Closing Out the Job (Part II)
By Norb Slowikowski

Last month we reviewed job close-out activities and the roles in that process played by the foreman, project manager and superintendent. This month we take a look at the questions that need to be asked of the customer, and the lessons learned on the job.

Customer Post Job Review

When the job is completed, the project managers should conduct a Post Job Review with the customer (their project manager and superintendent). This is an opportunity to get feedback about the “positives” and “needs improvement” areas.

Here are some questions for the customer:

■ Were the contract and submittals executed and returned in a timely fashion?
■ How did our foreman interact with the general contractor’s superintendent?
■ How did we expedite changes? Help solve problems? Help coordinate with other trades? Maintain the project schedule? Do in terms of quality workmanship?
■ How was our safety performance?
■ How would you assess our housekeeping on the job?
■ How would you rate our crew’s daily production?
■ In which specific areas do you feel we need to improve?
■ Do you want us back on future jobs?

Internal Post Job Review (Lessons Learned)

The construction manager shall determine if an internal Post-Job Review should be done. Once the decision is made to conduct the review, the project manager will schedule the meeting and invite the construction manager, foreman, superintendent, safety manager, warehouse coordinator and estimator/salesman to attend. The project manager will use a Post Job Review Checklist to conduct the meeting.

Demobilize Effectively

The foreman should conduct a Final Job Walk Around to ensure that all of the equipment is ready to be returned to the shop or warehouse. A final inventory of tools, equipment and materials should be taken and reviewed with the superintendent. They will determine what will be returned to the warehouse and what items will be disposed of on the job site.

The final inventory should be compared to the initial tool and equipment inventory and explain all discrepancies. It’s important that accountability exists for tools and equipment so that sound cost controls can be maintained for all jobs.

Also, make sure the project manager conducts the following activities to effectively close out the job:

■ Finalize contract amount with customer completely so that a final billing can be submitted and the money owed can be collected before the lien rights run out.
■ Pursue any and all change orders diligently with the general contractor.
■ Get prepared for any back-charge negotiations.

Remember that closing out the job is a critical activity that must be carried out effectively so that you can maximize productivity.

About the Author
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