

# Preconstruction Services- New Roles & Responsibilities

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Alternative project delivery methods which include concepts of collaboration and integration are changing the relationships between general contractor, architect, engineer, design consultant, and specialty contractor. This redefinition of roles has changed the responsibilities and expertise requirements for many project participants' organizations.

## Research Methodology

The original goal was to get a better understanding of the preconstruction manager position to:

- Address expectations found from the owner and designer.
- Develop a framework for the Manager to work within..
- Further define the roles and responsibilities for the Preconstruction Manager

Qualitative research methodology initially included face-to-face tape-recorded interviews with 18 employees from general contractors responsible for the preconstruction services for their organization .

A joint study by the AIA and AGC believes the constructor's participation during the design phase provides:

- Anticipating and resolving design related issues
- Improving cost and budget management

## Research Results

The skill sets identified by the preconstruction manager in the interviews included:

- Communication Skills
- Building Relationships
- Listening Skills
- Decision-making through collaboration
- Cost/Schedule Input
- Adding value to the preconstruction process

The roles identified included understanding the capabilities of a manager in the preconstruction services process. Those capabilities included::

- ▶ Estimating vs. Project Management
- ▶ Leadership & Control of the Process
- ▶ Experience & Expertise