

# COGENCE Alliance

Owners + Architects + Engineers + Contractors

*Inspire. Educate. Unite.*

## Resource Committee Narrative of May 9, 2018 Session

- This session was to continue discussion from the March session on quality. In this session we put a definition around a “Cogence Process by Teamwork” and developed a summary of key points on how to deliver quality projects with the ultimate goal of presenting a “Cogence Quality Plan” at our Town Hall event.

# Quality – Part 2

9 May 2018



# Mission + Purpose

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**Cogence** *(Latin)*

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

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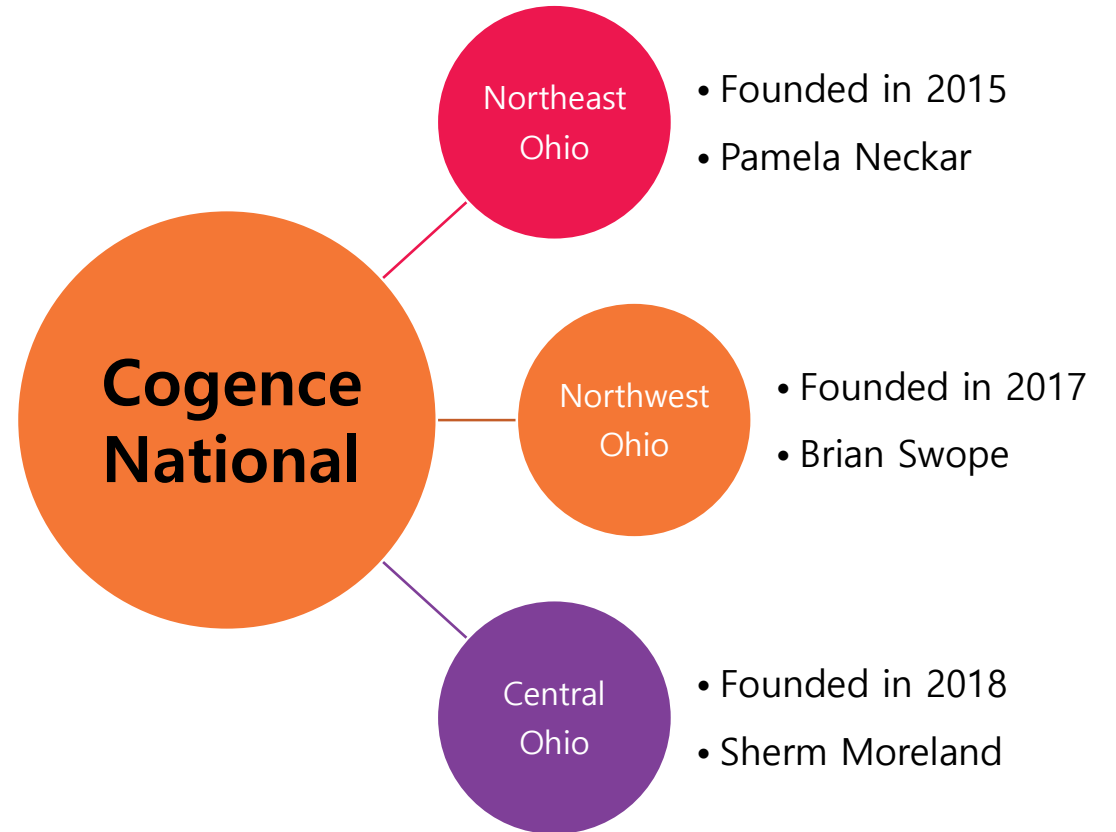
The purpose of the Alliance is to bring Owners and Developers, Architects and Engineers, Construction Managers and Contractors, and Allied Industry Professionals together to **advocate** and be a **resource** for improved project delivery.

For more information visit us at [www.cogence.org](http://www.cogence.org)

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## Strategic Growth Objective

Create industry wide focus on collaboration to improve project delivery.

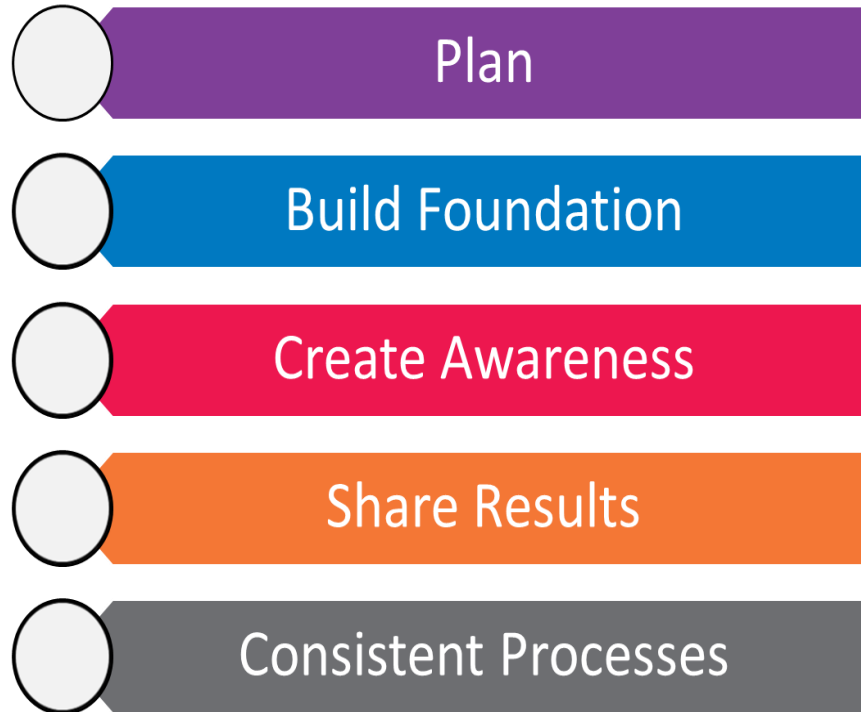




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## Strategic Timeline



## What's Happening

- [www.cogence.org](http://www.cogence.org)
  - » Resources: Design Assist
  - » Profiles
- **GMP Process**
- **Inspiring Emerging Leaders**
- **Being Advocates**

# Common Industry Risks



Cogence Partner Roundtable January/March 2016.

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# Cogence GMP Process Development Update



**Quality is everyone's  
responsibility.  
-W. Edwards Deming**

## Agenda Today's Program "Deploying Quality"

- Introduction
- Presentation Team
- Goals for this meeting
- Group Exercise No. 2 –
- All - Collate and Review
- Identify TASK TEAM members
- Plus/Delta

## **Presentation Team**

Phil LiBassi	Moderator
Rick Becksted	Cogence Team Member
Rocco Gallo	Cogence Team Member
Phil Kerber	Cogence Team Member
Mark Seifried	Cogence Team Member
Dragan Dukich	Cogence Team Member
Armando Francisco	Cogence Team Member
Jack Bialosky	Cogence Team Member

## 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

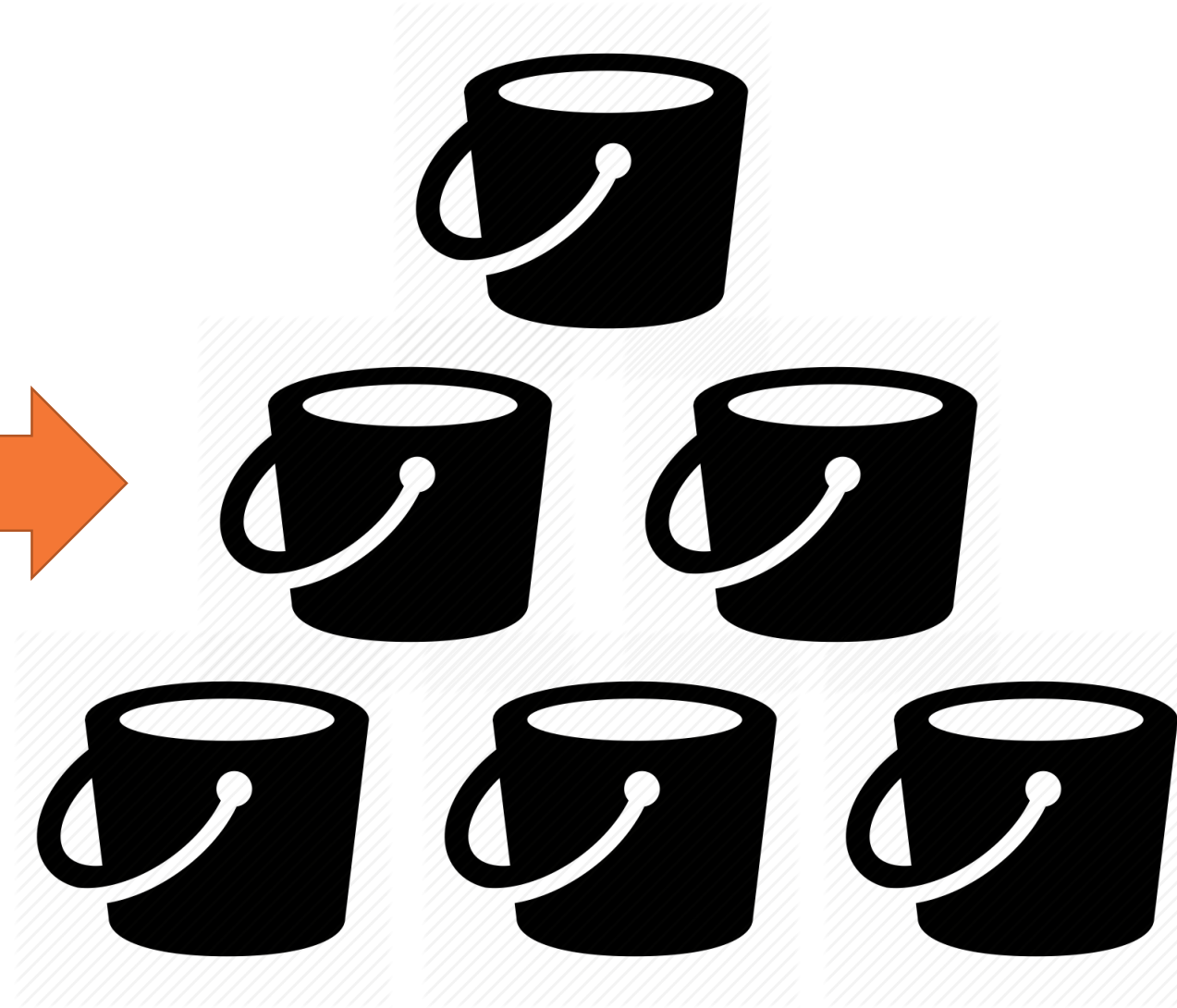
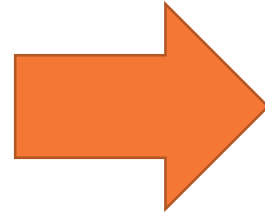


## Meeting No. 1 Summary (5 minutes)

- 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



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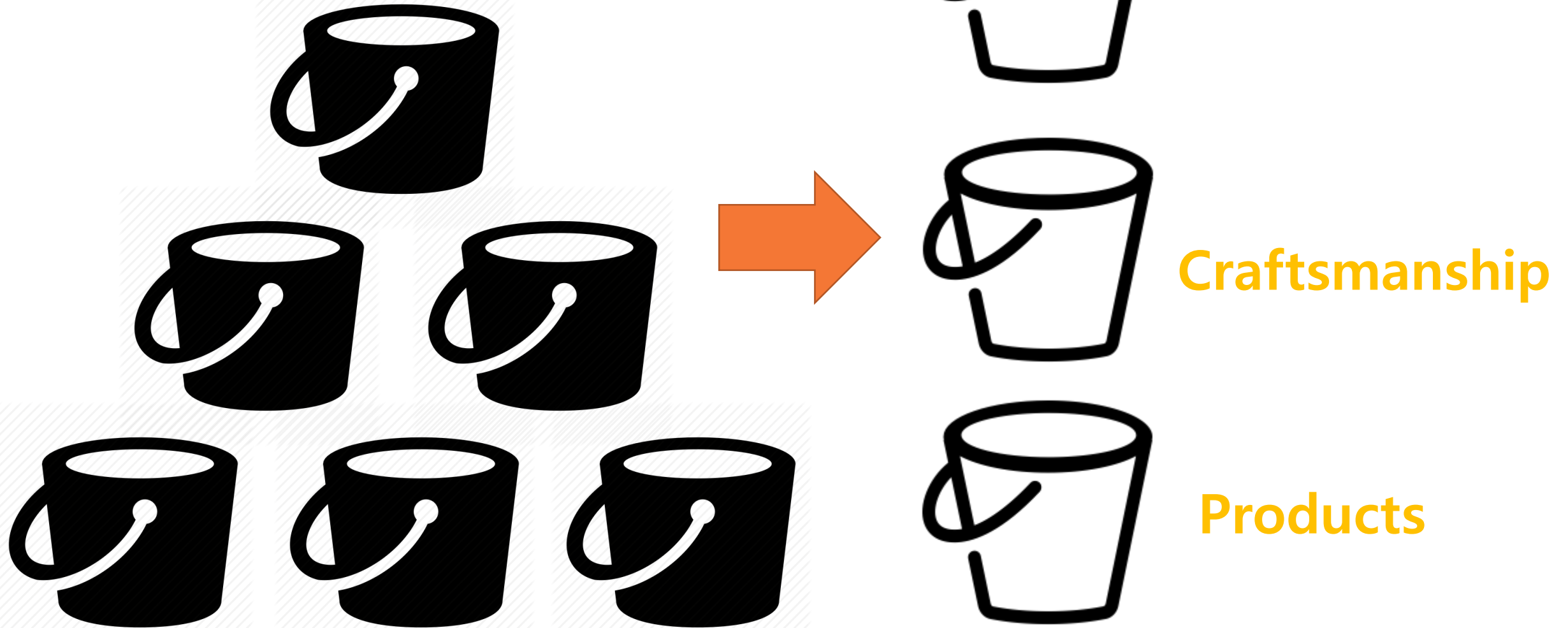
**The quality of a leader is reflected in the standards they set for themselves.**

**-Ray Kroc**



**Break into groups that are multi-disciplined. (30 Minutes)**

1. Owner, Architect, Engineer, CM, Subcontractor, Trade Affiliate
2. 7 Groups
3. Must have at least one of each in the group



## TEAM EXERCISE NO. 2 – What are the pre-requisites for Quality?

Teams 1, 2, 3	Teams 4 & 5	Team 6 & 7
Process	Craftsmanship	Products
How does process affect product?	Intellectual capital vs. end product	What we produce
Quality costs money? – levels of quality	Quality costs money? – levels of quality	Quality costs money? – levels of quality
Quality takes time?	Quality takes time?	
Trust and respect - communication	Craftsmanship	
Quality of the project team, their commitment and shared understanding of the desired outcome	Quality of the project team, their commitment and shared understanding of the desired outcome	

### GOALS:

1. Define a 'measurable' way to 'Setting a Quality Level' and 'A Quality Team Performance'
2. 'Pre-requisites for quality' – best results based on available resources – time trust experience

**The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible.....**

**-Dwight D. Eisenhower**

# Collate & Review



# Interested Task Team Members:

Contact Phil LiBassi  
[plibassi@dlrgroup.com](mailto:plibassi@dlrgroup.com)



# Plus / Delta

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## Plus (+)

- Phil LiBassi and Program Team did a great job
- Subject Matter (Cogence Concept/Teaming as a whole)
- Multiple disciples around the table – equals voices

## Delta (-)

- Temperature
- Groups notes
- Not enough time

# Failed Expectations

July 11, 2018

Bring a Guest



## Event Meeting Minutes - Cogence Alliance

**DATE:** May 9, 2018

**TIME:** 4:30 pm – 6:30 pm

**LOCATION:** Oswald Centre, 1100 Superior Ave, Cleveland

**EVENT TITLE:** Quality – Part 2

**ROOM SET-UP:** Table/seating layout

**PURPOSE:** To break down and define aspects of quality from an industry perspective. This work session is a critical step in developing the Cogence Quality Plan.

**MINUTES:** Goal of meeting: Develop list of pre-requisites for quality to determine how to set quality levels, which will become the basis for Task Team, in preparation for the Town Hall presentation.

1. Partners divided into 7 groups that included representation from each discipline.
  - a. Each team developed 'bullet points' for each topic utilizing a standard format.
  - b. Each table had a 'captain' from the programming committee
2. Partners then regrouped, and each team present their comments.  
(see below notes that were recorded and transcribed during the roundtable)

Cogence quality: everyone's responsibility

Owner defines expectations – how to describe in terms that D/CA understands

**Team 1, 2, and 3 Report out Process (Vlad N, Rocco Gallo, Todd Griffith):**

- Plan / Planning
- Time: Duration / Concurrency
- Transitions of Leadership
- Governance Structure
- Validation Phase
- Communication Protocol / Intent
- Issue resolution / decision making
- Quality / Time
- Quality / Money
- Quality / Resources
- Partnering Sessions
- QUALITY PROCESS
- Process creates the outcome of the product – Scale of Product
- Open conversation drives the process "Trust & Respect"
- Manage risk during process
  - Define expectations
- Meeting Owner expectations

- Education
- Communication
- Function
- Owner – End User

**Team 1, 2, and 3 Report out Process (Partner Comments):**

- Understand the plan/process
- Transition of leadership between A/E – CM: Plan it Out
- Validate along the way
- Communication
- Issue resolution and process
- Open conversation drives the process – Trust / Respect
- Manage risk during process if you have open communication
- Trust – Set expectations
- Define quality at beginning of process
- How to start a project smoother
  - Communicate where each partner is in their assigned process
- Does quality of work deteriorate with rework?
- The processes drive the quality
- Need measurement tools for quality – it's to subjective
- Look at other industries measurement tools / processes

**Pam Neckar (PN) Notes**

- Catalyst for open communication – to create agreement
- Process creates the outcome of the product – scalable
- Manages risks
- How to begin a project better
- Decision making
- Facilitates products
- Rework/inefficiency
- Plan: planning
- Time: durations
- Transitions of leadership
- Governance structure
- Validation phase
- Communication protocol
- Decision making/issue resolution
- Q/Time Q/\$ Q/Resources
- Partnering session

**Team 4 and 5 Report out Craftmanship Jack Bialosky and Sherm Moreland:**

- Example of Expectation
- I.C. is foundation of craft
- Who came before and after
- Quality cost time (may) = money
- Respect
- Requires shared understanding / goals time resources
- Rely on each other's expertise and build off that: requires leadership
- Communication (craftmanship) to set levels and feedback

- Matching expectation level for the job to req driving a tack with a sledgehammer
- Right set of instructions
- Keeping job and team organized
- Clear path authority and decision making
- Understand end product at beginning; aesthetic, function, etc...
- Quality takes time
- Quality relates to efficiency
- Quality relates care cost is relative - it's about expectation and care
- Quality takes resources
- Quality time, product, expectation, trusting expertise
- Intellectual capital is foundation of craftsmanship

**Team 4 and 5 Report out Craftmanship (Partner Comments):**

- Efficiency
- Level of care creating end product relative to available resources
- Intellectual capital is the foundation of quality
- Provide example of craftmanship "The Mock-up"
- Show respect for work done before and after – don't damage their work with your negligence
- If you run out of time "Hit the Brakes" and ask for more time (help) in order to produce a quality product
- Communication is necessary
- Quality cost time
- There is a relationship between quality and money
- Good materials; tools; skills

**PN Notes**

- Craftmanship
- Intellectual capital is the foundation
- Relates to efficiency of process
- Relates to care
- Trust in expertise
- Rely on one another
- Need an example
- Earned respect of those that come after.
- Process plan
- Pride
- Where the "tool" at the moment.

**Prerequisite:**

- Shared understanding goals and resources + agreed
- Matching experience level
- Right resources
- Right instructions
- Organized
- Clear path of decision making
- Quality cost money
  - Yes, relationship

**Team 6 and 7 Report out Product (Mark Seifried and Jason Jones):**

- Responsiveness
- Reputation
- Criteria
- Focus
- Communication Tools
- Defined Expectations
- Process
- Measurable
- Communication
- Shared understanding of desired outcome
- Look at other industries
- Smooth and Planned Transitions
- Process creates → Product
- Vertical process with all members
- Validation / Evaluations
- Efficient – Reduce / In Waste
- Uber Score – Surveys → Rating
- Stakeholder questions – 5 direct questions

**Team 6 and 7 Report out Product (Partner Comments BK & PN):**

- Expectation drives level of Quality
- Cost to Quality relationship
- Fulfill Clients Vision
- IS everyone working together
- Reputation of producing quality helps to get you to the table
- How is quality judged?
  - CSU Measurement example on RFP
    - Proposal
    - Speak to requirements
    - Proposed team
    - References
    - Like kind project experience
    - Chemistry of team
- The Whole Team is responsible for the Quality of the end product
- The Owner should be putting out the expectation in the RFP / initial documents
- The end user

**PN Notes**

- What do we produce?
- Built product
- Satisfy expectation
- Create balance
- Manage budget
- Design + construction to fulfill owners mission
  - Designers
    - information
  - Contractors
    - Building
- Quality cost money



- Yes, relationship

**Phil's summary**

**Product:**

- Responsiveness
- Reputation
- Criteria
- Focus
- Communication tools
- Defined expectation

**Craftsmanship:**

- Examples of expectation
- Intellectual capital is foundation of craftsmanship
- Who came before and after?
- Quality costs time which may equal money
- Respect

**Process:**

- Shared understanding of outcome
- Inspect what you expect
- smooth and planned transitions
- process = product
- visualizes expectations
- inclusive
- collaborative
- Cogence creates the metric – conditions of satisfactions survey on performance
- Help owner define quality – 5 direct question

**NEXT STEPS:**

Next Steps for Program Committee: Reduce comments to list of PRE -REQUISITES for Task Team

**PLUS/DELTA:**

<b>Plus:</b> <ul style="list-style-type: none"><li>• Phil LiBassi and Program Team did a great job</li><li>• Subject Matter (Cogence Concept/Teaming as a whole)</li><li>• Multiple disciples around the table – equals voices</li></ul>	<b>Delta:</b> <ul style="list-style-type: none"><li>• Temperature</li><li>• Groups notes</li><li>• Not enough time</li></ul>
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**NEXT MEETING:** July 12, 2018, 4:30 pm  
Location: Oswald Centre, Cleveland