

- *A project representative of the design firm should attend regularly scheduled job meetings with the contractor to review overall project progress and assist with any required clarifications.*
- *The design professional should also prepare field reports, bulletins, and field orders if required.*
- *The design firm should always review and take appropriate (in a timely manner) action on contractors' submittals such as shop drawings, product data, and samples, for conformance with the design concept of the work as outlined in the construction documents.*
- *Based on field observations, the design firm should always review the contractor's application for payment to confirm the percentage of completion.*
- *Change orders for design and scope impact for uncovered conditions or approved revisions should be reviewed by the design professional and should always be discussed and agreed on with the client prior to providing approvals to proceed with the change request. However, it is important to stipulate that the design firm should have authority to order minor changes to the work scope that do not involve an adjustment in the contractor's contract cost or schedule.*
- *At the completion of the work, the design firm should always prepare a punch list of deficiencies for remedy by the contractor, and should, on completion of the punch list, attend a compliance walk-through.*

The following services are usually recommended as an additional level of support during construction to oversee the activities of general contractor/subcontractors. Often these services provide the client with an extra level of accountability for a timely project delivery.

- *To act as the client's project representative with respect to management of the project during construction*
- *Receive, analyze, and process payments for all approved invoices*
- *Review and negotiate all change orders for necessity and time and cost impact*

- *Provide daily field presence as may be necessary during construction*
- *Maintain a spreadsheet of project costs*
- *Interface with the contractor, subs, and suppliers to a degree practical to assess project performance*
- *Monitor shop drawings, material orders, and deliveries by the contractor*
- *Monitor contractor's schedule for sub trades*
- *Source alternative suppliers for discontinued, late, or damaged material shipments*
- *Coordinate client vendors (e.g., datacom/telecom providers, movers, furniture installers) with contractor and arbitrate any back-charges or scheduling issues*
- *Provide item-by-item monitoring of contractor's punch-list completion*
- *Resolve all final payments and claims*

Professional trade organizations such as the AIA, ASID, and AGCA have published detailed methodologies on managing the build-out in their respective handbooks of professional practice and by-laws. These methods may govern the process based on the form of contract used to retain the design professional and contractor.

CONCLUSION

There are myriad tasks

There are myriad tasks the design professional takes on to realize the efforts of the design phases of a project. Careful attention to detail will always be the key factor in the implementation and the successful completion of any project.

The preceding sections were written to illustrate the various components of the post-design process that design professionals should follow. The exact