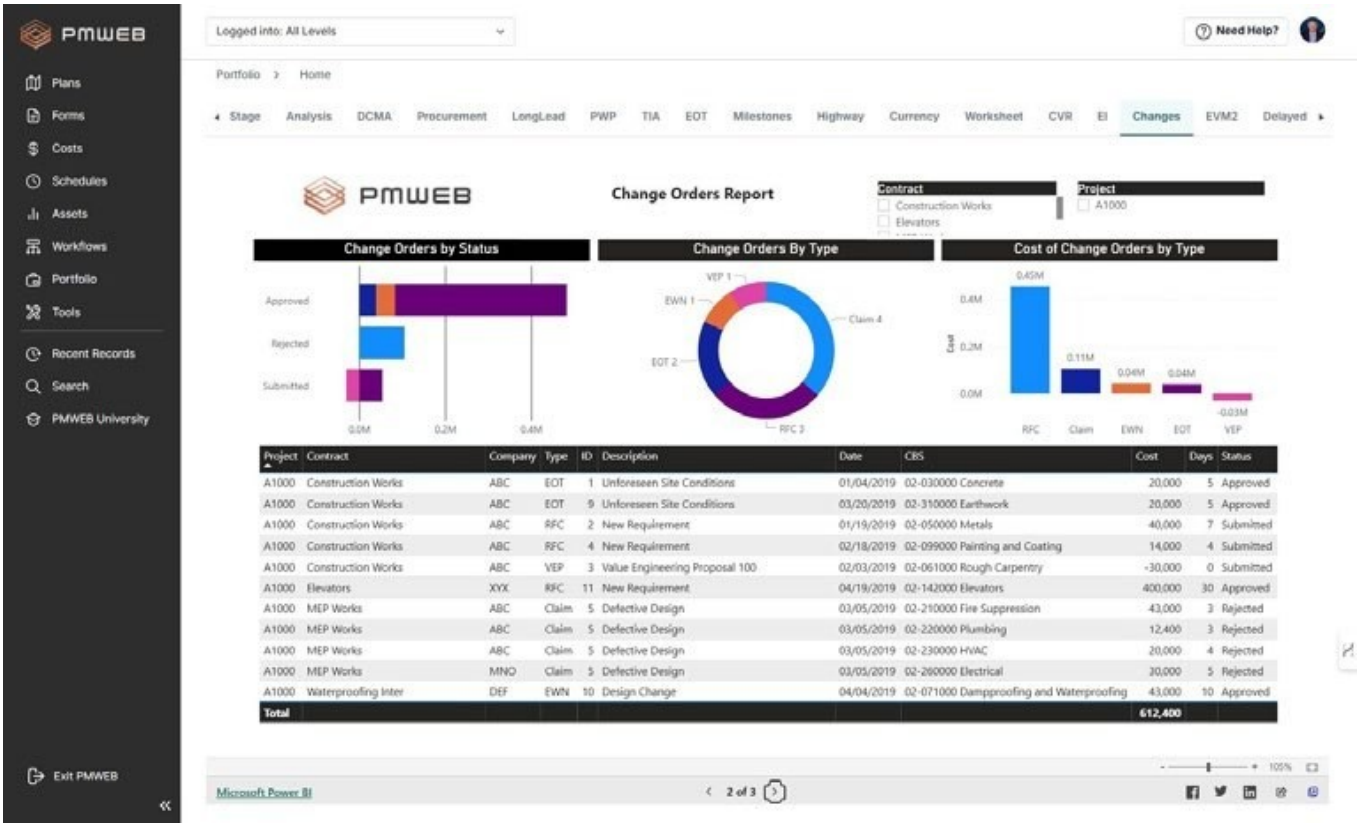


Figure 5. Change orders by status, type and cost

Cash, Funding and Bank Facilities

Fast-growing contractors run on bank facilities: overdrafts, project finance, letters of credit and guarantees. PMWEB's **Funding** module records each facility and its allocation to projects, so management can see how each project's cash gap is financed and how much headroom remains.

PMWEB | Funding Recap

Year	Project	Program	Source	Code	Original Funding	Funding Changes	Revised Funding	Authorized	Budgeted	Committed	Expended	Closed
Boston Medical Center					$492,175,000.00	$0.00	$492,175,000.00	$0.00	$0.00	$0.00	$0.00	
	Boston Medical Center	Residential	Other		$500,000.00	$0.00	$500,000.00	$0.00	$0.00	$0.00	$0.00	False
	Boston Medical Center	Residential	Private		$250,000.00	$0.00	$250,000.00	$0.00	$0.00	$0.00	$0.00	False
	Boston Medical Center	Residential	City		$175,000.00	$0.00	$175,000.00	$0.00	$0.00	$0.00	$0.00	False
2018	Boston Medical Center	Residential	Private	INV-0258	$250,000.00	$0.00	$250,000.00	$0.00	$0.00	$0.00	$0.00	False
2020	Boston Medical Center	Residential	Private		$1,000,000.00	$0.00	$1,000,000.00	$0.00	$0.00	$0.00	$0.00	False
2022	Boston Medical Center	Residential	Private		$480,000,000.00	$0.00	$480,000,000.00	$0.00	$0.00	$0.00	$0.00	False
2022	Boston Medical Center	Residential	Federal		$10,000,000.00	$0.00	$10,000,000.00	$0.00	$0.00	$0.00	$0.00	False
Totals:					$492,175,000.00	$0.00	$492,175,000.00	$0.00	$0.00	$0.00	$0.00	

Figure 6. Funding recap: sources and amounts allocated against each project

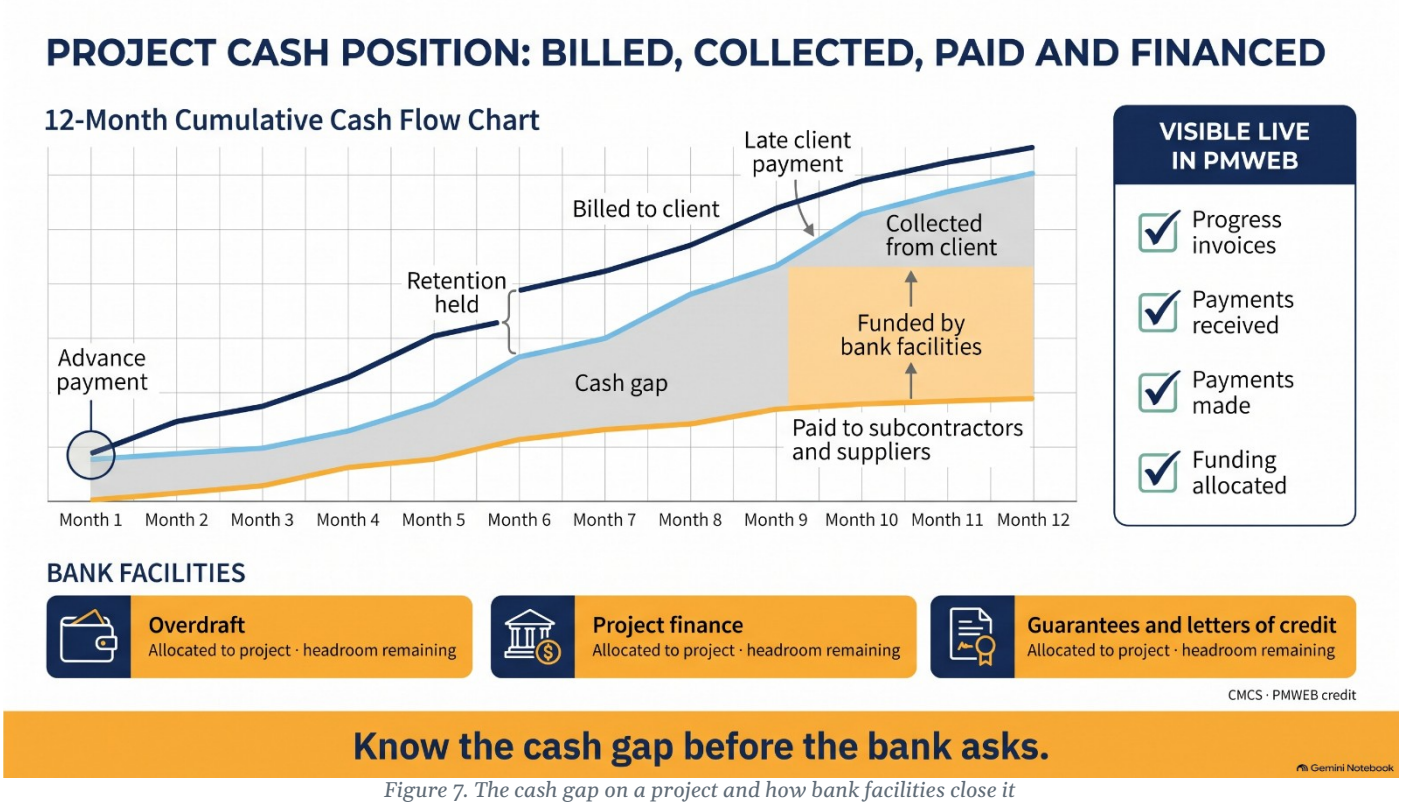


Figure 7. The cash gap on a project and how bank facilities close it

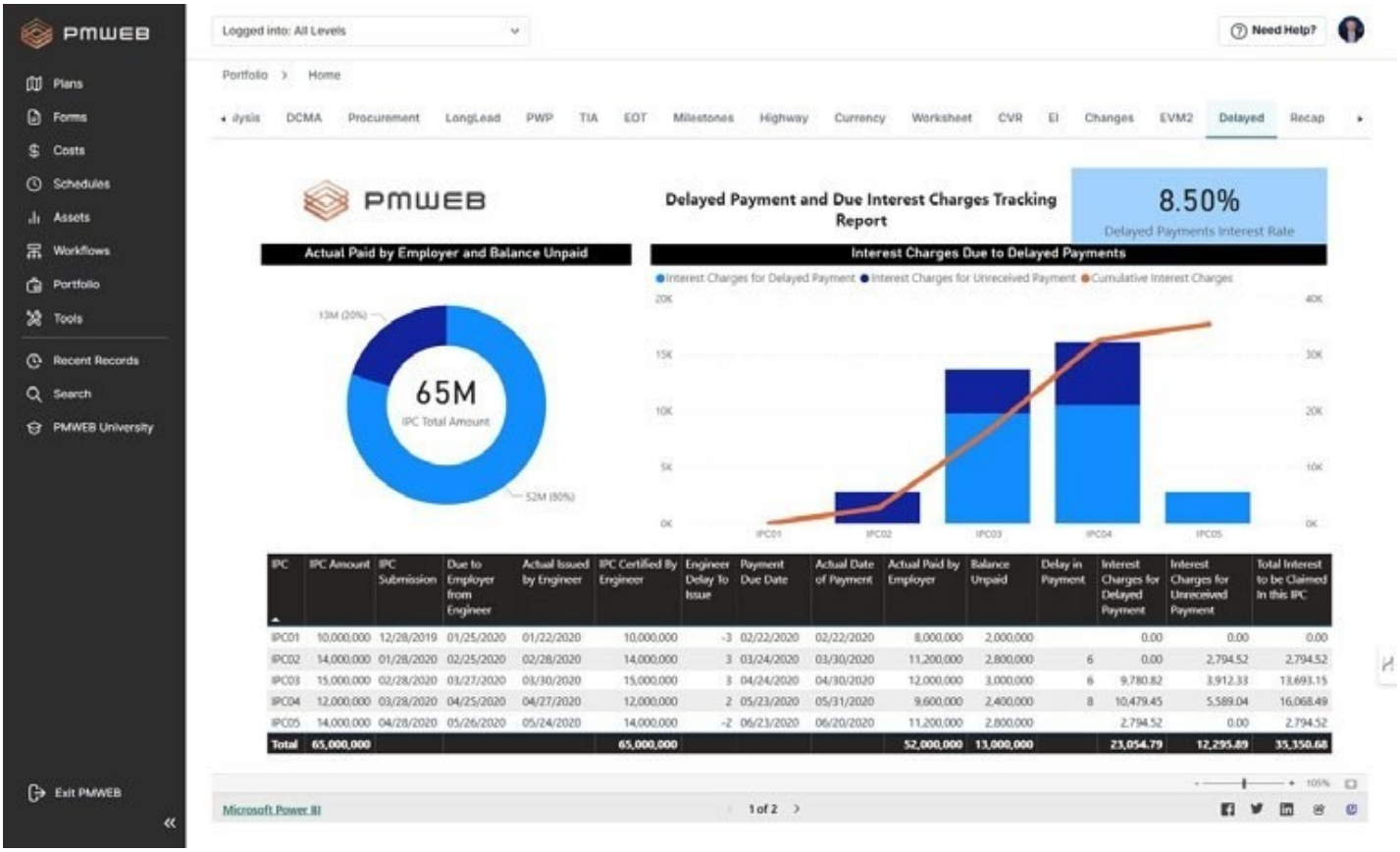


Figure 8. Delayed payments and interest charges by employer

Delayed client payments are tracked with the interest or finance cost they create, giving the commercial team the evidence it needs to claim, and the bank the visibility it needs to keep supporting the business.

The Subcontractor's View

For a specialist subcontractor, the received subcontract is its prime contract. Every variation it claims from the main contractor, every application it submits and every payment it receives is tracked in PMWEB as income, while its own suppliers and sub-subcontractors are its commitments. Delayed payments from main contractors are the subcontractor's biggest risk; PMWEB makes them visible per main contractor and per project.

Where AI Adds Value

PMWEB 2026 AI can answer the questions finance directors ask every week: "Which subcontractor variations have we approved that are not yet approved by the client?", "Which clients are paying beyond their contract terms, and what is it costing us?", "What is the total of open commitment change orders on this project?"

> **Key takeaway**
>
> Contractors and subcontractors live between two sets of contracts. PMWEB manages both in one project record, so every change, invoice and payment on one side is visible against the other, back-to-back exposure is caught early, and cash, funding and delayed payments are visible live, not at month-end.

Next in the series, Part 7: Early Warning and Risk. Building a culture where everyone reports problems while there is still time to act.

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Early Warning and Risk

How contractors and subcontractors use PMWEB to build a culture where everyone reports problems early, risks are managed, and every potential change is priced on both sides of the contract

Projects rarely fail suddenly. They fail slowly, through small problems that someone on site noticed and nobody recorded. By the time the problem reaches management, the time to act cheaply has passed. The difference between a profitable contractor and a struggling one is often nothing more than how early problems are reported.

This article shows how PMWEB turns early warning from a contract clause into a company culture: anyone can raise a warning, everyone is obliged to, and every warning is assessed, priced and acted on through the risk register and the change event process.

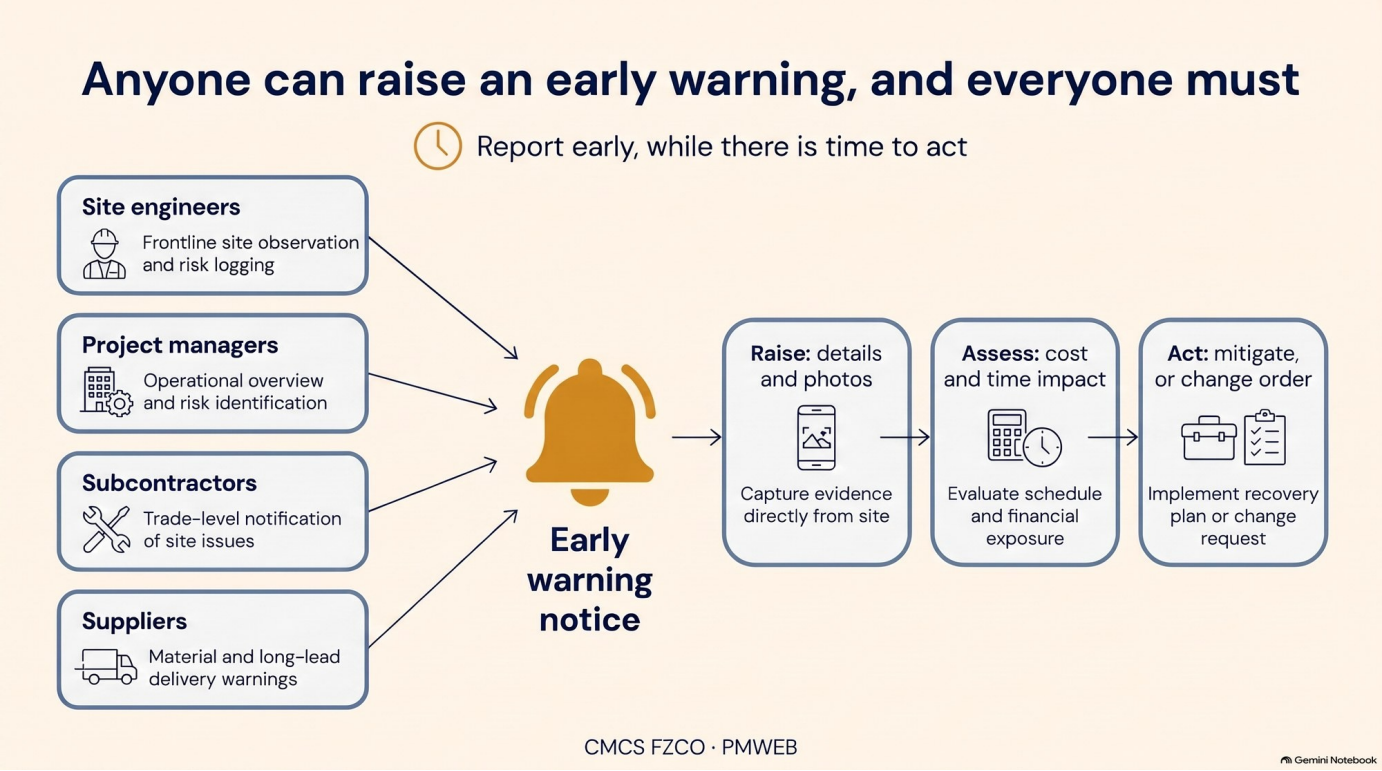


Figure 1. Anyone can raise an early warning, and everyone must

Everyone Reports, From Their Phone

An **Early Warning Notice** in PMWEB is a short form that takes a minute to complete: what was observed, where, the likely impact on cost, time or quality, and a photo. It can be raised from the PMWEB mobile interface by site engineers, project managers, and, through controlled portal access, by subcontractors and suppliers. The rule is simple: if you see it, you report it. Not reporting is the failure; reporting is never a failure.

Who reports	Typical early warnings
Site engineers	Ground conditions, clashes between services, access restrictions, safety concerns
Project managers	Late information from the client, design changes, resource shortfalls
Subcontractors	Trade-level issues, late fronts, rework caused by others
Suppliers	Manufacturing delays, shipping disruptions, price increases on long-lead items

Raise, Assess, Act

Each warning follows a workflow. It is **raised** with evidence, **assessed** by the project team for cost and time exposure, and **acted on**: mitigated within the project, escalated, or converted into a potential change. Due dates and escalation rules ensure no warning sits unanswered. Every warning shows on the project dashboard until it is closed.

The Risk Register

Early warnings report what is happening now; the **risk register** tracks what might happen. The tender risks identified at the bid/no-bid stage (Part 2) become the project's opening risk register. Each risk has an owner, a probability and impact, a response plan and a contingency allowance, and it is reviewed at every progress update. When a risk materialises, it becomes an early warning; when a warning reveals a new risk, it is added to the register.

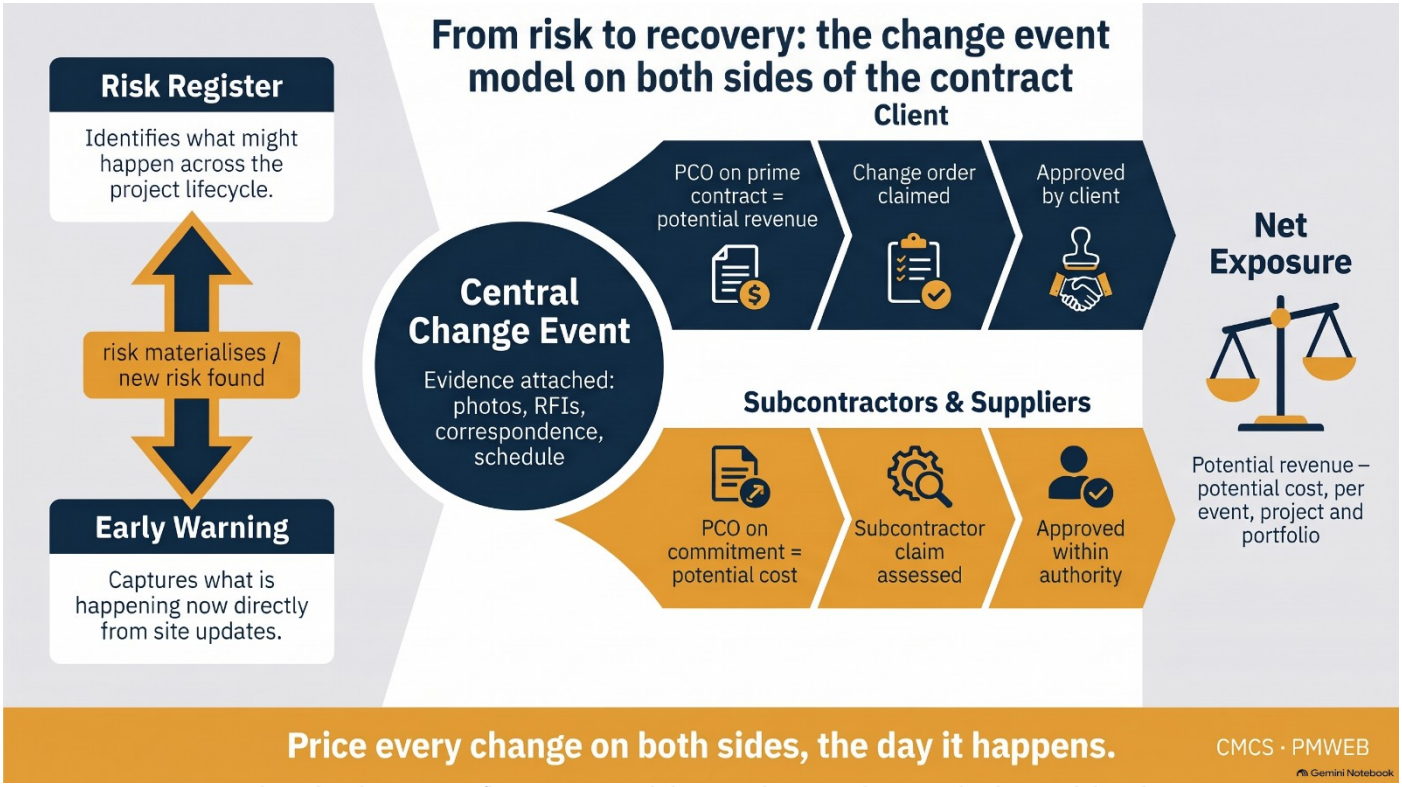


Figure 2. Risks and early warnings flow into potential change orders, priced against the client and the subcontractors

Potential Change Orders on Both Sides

When a warning has a cost or time effect, PMWEB records it as a **change event** with potential change orders (PCOs) on both sides of the contract:

- A **PCO on the prime contract** is potential revenue: an entitlement the contractor will claim from the client.
- A **PCO on a commitment** is potential cost: a claim the subcontractor or supplier is likely to make.
- The **net exposure** is the difference, visible per event, per project and across the portfolio.

Because the PCOs are recorded when the event happens, not when the claim is prepared, the contractor meets contractual notice periods, keeps contemporaneous records and forecasts its final position honestly. The same discipline stops subcontractor claims from surprising the project at final account.

Project Name	Project Number	Record #	Description	Workflow Status	Revision	Requested Date	Reference	Commitment	Commitment CO	Change Event	Company	Needed By Date
Boston Medical Center	RVS0104	001		Approved	0	14-Jan-2014 12:00:00 AM		001 - Design Services	002 -	1 - Office Modifications	Rockwell Architects	
Boston Medical Center	RVS0104	001		Approved	0	19-Oct-2016 12:00:00 AM		002 - GMP Contract	003 -		Boston Contractors	
Boston Medical Center	RVS0104	002		Draft	0	13-Jul-2020 12:00:00 AM		001 - Design Services			Rockwell Architects	
Boston Medical Center	RVS0104	002	Differing Site Conditions	Withdrawn	0	31-Jul-2020 12:00:00 AM		002 - GMP Contract	002 - Differing Site Conditions		Boston Contractors	
Boston Medical Center	RVS0104	001	Sample Data	Draft	0	04-Aug-2020 12:00:00 AM		001 - Electrical Equipment			A+ Electric, Inc.	
Boston Medical Center	RVS0104	003	New Design Request	Draft	0	19-Nov-2020 12:00:00 AM		001 - Design Services	001 - Design Changes		Rockwell Architects	
Boston Medical Center	RVS0104	003		Draft	0	19-Nov-2020 12:00:00 AM		002 - GMP Contract			Boston Contractors	
Boston Medical Center	RVS0104	001	PS 1 Release	Approved	0	04-Nov-2021 12:00:00 AM		024 - Provisional Sum Sample	001 - PS 1 Release		Dexter Concrete	04-Nov-2021 12:00:00 AM
Boston Medical Center	RVS0104	001	Archaeological and Geological Findings	Draft	0	07-May-2022 12:00:00 AM		013 -			Boland Brothers	
Boston Medical Center	RVS0104	002	Unforeseeable Physical Conditions	Draft	0	07-May-2022 12:00:00 AM		013 -			Boland Brothers	
Boston Medical Center	RVS0104	003	Early Warning Notification	Draft	0	07-May-2022 12:00:00 AM		013 -		2 - Unsuitable Soil Removal	Boland Brothers	
Boston Medical Center	RVS0104	004	Extension of Time Request	Draft	0	09-May-2022 12:00:00 AM		013 -			Boland Brothers	
Boston Medical Center	RVS0104	001		Approved	0	16-Aug-2023 12:00:00 AM		018 - Sitework			Boston Contractors	
Boston Medical Center	RVS0104	004		Approved	0	02-Jun-2024 12:00:00 AM		001 - Design Services	004 -		Rockwell Architects	

Figure 3. Change request log: every event, its status, reference and the commitment it affects

Evidence That Wins Claims

Early warnings, site photos, RFIs, correspondence and schedule updates are linked to the change event in PMWEB. When the claim is prepared, the evidence is already assembled, dated and attributed. This is the difference between a claim that is negotiated and one that is paid.

The Subcontractor's View

Specialist subcontractors are often the first to see a problem and the last to be paid for it. Raising early warnings to the main contractor through PMWEB, with notices on time and evidence attached, protects the subcontractor's entitlement. Internally, the same register shows which main contractors and projects generate the most unrecovered change.

Where AI Adds Value

PMWEB 2026 AI can scan open warnings and risks across all projects: "Which early warnings are open for more than 14 days?", "What is our net change exposure by project?", "Summarise the risks related to long-lead equipment across the portfolio." Management hears about problems while they are still small.

> **Key takeaway**
>
> Early warning is a culture, and PMWEB is how a contractor enforces it. Anyone can raise a warning from site, every warning is assessed and acted on through a workflow, risks are managed in a live register, and every potential change is priced against both the client and the subcontractors, with the evidence attached.

Next in the series, Part 8: From Site to Handover. Schedule, submittals, RFIs, inspections and a handover built from day one.

Talk to us: *to see how PMWEB can be configured for your contracting business, contact* ***info@CMCS-MENA.com****.*

About the Author

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About PMWEB

PMWEB is a fully integrated, web-based project management information system that covers the complete capital project lifecycle: planning, estimating, procurement, contracts, cost, schedule, documents, quality, risk, asset handover and reporting. Its no-code workflow and form builder lets each organisation digitise its own processes and delegation of authority, while PMWEB 2026 adds built-in AI that works on the organisation's own validated project data.

About CMCS

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From Site to Handover

How contractors and subcontractors use PMWEB with their Primavera schedule to run submittals, RFIs, inspections, testing and commissioning, and a handover built from day one

On site, the contractor's day is made of hundreds of small transactions: a submittal sent, an RFI answered, an inspection requested, a test witnessed, a defect closed. Each one is minor; together they decide whether the project finishes on time and hands over cleanly. When they live in email and spreadsheets, the handover becomes a months-long scramble.

This article shows how PMWEB connects site communications to the schedule and the equipment being installed, so progress is visible in real time and the handover package assembles itself as the work is done.

The Schedule as the Spine

Contractors plan in Primavera P6, and PMWEB does not replace it. The baseline and every update are imported into PMWEB, so the schedule becomes the spine to which every other record is linked. Submittals, RFIs, inspections, long-lead deliveries and change events are tied to the activities they affect. A late submittal approval is no longer a document problem; it is a visible threat to a dated activity.

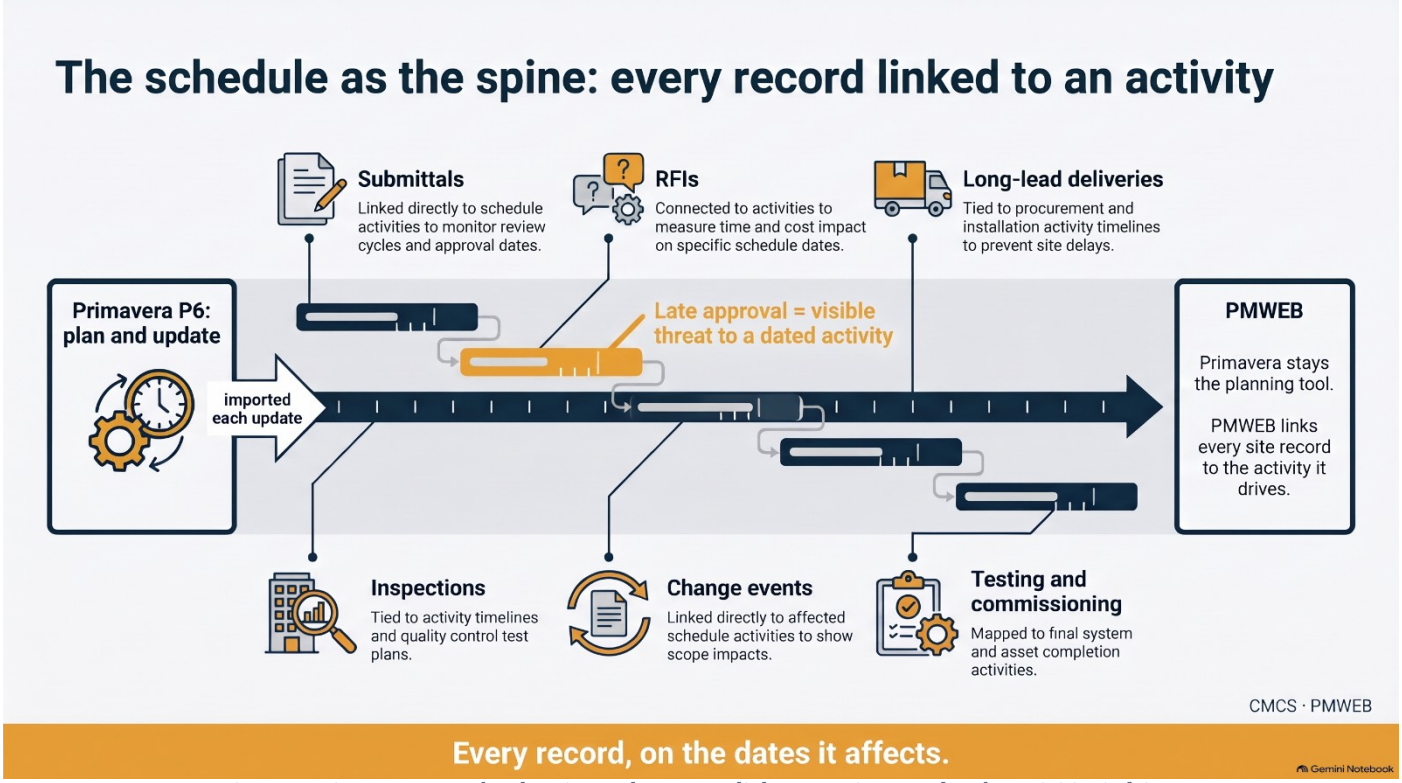


Figure 1. Primavera stays the planning tool; PMWEB links every site record to the activities it drives

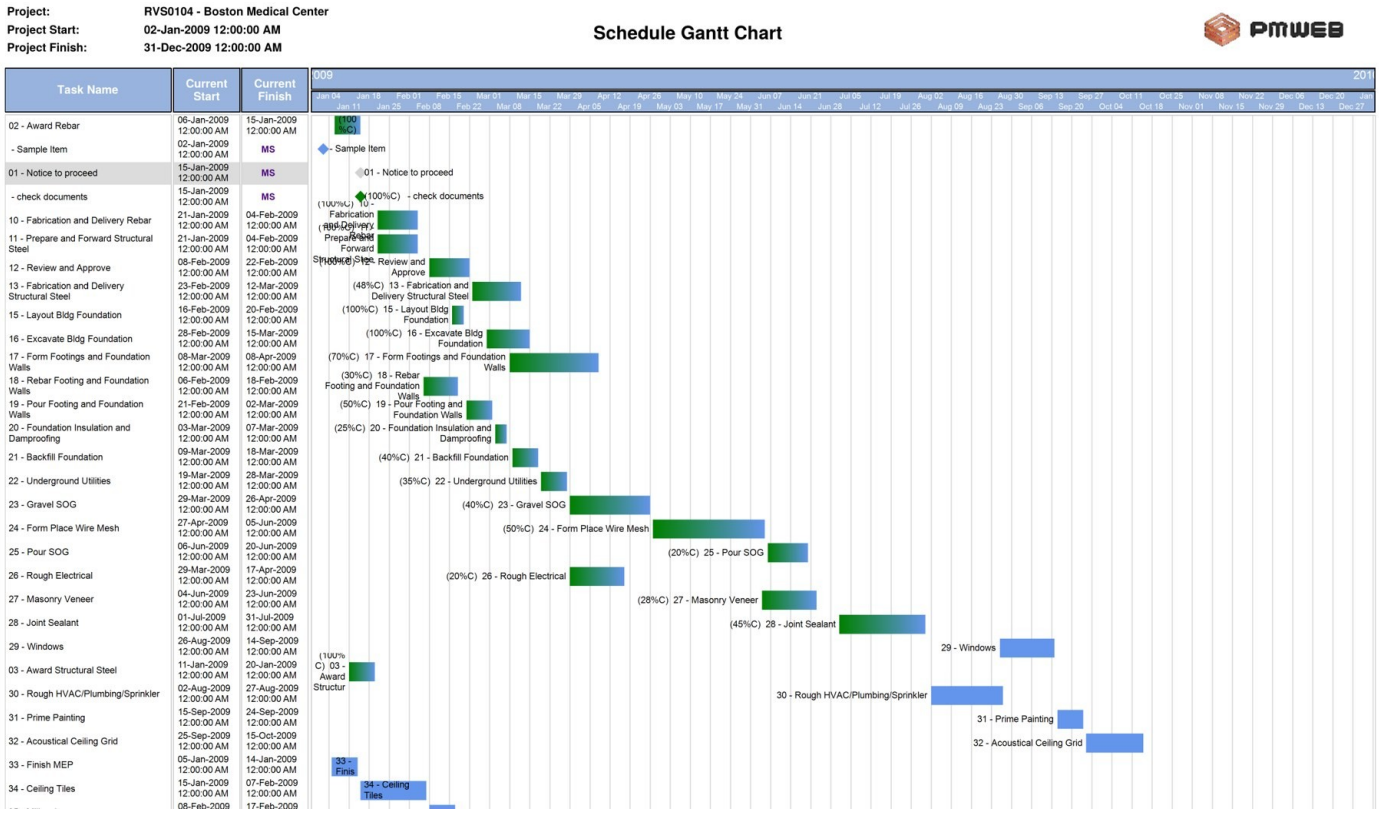


Figure 2. Schedule Gantt chart in PMWEB, imported from the Primavera update

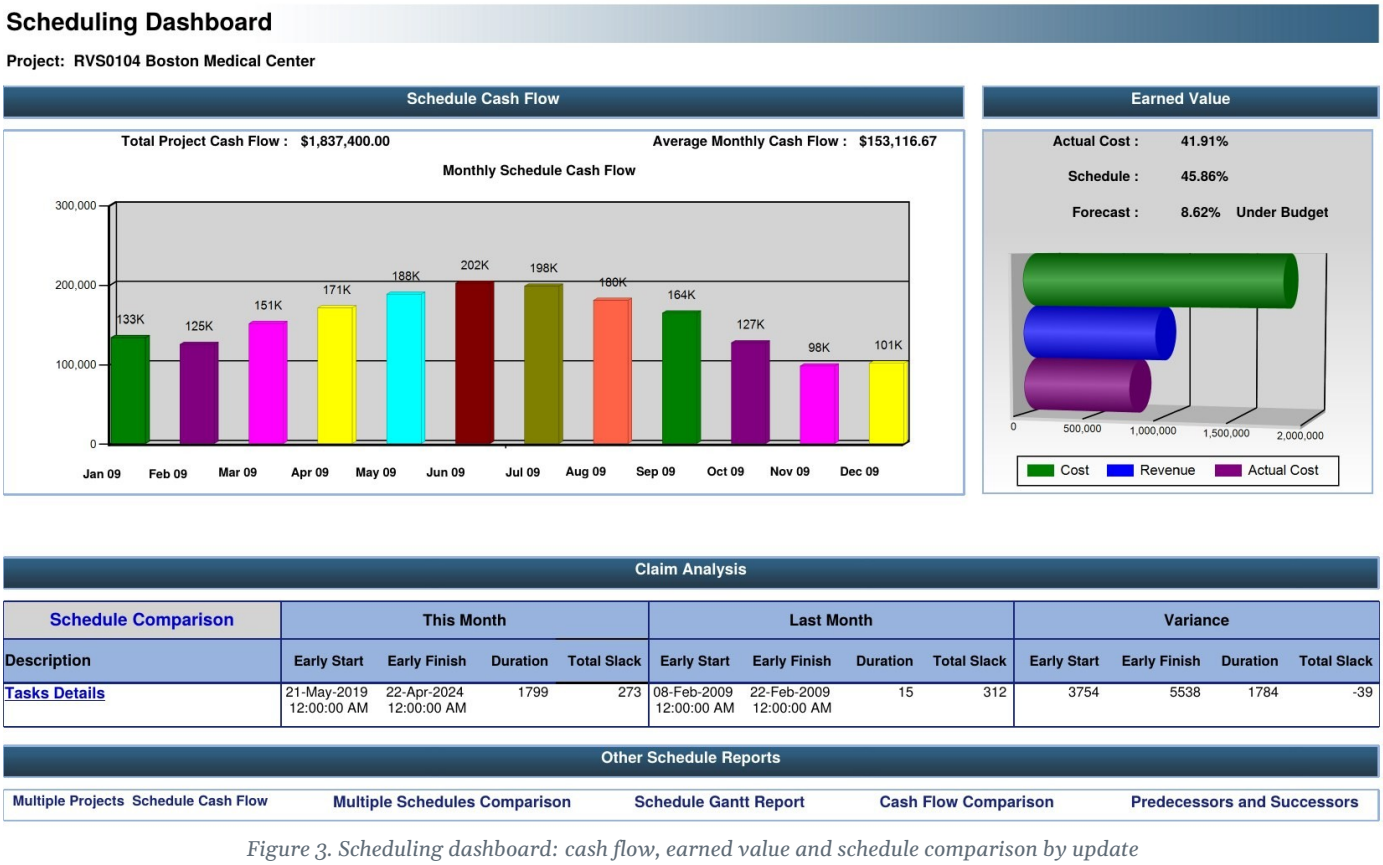


Figure 3. Scheduling dashboard: cash flow, earned value and schedule comparison by update

Communications That Become Data

PMWEB manages the full set of site communications as structured forms with workflows, not as emails with attachments:

Process	What PMWEB adds	Typical dashboard question
Submittals	Review cycles, approval codes, due dates, linked to equipment and activities	Which submittals are delaying procurement?
Transmittals	Formal record of what was sent, to whom and when	Did the consultant receive the revision?
RFIs	Question, answer, cost and time impact, link to change events	Which RFIs are overdue and what do they affect?
Meeting minutes	Actions with owners and due dates, followed up automatically	Which actions are still open from last month?
Inspections	Requests, results and NCRs against inspection and test plans	Which areas failed inspection twice?

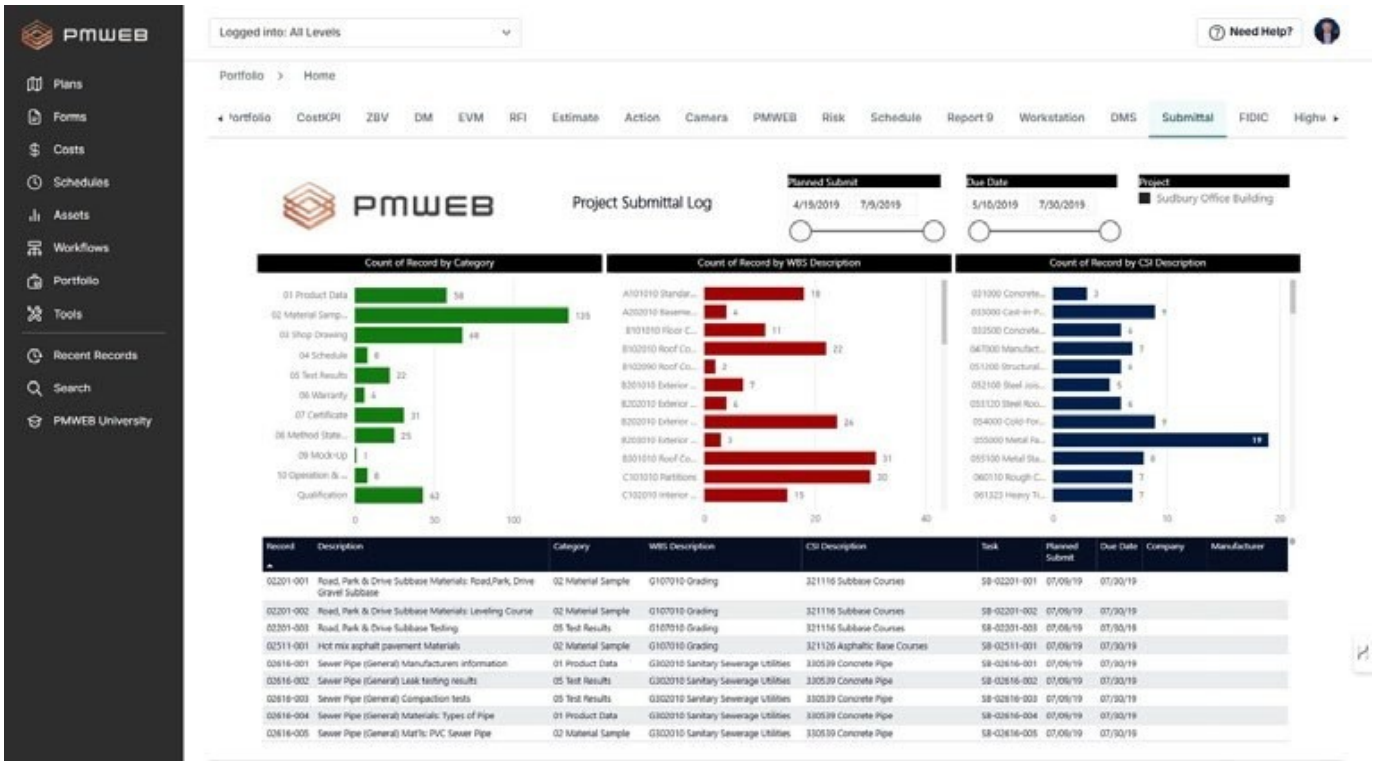


Figure 4. Submittal register dashboard: submittals by status, category and reviewer

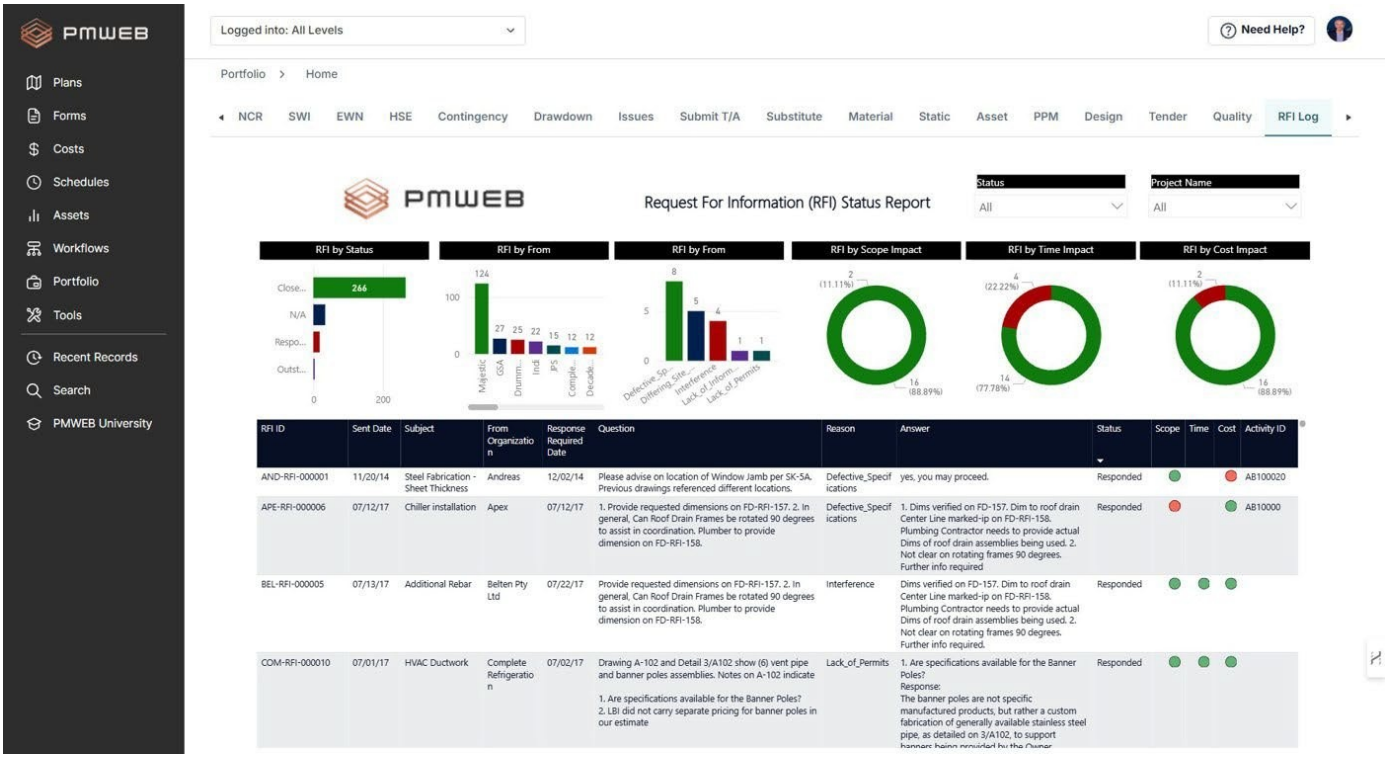


Figure 5. RFI status report: open, overdue and closed RFIs with their impact

Where a contractor needs a form PMWEB does not have out of the box, such as a permit to work, a material inspection request or a client-specific report, it is built with PMWEB **adaptive forms** and the custom form builder, without code, and given its own workflow.

Every Document Captured, Not Just Filed

Behind every submittal, RFI and inspection are documents: drawings, data sheets, test certificates, photos and letters. They are uploaded once to the PMWEB Document Manager (Part 7) and attached to the records they support, so there is one current version, one history and no copies travelling by email. The same discipline that protects the contractor in a claim also makes the handover package complete.

Tagged by Equipment From Day One

For MEP contractors, the equipment tag is the golden thread. The tag created in the estimate (Part 3) follows the chiller, the switchboard or the pump through its submittal, purchase order, delivery, installation inspection, testing and commissioning, and handover. Every record carries the tag, so the full history of each asset can be pulled with one filter.

Testing, Commissioning and Punch List

Testing and commissioning checklists are digital forms in PMWEB, completed on site per asset, with results, readings, photos and signatures. Failed tests raise defects automatically. The **punch list** records every snag with its location, responsible party and photo, and subcontractors close their own items through the portal, with the contractor verifying.

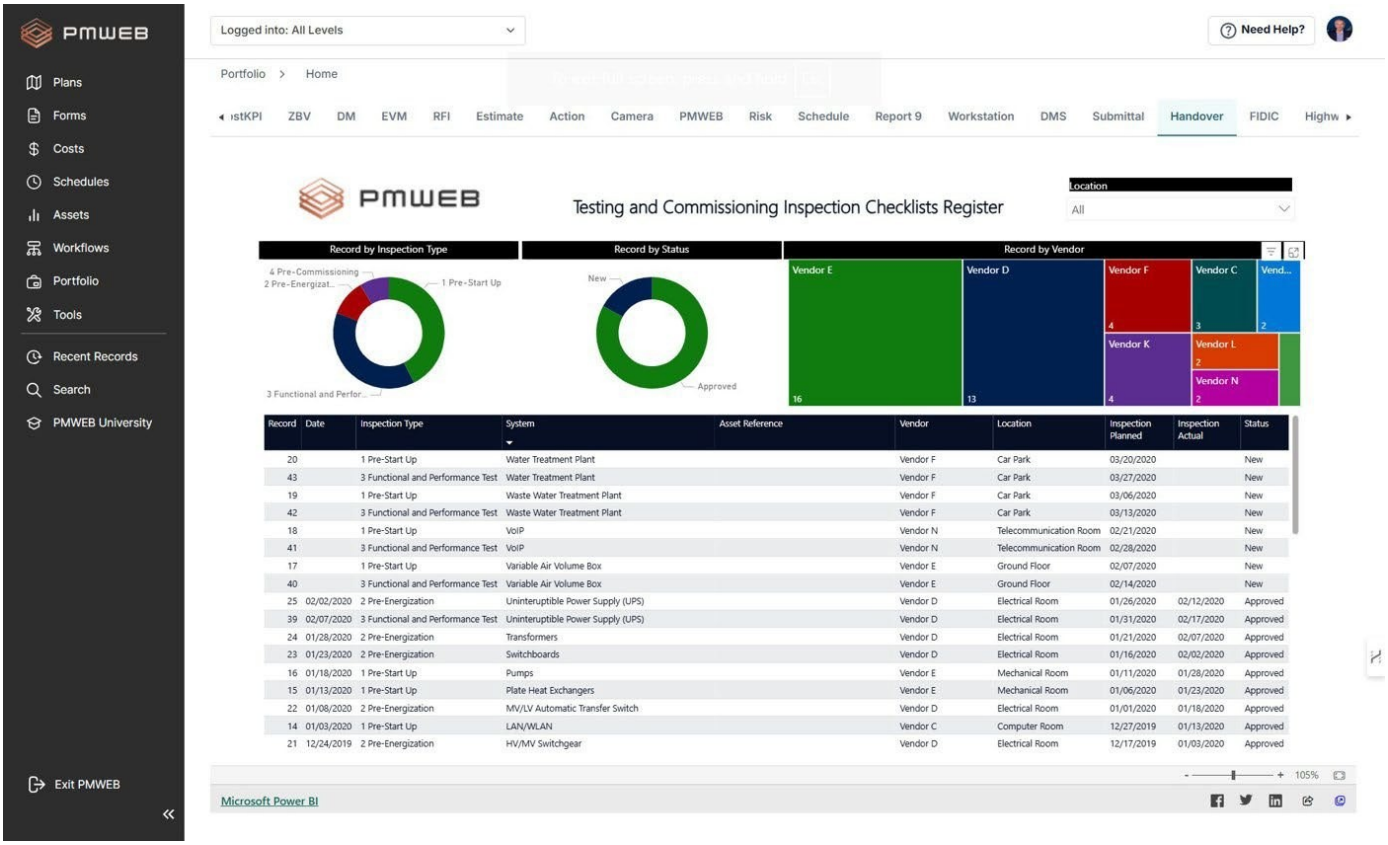


Figure 6. Testing and commissioning inspection checklists register by system and status

Handover Without the Scramble

Because every approved submittal, test record, warranty, manual and as-built drawing is already tagged to its equipment, PMWEB can assemble the handover package by system and by asset as the project progresses. The final handover is a review of a package that already exists, not a hunt for documents across email archives.

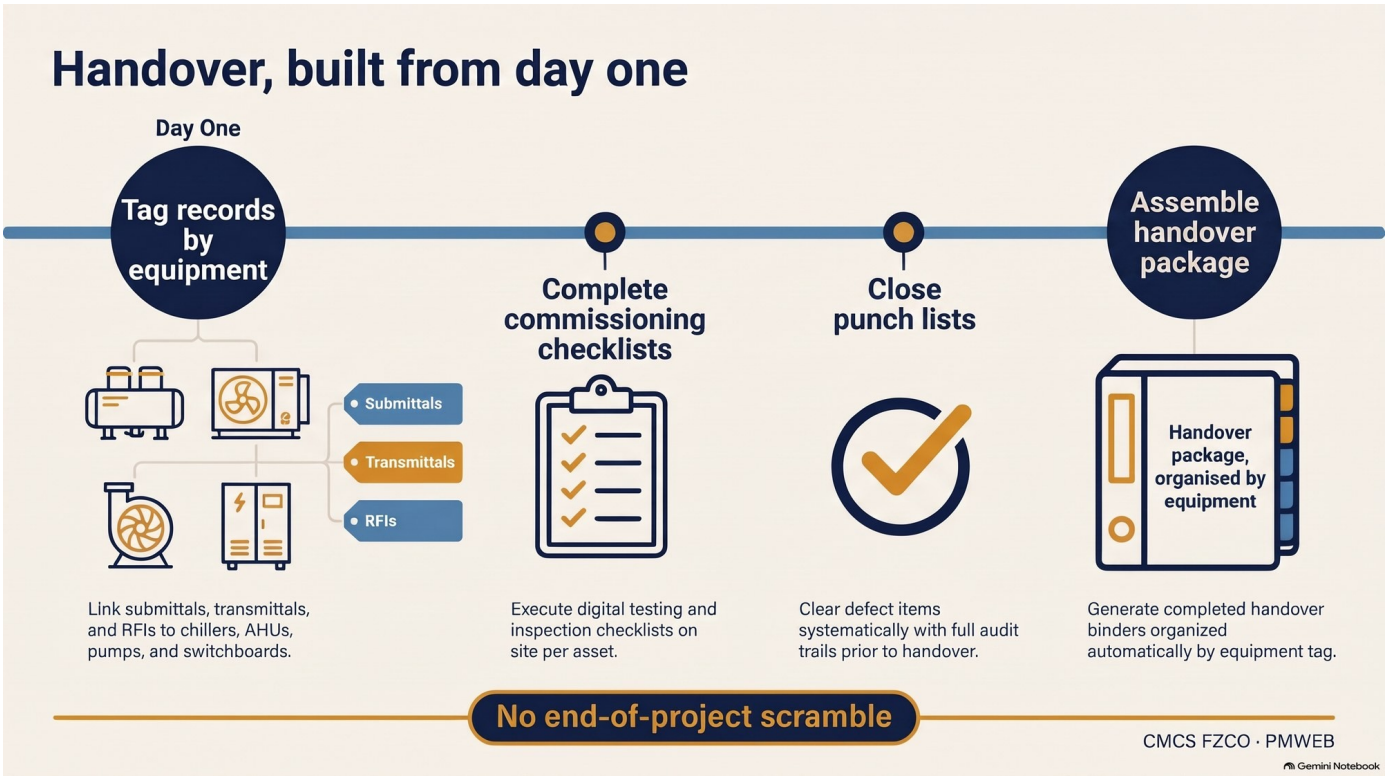


Figure 7. Handover, built from day one

The Subcontractor's View

For an MEP subcontractor, submittals, T&C and handover are most of the work. Running them in PMWEB with equipment tags means the subcontractor can hand over its own systems complete and on time, release retention earlier, and show the main contractor a record of performance that wins the next job.

Where AI Adds Value

PMWEB 2026 AI can answer site questions in seconds: "Which submittals for Building B are holding up long-lead orders?", "List the RFIs linked to the chilled-water system that are still open", "Which chillers have completed testing but not handover documentation?"

> **Key takeaway**
>
> PMWEB keeps Primavera as the planning tool and links every site record to its schedule activity and its equipment tag. Submittals, RFIs, inspections and T&C become live data, delays are seen against the dates they threaten, and the handover package builds itself from day one.

Next in the series, Part 9: Governance at Scale, and AI. Workflows with delegation of authority, the personal landing page, real-time project and portfolio performance reporting, controlled access and PMWEB 2026 AI.

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Governance at Scale, and AI

How PMWEB workflows, delegation of authority, personal landing pages, project and portfolio performance reporting and controlled access let contractors grow without losing control, and why that data makes AI useful

The first eight parts of this series followed a project from opportunity to handover. This final part looks at what makes it work across fifty projects instead of five: workflows that enforce the delegation of authority, a personal list of actions for every user, real-time project and portfolio performance reporting from site to board, controlled access for everyone outside the company, and AI working on data the company can trust.

Every Approval Follows Your Delegation of Authority

In PMWEB, every form has a workflow designed in the **workflow designer**: who prepares it, who reviews it, who approves it, and in what time. Approval routes branch automatically by value, type, project or company. The delegation of authority is not a document on the intranet; it is the route every transaction takes.

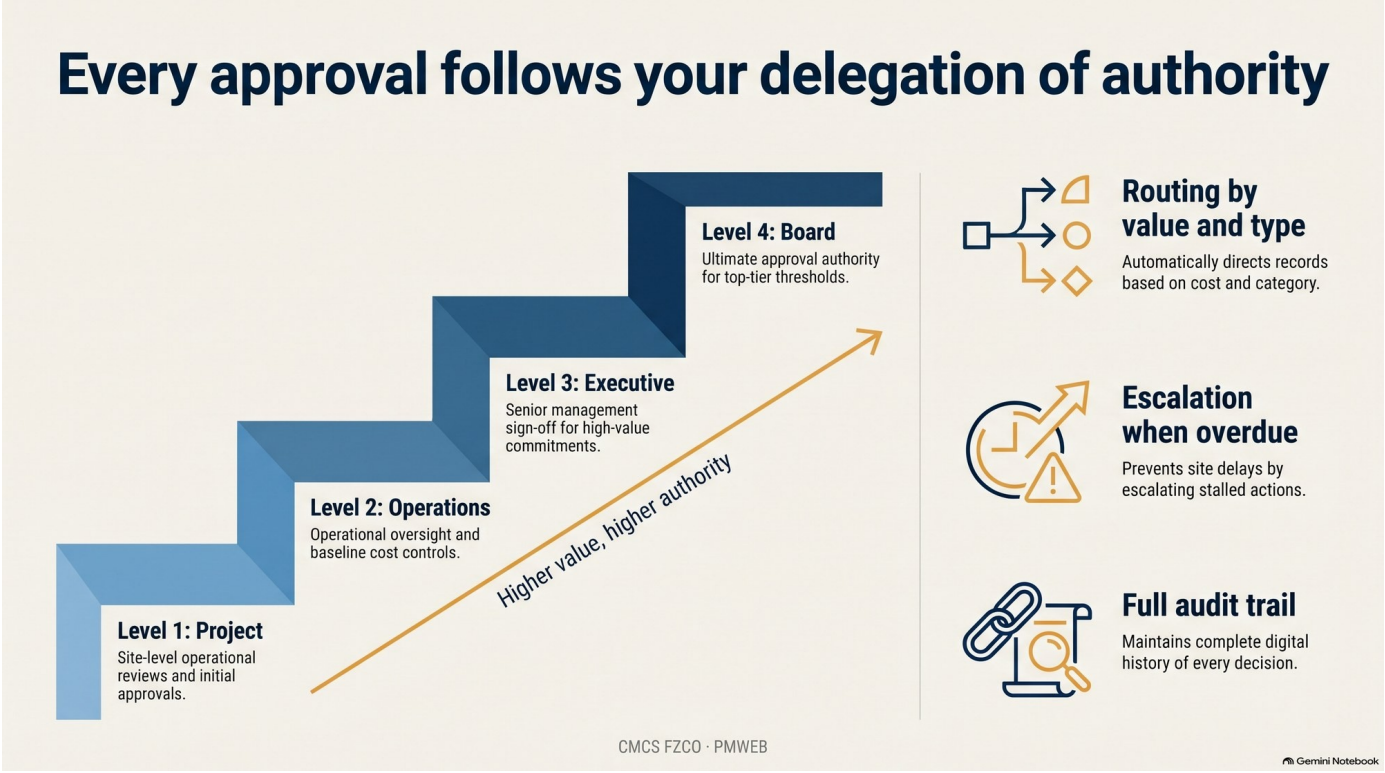


Figure 1. Every approval follows your delegation of authority

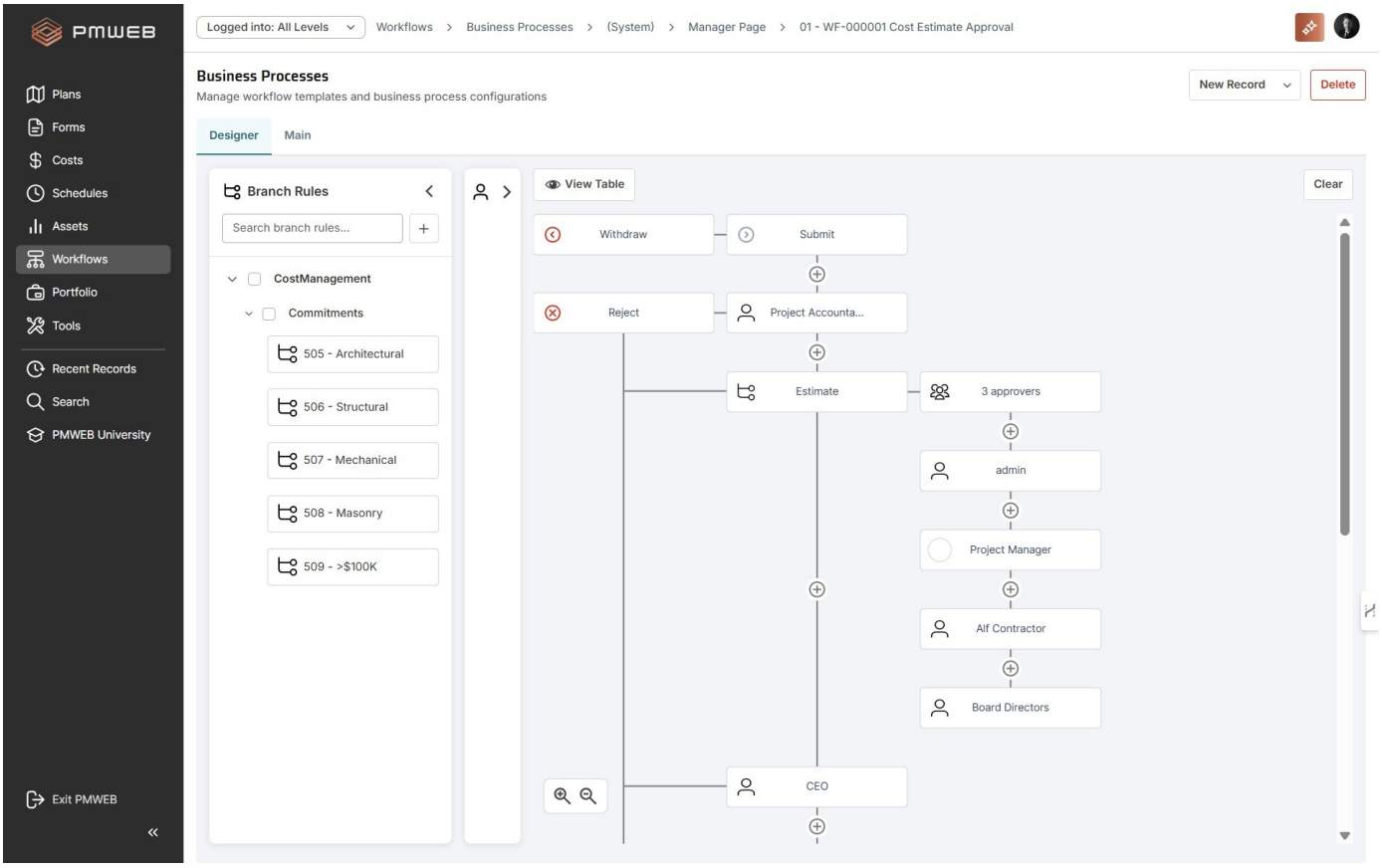


Figure 2. PMWEB 2026 workflow designer: branching rules, steps and approvers

- **Routing by value and type:** a small purchase order stops at the project manager; a large subcontract goes to the managing director.
- **Escalation when overdue:** stalled actions move up automatically, so site work is not held by an absent approver.
- **Full audit trail:** every action is time-stamped and attributed, ready for auditors, banks and clients.

A Personal Landing Page of Open Actions

Because every process has a workflow, PMWEB knows what each person must do next. Every user opens PMWEB to a landing page of quick links and **open actions**: the submittal to review, the invoice to approve, the early warning to assess, with due dates and days overdue. Nobody needs to search their inbox for what is waiting on them, and managers can see who is holding up whom.

PMWEB

Produced on: 13-Nov-2026

CMCS

Project Management Information System

Friday, 13 November 2026

Modules Quick Access Link

- Construction Management
  - Communication
    - Confirmation of Verbal Instruction
    - Correspondence
    - Employee Leave Form
    - Meeting Minutes
    - RFIs
    - Transmittals
  - Quality
    - Inspection Test Plans
    - Non-Conformance Reports
    - Site Observation Reports
  - Reporting
    - Daily Progress Report
    - Monthly Progress Report
  - Submittals
    - Document Submittals
    - Material Approval Requests
- Cost Management
  - Budget
    - Budget Estimates
    - Budget Revisions
  - Change Management
    - Change Request Form (CRF)
    - Early Warning Notice (EWN)
  - Contracts
    - Commitments
    - Variation Orders
  - Payments and Invoices
    - Progress Invoices
- Other
  - Other
    - Bonds and Insurance Tracking
    - Interface Register
- Procurement Management
  - Procurement
    - Procurement Plan
    - Tender Evaluation
- Risk Management
  - Risk
    - Risk Register
    - Issue Resolution

Open Actions

REC LINK	DESCRIPTION	STATUS	STEP	DUE DATE	OVERDUE DAYS
Package: Road Works - Package 01 - RW01					
Document Type: OD - Project Charter					
2		Submitted	Step 1 of 2	20-Apr-26	205 Days
Package: Demonstration Project - XP01					
Document Type: Aconex Document Submittal					
2668	Document Management Plan 001	Submitted	Step 2 of 2	28-Jul-26	106 Days
Document Type: OD - Executive Summary					
2		Submitted	Step 2 of 2	22-Dec-25	324 Days
Document Type: OLD - Material Approval Request					
4	test	Submitted	Step 1 of 2	09-Oct-24	763 Days
Document Type: OLD - Material Inspection Request					
2		Submitted	Step 1 of 3	09-Jun-25	520 Days
Document Type: OLD - Work Inspection Request					
1	Test	Submitted	Step 2 of 2	23-Mar-26	233 Days
Package: Staff Accommodation - Package 02 - SA02					
Document Type: QC - Site Observation Report - SOR					
1		Submitted	Step 2 of 2	18-Oct-25	389 Days
Package: New WBS - Task Order 01 - TO01					
Document Type: PLN - Project Assumptions					
95588	Test the workflow for Issues Management	Submitted	Step 1 of 2	16-Aug-26	87 Days
Package: Phase 1 - Master Project - Detail - 1					
Document Type: Early Warning Notice (EWN)					
2523	Change notice for the master plan	Submitted	Step 4 of 6	21-Jul-26	113 Days

Figure 3. Personal landing page: module quick links and open actions with due dates and overdue days

One Source of Truth, From Site to Board

Every record created on site rolls up into the same database that feeds management dashboards. The board sees the portfolio, senior management sees risk and financial performance, project managers see their projects, and site teams see their actions, all from the same live data. Client reports in the client's own format are produced from the same records, so the contractor reports once and reports consistently.

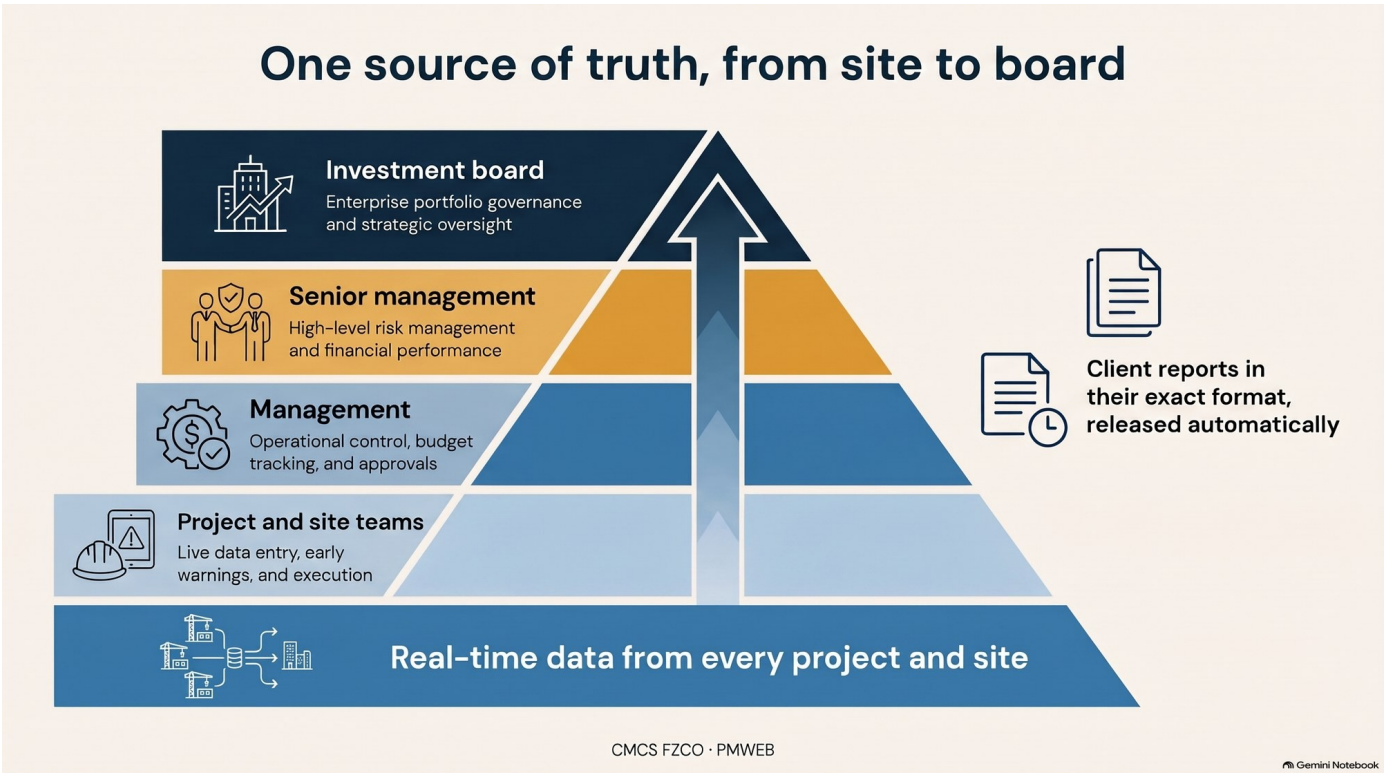


Figure 4. One source of truth, from site to board

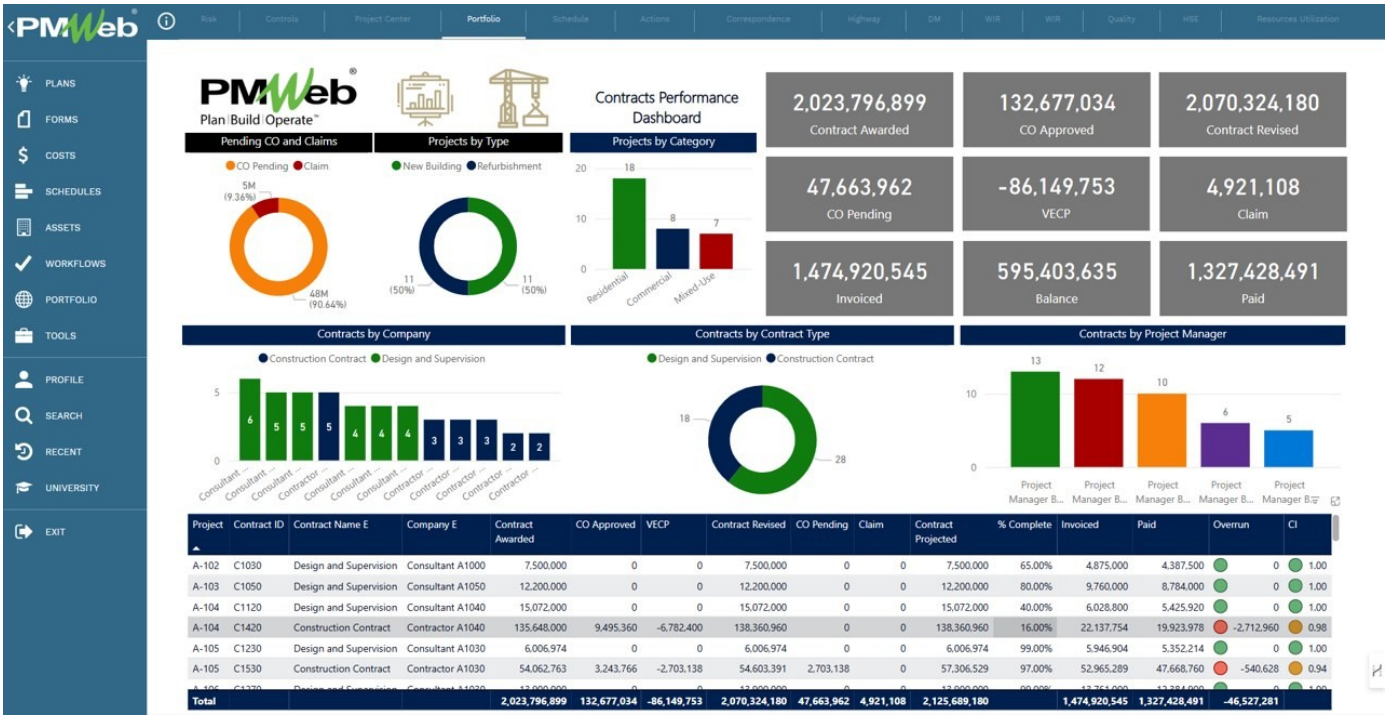


Figure 5. Cost dashboard: budget, commitments, actuals and forecast across projects

Project and Portfolio Performance: Managing the Business, Not Just the Projects

For a fast-growing contractor, the greatest risk is rarely one bad project. It is not knowing which project is going bad until the month-end report, or worse, the year-end accounts. By then the overrun has been absorbed, the change orders have gone unclaimed and the cash has been spent. Management needs to see performance while it can still act on it.

One Page per Project, Showing What Matters Most

Each project in PMWEB has a progress report dashboard that gives management, on one page, the few things that decide whether the project will succeed: completion against plan, critical issues and how they are being resolved, milestones and their slippage, planned against earned progress by package, cash flow, and the cost position from budget to commitments, potential variations, risk items and estimate at completion. Site photographs show the reality behind the numbers.

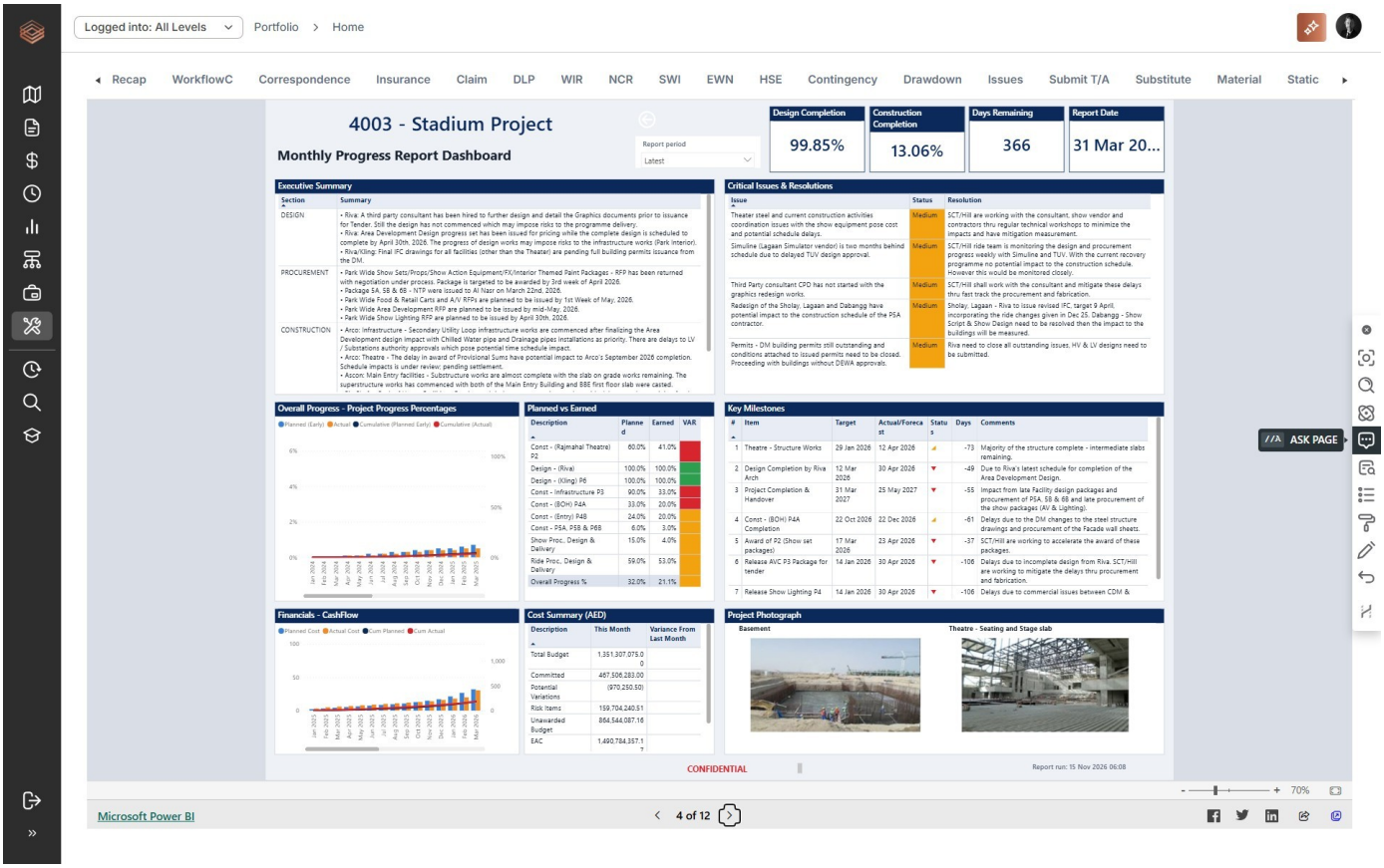


Figure 6. Project monthly progress report dashboard in PMWEB: KPIs, executive summary, critical issues, progress, milestones, cash flow and cost

Because every figure comes from records the project team captures every day (progress updates, commitments, change events, invoices, early warnings, documents), the report is available at any time. It is not assembled by the project team at month-end, and it cannot be dressed up: it shows what the records show.

One Portfolio View, From the Same Data

The same records roll up into the portfolio dashboard. The board and senior management see every project on one screen: where it is, the value of work under contract, work in progress and backlog, contract changes, projected budget against projected cost, savings or overruns, baseline against current finish, and documents outstanding and overdue. Red flags point to the projects that need attention; one click opens that project's own report.

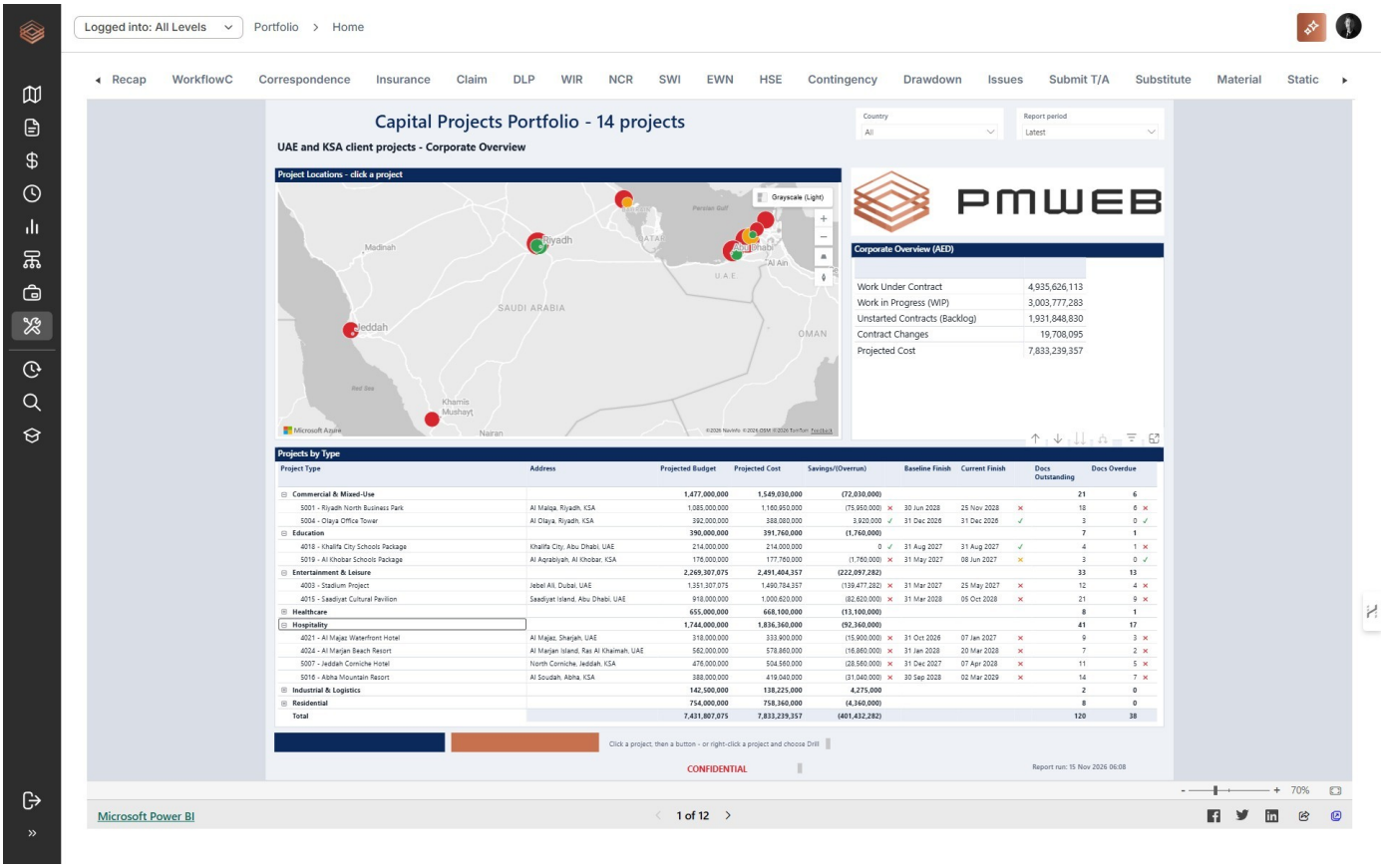


Figure 7. Capital projects portfolio dashboard in PMWEB: project map, corporate overview and every project by type with cost, schedule and document status

Management need	Question the dashboards answer	Decision it supports
Margin	Which projects are eroding margin, and why?	Recover changes, correct overruns early
Cash and funding	Where is the cash gap, and how much facility headroom is left?	Chase collections, plan bank facilities ahead of need
Capacity	Which projects are behind and short of resources?	Move engineers, crews and plant between projects
Exceptions	Which few projects need management attention this week?	Spend management time where it matters
Stakeholders	Can the board, banks and clients trust our numbers?	Report once, consistently, from one source
Growth	How much more work can the portfolio carry?	Set bid targets with confidence (Part 2)

The key is that project reports and the portfolio dashboard draw on **one data source**: the records captured on every project in PMWEB. There is one version of the truth. Nobody spends the first week of every month reconciling spreadsheets, and the numbers management sees are the same numbers the project team works with.

Controlled Access for Everyone

Contractors work with clients, consultants, subcontractors and suppliers. PMWEB gives each of them role-based access to exactly what they need and nothing more: clients see their project's performance; subcontractors submit bids, submittals and payment applications; suppliers update deliveries. External parties work in the contractor's system, under the contractor's rules, and the data stays with the contractor.

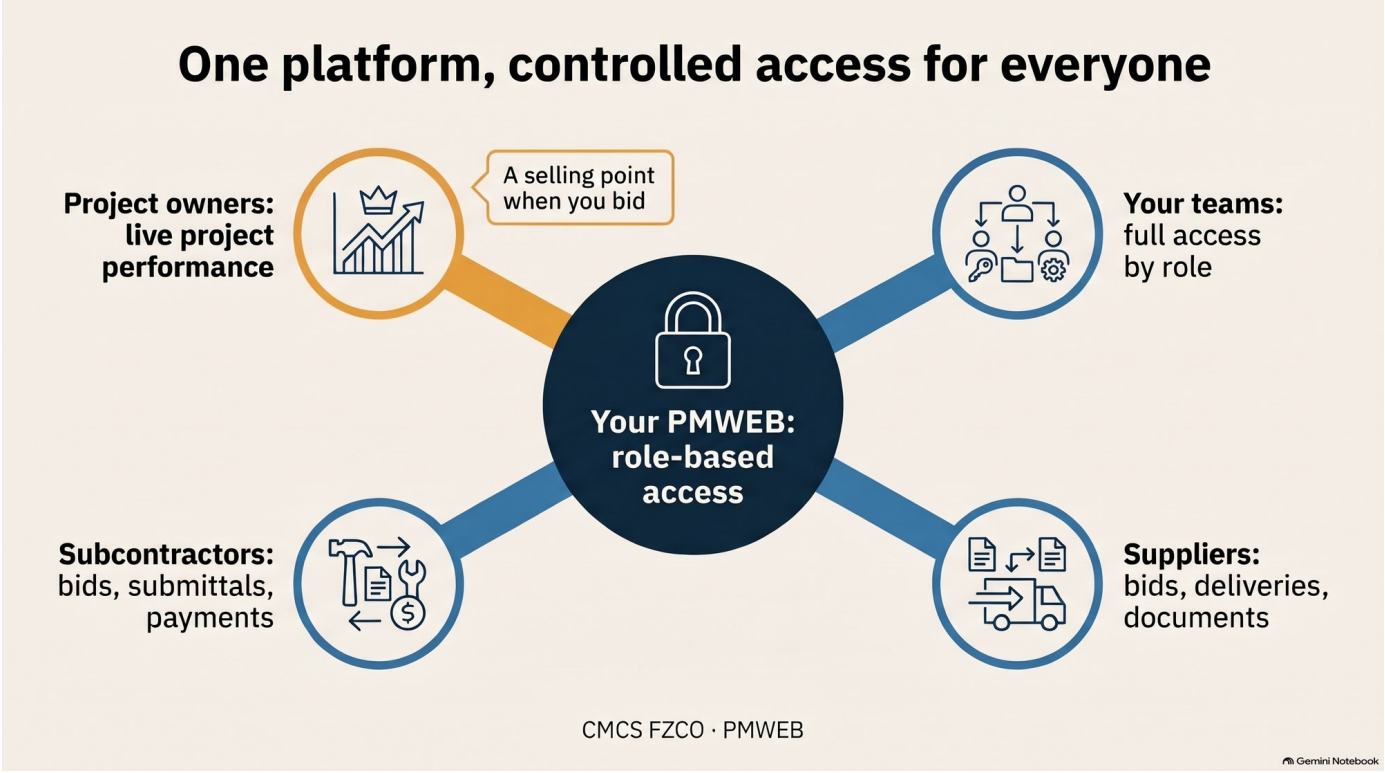


Figure 8. One platform, controlled access for everyone

For many clients, this is a selling point at tender: a contractor that can offer live, controlled visibility of its project performance stands out from one that sends a monthly PDF.

PMWEB 2026 AI, Working on Your Data

PMWEB 2026 embeds an AI assistant in the platform. Users ask questions in plain language; the assistant finds the records, summarises them and links back to the source. Because it works inside PMWEB, it respects each user's access rights.

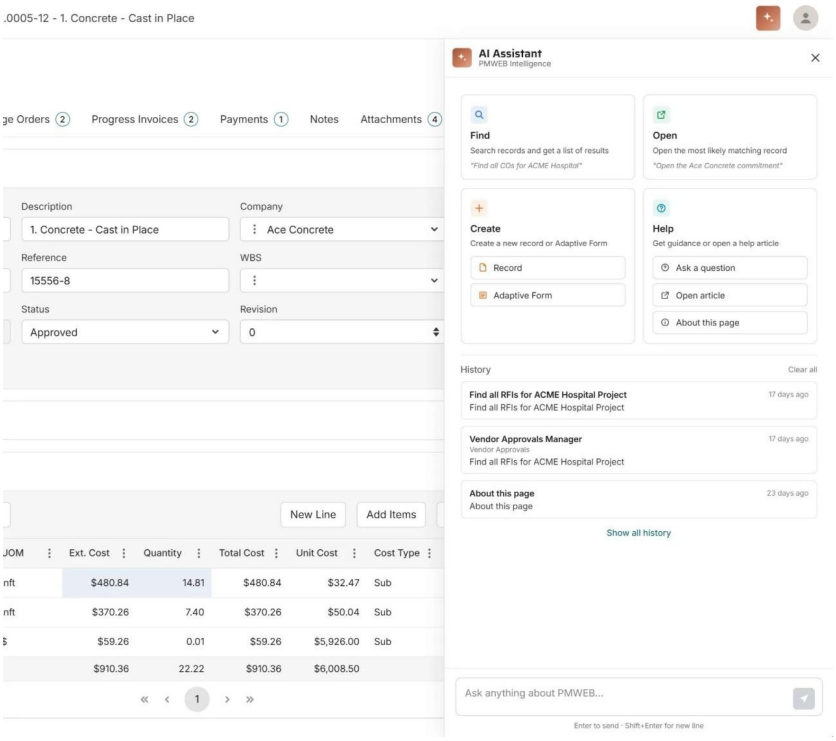


Figure 9. PMWEB 2026 AI assistant: find, open, create and get help from any screen

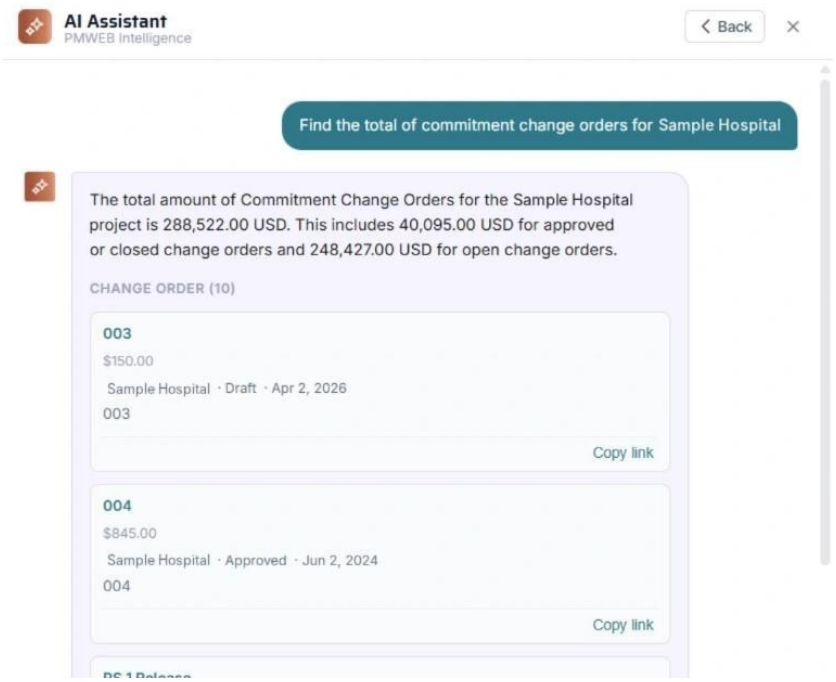


Figure 10. Asking PMWEB AI for the total of commitment change orders on a project

The same structured data can be made available to third-party AI tools through secure connectors, so companies can build their own use cases on it. In every case, the rule from Part 1 holds: **no data, no AI**. AI is only as good as the data it reads, and data is only good when every process runs through the system.

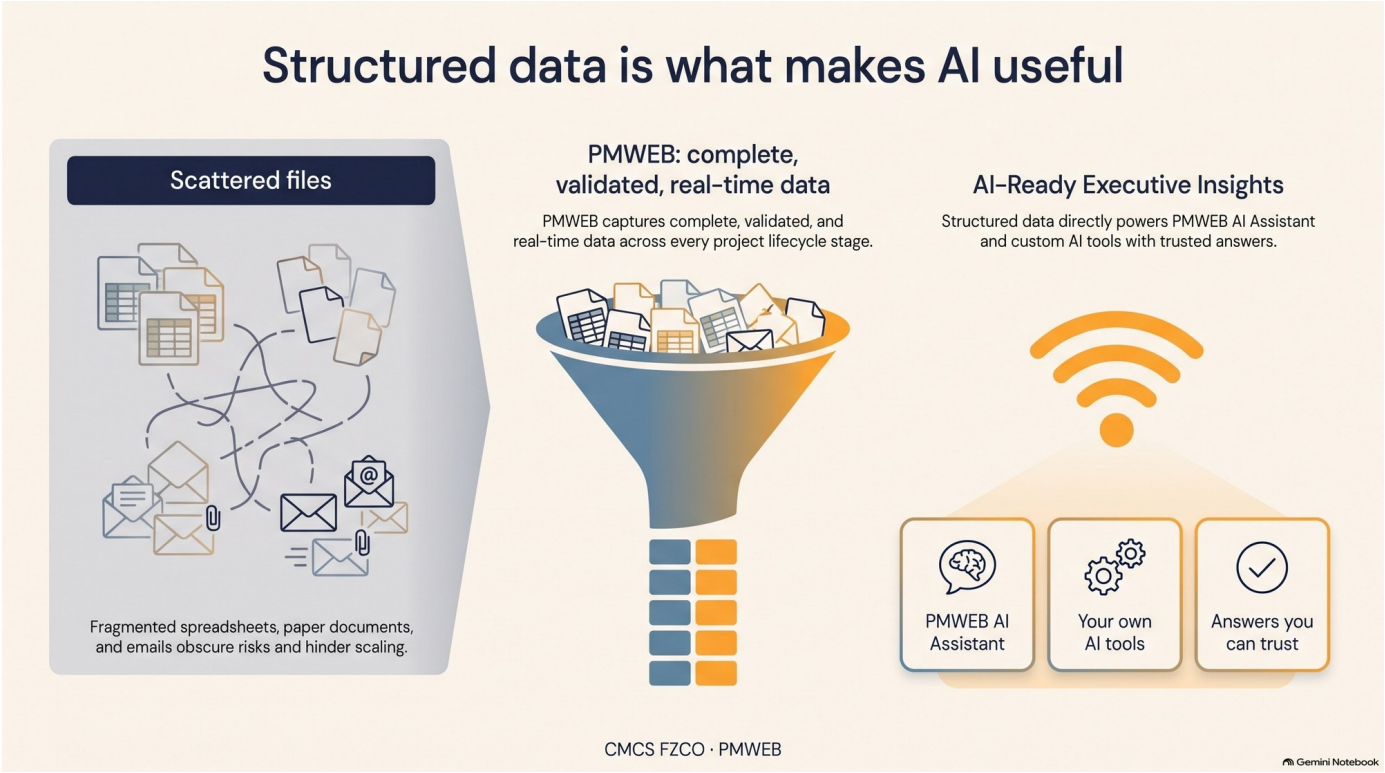


Figure 11. Structured data is what makes AI useful

Bringing the Series Together

Part	Topic	What PMWEB enforces
1	Governance, built into every project	Accountability, transparency, real-time reporting, continuous improvement, AI readiness
2	Winning the right work	Every opportunity registered; formal bid/no-bid decision
3	One estimate, three outputs	Tagged estimates; budget at true cost; price strategy visible

Part	Topic	What PMWEB enforces
4	Buying out the job	Prequalified vendors; online sub-bids; awards within authority
5	The accountable project team	Internal commitment; 100% buyout; reward on results
6	Both sides of every contract	Prime contract and commitments connected; cash and funding live
7	Early warning, risk and claims	Everyone reports; PCOs priced on both sides; every document captured; claims settled during delivery
8	From site to handover	Records linked to schedule and equipment; handover from day one
9	Governance at scale, and AI	DoA workflows, open actions, project and portfolio performance reporting, controlled access, AI

Key takeaway

Governance at scale is not more people checking more spreadsheets. It is a platform where every transaction follows the delegation of authority, every person sees their own open actions, management sees each project and the whole portfolio in real time from one data source, every stakeholder sees the same truth within their access rights, and the resulting data makes AI genuinely useful. That is how contractors and subcontractors grow without losing control.

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