

## **Five Part Meeting Format**

A standardized "Five Part Meeting" format enables the ACO, CM, QC Manager and Superintendent on the contracts to be more proactive Construction Administrators and Managers by setting focus on the engineering issues (schedule, RFIs submittals, QA/ Safety) and the ACO to focus on resolving outstanding change orders before they impact progress. The following guidance is a proven method for delivery of construction contracts to our Clients on time and within budget.

### **Part 1. Schedule**

Objective: Keep the Contractor and PWD/ROICC team clearly focused on the contract's schedule to successfully complete the Contract for our Client to meet their Initial Operating Capability. Schedule drives all other issues.

Action: Contractor review progress and staffing on their contract's schedule and CM keep an independent assessment of the status of contract's schedule. Is the Contract on or ahead of schedule? Are the current activities being worked on properly staffed by the Contractor in accordance with the Contract schedule? If not on schedule, why not? Review the Three Week Look-Ahead Schedule (and probably beyond three weeks) to make sure that there is a clear understanding on the work that will be performed by the Contractor's team and subs in the near future. What is the status of float on the activities in their Three Week Look-Ahead Schedule and the Contract schedule? Review any activities that have negative float and inquire what the Contractor plans to do to regain schedule.

### **Part 2. Quality Control/Assurance and Safety**

Objective: Keep the QC /QA Teams focused on making the Contract a success by working together as a team, keeping clearly focused on quality and safety issues.

Action: Contractor QC Manager addresses the preliminary and/or initial phases of inspection for the activities that are coming up on the Three Week Look-Ahead Schedule. Address the QC /QA efforts on the activities currently being performed and any final acceptance testing to be completed. Discuss status of any non-conforming work and the Contractor's efforts to resolve. Contractor address proactive safety steps being taken on the activities being worked in accordance with his contract APP and address the activity hazard analyses for the construction activities coming up on the Three Week Look-Ahead Schedule. PWD/ROICC discuss any recurring safety problems that need Contractor management attention.

### **Part 3. RFIs**

Objective: Ensure that the government team is responsive to the Contractor in accordance with our partnering agreement.

Action: Review the RFIs that were received from the Contractor that week, the RFIs that were returned by the PWD/ROICC that week and the RFIs still in the backlog and not yet returned to the Contractor. Include a review of the RFI turn around time and a discussion if any RFIs still under analysis may have any adverse impact on current or

future construction activities in the Three Week Look-Ahead Schedule. Create a high performance process for answering the Contractor's RFIs clearly and quickly to resolve problems before they impact schedule. The RFIs must address which construction activity they affect so the ROICC can make a knowledgeable determination if schedule is affected or not as the RFI is processed. RFIs are not letters, each RFI only addresses one issue.

#### **Part 4. Submittals**

Objective: Ensure that the government team is responsive in turning around submittals and the QC Manager is proactively submitting quality submittals in accordance with the Contractor schedule.

Action: Conduct a similar type of structured discussion involving submittals. Review submittals received from Contractor that week, submittals returned by PWD/ROICC approved/disapproved/partially approved, submittals in backlog, turnaround time on submittals, and identification of any submittals that are required for any activity in the Three Week Look-Ahead Schedule to ensure that Contractor /Subcontractor /QC Manager expedite submittal and get materials purchased. Key is to develop a process to ensure that the Contractor has all submittal issues settled for all activities in the Three Week Look-Ahead Schedule. If there are problem submittals the PWD/ROICC /A-E /Contractor /Subcontractor must be acutely aware of the ones that need special attention so the job is not impacted. Submittals for all key long lead-time materials must be clearly identified on the schedule.

#### **Part 5. Proposed Changes**

Objective: Ensure contract modifications are processed in a timely manner.

Action: Discuss the status of all proposed changes including RFP's forwarded to the Contractor, proposals received, negotiations scheduled, preparation of and conforming of modifications. Changes are an important part of every contract. The key is to deal with change in a responsive business-like manner. The ACO should review the status of outstanding changes with the Contractor. The objective is to negotiate the proposed changes as quickly as possible so the government does not adversely impact the Contractor 's liquidity so employees, subs and material providers can be paid and the Contract is kept on or ahead of schedule.

#### **Summary**

Clearly tie the issues discussed in each part of the meeting to a construction activity from the CPM and document these issues by using the management reports that the Contractor and PWD/ROICC are using to manage the Contract schedule, RFI, submittals, QC and safety. Make the documents /reports required in our contracts, working tools.