

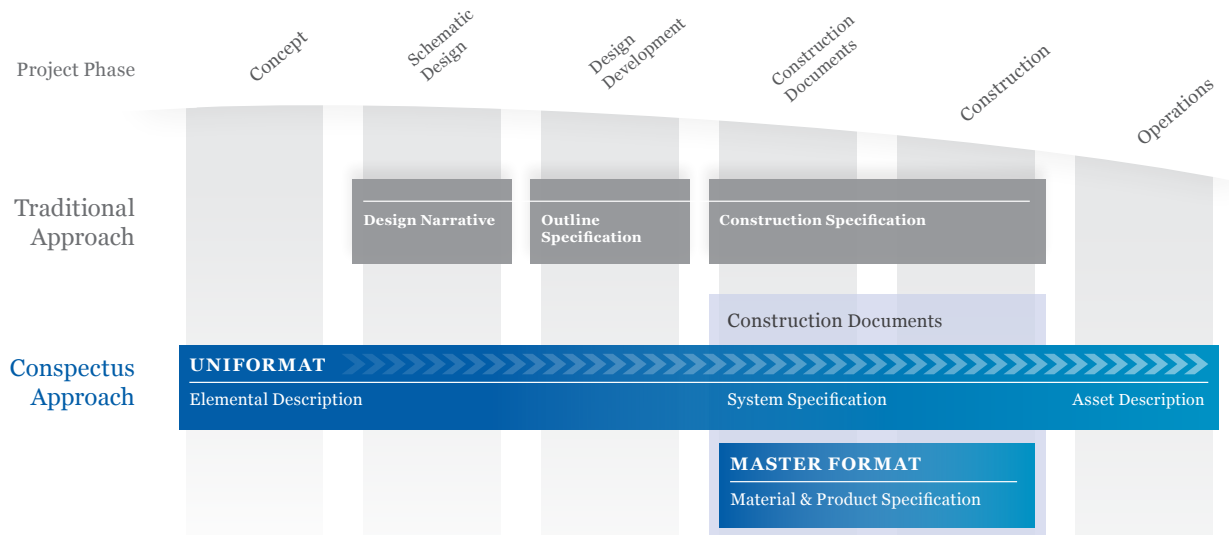
FOR CONSTRUCTION MANAGERS

Our Approach

As a construction manager, you face two complex challenges: 1) managing intricate construction logistics so you can deliver the project on time, and 2) controlling construction costs to deliver the project on budget. Meeting these challenges demands considerable knowledge and skills: first to pull together a construction team that can optimize project costs and performance, and then to balance, for the benefit of the owner, the sometimes conflicting priorities that inevitably arise among project participants.

Success in meeting these challenges hinges on complete, accurate information delivered through well-written specifications. For construction managers, the consequences of relying on inadequate or incorrect information about design and systems decisions, especially those that can dramatically affect the project schedule and budget — and ultimately profitability — can prove enormous. There is a solution.

The Conspectus approach to construction specifications and documentation focuses from the start on capturing and clearly communicating the owner's requirements and expectations in a way that enables the entire extended project team to work in concert to meet them. For construction managers, the Conspectus approach offers not only the data and information construction managers need for sound decision making, but also documented support for maximizing process efficiency, promoting quality, and adhering to schedule and budget.



CLOSING THE GAPS. REDUCING THE RISKS.

Traditionally, specifications are developed sequentially as discrete documents, a disjointed process resulting in critical information gaps that often increase risk. Conspectus approaches specifications as a seamless continuum of information gathering, analysis, and documentation that closes the gaps, reduces risk, and adds value for owners, construction managers, and other stakeholders.

AN EMPHASIS ON COLLABORATION

In the traditional approach, construction managers generally have little or no voice in developing the specifications that are absolutely critical to their success. Even when construction managers are brought in as advisors, they tend to play a more reactionary rather than proactive role, and their input may be limited to very select systems. This lack of involvement can result in disruptions in the design process as well as design rework, usually to meet budget constraints. Far too often, the process is repeated at each design phase and even during construction.

In the Conspectus approach, construction managers have greater opportunity to contribute their knowledge, experience, and insight during the upstream process phases. Because the builder's performance depends on complete and accurate specifications, the construction manager's contribution to developing the construction documents can improve the quality of decision making, help avoid mistakes in documentation and construction, and reduce the risk of litigation downstream.

RECOGNIZING ALL THE RISKS

Construction managers should carefully examine the serious and potentially costly consequences that can result from a lack of transparency in the design and specifications process and the resulting inadequate documentation. This adds risk across the entire project making the construction manager's job even more difficult.

MISSED DEADLINES

Staying on schedule is a challenge for every construction project, and the blame for delays can extend across the full project team. For example, when downstream contractors can't understand or execute on a poorly written specification during construction, they issue an RFI, which can take days or weeks to resolve. The administrative tasks and added costs of excessive RFIs can become burdensome, compromising both the project timeline and budget.

LITIGATION

RFIs very often result in change orders, which can trigger schedule disruptions, project delays, unanticipated costs, or all three. Change orders are the breeding ground for litigation, the costs of which can be staggering. In addition, faulty documentation, which lies at the core of the most common change order difficulties, embeds permanent risk for litigation, which can have lingering impacts.

TIME COST OF DELAYS

The time cost of delaying the opening of a building is measurable in real dollars to the construction manager whose incentive lies in putting the building up as efficiently as possible, managing cost, and avoiding delays and scheduling issues. These costs are particularly onerous when liquidated damages are part of the underlying contract.

VALUE ENGINEERING

Flawed specifications, a common culprit for bidding inaccuracies or contingency fees, can trigger reactive value engineering (VE), a process that can also create long delays and sometimes force choices between working in the owner's best interest and doing what's expedient to avoid cost overruns.

LOSS OF CONFIDENCE

Inadequate documentation usually results in a massive addendum, which may be planned before the documents are even issued for bid. This can shake not only the construction manager's confidence in the quality of the documentation, but also the owner's faith in the construction manager's ability to deliver. Such a loss of confidence can trigger opportunistic behavior from all parties and increased costs to resolve differences. Confidence, once lost, is difficult to recover and adds friction to the project.

WHY THE CONSPECTUS APPROACH WORKS

TRANSPARENCY, ACCESS, AND COLLABORATION

The Conspectus approach helps ensure that every key stakeholder can know at every point what decisions are being made, the rationale behind them, and the implications for budget, schedule, and operations. It also fosters collaboration among project team members as they make and implement critical design decisions, translate design into construction documents, and manage the actual construction.

FOCUSED ON QUALITY

The Conspectus approach naturally integrates quality assurance from the start. As part of our broader role, we monitor processes and raise critical issues along the way to help make sure that inconsistencies, discrepancies, and errors don't go unnoticed or unresolved or get permanently forgotten.

INFORMED DECISION MAKING

The Conspectus approach comprehensively documents design requirements and designed solutions, allowing comparative analysis of their potential impact on the functionality, quality, and cost of the project. This means that construction documents can reflect optimized decisions instead of best-guess choices.

COMMITTED TO COLLABORATION

The comprehensive nature of the Conspectus approach captures deep insights that owners can integrate into optimizing their building's operation and that of future buildings for those who own, develop, or operate multiple built assets. Conversely, the Conspectus approach enables owners to collaborate actively with construction managers by contributing their own experience and expertise in what will and what won't work in the design and specifications process.

OWNER'S STANDARDS

Many owners have pre-established standards for their facilities, which may not be fully understood or appreciated by the extended project team. The Conspectus approach integrates an owner's standards into the communications continuum from the start and can provide analytics to verify that the designed solution complies. This supports one of the construction manager's primary goals: client satisfaction.