Intreview with Owner Rep. Case 2-video

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**SUMMARY KEYWORDS**

ipd, project, capability, answers, reflect, managed, facilitation, talk, neutral, competency, people, contract, good, practices, owner, issue, room, indicators, case studies, discussion

**SPEAKERS**

Ahmad Arar, Owner Rep. Case 2l

**Owner Rep. Case 2l** 06:21

Good Morning. You're Ahmad.

**Ahmad Arar** 06:24

Jamal, Harb Arar, hi,

**Owner Rep. Case 2l** 06:26

Ahmad, nice to meet you. I'm Dawn.

**Ahmad Arar** 06:29

Nice to meet you. We've met before. I was with Erik

**Owner Rep. Case 2l** 06:36

Sorry. I apologize. I've got so many people on the meetings, it's impossible to remember everyone. I apologize.

**Ahmad Arar** 06:43

absolutely no, no worries. at that time I was starting my my PhD. and be like more listener at that stage.

**Owner Rep. Case 2l** 06:53

Nowyou're driving the bus. Yeah, no, yeah, no,

**Ahmad Arar** 06:56

I'm graduating at the end of this year. So, oh yeah,

**Owner Rep. Case 2l** 07:01

congratulations.

**Ahmad Arar** 07:02

Thanks so much, Dawn. . I appreciate that you accept to to participate in this short validation for the maturity model about IPD. It's really helping us, like to get the feedback from from people on ground, and people experienced IPD, so it's kind of validate and prove the approach that we are following is making sense and relevance to the people in the industry. So I really appreciate it.

**Owner Rep. Case 2l** 07:33

Oh, no trouble at all of it. And I'm just noting this meeting is being recorded. So I just wanted to, I wanted to just start by saying I know there was some time sensitivity to this. I believe for you, I had asked my admin to get it set up. I actually had asked her to set it up when my partner on the IPD project, Shane Smith, was back from his leave. He's not here. He's not back until Monday, and so I don't know if it's worth moving this, or if you can move it to when Shane can be here with me, because he and I did this together the IPD, and he has a lot of his own valuable feedback. So we could move it to next week, or we can keep going here just with me. He's been off fat now for some time, and he didn't get it. I don't think get a chance to fill out the survey,

**Ahmad Arar** 08:21

absolutely if you prefer to wait for the next week, I'm totally okay with that. About the recording. I was about to say, like, I need your consent for sure about the recording, but I was like, just saying hi

**Owner Rep. Case 2l** 08:39

that's no problem. We deal with this at work all the time, so it's no

**Ahmad Arar** 08:42

so I'm flexible, if you prefer to keep it for next time. So we'll have both of you in order, like maybe to make this in a form of more discussion. That's a

**Owner Rep. Case 2l** 08:52

well rounded discussion, but I honestly he's been offered for quite a long time. He's dealing with some stuff. So I'm sure he probably hasn't had a chance to answer the survey, and knowing that he's coming back into having been off work for almost a year, I'm just not sure. But again, I'm sensitive to your requirements for your study, so if I suggest that we move it based on his ability to to do the pre work. It might, it might be a few weeks. Is that? Is that okay? Or do you want to just go ahead with me? I can. I'm happy to go ahead.

**Ahmad Arar** 09:35

Thank you. If it's going to be, like, few weeks and with this uncertainty, like, I prefer to proceed with you because, like, part of this model is developed based on the data that we get from you in the IPDA project. So you were the person we met there. So your insights, we have it so getting the feedback from the same individuals that we may kinda give credibility and more validity for the study. So I'm totally okay to proceed with you. It's gonna be like short discussion. I'm just gonna walk you about what we develop and get your general feedback about the components, their applicability, their relevance to your work, if you need, if you have any, any comments about it. So it's not that, it's not that, like in long discussion, it's going to be half a hour and I think it'll be more than enough to

**Owner Rep. Case 2l** 10:38

Okay,let's do it. Yeah, let's do it. Okay.

**Ahmad Arar** 10:40

Thank you so much. let me share my screen. do you see my Excel Sheet.

**Owner Rep. Case 2l** 10:59

I do

**Ahmad Arar** 11:00

awesome, perfect. So what we what we've done here, I will try to brief this one. We try to develop a maturity model for IPD. We notice that in academic literature and within the industry, there is no systematic way to evaluate an implementation of IPD project at the end of the project to get the lesson learned the best practice we did the projects have done in a systematic way. There is no such such a tool, while in other fields, like in if you talk about BIM, lean project management, supply chain, human resources, in many other fields they do have this, this, this tool, this, this established approach, established practice industry used to have in order to systematically evaluate a practice, evaluate a methodology, in order, as I said, To get more structured and systematic lesson learned at the end of the project. And this is especially true about IPD, because it's a new practice. There's still a lack of knowledge in the industry about it. There's still hesitation. Some people are with it. Some still see, see areas that need, need more improvement. So that's why we decided that after the case studies that that we published for the ibda, where we just like showcase the three cases and what they did, and what the factors that help them success. Yeah, now in this project, we try to not to get to delve deeper with the data that we have and try to develop those model. This model is built on few components. The first one, as you can see here, if I can bring this down, is the IPD capabilities. We we try to check on the three case studies in detail and all the established IPD framework published within the academia to to categorize and classify. What are the capabilities required to implement an IBD project? So we can, we come up with this framework, which is include a six capability sets and around 21 different capabilities, we saw they are necessary to to in order to complete an implementation of IPD project. Then those, those, basically, those capabilities were, were, were extracted from the established IPD framework, the three case studies which your project was one of them, the the param agency of a center. Help us identify this part of the framework, the capability indicators we have around 50 hours of interviews from the three cases, the and the and your budget documents delving into that details help us capture and the runs, the detailed indicators of the capability, like, if you are talking about the facilitation as a capability, what the indicators that could tell us with whether the facilitation at that project was What was implemented like a proficient level or at a defined level. So the case studies played a miracle here. Now, based on this framework that the capabilities of IPD and their indicators, we translate them into something we called an IPD maturity models, yes, each competency here have different five of maturity based on the level of implementing the indicators, as you can see it. So this model, and I will go now to the part that you are familiar with, we translate it to a kind of assessment tool. So. That assessment to the one I send it to you in a form of questionnaire, where we are, where we where we basically have the same capabilities here at the at the left, but we translated every one of those indicator indicators to one question. So in order to assess or allow the projects to self assess their, their their their capabilities by answering question each about each indicator. So within each competency, like this one the contract formulation, we have 1234, question regarding four indicators. Based on those indicators and the answers we got, we have a scoring system. We have established it to determine the maturity, then, based on the score we get for a for, for for each competency or capability, we define the maturity, maturity level for that capability. Now that all reflected on the maturity model that we have developed based on the answer. Have you get the chance to go through this one or see it? No,

**Owner Rep. Case 2l** 16:17

I have not. Did it come from you?

**Ahmad Arar** 16:20

Yeah, I send it by email. That's totally fine, no problem. I can walk through it.

**Owner Rep. Case 2l** 16:25

I mean, I know we've got limited time, so I just I understand what you're doing. I understand you took three projects. I understand what you're trying to gage. And I just want to is this conversation about me validating for you, that the scoring that I gave that has translated into your model, just to make sure that my scoring has translated into what you're understanding is that taking from this,

**Ahmad Arar** 16:49

Yeah, that's very important part of it like to do, yeah. So by seeing those level of maturity do you like you feel that the implementation you went through in that project. You see this report reflecting that level of implementation. Is there any like comments about how to make this more applicable, more relevant to be used in actual projects? So this what this discussion is all about.

**Owner Rep. Case 2l** 17:27

Okay, fire away. Then I'm good to go.

**Ahmad Arar** 17:30

Thank you. So

**Owner Rep. Case 2l** 17:31

like, if I like, you're looking at, like, my scoring, if there was something that was kind of a spike, or something that looked a little funny, you want to talk that through. Or like, everything that's green, everything I agree with, sometimes I'm off to one side or the other, right? So you want to talk about those deltas?

**Ahmad Arar** 17:47

Yeah, I'm gonna walk you through the majority determine any quick. But I see like, because internally, we have validated this project, this report, down how, because we have the case studies that we developed earlier with the ibdf. So what we saw from our point of view, but I don't want to enforce this into your opinion, but what we saw that the majority levels we got here does reflect to very, to very close degree what we saw in the case study, the detailed case study that we have published. So the answers come, comes, comes in line with, with, with the previous knowledge we have about this project. But just to make sure, because I have to do it this way, we have, as I said, six competency sets, the first one, understanding of facilitation, where we have three different competencies, IPD, comprehension, facilitation of IPD and training and team building, which is like all the efforts that you try to do to to create that cohesive team your answers allows to us determine this maturity level. So the IPD comprehension was, my

**Owner Rep. Case 2l** 18:58

Are these answers are these? Sorry, Ahmad, I'm going to just keep jumping in, because I'm looking at the clock. Are these answers the complete compilation of all the people who submitted this? Or are these answers just my answers?

**Ahmad Arar** 19:12

This your answers,

**Owner Rep. Case 2l** 19:13

because what we are doing so you've got input from many others, though, right to create a final report, exactly.

**Ahmad Arar** 19:19

So what we are trying. Here we are in at the initial stage. We are doing initial assessment based on the owner opinion only. But later on, this one should be, should be, should be built based on, like all the team members,

**Owner Rep. Case 2l** 19:35

yes, okay.

**Ahmad Arar** 19:37

But here we are, what, as I said, we are checking the relevance with the owner, with the key individual from each project only got it so based on your answer to that to the questionnaire, like, if we consider it as a self assessment questionnaire, the IPD comprehension was rated as proficient, the facilitation was rated as managed. That you can see the levels here. Just initial managed, proficient and advanced. So the facilitation was managed, the team team building was managed. In the next competency, goal setting and contract development that develop developing project goals was managed the defined project values proficient and contract formulation is defined. And here, maybe you can, we can see, like, where it's defined. Let's check the your answers first here about the contract

**Owner Rep. Case 2l** 20:34

formulation that was an area of weakness in my humble signal, yep. So

**Ahmad Arar** 20:39

what? Yeah. So like utilize different facilitation means, such as bringing in an expert and contract and workshop you didn't do that. That's, that's, that's a main factor that affected the majority of a mutation at this area, in addition that you didn't like, Absolutely agree to one of the other statements about the the collaborative within the process. Yeah, yeah.

**Owner Rep. Case 2l** 21:11

So, so Ahmad, I just want to make sure you understand kind of the dynamic of this project. So there are two municipalities, one being the City of Barrie, which is within the County of Simcoe, and, and I don't know geographically, where you where you are, but you're in Ottawa. Perfect. So you, you know politics and how, how, sure, how government works. So, so we are. The City of Barrie is a, is a municipality on its own, single tier within the County of Simcoe. So we the County of Simcoe and the City of Barrie. We operate as two distinct levels of government. They do their thing. We do our thing. No crossover, generally speaking, except maybe on some land issues. But very rarely do we talk this project had the City of Barrie, 75% owner and us 25% owner. So there was always the big Barry and the small county. Mm hmm, at the table, the City of Barrie led this project. And they're fantastic. It was fantastic. It was very good, like they led it. They invited us in. It was it. They did a great job. But the it was all learning, learning for everyone, learning for them, who were leading it, and we were coming along to be led, and they couldn't lead efficiently or proficiently only because they it was their first time doing this. Yeah. So, so so that was part of the issue, like the contract thing, I think we all are very familiar with contracts in our day to day work as the City of Barrie, as the county of Semco. I'm, I'm a contract specialist. That's what I do. However, this contract was very different, and there should have been some really big pre work done between the county and the city long before we even went to tender long and, like, this contract wasn't even signed till we were three quarters of the way through the project, right? Like, that's not good, yeah. Like we were in the we were building this huge, 100 million dollar project, and we were three quarters of the way or more through before we actually signed the contract. That's a huge risk,

**Ahmad Arar** 23:22

exactly, and we saw that in the in the detailed case study. And I'm glad that you see that this correspond to that, this level majority corresponding to what you actually, you actually experience in that project. Yeah. Awesome. Thank you for for detailing.

**Owner Rep. Case 2l** 23:40

No problem.

**Ahmad Arar** 23:41

Thank you so much. So moving to the next competency set, project governance, we have defining rules and responsibilities like everyone knows what he's responsible of about what the shared responsibilities and the individual capabilities this was rated as managed. We're going to take a look at that. Now, decision, decision making, process managed as well. And management structure, proficient. And honor involvement. Proficient. Honor involvement was interesting one because, like both of you and Perry city were, were, were very much involved in the project. Oh, we

**Owner Rep. Case 2l** 24:19

were, yeah, we were in the big room, I lived there with my my colleague, Shane, Jessica Paulo, we were there. The owners were there. We were very invested in the that concept of being in the big room. It was great. It was a great experience. I don't think that. I don't think the design folks or the trades really understood what they were getting into. So that was definitely a gap. Again, the education at the front end was not there, and it was nobody's fault. We were just learning so it was, I would do it differently next time. And I'm sure the city, the city has proceeded to do other IPD projects, which you may know. And. Are learning. I think they're on their third or fourth one, so they're probably perfecting their process. Yeah,

**Ahmad Arar** 25:05

will we see like a kind of improvement and progress in the recent case studies that we are studying right now? If you took a closer look down here at the decision making process, which is rated as managed. Here as managed, we can see something that you actually told us about in the in the first interview that we had with Eric, that the you had an issue in the project about the documentation of the of the decision and the rationale without behind that decision. So at a certain point in the project when you would like just to get to go back and check what we took that decision, what was the rationale about it? There was like a lose in this process. So, and you reflected that in your answer here. So you give

**Owner Rep. Case 2l** 25:57

this neutral, it was neutral. Sometimes we did really detailed decision matrixes or matrices, which was a great tool. I was introduced to Decision Matrix was great. And then sometimes we would just walk in and we would find out a decision had been made. So there was a again, you know, we're trying to move along this huge project. So sometimes decisions were made and we weren't informed. Jessica and I, on the other hand, sometimes it was really detailed decision making. So that's why it was neutral,

**Ahmad Arar** 26:25

awesome. So like, just to confirm this to you think that creating that decision making and and this project as managed within this scale is something you feel reflecting the the what you actually experienced in the project.

**Owner Rep. Case 2l** 26:45

I mean, if you're asking me if I felt it was worse or better, I think, I think managed is okay, because it was, it was definitely managed. It's just that were some key situations that were not and I don't want to it's, it wasn't the majority. It was, I would say 8020 managed like happy with 80 a percent, not happy with 20% However, within that 20% there were some pretty important things, and I can think of one of them right now. I won't get into the details, but it had to do with the financials, and we came in and the decision had been made, and we weren't part of it. So that's just one of those things that I know can happen. But from the county's perspective, we weren't happy about that, and Shane knows about that too, and that was one of the first things that happened that kind of threw us off, off balance.

**Ahmad Arar** 27:40

I see. Thank you for this tearing down. Now the fourth competency set, which is the operational excellence. We have six different capability here, operational culture, proficient. Operational principles, managed tools, proficient and dynamics, proficient engagement, managed and work environment. It was advanced. So I would like just to take a closer look at that one. And, yeah, the work environment, because, like most of the people we have met, like with, with around 10 individuals from your project down here, the berry simcon project. We had a lot of amazing, wonderful like statements from them. So many of them said that this is best experience for my life. I would I don't want to go back to traditional practices, like there are many signs of happiness and willing to work. So I recall that someone told us that, like, I have been in construction, like, for 25 years, yeah, yeah. And I was, like, upset with my career, and now I really just come in and everything changed.

**Owner Rep. Case 2l** 28:55

Yeah, I agree. It was, it was phenomenal. And this was a strong point for me too. Yeah, I was very happy with it. It was wonderful, awesome.

**Ahmad Arar** 29:03

And you think that raking this, this area, this kind of quality, the work environment, as advanced, which is the peak in our scale, reflected, yeah,

**Owner Rep. Case 2l** 29:13

I do. I really do. It was wonderful, great group of people and really, really good communication in terms of that part of it, like I know, I said the decision making sometimes happen behind closed doors, and there was not a good, not good communication. But in terms of, you know, I think I scored us high on values. We did the values thing every morning. Every morning, we would talk about values. We would focus on a value, we would talk it through. And we had a lot of very open discussions that were quite not combative, but with different opinions and being voiced, and we worked it through. So it was a very good and we were very respectful of of everyone's opinion and and I wish the world worked like that big room did, because really, we worked it out. It sometimes took hours, but we would work it out. So. It was good, awesome.

**Ahmad Arar** 30:01

Thank you so much for detailing, like, the last two competencies here. I would like just to move from them, the management and oversight, sure. Yeah, they are. We follow the same approach. And the competency said continuous learning. We get managed here because we are five minutes away from the end of this, yeah, I've got, I've got

**Owner Rep. Case 2l** 30:22

a little bit of extra time. I just moved some stuff so I can keep going. Karen Ben, if you

**Ahmad Arar** 30:26

can, awesome, perfect. Thank you so much, obviously. So let's take, like, if you have more, a little more time, like, 520 minutes, let's, like, complete those two, as we did before, for the rest of the competencies. Sure. Can

**Owner Rep. Case 2l** 30:38

I? Can I just go back to the work environment for one second, since we do have time, yeah, I can't. I can't overemphasize the importance of that big room, because we do a lot of stuff for remember, this was before the pandemic, so we were all there. A lot of people weren't there. A lot of people, as I said, some of the trades and the designers had trouble really getting their people physically there so but when we were there, the benefit of being there was so obvious, and that's what promoted the relationships. And we would eat together. We would have lunch together. We would we were together. And you know how they say eating with people just as a really good socialization of of the group, right? The team, the family, whatever, eating together and being together, physically joking around, talking about personal stuff, getting to know each other, and everyone's personality and their potential for trigger points, for example, like, you know when you do the personality analysis of yourself and you're a driver, or you're you're a green, or you're a blue, or everyone is different, and being in that big room environment really helps everyone understand everyone else. And so when you're in the middle of a difficult discussion, that is so beneficial, because I'm going to talk differently to John than I am to Peter than I am to Joe, knowing them, right, and when I make a statement, I'm going to be very keenly aware of how that statement's going to hit Joe or Peter or whomever, because I know them, and I'm going to be maybe more careful about what I say, and I'm not going to be as blunt perhaps, as I would be if I was in a room of strangers and and had no investment in the relationships, right? Because I know that I was in that big room for three years and I and I didn't want to offend anyone. I don't want to make an enemy in that room and come back the next week and, you know, wonder how ticked off that guy is. So it would, it's really so beneficial to build those relationships in that room. I can't speak highly enough about it. That was the one area of this that was supremely a great experience.

**Ahmad Arar** 32:47

I absolutely agree. And I've

**Owner Rep. Case 2l** 32:49

carried that, I've carried that to my other project, awesome,

**Ahmad Arar** 32:52

awesome. I totally agree with you, and I'm glad that you see that, that the report reflecting, reflecting that, because this is the, I think this is the only capability with the project that get that that level, because we see that, that specialty, and then of the work environment. Thank you so much. So the next competency said, or capability said, management and robots, we have four capabilities, information management was managed, facilitation, financial practices was managed, risk practices managed, and performance monitoring was official. Let's go to the financial practices, because also we had the discussion like we have an extended discussion before about the financial so just to complete with that, I think here that the two things that lead to this assessment is those two by incentive mechanisms are refined to sustain collaboration and enhanced team performance. You were you are not

**Owner Rep. Case 2l** 34:01

clear on those things? No, it wasn't clear.

**Ahmad Arar** 34:05

So, but you had an incentive, kind of incentive mechanism within a project,

**Owner Rep. Case 2l** 34:11

right? So this could be a bit of a long answer, but let me just turn my heater off. Sorry. I mean, I'm in a cold room in an old farmhouse. So this was a and I'm trying, I have to reflect back, because there were so many things, yeah, but the incent, it got to the point where we the We the owner, when, when the budget was, was going up, and we were supposed to be finding value that was through this project, providing us with savings, right? The the model is supposed to provide value add, and I don't. Know, if that's the proper term, there's an IPD term. And we would be sitting in a room looking at the budget and the cost, and we'd be, well, wait a minute, like that idea that was there way back when. Where did it go? Why? Why didn't it get done? And so when we got more and more close to going over budget, we I was actually me who said we need to have a Show Me the Money list. We need to start talking about the money here. And and we created a list in the one meeting room on the whiteboard that was called the Show Me the Money list. And it was about how these how everyone is saving the owner money. We've forgotten about that as we got so we for we got so involved in building the building and getting it done that we weren't really focused on these IPD, this piece of IPD, which is the value add of having everyone together. So that was what my issues were there. So there was initially a really good when we did our original kind of IPD overview, and everyone got it, everyone understood, and everyone came up with all these great ideas. But as we moved along, that faded into the background. It was overrun by trying to get the project completed. I think

**Ahmad Arar** 36:15

I see. Thank you so much for for detailing and by that like you feel this, this assessment for this practice, or this implementation regarding the facility practices? Yeah, it's a good

**Owner Rep. Case 2l** 36:27

that's a good question. So, so I might go on number. So let me so if you're going to go down here, hang on a sec efforts to integrate members, I would, I would probably say neutral, neutral on those first two I would change my answers and neutral. So I'm going to go neutral right across the board, because I do think that when I reflect back now that I'm here with you, and I'm thinking about being in that room, and we did the meeting every week on the financials, Jessica and I, and then was Paolo. We were somewhat frustrated at various points, so I would just go neutral on those. That would be a change. Yeah.

**Ahmad Arar** 37:18

Thank you so much. Thank you. I'm gonna, I'm gonna reflect that in our final, like, determination, yeah,

**Owner Rep. Case 2l** 37:24

can I just go to the the third one there as well, represents a mature culture of shared financial solid. No. So neutral on that one too. I just want to make sure you've got the third one.

**Ahmad Arar** 37:36

If I recall, if I recall, like, the project, you had an issue with the regarding individual accountability. There's someone like mentioned that that what happened about someone like, going over the budget, or there wasn't, like, I couldn't record the full, the full, the full, the full case. But yeah, you're right there. There was an issue there

**Owner Rep. Case 2l** 38:02

and and in number that that next one too, as well incentive mechanisms. So we did, we did try, like I said at the outset, but then it faded away. So it probably shouldn't be, agree, it should probably be neutral. Got it because it wasn't, I mean, on the other hand, though, it was successful in some respect. So I don't know whatever you I'm looking for advice on that, because your scale is your scale.

**Ahmad Arar** 38:31

I feel, yeah, in this project, I feel that the basic concept of implementing incentive as a part of IPD methodology or approach, it was there so, like, it should be, at least in neutral, how that incentive mechanism was effective. You You see, yeah, yeah, if you think in two sides, like pushing the team to be, like, willing more to to work and save for, for their their organization and the project, and pushing the team toward, like, achieving some of the wish, wish list for for the project, those those areas where you see the reflection of the density mechanism, and you can evaluate it, whether it was Like effective or not. So I think, I think I agree with you that we are with our neutral or agree within the project. So whether you pick neutral, agree that's, that's, that's the fifth thing, that

**Owner Rep. Case 2l** 39:29

the reality there. Okay, perfect. Thank you.

**Ahmad Arar** 39:33

Thank you so much. So at the end of those competencies, before I move to the last general two question that I have here, the competency, the continuous learning, which is managed, which reflect, like how how frequent you were in the project,

**Owner Rep. Case 2l** 39:50

we definitely were. It was good. I think we definitely had. Let me just look at this. Lessons are learned. Yeah,

**Ahmad Arar** 40:04

it can zoom in if you'll

**Owner Rep. Case 2l** 40:06

get a coder feedback, yeah. So on this one, it's again, it's a, it's a, sometimes yes, sometimes no. So which is why I went neutral. We had some really good experiences. We were very rigorous in practicing the morning sessions about, you know, an IPD lesson, or an IPD process, or reminding ourselves of what we were doing. We had a lot of graphs and charts. We had all the all the stuff up on the board, the ideas section, like we were very visual. We had all those tools, so that was good. And I think we definitely talked about lessons learned. It's the the capturing that I think is probably the issue. So I would have expected to get a report back from somebody on the lessons learned on that project. I don't have that to date from the company that ran at Chandos. There was no close out to the project in that regard, the IPD piece. So that's what was missing for me.

**Ahmad Arar** 41:21

I see, I see, and this, this competency or capability here reflecting what you just mentioned about capturing the lesson learned in systematic way. So does the project have a systematic way, like whenever we went through something wrong or something correct, or we do something great, even we recorded. So at the end of the project, we will have, by default, ready list of the main points. Second, yeah, second, about like, regularly or frequently, getting feedback about what we are doing from from from the people within the big room, from the people on site, from the stakeholders, like, like, getting those feedback regularly, and try to integrate that feedback to enhance the process. So this is all about, what all about in this, this competency. So that's why it was like, was most of them that were neutral. It's managed. And I would like to say, like, as I mentioned this, this initial assessment based on the owner honor opinion, which is, which is, you in this case, in as we plan to implement this tool, as I said, this questionnaire will be, will be distributed within the entire team, so that, taking this into consideration, someone doesn't See it as a neutral, someone see it as disagree, someone agree, we will have, like, a more, more

**Owner Rep. Case 2l** 42:46

well rounded input. Yeah, exactly

**Ahmad Arar** 42:48

this. What I would like to see it, yep, that's what. So, yeah, what I mean, like, when you give all new to don't feel like did feel that you're doing something wrong. This. What I mean, that's no, that's my

**Owner Rep. Case 2l** 43:00

yep, I can explain my reasoning for neutral. And again, I go neutral because there was some really good stuff, and there were some not so good stuff. Nothing really bad, but just it was in the middle. And I think again, it has to do with the fact that we were all learning, this is our all of our first IPD project. We had never done it before. And you know, we're all running to try and keep up with this new model and get everything done that we needed to do in the new model. So some things did fall to the side, and this honestly, I mean, even in your own day to day work, if I could keep track of every lesson I learned and, you know, write it down, wouldn't that be nice? I can't do that. Nobody can. And I think we it. You know what it goes back to, is the the IPD coach, and Jessica and I, and Paulo the city and the county, we've talked a lot about this, and we talked about it with the team. We didn't have an IPD coach, a third party, or a fourth party, or whatever you want to call it, an eighth party, who wasn't invested financially in the project, right? Like we had Chandos, they were heavily invested in the project financially, and they weren't. And they weren't. They weren't a a non biased third party that could assess and educate and and criticize and compliment without financial investment, you know, coloring their acts and opinions, and we really, at the end, believe we should have had that from the start, that maybe that person should have been hired by the owner as a coach and a facilitator and a documenter. I mean, the number of times we sat in a meeting and we were like, did somebody write that down like that was an amazing discussion. We went from here to here, and all the decision and discussion in between. We should have had a camera in here recording that, and nobody did. And no, we didn't have note takers or scribes. That was a problem. So this, this issue here in front of us that reflects the lack of that recording. And proper facilitation and coordination that would have been outside of the group that was tied to the IPD contract. Awesome,

**Ahmad Arar** 45:08

I couldn't agree more on this. And if you, if you remember the report we had that that comparison between the three cases and that was a clear like weakness, having all the internal facilitator and missing the opportunity to have someone like dedicated to this process, making sure for the onboarding, making sure for their training, making sure for maintaining the team cohesion and the like, the off site activities, those things that we other projects try to implement. It help it help. Help a lot. So I couldn't agree. I couldn't agree more.

**Owner Rep. Case 2l** 45:43

And I don't know if the city with their new, recent IPD projects have been if they've invested in that. I don't know that you could have to ask the city. Paolo, he's there now. He's actually in Jessica. You may talk to Paulo. He's in Jessica's position now, and he looks after these projects. Oh,

**Ahmad Arar** 45:59

thank you so much. Thank you. So we are near, and I have only two general questions, although I don't want to take much more of your time. The first one, do you feel that those capabilities that we outlined here under each capability set? Do you think that the they are comprehensive enough to reflect the capabilities required to to implement an IB projects. Do you feel that we there's an area we missed something or so?

**Owner Rep. Case 2l** 46:30

Um, you know what, what you're doing is great. I can't think of anything. I mean, this project had so many facets to it. You're covering the big ones. You know, I think the there's a the challenge is, unfortunately, that it is typically always about the money in the end and, and that's, that's the challenge. It's, it's separating out the financial drivers from the, from the reality, it's the reality of construction and and any project, right? So I won't get it. I think you're doing fine. And this is, this is a great overview, so I'll leave with that.

**Ahmad Arar** 47:14

Thank you so much. As a tool like the you see a benefit of using such a tool at the end of the project, like,

**Owner Rep. Case 2l** 47:21

if you have I do, yes, yes, I do. And to me, this is a great tool for such a a coach, right? An IPD coach and a facilitator who could close out the project in a proper way. We didn't have that here to close

**Ahmad Arar** 47:34

out. Never doing that for us. Thank you so much. Dawn, uh, I'm glad to hear that. Thank you so much. Let me stop and this presenting, we we talk like almost 30 minutes extra for your time. Thank you so much. No problem.

**Owner Rep. Case 2l** 47:49

It's a great experience. And I, and I do bring up my IPD experience quite often. I'm doing a big project right now. We chose not to go IPD, but I do bring my IPD tools and experience to that table every other week when I'm at the site meeting, and I learned a lot, and I'm really happy to have participated. So I look forward to your final report. I'm very excited about that.

**Ahmad Arar** 48:09

Thank you. Yeah, well, at this phase, we're going to publish this, this tool with with this level of validation, but we are trying to implement whether on the same three cases, or we are waiting the feedback actually, whether they're going to allow us to validate and make the final the final report based on the same cases that we built the project based on their data, or they're going to need us to bring new new case studies in order to test and validate the tool on on different projects, to establish the validity, so that that will, will will decide whether we will go to publish this question here to the entire team, or we will stop with this initial assessment and go look for another project in order to bring more insights.

**Owner Rep. Case 2l** 48:53

Yeah, okay, and Ahmad, I don't, I not. I don't have from you that document that I'm sure was the other gentleman maybe who sent it to me. I just want to make sure I have that document you were showing me.

**Ahmad Arar** 49:04

I can't send it right away. Right after that, we hang up. Don't worry. Yeah, don't worry.

**Owner Rep. Case 2l** 49:10

Thanks so much. I want to share it with my friend Shane, and maybe he'll be interested in that.

**Ahmad Arar** 49:15

Sure. Thank you. If they have any question, feel free. Just give them my email and I will be happy to answer any question,

**Owner Rep. Case 2l** 49:20

okay,

**Ahmad Arar** 49:21

thank you so much. Now I appreciate it very

**Owner Rep. Case 2l** 49:23

nice talking to you. I'm glad

**Ahmad Arar** 49:26

Take care. Thank you, bye, bye, bye, bye.