

## Chapter 10 – References

### 10.3 COMMUNICATIONS GUIDE (DESIGN AND CONSTRUCTION STAFF PROTOCOL)

***Maintain open lines of communications between Designers and Field Staff on all projects.***

- A.** Effective communication between construction and design staff is essential to the successful completion of a project. The organizational chart on the following page was developed to better identify the various levels of project responsibility and the inter-relationship between the construction and design groups.

It is always appropriate for an Engineer-In-Charge (EIC) to contact the Project Manager (PM) for a particular project to discuss issues and/or questions. Conversely, a PM should contact an EIC for the same reasons. If however there are issues that need to be carried to a higher level, the organizational chart provides a guide to the communication chain hierarchy.

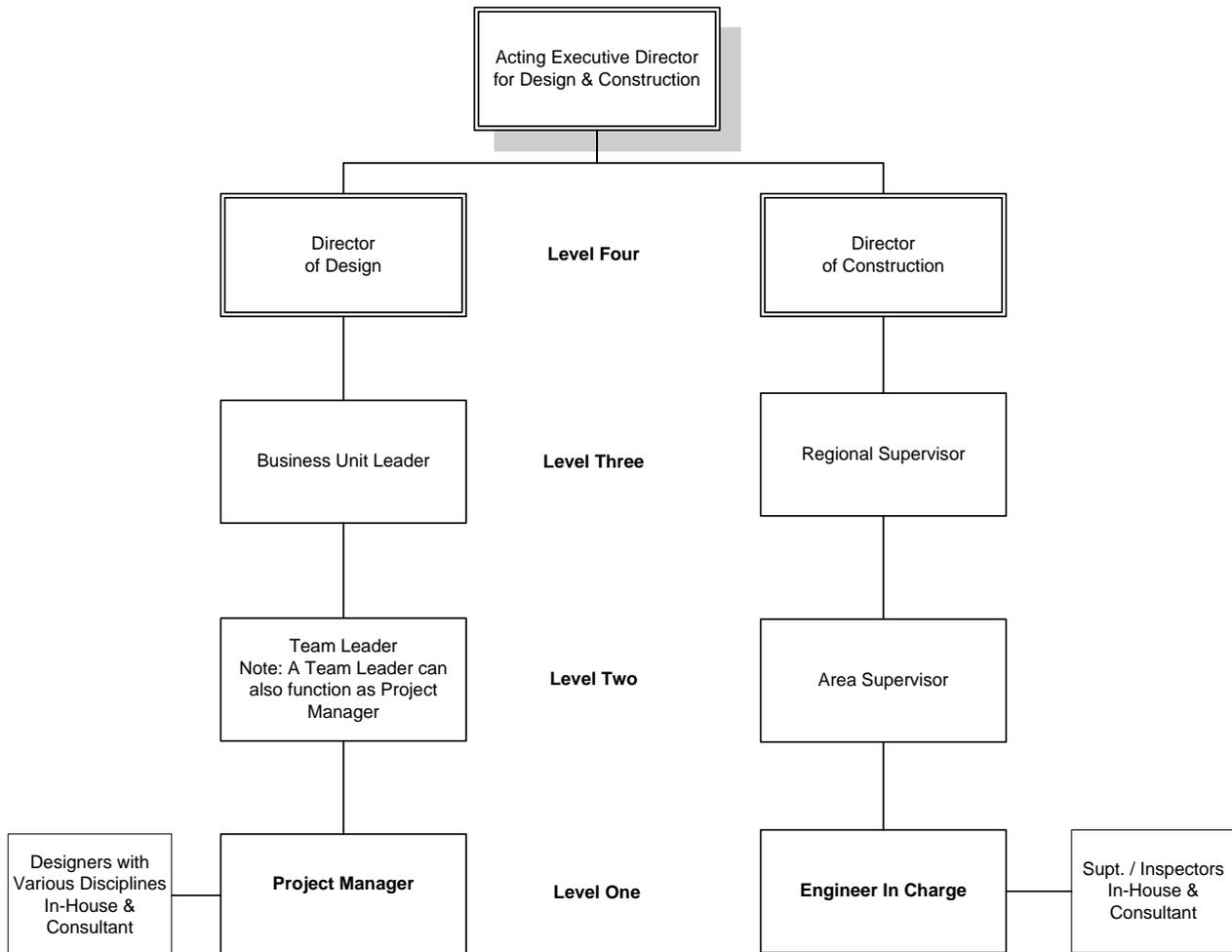
The resolution process should be for a person to only go up one level above his/her respective level. If at that level, the issue is not resolved, the person raises the issue up their chain-of-command to their supervisor and those supervisors, at that level, try to resolve the issue. The process continues up the chain until such time that the issue is raised to the Acting Executive Director of Design and Construction for OGS D&C to make the final determination. The EIC and PM should strive to resolve issues at the lowest level that is practical.

#### **B. TOOLS TO FACILITATE COMMUNICATIONS**

- 1. Telephone:** Pick up the phone and call each other. Cell phones and voice mail allow us the opportunity to easily contact each other. We are all part of the **TEAM**.
- 2. DCNet:** Use the project staffing directory feature in DCNet to establish names and roles for the project. The Team Leader (TL) or the PM assembles and maintains trade discipline names / roles throughout the projects life. The Regional/Area Supervisor inputs field staff names and roles.
- 3. Email:** Using the email feature in DCNet Staffing facilitates communications and distribution to the project team. Select D&C staff names and roles for this function to properly work. Consultants, facility staff and clients can be added manually into the system. When composing an email message, proofread it before sending and ask yourself what your reaction would be if you received it.
- 4. Teleconferencing (multiple parties):** The EIC and the PM can facilitate multiple party communications by using teleconferencing. Good communications occur by getting the right staff together to facilitate interactive / dynamic conversations. This

may include at times various combinations of team members such as the Consultant, facility, Client, EIC, Field Staff, TL, PM, BU Leader, design specialists, Contractor Area Supervisor,, sub-contractor, etc.

- 5. Online Meetings (multiple parties):** The Project Team can use an online meeting service via the internet in real time to share desktops and visually view project documents.



### D&C COMMUNICATION CHAIN

#### C. PROGRAM PHASE

- 1. Field Trip:** The TL/PM / Consultant/Designer shall call Field Staff when they will be going on all field trips. Field Staff shall be invited to attend. Field Staff often has information regarding institutional history, ongoing projects, facility changes, etc.

which is beneficial to the early stages of design. Additional field trips may also be required during the design process.

2. **Program Reports:** The EIC can access the final Program Report at any time. This report shall be filed in the **Program** project folder.

#### D. DESIGN PHASE

1. **Constructability Review:** Best Practice - during the design phase prior to the 100% Submission it is recommended that the design team (including the PM, EIC, Consultant/Designer, appropriate Field Staff and client representatives) meet at the facility premises to review the project and its impact on the existing building and/or site. The review meeting should focus on items that impact the facility operations and limit construction activity. Items that should be discussed include but not limited to the following: phasing, internal and external construction barriers, temporary utilities, utility tie ins and shutdowns, site and building access and egress, fire safety, fire watch, hot works permits, occupied facilities, hazardous materials containment, staging, materials storage and parking areas, work hours, odors / dust / noise mitigation, unusual project conditions, SWPPP, salvaging of materials, owner provided items, long lead items and critical submittals, specific allowances, etc.
2. **100% Submission Phase Document Review / Response Form BDC 35.3 and Field Check Review / Response Form BDC 35.2:** Shall be used by the Pre-Construction Group and field staff performing the field check. Consultant/Designer shall respond to field comments using these forms. These forms shall be filed in the **ReviewComments** project folder by the PM. Using this form should not be a substitute for discussion between parties.

#### E. BID PHASE

1. **Pre-bid Site Visit:** The TL/PM and Area/Regional Supervisor shall discuss whether a Pre-bid Site Visit is required for the project and whether the Consultant/Designer should be required to attend. When both parties agree, the Consultant/Designer can participate via a teleconference call (after the walk through is conducted by the EIC and Contractors).
2. **Pre-award Meeting:** The TL/PM should discuss with the Area/Regional Supervisor the complexity of the project. Pre-award meetings are mandatory for all contracts over \$1,000,000. Conference calls are an acceptable substitute for face-to-face meetings. A Pre-award Meeting may be held when there is a scope related concern with the low bidder or a new bidder. The Area/Regional Supervisor can waive the requirement for a pre-award meeting on contracts under \$1,000,000 if the following conditions are met:
  - a. The contractor has performed acceptably on previous OGS projects.
  - b. The PM/TL agrees to waive the pre-award (the PM is not aware of any significant project-specific issues that should be addressed at a pre-award).
  - c. The post-bid analysis did not identify any significant concerns or discrepancies.
  - d. An acceptable work plan has been submitted.

3. **Design / Construction Pre-Construction Teleconference Meeting:** Between project bid and award, the TL/PM shall contact the Area Supervisor/EIC and Consultant/Designer to discuss the project intent, project specifics, establish contact list names, roles and any other items pertinent to the project. Review the proper “chain-of-command” and copies / distribution lists. The TL/PM should be made aware of all project correspondence. Review the Consultant Work Order for this phase including number of site visits required on the project (the number agreed upon can always be supplemented).

## F. CONSTRUCTION PHASE

1. **Electronic Web-Based Construction Collaboration System (submittals website):** A third party electronic web-based collaborative system is utilized by the project team (including contractors, consultants and client) during the construction phase for the shop drawing submittal process. The collaboration system shall be used to manage other forms of construction communications and documentation including but not limited to Requests for Information, Information Bulletins, meeting minutes, testing reports, schedules, contract documents, SWPPP reports, etc. The use of the system and its capabilities should be a discussion item between the PM/EIC preferably at the Design / Construction Pre Construction Teleconference Meeting.
2. **Job Meeting Minutes:** Shall be issued by the EIC and emailed to the TL, PM and lead Consultant/Designer. EIC shall use electronic format file meeting minutes in the submittals website.
3. **Request For Information (RFIs):** RFIs shall be issued by the Contractor using the submittals website (BDC 22 RFI form) to facilitate legibility and timeliness of questions and responses. Require the Contractor to submit RFIs with all related backup sketches and documentation. Information requests generated by the EIC and the Field Staff shall be discussed in a telephone conversation or use of email.
4. **Information Bulletins (IBs):** IBs shall be issued by the trade specific Consultant/Designer using the submittals website (BDC 23 IB form). All IBs shall be discussed and reviewed by the TL/PM prior to issuing the information. IBs shall be issued for ALL design changes / clarifications whether they are cost, no cost or credit. The EIC shall discuss IBs with the TL/PM and Consultant/Designer and shall issue a FO or a CO as required.
5. **FOs/COs:** FOs/COs shall be issued by the EIC. ALL FOs and COs shall be emailed or discussed verbally in a timely manner with the TL, PM and Consultant/Designer using pdf electronic format. The OGS Project Team shall file FOs, COs and backup in the **FieldOrder** and **ChangeOrder** project folder located in the DCNet Construction folder. BDC 98's are stored within DCNet. The EIC should post final FOs and COs on the submittals website. The official approved copies are located in the Division of Contract Administration for the contract record. The CO/FO process is described in detail in the CPM sections 4.6.1 and 4.6.2.



6. **Field Visits to the Construction Site:** Consultant/Designers will notify the EIC when they will be visiting the construction site or the EIC should call Consultant/Designers when they feel a design trip is warranted. Proper notice of at least 72 hours is recommended (especially for Dept. of Corrections projects for security clearances).
  
7. **BDC 151 – Design Observation Report:** When a site visit is made by the Consultant/Designer the EIC should accompany them to discuss the project. The Consultant/Designer should discuss any deficiencies with the EIC during the tour when observed. At the very least, the Consultant/Designer should discuss any deficiencies with the EIC at the end of the day. The Consultant/Designer will initiate a BDC 151 and forward to the EIC and copy the TL/PM. The BDC 151 working copies can be filed in the **InspectionsReports** project folder (located in the Construction folder) and the final version with responses to comments posted to the submittals website. The EIC will follow up on deficiency items using the same BDC 151 form generated by the Consultant/Designer. Depending on project size, the EIC may wish to create an ongoing Rolling Completion List to track items in a consolidated contract specific log.

**Revision History:**

<i>Rev</i>	<i>Date</i>	<i>Description</i>	<i>Reviewed by:</i>	<i>Approved by:</i>
0	04/07/07	Last revised date		
1	06/27/13	Added B 5 on-line meetings; D 1 constructability review; F 1 web collaboration system. Deleted DCNet filing locations for RFIs, IBs and meeting minutes. Revised F 3 RFIs generated by the EIC should be by telephone or email and not by RFI forms.	Parnett	Larkin
2	4/1/14	Minor changes	Hickey	Parnett