

Progress Meetings

Offers a collaborative environment to maintain the orderly flow of construction operations.

Progress meetings are regularly occurring meetings during the course of construction that are typically attended by the Contractor, Architect, Engineer(s), and Owner. On occasion, other individuals may be asked to attend Progress Meetings including but not limited to subcontractors, suppliers, manufacturer representatives, and testing/inspection companies. These meetings focus on raising and resolving developing construction-related issues. They are held more often than other types of meetings and are the most effective tools contractors have for effective project coordination. For most contractors, progress meetings help maintain an orderly flow of construction operations. Specific requirements for a Project's Progress Meetings are identified in the terms and conditions of the Contract and/or in the Project Manual, Division 01 – General Requirements.

Frequency: Progress meetings should be held often enough to address or avert developing problems. For most projects, it is common to expect at least one Progress Meeting per month, however, the complexity and duration of the Project may require meetings on a more frequent basis. In addition, there may be critical construction activities when weekly or daily progress meetings are necessary. The frequency and regularity of the meetings should be discussed with all attendees prior to commencing construction.

Attendees: The Contractor's project manager and superintendent shall attend. The Architect and Engineer(s) should be represented by their project manager and/or field representative. The Owner's representative (or the Construction Manager if one is retained) should also attend all Progress Meetings. Occasionally, other individuals may need to attend. Major subcontractors concerned with current progress or involved in planning for impending activities should attend. Material suppliers and manufacturers' representatives are often asked to attend when their products are used in unusual applications or when special conditions arise involving their products. It is important that the attending representatives have sufficient authority to act on behalf of the organization they represent to make Project-related decisions.

Agenda: Unless otherwise identified in the Contract Documents, the Contractor is responsible to prepare an agenda in advance of the Progress Meeting. The following issues should be discussed at every meeting:

- Safety. Site safety and any safety issues should be discussed.

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- **Job Progress.** Reviewing construction progress made since the previous meeting is one of the most important items on the agenda at every progress meeting. All participants need to know if some construction activity is behind schedule and could affect job progress. The participants should take appropriate action to avert delays and be prepared to make whatever commitments are necessary to resolve problems. They should also be prepared to make adjustments to the Contractor's construction schedule if necessary to maintain construction progress.
- **Upcoming Construction.** Equally important is planning for upcoming operations. The parties taking part in upcoming operations need to discuss and coordinate the completion of preparatory work in anticipation of their construction activities.
- **Status Reports.** Every progress meeting should include a report on matters that affect progress, such as submittals and delivery of materials. The current production status of long lead items and materials fabricated off-site is a matter of particular concern and should be reported at all progress meetings until the items are delivered or installed.
- **Proposed Changes.** Every progress meeting should include a report on the status of requests for substitutions and other proposed changes and modifications to the Project, if any are pending.
- **Problems and Conflicts.** When problems or conflicts arise, the parties should discuss and resolve the issues at a progress meeting, where everyone can examine issues critically and arrive at a reasonable and equitable solution.
- **Site Utilization.** Any changes in the use of the premises should be reported as soon as possible. Such changes include notice of a need to temporarily relocate some support facility for installation of permanent work.
- **Progress Payments.** The Architect and/or Owner may review the current Progress Payment request during a Progress Meeting. Often times, a draft (pencil copy) may be reviewed and discussed before the final payment request is prepared. This allows an opportunity for the Architect and/or Owner to ask questions and reconcile the completed Work with the payment requested.
- **Record Documents.** Development of Record Documents and the responsibilities of individual parties for recording and submitting record data may also be discussed at progress meetings.

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As the Project nears completion, preparation and submittal of Record Documents become increasingly important.

- **Additional Information.** Progress meetings offer participants an opportunity to request additional information on construction issues. Additional information is often needed to help everyone involved understand the reasoning behind an unusual construction procedure. Clarification or interpretation of some construction detail may prevent a serious misunderstanding or a future problem.
- **Other Business.** Any number of other issues may be discussed during a normal progress meeting.

Minutes: Unless otherwise identified in the Contract Documents, the Contractor is responsible to document and distribute Meeting Minutes to each representative in attendance and any other person as required or as directed.

REFERENCES:

AIA A201 - General Conditions

ConsensusDocs 200-General Conditions

EJCDC (Engineers Joint Contract Documents Committee) General Conditions

Issued: 2018

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