

COGENCE Alliance

Owners + Architects + Engineers + Contractors

Inspire. Educate. Unite.

Resource Committee Narrative of March 14, 2018 Session

- In this session we had each group define what quality meant to them , how they measured it and what were the obstacles they faced. Then we discussed what we all could do to support efforts for better quality.

Quality – Part 1

14 March 2018

Mission + Purpose

Cogence *(Latin)*

“To drive together” or “Thinking that is well organized”

The purpose of the Alliance is to bring Owners and Developers, Architects and Engineers, Construction Managers and Contractors, and Allied Industry Professionals together to **advocate** and be a **resource** for improved project delivery.

For more information visit us at www.cogence.org

Inspire. Educate. Unite.

2018 OBJECTIVES

- 5 4 New Owner Partners in Northeast Ohio
- Northwest OH Kick-off 18 April 2018
- Cogence Emerging Leaders Formation: Chris Orlando
- Central OH Formation Committee
- Volunteers Needed:
 - » Industry Advocates (AIA,ACEC,AGC,CMM,COAA)

Common Industry Risks



Cogence Partner Roundtable January/March 2016.

Inspire. Educate. Unite.

2018 Program Timeline and Theme

Date	Theme	Lead
January 10	Team Building featuring Ellen Burts-Cooper	Armando Francisco
March 14	Quality	Phil LiBassi, FAIA
May 9	Quality	Phil LiBassi, FAIA
July 11	Failed Expectations	Cynthia Leitson
September 12	Town Hall 2018	Pamela Neckar
November 14	Early Engagement	TBD

Cogence GMP Process Development Update

Presentation Team

Phil LiBassi	Moderator
Al McKinney	Owner
Rick Becksted	Architect
Rocco Gallo	Engineer
John Ryfa	CM
Mark Seifried	Affiliate
Dragan Dukich	Trade Partner

**Quality is not an act, it is
a habit.
-Aristotle**

Agenda Today's Program "Defining Quality"

- Introduction
- Presentation Team
- Goals for this meeting
- Group Exercise No. 1 – Define Quality by 'silo'
- All - Collate and Review
- Homework
- Plus/Delta



**Quality means doing it
right when no one is
looking.**

-Henry Ford



Goals

Meeting No. 1 –

- Define Goals by 'Silos'
- Collate responses
- Assign Homework

Meeting No. 2 –

- Define 'Cogence' Quality Process by 'Teamwork'
- Develop 'by phase' summary of key action points
- Develop Task Team

**If you don't have time to
do it right, when will you
have time to do it over?**

John Wooden



Group Exercise No. 1

- Define what quality means to your group?
- Define how your group measures quality.
- What are the obstacles to quality?
- What could our partners do to support your quality?
- Does quality cost more?

Extra Credit:

- Pick a quote that best summarizes your group's view

Quality is measurement by which I use to compare products or services.

An evaluation of expectations versus execution; Added value beyond typical standard.

Workmanship of services or products that meets or exceed my expectation

Product or service that meets the defined / agreed upon scope and performs as expected.

Quality is a service, product, installation, etc that requires no further efforts by the entity that is acquiring it.

Things done right the first time....an enjoyable experience along the way helps.

Workmanship and materials which meet or exceed specifications with no warranty or rework necessary.

What is Quality to you?

Quality equates to standards. It is an essential element of business and can be evaluated at any level from the cleanliness of a restaurant to the flawless paint in an operating room.

Quality is high caliber, go the extra mile in workmanship -- whether that means a physical product or a service.

Quality - Is doing things correctly, initially, for a proper and sustainable result, every time, with prudent regard for cost and speed as it affects quality.

Meeting the stated requirements with minimal waste. Meeting customers expectations

Mutual respect and mutual goals for a healthy and respectful relationship.

It's a superior experience. Could be the fit and finish of a product, or the level of customer service

What does Quality mean to you?

A standard of excellence for products & services that withstands the test of time

Quality means receiving a product or service that meets my expectation for what I paid for it.

1. excellent workmanship 2. excellent relationships - openness, trust, collaboration 3. peaceful & timely resolution of issues

Quality is very important. Any lack of quality causes inefficiencies, delays and costs.

Quality means the client is more than satisfied with the goods or services that have been provided. If quality has not been provided, it means that more needs to be done to meet the clients needs.

Paying attention to details.

When I hear "quality", I immediately think "high" because that is the only level I operate at work and at life. "Average" doesn't usually last long in most industries so setting high standards should be the norm for everyone

What does Quality mean to you?

Providing the right design solution, a well coordinated accurate set of plans, and a high level of customer service. We can't promise perfection however as we're all humans and our insurance company (also a Cogence member) won't let us.

It means always taking a well rounded, fair, and total value viewpoint when assessing a situation, process, or plan. It also means more emphasis on planning. Plan it right, execute it once.

Quality is essential in our work. Quality in our programs and processes: Safety, Accounting and Scheduling is the basis for successful projects. Of course, quality workmanship is driven by the above, and is what defines the end product.

The highest standard of performance or product. However, this question does not address price. "Value" is a better term, in that it means quality at a reasonable price.

It means there are commitments and expectations to and from parties. With that, goals can be accomplished, as long as those goals are respected from both sides.



Collate & Review



Plus / Delta

Plus (+)

- Efficient use of time
- Well organized/good work session
- Timing was good
- Great amount of info generated
- New voices

Delta (-)

- Better markers

Quality Part 2

May 9, 2018

Bring a Guest

2018 Town Hall

12 September 2018

Global Center for Innovation

TOWN HALL | **PLATINUM SPONSORSHIP.**
10 SPACES AVAILABLE.

SPONSORSHIP

September 12, 2018

Event Day **Platinum Sponsorship Opportunity** Only 10 Spaces
Organizations can show their support for COGENCE.

\$1,250 Event Day Sponsor - Includes 1 registration, signage at event
and luncheon acknowledgment.

Limited Space Available to (2) Architects, (2) Engineers, (2)
Construction Managers, (2) Trade Contractors, (2) Other

RSVP to Bonnie Kulczycki
admin@cogence.org or (216) 544-5579

INSPIRE. EDUCATE. UNITE.

QUALITY – THE ‘COGENCE’ APPROACH

Meeting No. 1 ‘Defining’ quality 3/14/18

Part 1: 15 minutes

1. Introduction
2. Goal for this meeting
 - a. Define ‘quality’ as siloed groups
 - b. Assemble and distill comments
 - c. Assign Homework for next meeting
3. Presentation Team:
 - a. Moderator: Phil LiBassi DLR Group
 - b. Architect/CA Person: Rick Becksted DLR Group
 - c. Owner: Al McKinney, Concord
 - d. Engineer: Rocco Gallo, Karpinski
 - e. CM Superintendent: John Ryfa TCCO
 - f. Affiliate: Mark Siegfried NV5
 - g. Trade Partner: Dragan Dukich Gleeson

Part 2: Group Exercise 30 minutes

4. Group Exercise No. 1: Silos: Owners, Architects, Engineers, CMs, Subs, Allied
Discussion guided by group leaders noted above.
 - a. Define what quality means to your group?
 - b. Define how you measure quality.
 - i. Does quality cost more?
 - c. Why is quality important to your group?
 - d. What are the obstacles to quality?
 - e. What quality do you need from the partners in the room?
 - f. Pick a quote that best defines your view

Part 3: Report and Wrap up (45-60 minutes)

5. Collate and summarize
6. Homework assignment:
 - a. White papers +quotes for review
 - b. Talk to people outside your world about quality and how it differs from your world

Meeting No 2 Documenting ‘Cogence’ Quality Control 5/9/18

1. Introduction
 - a. Review prior meeting + outcomes
2. Assemble non-siloed teams: Define Cogence quality
 - a. Generate raw material
 - b. What are the enemies/obstacles to a unified approach to Quality?
 - c. How do we change our people + processes to improve quality?
 - d. In 3 to 5 steps, what is the best way to implement and/or improve quality?

3. Actionable Outcomes – Record comments and discuss
 - a. System of Measure & Process of Assessment
 - b. Attitude of Implementation
 - c. Assign “Quality” Task Team – Present at 9/12/18 Town Hall

Defining and Measuring Quality in Construction

A list of the “Eight Dimensions of Quality” originally defined by David Garvin of Harvard Business College is:

- Performance
- Features
- Reliability
- Conformance
- Durability
- Serviceability
- Aesthetics
- Perceived Quality

While there are subjective elements to all of the listed attributes, the first six can be validated through measurable criteria. The final two are primarily subject to the differing perspective of the judge but can be evaluated by a clear communication of expectations and baseline definitions.

The white paper “Quality Measurement in Construction Projects” lists a similar set of fundamental definitions, more directed at construction. The definitions are applied to specific attributes of the Project and an importance factor is placed on each attribute from three stakeholder perspectives.

The Articles “Total Quality Management in Construction” and “Using Project Performance to Measure the Effectiveness of Quality Management System Maintenance and Practices in the Construction Industry” add background to a discussion on Cost Performance as related to Project Performance. The “Iron Triangle” (Cost-Time-Quality) has always been interpreted as one will suffer at the expense of the other two. These articles summarize the relationship between project performance and quality, the measure of “cost of quality” and the primary measure of quality, Client Satisfaction.

The quality inherent or built into the design is defined within the construction documents.

- Materials and Equipment
- Reference Standards
- Performance
- Finishes

These are documented through the standard submittal and review process and through the review of specialty consultants. Commissioning verifies that systems are installed and perform as intended. Independent Testing ensures that materials and assemblies are installed as designed and within the tolerance of referenced standards prescribed. These processes should be Part of an Integrated Quality Management Strategy.

A Client's expectation is, when money and time are allotted to deliver exceptional quality, that it will be delivered. How is that expectation best communicated? Often the message does not reach the trades actually doing the work in the field. Managing dimensional tolerance beyond normal standards, unique and custom design elements, or critical alignment and interface with work of other trades is where an effective Quality Assurance Management Strategy pays off. Quality Assurance and Quality Management are not the same. Quality Control is a part of both.

“What cannot be measured, cannot be managed”

Strategies to properly communicate unique details and assemblies -

- Additional training
- Pictorial or 3D renderings
- Direct personal communication

Project specific opportunities –

- Track decisions made in the Value Management process.
- Track the relationship between overtime and production
- Track variances, and exceptions allowed in product requirements through the submittal process
- What percentage of RFI's are “critical” requiring an immediate response.
- Ask trades to “sign off” on acceptance of delivered precursory work. Allow time for correction.
- Encourage trades to “wave a red flag” when things aren't right or could be done better.

An effort to measure the “Cost of Quality” can be developed for future projects including –

- A well-disciplined budget estimating process that includes specific material and quantitative inclusions. Metadata could be associated with each CCF Standard space design. This would serve as a better value base to properly inform design value decision making from a very early point.
- Deviation Metrics. When value engineering changes have been made, was the direct savings realized? Was the cost of maintenance and performance a compromise? Track these decisions over multiple projects.
- Further develop and define the role and expected benefit returns for the Design Assist investment.
- Program Validation and follow-up. Does the building meet the requirements of the intended purpose? Examine user's point of view over time.

These are just a few points brought up by the attached reference articles. Project Performance management is Quality Management. The main point is, on complex projects, the main factor affecting quality is the quality of the project team and their commitment and shared understanding of the desired outcome.

Program 14 Meeting Minutes - Cogence Alliance

DATE: March 14, 2018

TIME: 4:30 pm – 6:30 pm

LOCATION: Oswald Centre, 1100 Superior Ave, Cleveland

EVENT TITLE: Quality – The ‘Cogence’ Approach

ROOM SET-UP: 6 table pods of 3 tables/11 chairs; extra chairs along back wall

PURPOSE: Quality is often discussed and expected. But what is Quality? During the first of two sessions, we will begin to develop a set of ‘Cogence’ guidelines, both qualitative and quantitative in nature, that could be applied to each of our Partners.

During this session, together through a guided discussion, we will define quality from the eyes of each segment of the industry, plus, identify how it is measured.

1. Goal for this meeting
 - a. Define ‘quality’ as siloed groups
 - b. Assemble and distill comments
 - c. Assign Homework for next meeting
2. Presentation Team:
 - a. Moderator: Phil LiBassi DLR Group
 - b. Architect/CA Person: Rick Becksted DLR Group
 - c. Owner: Al McKinney, Concord
 - d. Engineer: Rocco Gallo, Karpinski
 - e. CM Superintendent: John Ryfa TCCO
 - f. Affiliate: Mark Siegfried NV5
 - g. Trade Partner: Dragan Dukich Gleeson
3. Group Exercise No. 1: Silos: Owners, Architects, Engineers, CMs, Subs, Allied (Discussion guided by group leaders noted above)
 - a. Define what quality means to your group?
 - b. Define how you measure quality.
 - i. Does quality cost more?
 - c. Why is quality important to your group?
 - d. What are the obstacles to quality?
 - e. What quality do you need from the partners in the room?
 - f. Pick a quote that best defines your view

MEETING MINUTES:

Following is the information gathered during the 'silo' breakout discussions / report outs

Owners

- 1) What is Quality to Owner? (Sean McDermott presented)
 - Standard of Excellence
 - Longevity / Durability / Sustainability
 - Functionality to Users/Owner
 - Sweet spot between functionality vs. Cost vs. Process ... Value vs. Schedule
 - Balance between Value and Cost
- 2) How do we Measure Quality? (????presented)
 - Level of Service (does it work?) Does it meet expectations?
 - Exceeding expectations (Company / Individuals...manage ahead, Product)
 - Measure against a plan or expectation developed by the Owner
 - Stand the test of time? Product and functional and reliability?
 - Would you do it again? Mimic / Others Mimic
 - Operationally efficient
- 3) Does Quality Cost More? (???presented)
 - Against what?
 - How do we measure and value?
 - "Yes"...upfront; less on back end
 - Invalid question?
 - Cost is an input, not an output → value
- 4) Why is Quality important to you as an Owner? (Pen Wolf presented)
 - Quality allows budget to be fixed and predictable
 - Credibility: Quality work or lack thereof reflects negatively on all NOT sustainable
 - NOT an Option
 - To satisfy our Users
 - It lasts!
 - Not all Owners demand the same level of Quality
 - Call backs interrupt business
 - "Long Haul"
 - Cultural perspective: Quality becomes contagious!
- 5) Obstacles to Quality (Cliff Grieve presented)
 - Time
 - Money
 - Experience
 - Communication
 - Lack of defined objectives!
 - Perception
 - ...do others think
 - ...how we judge ourselves vs. others
 - "Flip it" mentality
- 6) What Quality do you need from Partners in the room? (Bruce Ferguson presented)
 - Common understanding, goals, expectations
 - Be Team Player
 - Relational quality
 - Accountability

- Proper expertise
 - Reliable expectation
 - Tell the truth / transparency
- 7) Quote
- If you don't have time to do it right, when will you have time to do it over?" ~ John Wooden
 - Quality means doing it right when no one is looking ~ Henry Ford
- 8) **Addition comments captured by Bonnie**
- Functionality meets expectations
 - Does it stand the test of time?
 - Would you do it again – is it a quality design
 - Does quality costs – Yes
 - Quality is Not optional
 - Quality lasts
 - Not all Owners demand the same quality: cost, functionality
 - Time
 - Common floor of understanding, common expectations, common goal, accountability
 - Reliable execution – start to finish
 - Telling the Truth – up the ladder and down the ladder

Architects: Rick Becksted scribed and presented

- 1) What does Quality Mean?
 - Levels – Good • Better • Best • 5 Star
 - Superior optimizations of available resources
- 2) How do we Measure Quality?
 - Objective measurement
 - Have we met → Exceeded
 - Requirements / Goals → Expectations
 - Subjective
- 3) Obstacles
 - Poor communications / (Expectations)
 - Time
 - Necessary resources (information, time, money, experience, purpose-shared understanding) are not readily shared or managed
- 4) How do our Partners affect our Quality?
 - Fail to meet our Expectations
 - Support by understanding our Goals/Effort
- 5) Does Quality Costs More?
 - This is an invalid question
 - Choosing by advantages
 - How do we increase Quality?
 - Maximize Quality in a value bandwidth

Engineers: Rocco Gallo scribed and presented

- 1) Define:
 - Meeting “requirements”, codes, owner, architect, contractor, \$
 - Technically correct
 - Well Communicated
- 2) Measure:

- E/O
 - RFI
 - \$ Budget
 - Repeat Business
 - No Rework
 - Post
- 3) Importance: / Obstacles:
- Time / Schedule / Workflow
 - Expectations
 - Communication
 - Scope Changes
 - Experience Level
 - Fee
 - P.M.
 - Timely information. Decisions
- 4) Support from Partners:
- Timely Involvement
 - Leadership
 - Decisions
 - Scope, Goals
 - Good Communications
 - Trust / Respect
- 5) Does Quality Cost More?
- “Quality” project costs less overall than a project lacking “Quality Controls”.
 - Quality must be holistic by entire team (Quality by one firm will cost that firm more)
- 6) Quote
- “If you don’t have time to do it right, when will you have time to do it over?” ~ John Wooden

Construction Managers: Arne Goldman scribed and presented

- 1) What is Quality?
- Meets Project Specs/Owner Expectations/Team expectations
 - Intersection of Information – Process – Execution
 - Alignment of Expectations and Execution
 - Executable Design → Execution → Meeting/Exceeding Expectations
- 2) Measurement of Quality?
- Climate Survey
 - Meeting Universal Needs
- 3) Obstacles to Quality – CM Group
- Budget
 - Schedule
 - Workforce
 - Communication
 - Tolerances
 - Unclear Expectations
 - Lack of Experience
 - Weak Consultants
 - Constructability
 - Ego

- Contract / Allocation of Risk
 - Project Delivery Mode
 - Quality of Design = Quality of Construction
- 4) Why is Quality Important to CM Groups?
- Reputation
 - Repeat Business
 - Profitability / Lost Profit
 - Employee Retention
 - Satisfaction
 - Industry Perception
- 5) What can Our Partners Do to Support Our Quality?
- Utilize Design-Assist
 - Realistic Expectations
 - Better Listening
 - Promote Teamwork
 - Timely Decision Making
 - Complete and Coordinated Design Documents
 - Written Q/C Process that Team subscribes to
 - Common Vision / Values / Language
- 6) Does Quality Cost More?
- We say 'Yes'!!!
 - Initial Cost vs. Final Cost
 - Lack of Quality can cost more
- 7) Quote regarding Quality
- "Quality means never having to say 'I'm Sorry'"
 - "Quality is the intersection of information – Process – Execution"
 - "Inspect What You Expect"

Trades: Dragan Dukich scribed / Vince Gargano presented

- 1) What Quality Means Trades?
- Attention to detail
 - Stand behind your product
 - Greater than "Just Acceptable" finishes
- 2) Does Quality cost more?
- Quality Costs more
- 3) Why is Quality Important to the Trades?
- Quality equates to reputation
 - Quality adds value and life
- 4) What are the Obstacles to Quality?
- Budgets, documents
- 5) What Quality do you need from the Partners in the room?
- Better definitions of expectations
- 6) Quote:
- "If you don't have time to do it right, when will you have time to do it over?" ~ John Wooden
- 7) **Additional Notes captured by Bonnie**
- Time
 - Quality creates value for the team and owner – creates profitability
 - Team satisfaction

- Materials
- Reputation
- Workmanship
- Vision of quality from the top/down/top
- Quality does cost more

Affiliates: Mark Seifried scribed/presented

- 1) What Quality Means?
 - Attention to Detail
 - All aspects: Communication, Experience, Meetings, Internal/External
 - For the Good of the Project
- 2) Measurement
 - Level of Collaboration → Tools to hold each other accountable
 - Follow Processes / Policies
 - Commitments to Learn
 - Quality Controls Defined
 - Waste – Rework (Internal/External; Snowball effect)
- 3) Obstacles
 - Time to complete tasks
 - Speed of Project → Snowball Effect
 - Teaching of Expectations / What is appropriate (read the spec / process expectations) – Ask
 - People – many stakeholders
- 4) Cogence
 - Setting Expectations across the Project Teams: Value of Collaborative Concepts
 - Understand Pain → Teach / Educate Partners
- 5) Does Quality Cost More?
 - No → Waste of rework and not using efficient processes / meeting agendas
- 6) Quote:
 - “If you don’t have time to do it right, when will you have time to do it over?” ~ John Wooden

Themes that emerged from report outs:

- Profit is not a bad word
- Expectation
- Does Quality costs more? - Relative to what?
- Upfront costs to long term costs
- Doing it right in the first place, creates costs savings on rework
- Measure the value of quality at different intervals – time, materials, workmanship, team
- Exceed the expectations
- Contract
- Execution

PLUS/DELTA:

Plus: Efficient use of time Well organized/good work session Timing was good Great amount of info generated New voices	Delta: Better markers
---	--------------------------

Information shared with Cogence Resource Committee to develop Partner resource material to be posted on Cogence website:

- Event Minutes
- Presentation PowerPoint (live)
- Program support information from Phil LiBassi

NEXT MEETING: May 9, 2018, 4:30 pm
Location: Oswald Centre, 1100 Superior Avenue, Cleveland

Cogence Program - Quality

March 14, 2018

Quotes

1. Quality is not an act, it is a habit. Aristotle
2. The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office. dwight_d_eisenhower
3. The quality of a leader is reflected in the standards they set for themselves. Ray Kroc
4. Be a yardstick of quality. Some people aren't used to an environment where excellence is expected. Steve Jobs
5. Quality is everyone's responsibility. W. Edwards Deming
6. Quality is never an accident. It is always the result of intelligent effort. John Ruskin
7. The quality, not the longevity, of one's life is what is important. Martin Luther King, Jr.
8. The difference between style and fashion is quality. Giorgio Armani
9. I do not think that there is any other quality so essential to success of any kind as the quality of perseverance. It overcomes almost everything, even nature. John D. Rockefeller
10. The quality of a person's life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavor. Vince Lombardi
11. Quality means doing it right when no one is looking. Henry Ford
12. It is quality rather than quantity that matters. Lucius Annaeus Seneca
13. Quality is pride of workmanship. W. Edwards Deming
14. If you don't have time to do it right, when will you have time to do it over? John Wooden
15. "You win with people, not with talent. So the quality of the people is very important in building your team. I always looked for people with a solid value system. Then I recruited kids from a cross-section of different personalities, talents and styles of play." Herb Brooks