

Establishment the Scope of Work for Interior Designers

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ABSTRACT

Having the knowledge on the needed tasks and scope of work for interior developers are critical as tools and means to manage interior arrangements. The main research is to emphasize the significance of the precise scope of work in managing interior systems. The research explores how vital a scope of work to overcome the issues on work coordination through a content analysis of the work plan, and semi-structured interview for five (5) interior design companies. Results attained from this research will contribute largely to the main research end in developing an applicable scope of work for the Interior Design practice.

Keywords: Interior design; interior design project management; Scope of Work (SoW)

1. INTRODUCTION

People currently are getting conscious to their surrounding spaces and occasionally they're so sensitive to the demands of their spaces. Within the development of unique experience and knowledge in design, work of a professional interior designer is said that, they're sensitive to the people and surrounding (Anderson, 2007, v).

Still, it has got an issue whether design and designing are responsive to the process of the project delivery. In other words, how well do interior designers manage interior systems? Since interior designer core business is in the design, construction and also operation of the design, it's a prerequisite for them to acquire the knowledge and understanding of project management, specialized and systems of work for the successful delivery of projects. Likewise, the project lifecycle involvement by the interior contrivers needs to be executed through a lot of work processes and phases.

This paper will hopefully come an eye- nature to the interior design assiduity on the issue of scope of work while trying to adjust to the challenges in the work system. hence, this paper will try to point the significance of the precise scope of work in managing interior projects and determining the work process for interior projects. This operated in the urge by the interior design professional and academic to expand their way of allowing towards the improvement and better work culture in the project delivery of interior works.

2. PROJECT MANAGEMENT FOR INTERIOR DESIGNER

Project management for interior projects demands full commitment, knowledge and skilful understanding of projects to achieve the design's ideal. According to ASID, CIDA and BIDA as stated by Piotrowski (2008, 1-10), although interior developer must have a flair in design, they shouldn't be left before in the specialized skills and condition of projects while interpersonal communication and management strategies are a must (A. Noorhani, 2012).

Still interior designer's job scope not limited simply to design; hence it involves a complexity of tasks and processes of work alike to architecture, and yet it limited to the enclosed space. Interior design job scope also involves the construction and completion of the finishing phase of designs. This phase involves a veritably important fragmented and multi-disciplinary conditioning; thus, interior contrivers are pivotal to have applicable design operation knowledge and understanding as to be suitable to manage the process consequently. The process can only be successfully conducted through planning, executing, covering and controlling the design till the end.

Having the right and scheduled level of knowledge and understanding on project management and specialized is a condition. Therefore, the coordination system between the work, parties involved and also integration system amongst them can be at least established by having an applicable scope of work. Thus, interior design scope of work is imperative as a basic framework or guideline for interior design practitioners successfully to convey and deliver the project to meet the client's need and demands.

3. RESEARCH METHODOLOGY AND SAMPLE SELECTION

The main research took up a qualitative approach. At the earlier part of the research involves interview views conducted amongst professional designers and advisers with the issue of interior designer managing interior systems. In performance to that, a content analysis on interior design process and work plan abstracted from literatures which also including RIBA Plan of Work.

The first phase of the research process is a literature review where the secondary data gathered from relevant books, journals papers, thesis and articles, conference proceedings and reports on the topics of interior design profession, education, interior design practice and design operation knowledge and chops. Alternate phase involves primary data collection, whereby the information is collected through semi structured interviews. The interviews were recorded and transcribed verbatim and each interview lasting about ninety minutes.

The interviewees of these qualitative semi-structured interviews were executed from selected interior design firms or companies. They were named based on their experiences in managing interior systems and relations with other players in the project. The interview for each interviewer is based on a given project as references. Letters were posted and e-mailed to these firms to agree our intention, also followed-up with telephone calls for the appointment. Ultimately, there are five (5) interior design project managers from five (5) interior companies on five (5) different interior projects who have agreed to be interviewed.

4. INTERIOR DESIGN WORK SCENARIO

Interior design industry is just about to rise from its history, with an adding demand in the structure sector and the advancement of technology (A. Rahaman, 2011, 1-3). This demand reflected when further people are getting passionate and awaiting more from designer to imagine their dream space. Not only that, interior design scope also including for house modification, or house alteration (Isnin 2012, 2).

The issues of this exploration paper are about the scope of work, and the participants are from professional interior design advisers. There are high demands for interior design and architectural works, yet, still issues especially in managing interior projects are keeping on appears. Still, there's no confirmation in saying that there were unprofitable interior projects deliveries. This is because interior design has always been seen as a finishing work or rather treated as a problem working for structure or architectural works (Nielson and Taylor, 2006, 2-4). Hence, there are two kind of developers in Malaysian practice; in- house designers and interior design coordinators. The in- house interior designer simply does design work. Typically, they infrequently involve directly as a consultant who manages the whole design. Thus, it's a doubt for them in managing the project.

A. Noorhani (2012) interior designers participated several practitioner's options in saying that typically learn to be a good interior project manager through the experiences they gained during practices. This status may not be sufficient in the demanding of knowledgeable clients currently. Their prospects are relatively high. Thus, it's relatively sure that in order to enhance and better the performance of interior designers, there has to be a holistic approach in educating unborn interior designers with soft experience in handling interior projects, as well as, hard experience embracing the knowledge and training gain from the academic syllabus.

5. THE IMPORTANCE OF WORK DEVELOPMENT PLAN (WDP) AND SCOPE OF WORK (SOW)

Design and management are conditioning that need to work together at certain stages and processes. Fayol identify five basics or functions of management planning, organizing, commanding, coordinating and controlling (Fayol 1949 in Hazim 2011, 11). Therefore, planning, control and collaboration of a project especially in construction stages are particularly important; still, the design phases to, need to be nearly coordinated. These relate to the nine knowledge areas in Project Management Book of Knowledge (PMBok 2008) where the requirements to focus on project integration operation especially for interior works and interior designers. Interior designer, who's part of the design team, assesses the quantitative and qualitative requirements of the client, (Martin and Guerin, IDBoK 2005). now are some of the issues brought in from respondents' analysis for the interior designer of the project:

- Both interior designer and engineer should execute a clear and precise scope of work as to avoid charging to each other;
- Issue on miscommunication and wrong reason of unclear scope of work. The client may be confused with the scope of work between the engineer and interior designer and this might affect the cost and schedule;
- Interior designer should execute a clear and precise scope of work as to avoid charges and scattered particulars.

Design Council of United Kingdom 2010, outlined the interior design process as winning a project, brief, exploration, creative design, constructing team, specification and completion. Hazim (2011, 25) defined the direct process (stage-by-stage) of the design process, by mapping the design process from RIBA Plan of Work (Lawson 2005), Project Management (PMI 2008, chap. 3) and Construction of a cycle Project (Fewings 2005 in Hazim 2011, 25).

Table 1 below shows the combination of Hazim's (2011) summary of Plan of Work with nine document contents from literature. The contents on work process analyzed from Malaysian Institute of Interior Design Memorandum of Agreement (IPDM-MoA, 1994-2011), Malaysian Society of Interior Designer Memorandum of Agreement (MSID-MoA, 2004-2011), National Council of Interior Design Qualification (NCIDQ, 2004), JohnF. Pile (2005), Jenny Gibbs (2005), KarlaJ. Nielson and DavidA. Taylor (2006), Corky Bingelli (2007), Diana and Stephen Yakeley (2010) and A. Noorhani (2012) (current Malaysian interior design project management researcher/ PhD student).

General results on some of the languages used are different, and the sequences aren't clear. In IPDM (1994-2011), the content shows that the statements and the scopes, previous to client's natural rights. The work process is relatively loose at specialized stage of the tender process, monitoring and controlling at the perpetration stage, and at completion stage. NCIDQ (2004); the sequence of work development plan is too simple, loose at feasibility study and research stages, and completion stage, yet it should be clear, precise and complete in each stage of work processes. NCIDQ (2004) has no broader description on technical details neither in design development nor the construction until handover.

Three rows in the table indicate interior design work process from Malaysian documents, Memorandum of Agreement of MSID and IPDM, and A. Noorhani (2012) research document. MSID and IPDM were two Malaysian interior design institutions that ran to supporting interior design interpreters. Both organizations disbanded and merged and launched as MIID (Malaysian Institution of Interior Designer). Numerous of the practicing interior designers are using MSID's memorandum of agreement due to recently set up association. MSID (2004-2011) processes show a veritably brief stages and processes. A. Noorhani (2012) mentioned, her process is relatively descriptive in every stage. Still, there are lacking in the pre-inception and construction stages.

There are four interior design experts who admit the stages, process and scope of work for interior design practice, Pile (2005), Gibbs (2005), Nielson and Taylor (2006), and Bingelli (2007). From those four experts, Pile's process is the most complete and descriptive; still, his process model having a lack in the sequence. He grouped the descriptions of each process; also the terminology applications aren't a structure construction language. Gibbs admitted a little enterprise approach, by stressing environmental issue at feasibility studies and research stage. It also been identified on stressing project management and construction design management in the achievement stage. Nielson and Taylor's process model isn't important completed compared to others; similar as, unclear scope of work in the stages, partial process, no description in programming, proposal and schematic design, design development stages, and not mentioning on contract and tender process, in site operation until commissioning stages. While, Bingelli's process model is complete in all states except commissioning and handover, and appreciatively she included project management at an early design stage. ultimately, the Yakeleys (2010, vii-viii) mentioned by their opinion that, only interior designers who again and again manage with larger projects can use the content of the book, and rather for architects.

Table 2 exhibits results and findings worked from survey to the interior design practices by projects. The survey executed from five respondents from five interior design firms. The mapping of the survey results from respondents, sandwiched by RIBA and MSID design process. The results show that the work processes (from literatures and interviews) aren't in sequence. interviewee 1 is using common language rather than construction or design language terminology. He didn't state the design development, detail drawings and bills of measures process, which those are important. Respondent 2 has not indicated the inception and feasibility studies only.

Still, respondent 3 has a simple and brief approach with no details descriptions for every stage. This can be considered passable for general understanding of the construction process. Respondent 4 shows that there's no information on initials, design process, schematic and development of design, but concentrate more on the construction processes 5's row also indicates no initials; design process, schematic, and abstract development, design development and only concentrate on tender stage until completion with detail description of stages and process.

From the interviews, all five respondents answered that they didn't relate to any references and don't have any proper guidelines on the design process and scope of work while working on projects. Utmost of them revealed

that they were using their own experiences and common senses on managing interior projects including establishing the scope of work. The processes and stages descriptions itself exposed the inconsistency in the practice.

Assuming, Malaysian interior design practitioners don't have any standard guidance and persistent documents to calculate on the work processes and the scope of work. Utmost of them stated that they generally relate the scope of work in the MSID's memorandum of agreement (2004-2011), although it lately expired.

Secondly, the table illustrates the cohesiveness in knowledge and job relationship isn't clear amongst developers who simply acted on designing and those who only do the site works. The background of the interior project coordinator also can be counted as a factor that may affect to the performance of project deliveries. For case, the background of respondent 4 and 5 are from construction management and civil engineering. This is conspicuous in the actuality of the gaps at the design stage, in Table 2 (in the row of respondent 4 and 5). There are two rows specified detail descriptions in the construction stage. In overall, the respondents are serving the projects with variety of knowledge background and skills. Similar as, IT, construction management, and civil engineering, interior design diplomas (with a basic knowledge of interior design or decoration only), while they gained experience on conducting interior projects. These factors also can be questionable on the determining the actuality of good scope of work and especially the successful of project deliveries.

Table 1. The relation linking Interior Work Development Plan from nine (9) selected literatures with RIBA Plan of Work

DESIGN PROCESS (Jobbs, 2005)	DESIGN PROCESS (John F. Pile, 2005)	Malaysian Society of Interior Design (MSID) (2004-2011)	National Council of Interior Design Qualification (NCIDQ), 2004 Lisa M. Whitel	Malaysian Institute of Interior Designers (IFIIM) (1990-2011)	PROJECT MANAGEMENT (Project Management Institute, 2008)	PROJECT LIFE CYCLE IN CONSTRUCTION (Frewing, 2005)	RIBA PLAN OF WORK (Lawson, 2005)	Notes
brief and design analysis	Project scope, schedule and budget	Engagement				Inception	Inception	
	Programming	Programming	Programming					
environmental issues	Research background			Research study and planning - schematic design		Feasibility and Strategy	Feasibility	
surveying and measuring	Preliminary program						Outline Proposal	
creativity and concept	Space allocation							
planning and design	Concept development	Schematic design	Schematic/conceptual design				Scheme Design	
	Design development			Concept and design development			Detail Design	
implementation	Design implementation	Design development	Design development		Initiating	Designing and Tendering	Production Information	
	Construction drawings			Working drawings specifications and contract documentation	Planning		Bills of Quantity	
making drawings, specifications/tender documents	Bidding process, Schedules and work orders, Selection of contractors, Purchase orders	Contract document	Contract documents				Tender Action	
project management	Supervision of construction	Contract administration	Contract administration	Inspection supervision and contract administration	Executing	Construction	Project Planning	
on-site supervision, installation	Work coordination				Monitoring & Controlling		Operation on Site	
construction design management	Installation, Error and defects	Implementation and Installation	Evaluation					
		Practical Completion				Commission	Completion	
completion and handover	Move in	Completion of Defect Liability Period			Closing	Handover		

Continue of Table 1. The relation linking Interior Work Development Plan from nine (9) selected literatures with RIBA Plan of Work

Phase		Pre-contract								Post contract			
Stage		Briefing		Sketch Plan		Working Drawings				Site Operation			
		A	B	C	D	E	F	G	H	I	J	K	L
Work Development Plan Work Process for Interior Design	DESIGN PROCESS Nelson and Taylor 2006	Letter of Appointment Problem Statement		Research and Programming		Design concept development, Schematic	Working drawings and specifications				Execution		Post occupancy evaluation (POE)
	DESIGN PROCESS Hingesh, ASD, 2007	Initial contact	Pre-design work	Programming	Schematic design, synthesis	Development of design concept and schematic design	Design finalize	Project management	Cost estimating and budget	Construction drawings and details	Specifications, Schedules	Contract document, Final cost estimates and bills	
	RIBA for British Institute of Interior Design (RIBD) Yuleley, 2010	Fundamentals	Pre-appointment	Proposal	Appraisal	Design brief	Conceptual design	Design development	Technical design	Production Information	Tender documentation	Mobilization	
	DESIGN PROCESS Noorham, 2012	Programmatic Briefing	Information gathering	Feasibility study	Client brief and budget	Schematic design	Design development	Design development	Final design, presentation and budget	Final construction and working drawing	Preparation of contract	Detailed specifications	Tender process

Table 2. The Interior Work Development Plan link; Interior design practices with referring to MSID and RIBA Plan of Work

Phase		Pre-contract								Post contract			
Stage		Briefing		Sketch Plan		Working Drawings				Site Operation			
		A	B	C	D	E	F	G	H	I	J	K	L
RIBA PLAN OF WORK Lawson, 2005	Respondent 1	Green light from client	Go to site visit	Measurement and data gathering	Start design	Space planning	Production Information	Bills of Quantity	Tender Action	Project Planning	Operation on Site	Completion	Feed back
	Respondent 2												
	Respondent 3												
	Respondent 4												
	Respondent 5												
Malaysian Society of Interior Design (MSID) 2004-2011	Engagement												
	Programming												
	Schematic design												
	Design development												
	Contract document												

Analysis between literatures and practices captures in Table 3. Interior design literatures are fastening much on designing (in the design process) while practices, amongst five queriers, two of them concentrated on the construction process, while, two are balance in all stages, and one shows his interests towards designing. Although the survey towards the practices still ongoing, but the pattern can be easily seen that the input of the information (either work process or scope of work) is depending on the experiences of the design managers/ coordinators of the companies. In literatures part, the construction or perpetration stage is veritably critical; still, the elaboration of the descriptions weren't enough. Still, within the growing of demand in interior designing, the work development plan is establishing through time. It's just need to define easily and proved, which the exploration on this matter is ongoing by other experimenters.

The scope of work should have run resemblant with work development plan (work process) of the project. Stressed by USAID (1996, 1), scope of work is a design used to relate to insure the meeting of project's

requirements and also can be the benchmark for team performance measure (UCSC 2008, 1). Another function of scope of work is, it's an exercise of work performance and maintain working connections amongst team player and work collaboration (Piotrowski 2008, chap. 28).

Table 3. Comparison between literatures and practices on Work Development Plan

Existence of Scope of Work (SOW)	Literatures									Practices				
	NCIDQ Whited (2004)	MSID (2004-2011)	IPDM (1994-2011)	Pile, (2005)	Gibbs, (2005)	Nielson & Taylor, (2006)	Bingelli, (2007)	Yakeley (2010)	Noorhani (2012)	vs.	Respondent 1	Respondent 2	Respondent 3	Respondent 4
Comparison Factors														
Terminology Usage	✓	✓	✓	∞	✓	✓	✓	✓	✓	vs.	8	✓	✓	✓
Focus area	Designing	Designing	Designing	All even	All even	Briefing and Programming	Designing	All even	Designing	vs.	Schematic	All even	All in brief	Construction
Hollow/lack on	A, B, C, K, L	B, C, E, F, L	A, J, K, L	-	A, L	C, D, E, G, H, J, K	K, L	L	A, K, L	vs.	E, G, K	A, B, C	C, E, F, K, L	B, D, E, G, H, L
Legend: Terminology usage:- ✓ = design and construction terminologies ∞ = mixed/ common languages Hollow/lack on:- A - Inception B - Feasibility Studies C - Proposal D - Schematic Design E - Detail Design F - Production Information G - Bills of Quantities H - Tendering I - Project Planning J - Operation on Site K - Completion L - Feedback														

The scope of work generally automatically needed to be performed at every single process of work in the stage, but it isn't properly, easily and precisely documented. In a view of that, interior designers are formerly apprehensive of the importance of scope of work. Meantime, the written bible of interior scope of work presently doesn't exist yet for a reference. The knowledge and understanding of the job descriptions (scope of work) in each task and stage was as important as these interior design experts expressed literally and verbally the detail descriptions on matters of professional practices. Still, the survey shows onthe concentration only at the design process.

A searching for complete documents of scope of work for interior design practice is still continuing. Still, verified that there's only one Malaysian interior design firm that produce their own written document of scope of work for their practice; nevertheless still waiting for the respond for interview. While, from literatures, shows actually little issue and discussion on interior design scope of work, as for the only written in Bingelli (2007). Survey from practices reveals only two proves directly mentioned on the scope of work.

6. CONCLUSION

The primary objective of the main exploration is regarding the establishment of scope of work with respects the refinement of interior work development plan. It verified that there's the actuality of contradiction between literatures and practices in having documented scope of work. The tables derives from the findings and analysis, shows the critical requirements of interior design scope of work, for the interiordesign interpreters to successfully deliver projects. Interior designers need to execute work totally; and to make the job easy coordinates; to have managedissue-less projects. Problems and issues always do everywhere in the stages of construction. It may do due to the other consultants players' faults, and it may also do due to disruptive work inflow; either from the client's demands or the designers itself. Thus, interior designers must acquire a certain standards or level of skills and knowledge of project management (A. Noorhani 2009, 7), and precise work document (scope of work) as a tool, to guarantee the successful deliveries of projects. Other than that, it's one of the tools that can help to up bring interior designers be in the same line of the other construction industry players, by empowering own systematical work process.

This is the time for interior designers to revive the methodical-thinking-reflective paradigm from solely-design. On top of that, this study will allow academia and practice making some sweats on giving ways for practicing interior design management, extensively. This study wishes to contribute by laying down the architecture model on interior design scope of work for the main platform of the main research andanother research studies.

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