

MEETING:  
DATE: Wednesday, November 13, 2019  
LOCATION:

**1. MEETING PURPOSE: Goal**

- Make impactful changes within our organizations to eliminate waste and set the standard to transform our industry
- Target key areas discussed in previous waste programs and develop guides to use within our organizations

**2. DISCUSSION**

**3. IMPLEMENTATION: Next Steps**

How will we execute the countermeasures and implement the change?:

Develop COGENCE guide to use for OPR/Conditions of Satisfaction to use within our organizations

**4. DISCUSSION GROUP: Names**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_

**Attendance**



- Architects
- Contractors
- Engineers
- Industry Affiliates
- Owners
- Trade Contractors

**2. DISCUSSION: Develop Guide for OPR/Conditions of Satisfaction**

**A. Current State**

- Expectations not defined early in projects
- This leads to mis-alignment between owners and team members
- Causes significant waste from a lack of direction

**B. Desired Future State**

- Extended time allocated to align expectations early in all our projects
- Work as a team to develop the OPR at the beginning of each project
- Define the conditions of satisfaction for each project

**C. Root Cause**

- No time allocated to thoughtfully set expectations
- Project restraints are not clearly defined
- Diving into project without setting expectations

**D. Proposed Countermeasures & Standards for Measuring Performance**

**Step 1: Conduct assessment of Owner knowledge, experience, expertise.**

- Establish importance of "team" collaboration.
- Create atmosphere for "open and honest" communications based upon mutual trust and aligned interests.
- Manage "egos."

**Step 2: Confirmation of Owner Understanding of Project Requirements, Components and Risks. Educate Owner and Define Program:**

- Terminology/Vernacular
- Project Delivery Models
- Establish Communication Preference and Protocols – efficient
- Appropriate Project Leadership Team
- Project Data and Reporting Requirements
- Project Risks and Mitigation Plan
- Critical Project Drivers (money, time and delivery program)
- Manage expectations of schedule tracking on monthly basis, or other periodic time frame

**Step 3: Define Owner's Program Requirements ("OPR")**

- Develop core team
- Engage Owner's Authorized Representatives
- Project team defines the information required from Owner and other sources
- Assessment of variables
- Transparent analysis of drivers: money, time, quality and program elements
- Define "hold points" / must haves in OPR
- Project team conducts risk assessment and mitigation requirements
- Establish defined on-boarding process for Project participants
- Clarify number, intent and timing of design deliverables
- Establish diligent scope review processes

**Step 4: Draft Owner's Program Requirements Documents**

- Initial draft prepared for review and analysis
- Team needs to meet and discuss OPR
- Modify OPR as needed
- Obtain Owner and Core Team written adoption of OPR

**Step 5: Measurement of OPR Usage and Effectiveness**

- Review ongoing basis to gauge Owner satisfaction that the Project requirements are being met.
- Periodic reporting of compliance/variations with OPR and Project performance
- Proper reactions to OPR effectiveness and/or need for modifications

**Step 6: Final Assessment**

- Develop written process to evaluate satisfaction of OPR
- Meet with Project Team to review, assess and evaluate OPR plan effectiveness and lessons learned