



Session: Managing the Team

# Establishing a Team Environment in New Building Commissioning

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# Presentation Overview

- ❑ Owner's Expectations
- ❑ Disconnection between the contractors and CxA
- ❑ Understanding people and their individual interests
- ❑ Setting the foundation for communication within the Cx process
- ❑ Working with difficult project teams
- ❑ Key success factors for connecting with the project team



# What Value Does the Owner Place on Cx?

- ❑ Meet LEED's minimum requirement?
  - ❑ Get the piece of paper, or
  - ❑ Truly embrace sustainability
- ❑ Desire a properly functioning building?
- ❑ Understand the value of Cx and ROI?

The Owner sets the tone for the role and value of commissioning for a project

# What Makes a Cx Project Difficult?

- ❑ Project size
- ❑ Compressed schedule
- ❑ Technical Complexity
- ❑ Installation Complexity
- ❑ Coordination
- ❑ Lack of respect for Cx activities

## Becoming a Member of the Project Team

The commissioning authority needs to be perceived and accepted as a member of the project team, working together towards a common goal for building a project that meets the owner's intent.

# The Disconnection

- Contractor's Perspective
  - Poor previous Cx experience
  - Cx requirements are difficult to define and estimate
  - It's an expensive process
  - It's unnecessary and intrusive to the productivity of the project
  - Requires too much paperwork

# The Disconnection

## □ CxA's Perspective

- Contractor's do not provide a complete scope of work
- The contractor's lack of quality installation processes will be exposed and a threat to the contractor
- Contractor's are non-responsive throughout the Cx process
- Contractor's don't submit the needed paperwork

## Seek to Understand

- ❑ Commissioning Kick-off Meeting
  - Owner Sets Expectations
  - Establish Rapport
  - Clarify Misconceptions
  - Involve team members to have input in the Cx process; it gives them ownership

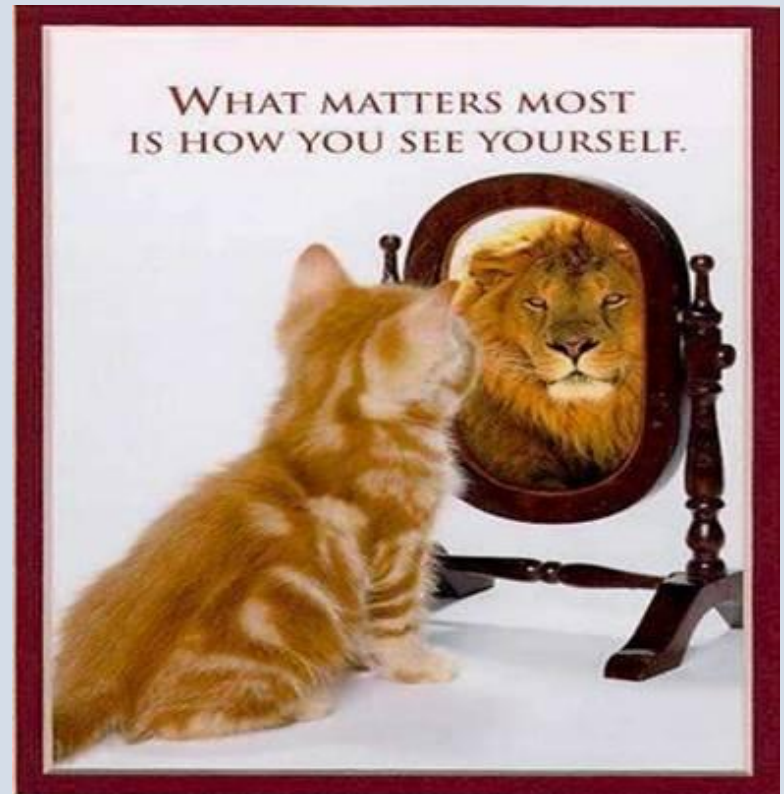


# What People Say and What People Do

- ❑ Document for Accountability
  - Detailed meeting minutes
  - Detailed issues lists
  - Detailed field reports
  
- ❑ Reinforcement by the Owner

## Look in the Mirror

Before judging others, it is important for the commissioning authority to look internally and evaluate their own standards and commissioning processes.



# Understanding People

- ❑ The Individual
- ❑ The Individual in the Company
- ❑ The Individual in the Project Team

# Establishing the Foundation Design Phase

- ❑ Communicating Cx Requirements
  - Contractor's complain of not knowing how much cost to estimate
- ❑ Sequence of Operations Detailed

Well written specifications provide the CxA leverage to reinforce the Cx activities, and deliver a high performance building

# Establishing the Foundation Construction Phase

- ❑ Develop good rapport
- ❑ Communicating the Cx Plan
- ❑ Establishing Expectations
- ❑ Communicate formally and informally

# Difficult Project Teams

- ❑ What is Reasonable?
  - ❑ Intent of plans & specifications
- ❑ Unending Issues
  - ❑ Significance of the remaining issues
  - ❑ Commissioned with outstanding issues?

# Difficult Project Teams

- ❑ Unwelcome to the End
  - ❑ Owner's involvement and support
  - ❑ Failed functional performance tests
  - ❑ Contractors call the project complete
  - ❑ Final report - project is not commissioned

# Key Success Factors

1. Commissioning Specifications
  - ❑ Thorough standards established
2. Commissioning Plan
  - ❑ Establish early and communicate it early in the construction phase
3. Commissioning Kick-off Meeting
  - ❑ Establish expectations & develop rapport

# Key Success Factors

4. Progress Reports
  - ❑ Provide overviews so that the team can grasp the overall progress of the Cx activities
5. Owner
  - ❑ Set the tone of Cx and leverage the owner to get work done
6. Commissioning Agent (MEP Coordinator)
  - ❑ Develop good rapport and continual communications formally & informally

# Key Success Factors

## 7. Contractors

- ❑ Develop good rapport and stay within the boundaries of the specifications (reasonable)

## 8. Design Documents

- ❑ Cx to the design documents and OPR; refrain from imposing personal preferences

# Managing the Line Between Cx Provider and MEP Coordinator

- ❑ Discussed establishing the team environment
- ❑ Discussed key success factors in the design and construction phases of a project
- ❑ Look deeper into scenarios for managing the line
- ❑ Issues of technical competency



# Contact Us



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