

Project & Subcontract Management Issues

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Good Document & Communication

- Having a software system or process able to manage the documents and various controls
- Having a working knowledge of the types of documents most often used RFI, Change order, submittal registers, CBs, schedules, rework logs, test reports, qc reports, daily logs, SOV, certified payrolls, utility interruptions, base security requests, releases, waste manifests to name a few
- Cross Train support staff

Labor Considerations

- Understanding certified payroll reporting – Compliance matters, use of apprentices, proper trade classification, method of reporting, cash in lieu of benefits, correcting errors
- Understanding compliance and differences of Federal Wage Rate Determination and Service Act Wages
- Debarred Contractors

Schedule Concerns

- Adequate durations for performance considerations sequence of work required, client constraints, incorporating required QC inspections, tests, curing durations, equipment lead times, and phasing impacts.
- Incorporating client required reviews and durations.
- Recognizing project close out documentation is considered part of the required performance time.

Product/Equipment Selection

- Verifying ahead of time
- Buy American Act - ensuring compliance % of costs and assembly in determining if product qualifies
- Verifying if a material or product is a not commercially available product
- Recycled materials requirement
- Substitutions “like or equal” pre-approval
- Lead time availability impact on schedule

Subcontractor Perspective

- Project documents incorporated by reference
- Flow down clauses
- Safety training standards pertain to subcontractors.
- Waivers, retention, payment considerations
- Change order requirements & limitations
- Actions of another ~ 2 way street

Reflections

- Don't fall victim to assumptions
- Clauses by reference do not indicate level of importance or impact
- Incorrect information or direction doesn't alleviate legal responsibility
- Standardization & Consistency aids in client satisfaction
- Agency & Contract specific differences
- Problem Resolution Orientated