Discussion and Feedback on the...40913\_130817-Meeting Recording

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**SPEAKERS**

Ahmad Arar, Matt Kachel

**Ahmad Arar** 01:40

So Hi, Matt, you're mute, but I see you that You're driving, so no problem.

**Owner Rep. Case 1** 14:40

Take Oh, okay, there we go.

**Ahmad Arar** 14:43

Hi, Ma, how are you? I see that you are driving. So no, no, what I would like to say that no pressure at all. Take all the time. Take all the time you need safe drive, Lee, and once you arrive, just text. Me. We can do it anytime. Okay, okay,

**Owner Rep. Case 1** 15:02

I can just, I'm almost I'll be back to my office here in like five minutes. You want me just, how about I just rejoin this team's call in five five minutes here? Is that? Okay?

**Ahmad Arar** 15:11

Take all the time you need saved. Drive safely. Drive safely. Thank you so much. Sounds good.

**Owner Rep. Case 1** 15:16

We'll see you soon. Bye. You

**Ahmad Arar** 25:07

Hello, Hi, Matt,

**Owner Rep. Case 1** 25:09

hi. Let's try again. Good, good. Sorry about that. I had a in person meeting downtown, and I didn't leave enough time to get back, so

**Ahmad Arar** 25:19

that's totally fine. No worry. No. I don't think things have ends, and I think that that we don't need the entire nine minutes available for this meeting. So don't worry about it. Let's go in.

**Owner Rep. Case 1** 25:35

Good. Yeah, it's good. We're we're busy here. We've got, actually, two, two more IPDS coming,

**Ahmad Arar** 25:42

additional to the list that you have sent to me earlier,

**Owner Rep. Case 1** 25:46

uh, if I included the arena multiplex and then the Performing Arts Center, those are the two we actually have a our alternative approval process ends today, so we'll know if we have the money to proceed with them. So yeah, we'll, uh, two, yeah. So we'll have three different so a major sports facility with four sheets of ice, theater, performing arts center and an RCMP Blitz, major police. So that's good cross section of different types of IPDS as well to look at. Absolutely good luck in there. Good luck in there. Thanks.

**Ahmad Arar** 26:21

Okay, so I'm happy to talk to you today in the daylight like last time we talked, I was in Jordan, and it was literally in the middle of the night, if you remember. So yes, but today it's normal daylight. So I would like to thank you again, Matt for participating in this validation session and help us a lot, like making sure that what we are trying to be developed here is practical and can be applicable into real projects. So what we'll be doing today, but first, let me just assure you that we are recording this session for analysis. Is that okay? Of course, yeah. Thank you. So what we were doing today, I will briefly and quickly walk you through the maturity model that we developed, just to explain to you that its component, and the questionnaire that we went through together and the report that we have seen to you. Then we will take your input about the entire thing, the bosses, the the model, components, applicability and any other feedback that you may provide. So any quick let me share my my screen, entire screen. Here we go. So do you see my screen now? Matt, yep, awesome, perfect. So what we what we developed here? Matt, actually, like we start with, with, with identifying the IBD competencies. So which the left columns here in the in this schedule, those competencies like driven from the three case studies and driven from the established IBD framework, we kinda extract and identify what kind of competencies like required to in order to implement an IBD project. So we categorize them in six different category competency sets with 19, I think, different competencies. Those are again driven from the three case studies and established IBD framework that should represent the full list of competencies required to implement an IBD project. And then, yeah, then we went again to the to the data we have from the three case studies, the interviews, the service, the documents that we already have. And we try to to identify the indicators for of for those competencies, like what the indicators about implementing facilitation within within within IBD projects and so on, then we basically like mixed use together the competencies that we have the indicators and the five different level of maturity from initial to Advanced, in order to have this metrics which allow us to be able to determine what kind of what level of maturity occurred in for certain competency based on specific indicators, to speak to something like more closet, what we Did together. We developed based on this matrix. We developed this, like the maturity inside tool, which is a questionnaire that we went through together. This this tool, it's basically asking few questions about each competency. Those questions, each of them, represent one indicator. So. Like in this competency we are, we ask four questions about four different indicators based on the answers that we get from from you about those indicators for each competency, we were able to to develop our right down the maturity assessment report for the project. I first sent you an older version of this report, but then during the discussion within the research team, we thought it's maybe not not the right time or not appropriate to give recommendations. So we remove the recommendations because we thought, we thought this is this report, all produced only based on an initial assessment. So that doesn't allow us to to give recommendations. So we just kept it with, with the Yeah, with the with the assessment. And we change, we change a bit the color coding, just to make sure that things are much clearer. So yeah. So the report told us what we already know about the Canada game Aquatic Center Project, that that most of the competencies, IBD competencies, within the project, were implemented at the professional level, except few competencies were at the managed level, which is the third and fourth levels of maturity and but some of the competencies, like, like the decision making process here, and I think the work environment were advanced in their maturity implementation level. So this basically what we we've done here. Matt, about this, about this project. So far, what I would like to ask you, maybe we can start with, with the with large or with general question like, What do you think about the entire thing? Like you think that this, this model is useful, could be bring any benefit to projects if they they use it to assess their their their IBD implementation at the end of the project, in order to, like, listen, learn and structure their maybe learning and their lesson learned into the into The into the next projects. Any general feedback you have like in this regard?

**Owner Rep. Case 1** 32:25

Yeah, I think actually, this is, I mean, very helpful for me as well, to see this stuff get put together and get some objective scholarly feedback around. You know how this stuff shook out. When you start to look at all these different metrics that fed into this. I mean, I here at the city, we felt like Canada games full was a huge success. And you know, it's why, as I mentioned, we have other IPDS in the hopper, and we've actually shifted from like, it's now not should this be an IPD? Why wouldn't it be? So the conversation is flipped entirely. So we're not shying away from this. And looking back at these metrics is quite useful, because when you look at when we started our process, there wasn't a lot to talk about, or Drayton Valley had done one project that we were aware of. There was a fire halls done in Red Deer, but this was only a few, and there wasn't much to draw on. So we were really learning as we went here. But the philosophy was like, and talking with our colleagues is like, if we want to get good results from this, we got to buy into it fully, let it play out exactly how it was meant to be. And if it didn't work, it didn't work, and then we know, but don't, and this is a problem. I've seen other owners do, oh, we'll just Val use IPD validation, then we'll flip to CCDC five or cm. It's and I'm always tell people, just do your construction management. Then don't waste your time. Go all in, or don't at all. That's the only way you're going to get the benefits. So that's what I saw, is like going all in and making sure that the team was all in, and being committed to what we said was key, and giving clear direction moving forward, making decisions, not holding things up, kept the team moving efficiently. So these were the big things that that I took away another helpful thing on the Canada games pool specifically was I was one of the subject matter experts, so I didn't need to ask anybody. People would ask me, I was the owner's rep, but I was also as an engineer. I'm like, Do this, do that, this, that go here, go there, like immediately. So that helped too. So I recognize, on the owner's side how we can make it really successful or fail. I've seen you could have the best IPD team in the world, but if you have an owner that's not participating, right, you will not succeed. So those were my takeaways. But yes, this is very helpful for to see the results back and kind of corroborate that, hey, we we did something good. Here, nothing's perfect. But like, you know, we had some areas that, you know, things could be better, but any projects going to be like that, right? Like, we're always going to have stuff to work on, absolutely, absolutely. So the lesson so, the lessons learned, I find, extremely valuable, even if those lessons learned are a bit painful on the owner's side, where we maybe didn't do so well. And there is projects that we have that exist like that, where we have been a barrier to success, but then you can point that out to everybody, and they can see because I think sometimes people don't unders like everybody means, well, I always look at it that way. Everybody has the best interest of the project at heart, but we go about doing it a bit of a different way, way, and people may be blind to the problems they're causing, but when you get objective feedback that comes back with someone, someone or a report, or something like this that has no emotion tied to it, it's easy to be like, Hey, this is what was coming out from the team. So this is awesome,

**Ahmad Arar** 35:56

Thank you so much. Thank you, man, so like this taking me to the next question, like you think, I think you have answered that, but just to make it within, within the structure of the question, you do you think that this maturity report reflects the current the performance of the IBD implementation Within the Canada game Aquatic Center Project.

**Owner Rep. Case 1** 36:21

Yes, I do. I read. I thank you for standing. I did read through it before, and I agree with what we've got here. It made a lot of sense to me. So, yes, awesome,

**Ahmad Arar** 36:33

perfect. Okay, are there any competencies or indicators? Maybe I should shift the screen here. Maybe, if you need, I can go like with the closer look you think any competencies or indicators within this report you believe need to be refined or better aligned with, with the with the realities that and what happened on the project,

**Owner Rep. Case 1** 37:00

not necessarily in the context of what's here, but I will share something that may maybe it will play into it. I think that, and maybe this may have been covered somewhere, but the readiness of the owner with the project to move forward is critical. If we go into validation with gaps that can't be closed by the team, we're setting ourselves up for trouble. We had a bit of that with our water. We had our big reservoir and pump station. We did it was still a really successful project, but the readiness piece was there on that side. I was not the subject matter expert, and I had to rely on others within the city, in another department, and they weren't as cooperative with what I needed, and it ended up controlling the schedule a bit, and it we still got it done. But if you would review that project, I think you would see different results than you have here, and a lot of it would come back to the owner where we weren't ready, or we were supposed to have an answer in a week, and it took two months, things like that. So I don't know how that plays into it, but the owner's readiness to deliver the project, I would say, is key. You have a solid pre design, you know what you want, and you know what questions might come up as a result of that, and you're prepared to answer them. So that, that would be the only thing I would throw out there, is like, just how we start is huge.

**Ahmad Arar** 38:22

Awesome. So speaking of the owner readiness, for example, do you think the indicators and the questions here in the tool can really assess or based on their answer? Can the person that conducting this assessment can really get a good sense of what's what happened around the owner readiness based on those set of questions.

**Owner Rep. Case 1** 38:47

I think, I think so. Like, yeah, you've kind of, you've laid them out here with the owner stuff. I would just it depends on who's doing it. I guess if you're coming in super, super, you're coming in green to this, maybe you're not that technically savvy, just taking a second look at your pre design, making sure that you could answer, Yeah, I'm ready for all of this stuff, and I'm prepared to commit my time to the degree it's needed to make sure this is successful. So I think it does cover some of that. I just wanted to throw that out there on my side as somebody that is experienced with this and been through it a few times, that it's just as owners or organizations, and typically, a lot of us are pretty big. It's not just one person that has to make the decisions, like I have to get other people on board internally, and that seems to be a bit of a can be a stumbling point. I guess I'll put it that way. Yeah, I don't know if that answered your question.

**Ahmad Arar** 39:42

Yeah, absolutely. Thank you for detailing. Like, let me ask another question, like, seeing this report, seeing this was senior tool, and the model, in what ways you think it could be used in the project? Like, if, like, knowing, knowing this tool. Right now in your next IBD project, how you could use it, what do you see it's most beneficial to be used

**Owner Rep. Case 1** 40:06

I think it's great to get when I when I look at this like we got all the technical people and the engineers and builders that can do stuff, I think this really highlights the critical competencies as you've got them that are important to be able to leverage those skills in the most meaningful way, to take this board and get a win out of it right. Like these. Are some of these things that you're you're that are here are things that maybe a more technical engineer, or something they may not think of. They they measure success very differently. Some of them on a more traditional mindset. But when you start to think about it this way, I think it's very helpful, because it gets you into that mindset to be like the technical stuff is not the problem. How we show up and how we collaborate. We gotta be ready for that. And I think that's that's where this plays into me, is it's not about, did you, I don't see any questions about, did you have the right engineer, and did they have, you know, a master's degree in structural or anything like that, that is not part of this, right? So, and I don't think it needs to be, because any, you know, I haven't run into many professional, other professionals in my career that weren't capable. It was their attitude that became the problem and their communication. So that's where this comes into me, comes into play.

**Ahmad Arar** 41:24

Thank you my thank you for the hearing. So I'm moving from the question itself to the scoring system that link to those questions in the tool we initially just looked to give you a lot like a background. We initially thought that we could, we do have like, five maturity level, initial, defined, managed, Proficient and Advanced? We initially thought that we could, like, divide the score range that we have, which is from one to five equally between those five levels. Then we thought, as we can see here, from one to 1.8 1.9 to 2.6 so they are divided equally to the five levels. Then we then we thought that that that might be not exactly accurate, especially taking the taking into consideration that the advanced level in most of the questions, as you can see here, most of the questions at most level are linked with the sign for innovation. So you need to do, like, something bigger. You need to like, be more innovative in the process. You need to bring something that can remarkably be replicable by other projects in this regard, like, like what you did in the work environment, as we as we can, as our assessment, as your project did in I think we do have another one, like the work environment and the decision maker bosses. Those were, were advanced in our in our evaluation for for the project. So we thought that that we could divide the scoring to be based on 4444, levels only, and make the the final level, which is the four one divided between two, between the Proficient and Advanced. This will allow, we saw that this would reflect the reality more like it will be, will be to will be like, much more difficult, more little difficult to achieve the advanced level, unless you show a sign of innovation and answer like, agree to strongly agree to the to the questions that are linked to The innovation which comes to the at the end of each competency. So you have any, any, any, any thoughts about the scoring system. You think that like, if we take yours as example, you think like you give for this competency as example, the facilitation. You give a neutral answer to the first question, then disagree to the second, agree to the fourth, and strongly agree to the five. Do you think that the scoring system that we follow to reach this result, which is managed for for this competency is rare, reflecting the reality, reflecting the level of implementation that you, you went through in this project?

**Owner Rep. Case 1** 44:23

Yeah, I do there. They all fit within the same I think those, all of those belong in the category. And then, yes, it's kind of all over the place. But the way it shakes out, to how I would say it is, yeah, it was managed like there wasn't a problem just because, like, yeah, was everybody trained and was the onboarding stuff great? Not needed a bit of work. But overall, it didn't bring anything down. We still did well. So I think this is it makes sense to me anyway. So for sure, perfect.

**Ahmad Arar** 44:58

Thank you so much. Thank you. So what would what we administered to you, Matt, was this version of the questionnaire which is intended, intended to be used at the most project review. So this version of the questionnaire, suppose the people organization the project itself, once they finish the project and would like to like evaluate the whole thing, how they did in implementing IBD? What the lesson learned they can get, they can use this tool, go through all those questions and evaluate, conduct the evaluation for the implementation. But the same, the same metrics, the main metrics, which is like, which will provide us the source for this tool. I mean, this main matrix okay, can be used also to draft another version of this tool to be used at the planning stage in order instead of evaluating the actual IBD implementation at that stage. At the planning stage will give you a better expectation about what to expect in order to achieve certain limit of IBD and maturity during your project, you think, like, within this sense, you think that this tool could be used at that level, at that that stage, like for planning, to give, to give the projects and the organization better, better idea about what you expect to achieve. Yeah, yes,

**Owner Rep. Case 1** 46:17

absolutely. That plays into that owner's readiness. Piece that I was getting at right is like, I understand it, and I've done a lot of it and been, you know, Senior Project Manager and worked my up through the ranks, but I'm relying on people internally that need to participate in this, that if they understand This stuff at the start, I think it will really help everybody just Jive as we as we work through stuff. So yes, that's kind of what I was hoping. Is like, what are we ready? And if you do these checks in the game, I'll go back. It's not asking about technical stuff, right? It's about like, more like, Team stuff and like, are you prepared to show up this way? These are the things that are expected in this environment, right? So I think that's perfect, because a lot of us are trained, and including me, to be on a more tender based like, okay, hire an architect, design everything, put it to tender, fight through construction, which this is very different from. So I think this is helpful to get people to understand that mindset that they need. I guess it seems a little bit cheesy, and I might have thought it that way. At the start, we're doing all this team building stuff, but then I saw it work, and then I became a believer. So that's where I was a bit skeptical at the start, like, when we're doing this, why are we doing all this stuff? Let's just start designing. Why are we gotta? Like, and then I got through it, but I surrendered to the process, right? I'm like, Okay, I don't understand it, but I need to let it happen so that I can assess this myself and see if I thought it was successful. So that is really helpful. I mean, I guess it depends on the person, too. I'm pretty open to stuff, and I want to try things, but for somebody that may be a little, you know, have a different perspective of me, more skeptical, this would help get them there. So, yeah, go ahead, please. Yeah, no, I just think, yeah, this is the kind of the front end piece. That's what I think, on the owner side, is a struggle, is the readiness piece. And this, I think, does help put things into the context of IPD, because we get to a certain point, and I'm sure, you know, this is like, we're just designed, detailed design and construction. We're ultimately driving towards those same deliverables, but how we get there is quite different, and that's what I think people need to see exactly.

**Ahmad Arar** 48:41

Thank you so much. Thank you for detailing. So I have the last question here, Matt, those, those maturity model were developed earlier in different fields, like supply chain, human resource it and building information modeling for so for in different fields, the maturity model, most of the time, were developed to help to evaluate the majority of certain practices or methodology at the organization level. So like to assess, as example, your organization readiness for implementing the building information modeling as example. However, the majority model that we're talking about now, it's designed at the project level, so So to evaluate the majority of IBM implementation within within a certain project. However, what I would like to ask now, knowing that this, this, this tool will be used at the project level, could it be in any help for organization in order to structure their learning, or something that can influence their their their organizational you? Learning about IBD. Could it have that upper level of influence than the project, then the exact project that we're talking about? I

**Owner Rep. Case 1** 50:09

think so. Yep. And this is something that like, again, why I'm interested to get you know the final results and stuff. Because we've already on our side. We've already been successful with IPD, but now I can kind of go back and explain why, and it's not what people may think about it, like I said, like you had the best structural engineer in Canada doing it. That wasn't why we had the most cooperative structural engineer in Canada that wanted to work with all the other engineers and all the builders for the benefit of the project and not themselves. So what egos were at the door? So I think this would be highly valuable to do that. And honestly, I get asked a lot by other owners that are getting interested in IPD, like, and they ask me this kind of stuff, like, what, where were the rubs? Like, what was what was hard, what was easy. And I continually kind of go back to the same point, which is, the owner is the rub. Which seems like a weird thing for me to say, but that's the issue, right? Sometimes it's like, you know, the team is you have the opportunity as the owner to hire, to put out an RFP, seek out metrics that you want, get the team you need, but your internal team is who they are, so getting them on board is key. So that has been my struggle, at least internally, is just getting everybody to like, understand why this is different, why we were successful. And it wasn't because I was some great project manager when we did this, it was because I recognized the value of the team, and I got the right people around me that could do the best job possible, and gave them the attention they needed and the answers so they could do the best job possible. So yeah,

**Ahmad Arar** 51:59

that's great, great to hear and from, from what we saw so far, and many projects that implemented IBD, I totally agree with you that the owner, readiness and capability to handle and their their commitment to IBD is a huge factor in in the process so and this what we saw in The Canada game aquatics, in their project. And so I the question, I came to turn in here, that's all that I have. Matt, you have, like, any general comment about the entire thing, like, if there's any, any way that we could refine or make this, this, this model better, or the tool, or the report

**Owner Rep. Case 1** 52:41

at this point, like, I mean, I think what you've done is fantastic. And, I mean, I guess any feedback would would come once we start to implement it and hear from others and see, see if, if there is any gaps, or maybe it just reinforces that. Like, yep, this, we've got it so that, yeah, I think, I think it's great, and I'm excited to have something to draw on other than just my own, you know, thoughts and ideas and background. And

**Ahmad Arar** 53:10

glad to hear that, Matt, I would like to thank you again for this informative session that really help us just to get this insight of people on ground that just to make sure that we are on the right track. So it's very helpful. I thank you again for for for indicating this time for us. And like, thank you so much. Yeah,

**Owner Rep. Case 1** 53:33

no problem. And the only the other thing I'll add, like I said at the other one for yourself and Eric, is, you want to implement this on an I do something on an IPD project from the start, we're about to start one. So if there's specific metrics that you're interested in, or things you want us to track, instead of just looking back at our whatever data we collected, we can start from right away, doing something the on the arena multiplex right now, for example, that one, we haven't even started validation yet. We're in the prelim planning, like with the architect, like figuring out the blocking plans and the layouts and stuff like that. So we're not ready for validation, but we're ready to we're in that. Are we the readiness state? Like, I know we are, but we're going to move right into the IPD. And if there's anything that you need, and there's the two projects there, there's the art center, and then the arena Multiplex, we also have the RCMP one. The only problem with the RCMP one is it might be hard for me to share with you, because of the the plans are confidential.

**Ahmad Arar** 54:35

I totally get it, but this is fantastic. I have discussed with the opportunity with Eric, and we were like, supposed to get back to you the arena multiplex project would be perfect to use the to apply the other version of the tool, which is at the planning stage. So our research here has two stages. The first one about the boss review. We developed the model. We. We developed the tool about to be used at the boss project review. Now there is another version for the planning stage that will be really soon, and I will be, for sure, happy to get back to you with more details about like maybe we can do assessment at the planning stage and then defining some of the competency that we need to track over over time. I will try to put the things together with with Eric, and we get back to you about the arena multiplex project. Maybe we can, like, try to apply that other version of this tool, that project. Yeah,

**Owner Rep. Case 1** 55:35

and we've got a bit of time to just, you know, so it's not like you have to rush on it, like we're going to start. We're doing our approval process right now. We'll know on Monday whether or not it's all approved. We're going to go into Val we have money for validation and design anyway, so we're going to do that regardless. But this process will approve construction. So we can go all the way through. But we're going to start procurement is the first step. So we've got months and months before we actually get to validation. So if there's anything leading up to that validation piece, we can do that during the procurement phase, while things are still being planned a bit. And then when we get into validation in the regular IPv phases, then we can implement things across the whole all phases too, if you like.

**Ahmad Arar** 56:18

I guess. Okay, so I just thought that we you're going to start the book human, but the validation will take. Still need few months, so we'll take into consideration within our time frame. Anyway, I will make sure to like to bring Eric together with me in the same page, and we will get back to you on this project. I again appreciate your your calling, your offering this and willingness to help, that's really great.

**Owner Rep. Case 1** 56:45

Yeah, no problem at all. And thank you for arranging this and what you've shared as well, it's been insightful for me. So thank you as well.

**Ahmad Arar** 56:52

Thank you, Matt. Thank you. Appreciate it. Thank you. Hope to see you soon. Right

**Owner Rep. Case 1** 56:54

on. Okay, thanks. Bye. You.