Session: Managing the Team

Establishing a Team Environment in New Building Commissioning

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Presentation Overview

- Owner’s Expectations
- Disconnection between the contractors and CxA
- Understanding people and their individual interests
- Setting the foundation for communication within the Cx process
- Working with difficult project teams
- Key success factors for connecting with the project team
What Value Does the Owner Place on Cx?

- Meet LEED’s minimum requirement?
  - Get the piece of paper, or
  - Truly embrace sustainability
- Desire a properly functioning building?
- Understand the value of Cx and ROI?

The Owner sets the tone for the role and value of commissioning for a project.
What Makes a Cx Project Difficult?

- Project size
- Compressed schedule
- Technical Complexity
- Installation Complexity
- Coordination
- Lack of respect for Cx activities
Becoming a Member of the Project Team

The commissioning authority needs to be perceived and accepted as a member of the project team, working together towards a common goal for building a project that meets the owner’s intent.
The Disconnection

- Contractor’s Perspective
  - Poor previous Cx experience
  - Cx requirements are difficult to define and estimate
  - It’s an expensive process
  - It’s unnecessary and intrusive to the productivity of the project
  - Requires too much paperwork
The Disconnection

- **CxA’s Perspective**
  - Contractor’s do not provide a complete scope of work
  - The contractor’s lack of quality installation processes will be exposed and a threat to the contractor
  - Contractor’s are non-responsive throughout the Cx process
  - Contractor’s don’t submit the needed paperwork
Seek to Understand

- Commissioning Kick-off Meeting
  - Owner Sets Expectations
  - Establish Rapport
  - Clarify Misconceptions
  - Involve team members to have input in the Cx process; it gives them ownership
What People Say and What People Do

- Document for Accountability
  - Detailed meeting minutes
  - Detailed issues lists
  - Detailed field reports

- Reinforcement by the Owner
Look in the Mirror

Before judging others, it is important for the commissioning authority to look internally and evaluate their own standards and commissioning processes.
Understanding People

- The Individual
- The Individual in the Company
- The Individual in the Project Team
Establishing the Foundation Design Phase

- Communicating Cx Requirements
  - Contractor’s complain of not knowing how much cost to estimate

- Sequence of Operations Detailed

Well written specifications provide the CxA leverage to reinforce the Cx activities, and deliver a high performance building
Establishing the Foundation Construction Phase

- Develop good rapport
- Communicating the Cx Plan
- Establishing Expectations
- Communicate formally and informally
Difficult Project Teams

- What is Reasonable?
  - Intent of plans & specifications
- Unending Issues
  - Significance of the remaining issues
  - Commissioned with outstanding issues?
Difficult Project Teams

- Unwelcome to the End
  - Owner’s involvement and support
  - Failed functional performance tests
  - Contractors call the project complete
  - Final report - project is not commissioned
Key Success Factors

1. Commissioning Specifications
   - Thorough standards established

2. Commissioning Plan
   - Establish early and communicate it early in the construction phase

3. Commissioning Kick-off Meeting
   - Establish expectations & develop rapport
Key Success Factors

4. Progress Reports
   - Provide overviews so that the team can grasp the overall progress of the Cx activities

5. Owner
   - Set the tone of Cx and leverage the owner to get work done

6. Commissioning Agent (MEP Coordinator)
   - Develop good rapport and continual communications formally & informally
Key Success Factors

7. Contractors
   - Develop good rapport and stay within the boundaries of the specifications (reasonable)

8. Design Documents
   - Cx to the design documents and OPR; refrain from imposing personal preferences
Managing the Line Between Cx Provider and MEP Coordinator

- Discussed establishing the team environment
- Discussed key success factors in the design and construction phases of a project
- Look deeper into scenarios for managing the line
- Issues of technical competency
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