Human side of Cx - Conflict
AIA Quality Assurance

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Questions related to specific materials, methods, and services will be addressed at the conclusion of this presentation.
Session Learning Objectives

The Human Side of Commissioning

At the end of this session participants will be able to:

1. Identify human factors that need to be addressed to successfully change building energy operation and apply constructive responses to meet safety goals.

2. Discuss some of the drivers for stakeholder activities that affect delivery in a healthcare environment.

3. Identify several areas of project conflicts and discuss how the CxA should be involved to ensure ultimate welfare of all building occupants.

4. Present Owner perspective on conflicts and conflict resolution.
At the end of this presentation participants will understand:

- How to identify conflicts early in project
- How to minimize their impact
- How to resolve conflicts quickly, economically
Commissioning/Project Conflict Resolution

- What is conflict?
- What are the Issues?
- How to minimize conflicts
- Examples
What is Conflict?

- Any disagreement between the owner, designer and contractor.
Types of Conflict

• Design
• Means and methods
• Interpretation of plans, specs
• Poor workmanship
• Poor estimating
• Productivity.
Detrimental Effects of Conflict to Construction Projects

- Time delays
- Added cost
- Altered final project.
Who are the Stakeholders

- Owner
- Customers (patients),
- Designers
- Contractors.
- Banks and Insurance companies
Identifying the Real Issues

- Errors
- Contract Documents
- Missed Costs & Scope of work
- Behavioral Issues
- Technical Issues
- Contractual Issues
- Safety Issues
Existence of Errors

- Proper pre-bid review of specs/plans
- Walk through
- Transparency
- Design due diligence
Defects on Omissions in the Contract Documents

• Error on designers side
• What is expected of designer
• $ for value.
Missed Costs

- Why was the cost missed?
- Was it in spec but not figured?
- Was scope review thorough?
Changing Conditions

- Owner leadership changes
- Change scope +/-
- Changes in financing
Consumer Reaction

Not what the owner or customer wanted; who is liable?
People Involvement

• Too many cooks spoil the broth
• need to involve decision makers.

“We have too many cooks in the kitchen.”
Behavioral Problems

Poor relations between, owner designer; owner contractor; contractor designer; contractor sales.
Contractual Problems

- Hidden conditions in contract
- Caveats and loopholes.
Technical Problems

- Wrong specs up front
- Unknown change in equipment.
Scope Changes

- Why?
- Who authorized?
- Point-to-point contact only.
Safety Issues

- Hard hat use, PPE
- Safety training, OSHA and internal
- ICRA, ILSM
The Partnering Process

- Team effort for project success
- Partners work toward same goal
Contract Award

• Make sure contract, general conditions and supplemental general conditions are tight.
• All contract terms are understood
Post Award Partnering & Planning

• Set up expectations.
• Kickoff Meeting Workshop
Weekly meetings and job walk with designer, contractor and owner.
Project Completion

- Close out documents
- All PCOs in on time rather than all at end.
Prevent Counterproductive Behaviors

- Communication to partners
- Accurate meeting minutes
- Timely change proposals
- Fair pricing with supporting documents.
Relationships

• Don’t be afraid to take on the issue directly
The Project PM is not the All-Knowing

- Get general consensus
- Bring in outside experts.
Recognize Show-Stoppers Early and Take Action

• It’s the small items that create problems.
Creative Resolutions

- There will be issues!
- This is part of all projects; minimizing their effect is key.
Teamwork is Success

- Commissioning should not be conflict
- If commissioning proves system is not right, all parties are liable.
CxA as Mediators

• Apply the Cx process to conflict
What are the most important conflicts as seen by owners?

- Safety
- Quality
- Cost
What are the Most Common Conflicts as Seen by CxA

- Schedule Slip
- No project turnover and acceptance procedures
- Expectations not redefined after each phase
- “System ready for testing”
When does the CxA step in

- In the design phase, set the expectation for all stakeholders
- When the issues are systems related
- When value can be added
- When agreed to with the owner
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