

Change Order Management:

Change orders don't just happen. They are the results of:

- 1.- Owner initiated changes, either adding or deleting work.
- 2.- Unforeseen Conditions
- 3.- Lack of correlation between the Plans and Specifications
- 4.- Errors and Omissions

Before we examine the aforementioned causes, let us start at a point where we can protect ourselves from loss of time and money as a result of changes.

Pre-contract planning is an essential tool to help mitigate loss of time and money as a result of changes. A collaborative effort by the following is critical:

- 1.- Project Estimator
- 2.- Project Manager
- 3.- Scheduler and Site Superintendent
- 4.- Contractor's Owner

The Project Estimator or Estimating Team need to layout the framework and cost associated with the Project to the Project Manager and Scheduler. Hopefully the estimate sheet is properly divided into the following cost categories:

- 1.- General Conditions
- 2.- Divisions 2-16 which correlate with the Plans and Specifications
- 3.- Specific Sections which correlate with the Plans and Specifications

With the aforementioned, a Schedule of Values (AIA Format) is compiled to support some of the needed paperwork required for the Contract.

Another attachment required is the most important. **The Project Schedule** including the Cost Loading if applicable. The following Team Members:

- 1.- Project Estimator
- 2.- Project Manager
- 3.- Scheduler and Site Superintendent
- 4.- Contractor's Owner

Need to provide a collaborative effort to clearly identify the way the project will be built including, however not limited to:

- 1.- Identification of Long Lead Items
- 2.- Timeframe of the Submittal process
- 3.- Start and Finish Milestones
- 4.- Critical Path of the Construction Process including:
 - a.- Testing
 - b.- Inspections
 - c.- Architect and Engineer approvals