



# PROJECT MANAGEMENT CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING  
Civil & Environmental Engineering Department



# 5 STEPS TO AVOID CONTRACTOR CHANGE ORDERS

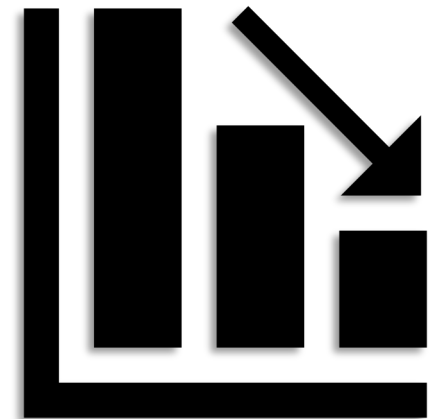
*Weymouth Spence*

*2020 Project Management Symposium*



# In General, Change Orders =

- Higher profit margin for contractors
- Missed scope
- Asking client for additional funds
- Confidence in PM drops
- Lowers profit margin
- Can affect future opportunities



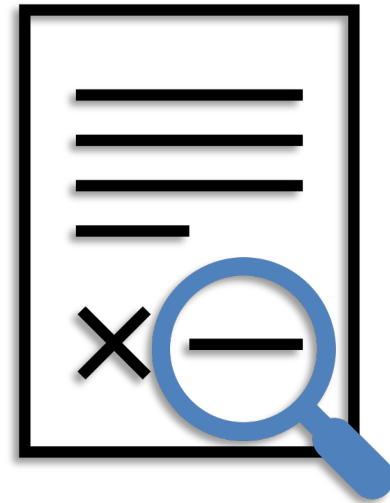
# Step 1: Issue a Complete Scope

- Define **ALL** deliverables & expectations
- This is Classical Music **NOT** Jazz
- For each **WHAT**, provide a **HOW** if possible
- “Measure Twice Cut Once” approach



# Step 2: Read All the Fine Print

- Does the proposal address everything?
- Scope Gaps = \$\$\$ out the door
- Exclusions are **NOT** excluded from the project
- T's & C's are as important as the scope itself



# Step 3: Understand the Schedule & Resources

- Identify the ***Critical Path***
- Is there a ***Substantial Completion*** date?
- Analyze the ***Resource Plan***



# Step 4: Document Everything

- If it's not written down, it never happened!
- Use **Three-Part** Communication
- Laziness costs **\$\$\$**
- Pictures say a **THOUSAND** words...

I have a  
problem...

Send me  
an email...

Email sent!

Rockstar!

# Step 5: Build Lasting Relationships

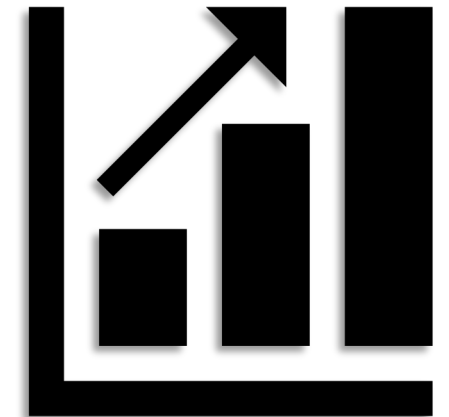
- Investing in people, is an investment
- Know what worries your contactor
- **Respect** is a 2-way street
- Projects **end**, relationships are **forever**





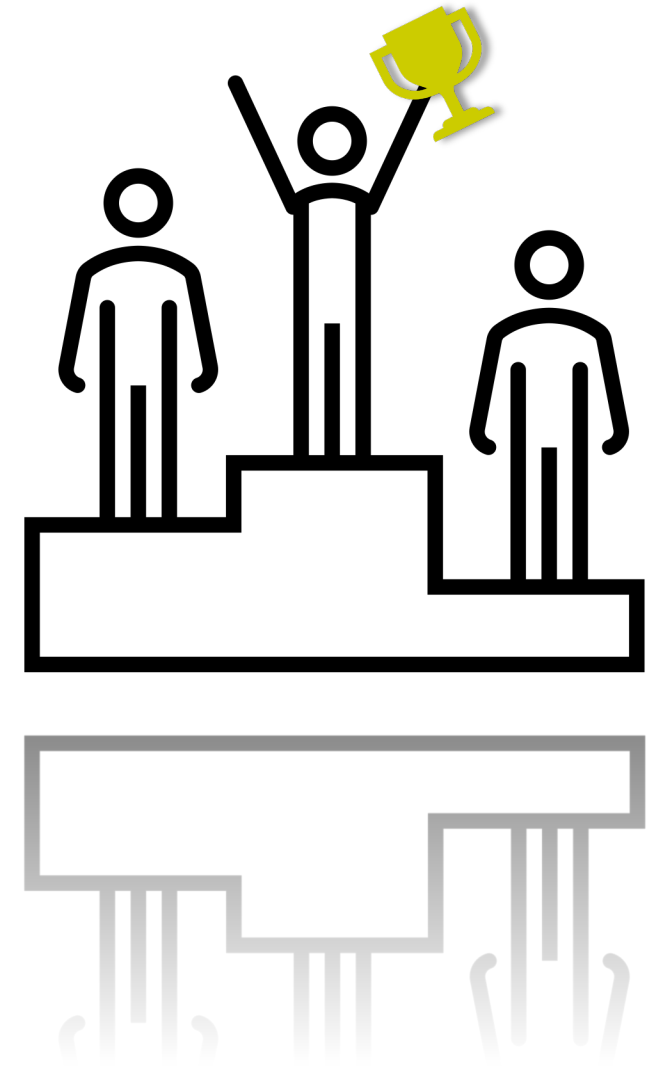
# Benefits of Less Change Orders

- Stay at/under budget
- Less chance of schedule impacts
- Confidence in PM/Company
- May lead to future business



# Tools for Success

1. Issue a Complete Scope
2. Read All the Fine Print
3. Understand the Schedule & Resources
4. Document Everything
5. Build Lasting Relationships



# Thank You!

## Questions...

Email: [wspence@primeraeng.com](mailto:wspence@primeraeng.com)

