

Building Practice Guidelines: Typical Building Projects Linear Responsibility Charts (BP-LRC) (Tasks listed for Project Finishing Phase)

As a contribution to Building Practice Guidelines, these Linear Responsibility Chart templates list the typical tasks involved in a building project according to its phase or stage. Each entry recommends who should take the lead and who else should be providing significant support for each task. The tasks should be modified or augmented to suit the particular project and the needs of its participants.

In a well developed team, all will participate to some degree. Nevertheless, on a project it is essential for the project manager to identify who will be accountable for initiating, conducting and concluding each and every task.

The charts illustrate how:

1. Every task can be identified and assigned to a single point responsibility
2. The project can and should be divided into phases and stages, each separated by a financial 'control gate' or decision point for control purposes
3. This process builds on the standard project management generic life cycle, and
4. Project management can and should be distinguished from the technical management of the project.

It is worth noting that experience shows that any omissions or errors of judgment in one phase can cost an order of magnitude higher (i.e. approximately ten times) to conduct or rectify in each succeeding phase. This is due to the likely need to suspend, back track and rework other activities that would normally follow.

R. Max Wideman

Building Practice Guidelines: Typical Building Projects
Linear Responsibility Charts (BP-LRC)

Legend

- OD Owner or Developer of project
- PD Project Director, Owner's representative
- LAC Lead Architect or Consultant
- denotes primary responsibility
- JA Jurisdictional Authorities
- PCM Project Construction Manager
- ⊙ denotes significant supporting responsibility

4.0 Project Commissioning & Finishing

- Unlike earlier phases, the boundary between this and the preceding phase is less distinct. Nevertheless, the activities in this period are sufficiently different to warrant attention as a separate phase.
- In this Phase, integration of Project and Technical Management and the owner's Takeover Activities is even more important as the focus moves back to the owner.
- The owner must be ready with trained staff to take over the "care, custody and control" of the final facility. Hence, in this phase especially, 'OD' refers to the owner and/or its operators.

Ref #	Task Description	Responsibility>	OD	PD	LAC	PCM	JA
4.1.0	Project Management						
4.1.1	Advise owner of expected transfer date.		⊙	●	⊙	⊙	
4.1.2	Obtain maintenance manuals & operating instructions			●	⊙	●	
4.1.3	Liaise with operating staff manager to arrange training		⊙	●	⊙	⊙	
4.1.4	Obtain guarantees				⊙	●	
4.1.5	Obtain 'As-built drawings'				⊙	●	
4.1.6	Coordinate commissioning, testing, balancing, all systems		⊙		⊙	●	
4.1.7	Obtain occupancy certifications & permit			●	⊙	⊙	⊙
4.1.8	Arrange acceptance & approval of completed building		⊙	●	⊙	⊙	
4.1.9	Transfer facility to owner's "care, custody & control".		●			⊙	
4.1.10	Arrange final photographs & publicity releases		⊙	●			
4.1.11	Arrange opening ceremonies		●	⊙			
4.1.12	Establish reasonable dates for Total Performance				⊙	●	
4.1.13	Verify all deficiencies & outstanding documents completed					●	⊙
4.1.14	Approve final payments to contractors			●			⊙
4.1.15	Make final payments to contractors		●				⊙
4.1.16	Perform final accounting		●	⊙			⊙
4.2.0	Technical Management						
4.2.1	Prepare final deficiency lists				●		⊙
4.2.2	Ensure contractors rectify deficiencies				⊙	●	
4.2.3	Verify completeness of manuals & operating instructions		⊙		●		⊙
4.2.4	Verify correctness of guarantees		⊙		●		
4.2.5	Verify correctness of 'As-built drawings'				●		⊙
4.2.6	Supervise commissioning, testing, balancing, all systems		⊙		●		⊙
4.2.7	Provide support to operator training (as needed)		⊙		●		
4.2.8	Liaise with Jurisdictional Authorities for certificates, permits				●		⊙
4.2.9	Provide consultation to owner during startup				●		⊙
4.2.10	Inspect & assess deficiencies to verify Total Performance				●		⊙
4.2.11	Issue Certificate of Total Performance			⊙	●		⊙
4.2.12	Verify all guarantees, manuals, documentation received				●		⊙
4.2.13	Certify Total Performance & recommend holdback releases			⊙	●		
	Post-Project Support						
	Assist in expediting guarantee items (as required)			●			⊙
	Conduct post-project project management audit		●	⊙			⊙
	Provide continuing technical consultation		⊙		●		