Becoming a successful LEADER

PLUS:
• Contractual claims
• 2011 CIQS AGM
With a solid Canada-wide presence and expanding international scope, Altus Group is strengthening its core team to meet the demand for unparalleled expertise.

Altus Group’s growing Cost Consulting and Project Management team is looking to add expertise at all levels. Currently, our expanding portfolio of projects includes mixed-use developments, high-profile residential buildings, schools, cultural showpieces, innovative LEED projects and P3 initiatives.

Applicants must:

Be familiar with overall development economics, quantity surveying, cost monitoring and cost planning

Apply a range of professional services while working collaboratively with internal and external partners

Possess the motivation to learn new skills and the ability to meet the challenge of diverse responsibilities

Build on Cost’s industry reputation for developing and maintaining long-term client relationships

Altus Group offers an internationally integrated environment, the use of leading-edge IT systems and software, a superior benefits package and a salary-based structure that rewards experience, skill level and initiative

Mandarin speaking candidates willing to work in our office in China an asset

Immediate openings in our Australian offices

hrcanada@altusgroup.com

Altus Group is the leading multidisciplinary provider of independent real estate consulting and professional advisory services worldwide. With a staff of over 1,600, Altus Group has a network of over 60 offices in 14 countries worldwide, including Canada, UK, Australia, Asia, USA and the Middle East.
CONSTRUCTION ECONOMIST

FEATURES

10 Preparing and evidencing contractual claims – minimizing surprises
12 The Isolated Executive – from larger than life to real, engaging and inspiring
19 CIQS 52nd Annual General Meeting update
20 Does your company need more umami?
22 Is your office an information toxic dump?
24 CIQS fee increase report
27 CIQS affiliated association reports

DEPARTMENTS

4 President’s message
5 Congratulations
6 Executive Director’s message
7 Editor’s message
8 Education updates
9 CPD Corner
26 Welcome new members

Published four times a year on behalf of the Canadian Institute of Quantity Surveyors by

Canadian Institute of Quantity Surveyors
90 Nolan Court, Unit 19, Markham, Ontario L3R 4L9
Telephone: (905) 477-0008 Fax: (905) 477-8774
Toll Free: 1-866-245-1163
Email: info@ciqs.org Web Site: www.ciqs.org

President:
Henri Couture, ECA
Email: president@ciqs.org

Executive Director:
Lois Metcalf
Email: execut@ciqs.org

Editor:
Joshua Muter, PQS
Email: cpecon@ciqs.org

Translation:
Monica Bialski

1st Vice President, Registrar & NLAQS Rep
Roy Lewis, PQS
Email: nlaqs@ciqs.org

2nd Vice President, Secretary/Treasurer & QSBC Rep
Mark Russell, PQS
Email: pqsb@ciqs.org

OIQS Rep
Jeff Logan, PQS
Email: cpegi@ciqs.org

NSAQS Rep
Mark Gardin, PQS
Email: nasaq@ciqs.org

AQSQA Rep
Chris Reinert, PQS
Email: aqsa@ciqs.org

AEQSQ Rep
Berin Boss, CEC
Email: aeqsq@ciqs.org

Past President
Ian Duncan, PQS(F)

Education Administrator
David Lai, PQS(F)

Statements of fact and opinion expressed are those of the authors and CIQS assumes no responsibility for the content, nor do they represent official policy of CIQS.
Queuls grands pas de faits

L’année 2011 arrive et je sens qu’une nouvelle ère se dessine.

Au cours des premiers jours de décembre, les membres du conseil étaient présents au kiosque de CIQS à l’exposition du TCA (Toronto Construction Association). Plus de 2300 convives y étaient rassemblés pour un dîner où on a pu y entendre la mairesse de Mississauga qui, malgré ses 90 ans sonnés, avait encore toute la fougue voulue pour fouetter tous les fournisseurs et entrepreneurs présents, et leur faire réaliser que le fruit de leur laboue est l’essence même de la forte économie de Toronto.

En fait, la construction a heureusement cet effet positif dans toutes les régions du monde.

Dans notre 52ème année, CIQS est encore très jeune aussi! Le plan stratégique de communication se pointera bientôt et le regain de l’économie canadienne devrait favoriser sa mise en place et ont apporté de très bons résultats pour un meilleur futur.

Au cours des jours qui ont suivi ce grand événement, les membres du conseil se sont réunis et d’importantes avancées été réalisées sur deux sujets prioritaires:

La planification de la stratégie de communication - Chris Reinhert, ECA (AQSA) a produit un document qui est en sorte plus qu’une base solide et nous permet de lancer dès maintenant un appel de proposition en vue de sélectionner la firme d’expert en Marketing qui nous apportera le plan stratégique. L’objectif de présenter ce plan à l’AGM à Négril en juin prochain tient plus que jamais.

La réelle nationalisation du site Web - Bertin Bois, ECC (AEECQ) a effectué une profonde analyse du contenu actuel et des interfaces possibles avec les sites Web des associations affiliées. Le comité devrait faire des recommandations à la prochaine réunion (fin mars), et des économies intéressantes sont envisagées.

Aussi, le guide des honoraires recommandés en consultation de coûts a été soumis à une complète révision. Il sera transmis pour approbation finale auprès des firmes de consultants en pratique privée au cours des prochaines semaines et devrait être imprimé en début d’année 2011.

L’année 2010 tire donc à sa fin et au nom des membres du conseil d’administration de CIQS, je profite de l’occasion pour souhaiter à tous nos membres, à tous nos clients, partenaires et autres professionnels, et aussi à vous tous qui nous lisez, un joyeux temps des Fêtes et une nouvelle année prospère.
Some important accomplishments!

The year 2011 is just around the corner and I feel that a new era is about to happen.

In early December, Board members staffed the CIQS booth during the TCA exhibition (Toronto Construction Association). Over 2,300 guests were gathered for a lunch where the mayor of Mississauga addressed the guests. The mayor, despite the fact that she is 90 years old, still had an abundance of energy to stimulate the suppliers and contractors present and make them realize that the fruit of their work is the very essence of the strong economy of Toronto.

How right she was.

The construction industry indeed has this very positive effect in every part of the world.

Now in our 52nd year, CIQS is still very young. The strategic marketing plan will soon be available. The resurgence of the Canadian economy should facilitate its implementation and provide excellent results for a better future.

In the days that followed the TCA event, members of the Board met and significant progress was accomplished on two priority topics:

Planning of the marketing strategy
- Chris Reinhert, PQS (AQSA) produced a document that provides a solid foundation for the launching of a RFP (Request for Proposal) to select the Marketing Expert Consultant who will formulate our strategic plan. The objective is to present this plan next June at the AGM to be held in Negril, Jamaica.

Nationalization of the website
- Bertin Bois, CEC (AEQSQ) conducted an in depth analysis of the current content and the possible interfacing with the websites of each affiliate. The committee should table their recommendations at the next meeting in late March. Significant savings are expected.

In addition, the Fees Schedule for Consultants in cost evaluation has been the subject of a complete overhaul. In the coming weeks, it will be submitted for final acceptance to cost consultant firms specialized in private practice. The documents should be sent for printing by early 2011.

The year 2010 is nearing its end and on behalf of the Board of Directors at CIQS, I take this opportunity to wish all our members, all our customers, partners and other professionals and friends, a very Happy Holiday Season and a Prosperous New Year. 🎉

“The construction industry indeed has this very positive effect in every part of the world.”

Congratulations to the following members who have qualified as a PQS or CEC:

**AEQSQ**
Jean-Alexandre Bouchard, CEC
Guy Champagne, CEC
Carlo Guido, CEC
Stephane Le Roy, PQS
Jean-Marc Moukhtar, CEC
Alain Ouellet, CEC
Carl Pelletier, CEC
Jacques Poitras, CEC
Jerome Tremblay, CEC

**OIQS**
Basil Anaide, CEC
Casey Bishop, CEC
Sarah Xiao Hui Chen, PQS
Thavaruban Gopalakrishnan, PQS
Glenn Hultzer, PQS
Andrew Hurley, PQS
Roberto Mata, CEC
Arun Kumar Panikkaruparambil, CEC
Rusangkumar Soni, CEC
Tyler Thompson, CEC
Rory White, CEC
Binamma Zachariah, CEC

**QSBC**
Rainelda Bolos, CEC
Milagros Erandio, CEC
Greg Hedley, PQS
Carolyn Ssebanakitta, CEC
Miguel Ting, CEC
SuiKee Wong, PQS

**CIQS**
Nemer Habib, CEC
J.A. Palitha Ranasinghe, PQS
As the Institute continues to grow, we recognize the need to provide value added services to our membership. In keeping with this, CIQS provides the following affinity programs to our members:

- Group home and auto insurance program for members through TD Insurance Meloche Monnex. In addition to offering savings through preferred group rates, Meloche Monnex provides great coverage and flexibility to choose the level of protection that suits your needs and outstanding service.
- Health benefits through SmartChoice Benefits. SmartChoice offers three benefit programs tailored to suit your business:
  - SmartChoice for business with two to four employees
  - SmartChoice for business with five or more employees
  - SmartChoice for individual CIQS members
 All programs offer comprehensive and flexible benefit options. Sign up before March 1, 2011 and avoid the need to provide evidence of good health.
- Professional Liability Insurance program, also known as Errors and Omissions Insurance through RDA Insurance.
- 10% discount at Mark’s Work Warehouse.

For complete details on the above affinity programs, please visit the member’s only section of our website (www.ciqs.org). If you have any questions, please do not hesitate to contact me at execdir@ciqs.org; telephone 905-477-0008 or toll free 1-866-345-1168.

Wishing all members and their families a joyous holiday season and prosperous and happy new year!
sustainability
The legal challenges that come with a sustainable site are still vast and pose a variety of uncertainty. Federal, state and local governments vary in how they interpret regulations. Some require LEED certification on projects; some have their own green code for embracing sustainability innovations.

Nevertheless, these challenges should not lead to abstaining from being innovative. A benefit such as energy savings, improved workplace environment and favourable perceptions from the community seems to continue driving building owners.

Many owners seem to prefer design-build delivery methods on sustainable sites. They tend to evaluate distribution of risk at the contract negotiation phase. Contracts should clearly define responsibilities, goals and objectives and provide an easy plan for the construction field team. The design builder shoulders all responsibility to deliver the project in accordance with the owner’s criteria – including any sustainability requirements (Stephen Reams, Enr, October 18, 2010). Reams seems to suggest that with design-build, performance requirements such as specific sustainability goals are common. This is primarily due to the fact that an owner with well written criteria can shift the vast majority of responsibility to achieve the sustainability goals for LEED rating.

According to Reams, the key questions to ask should be:
- Are the sustainability objectives mandatory requirements or goals?
- Who is responsible for achieving the goals?
- In the event of failure, what are the damages?
- Are the damages recoverable?
- Is insurance available?

State of the economy
Although most of Canada continues to show favourable growth, Alberta is likely to exceed expectations as the oil sands begin to get production back up due to uptick in oil prices. Based on what I am hearing from the industry, before this oil price spike, Alberta’s construction was showing a 3% drop, which is 2% more than British Columbia. Yet, construction costs in Alberta continue to exceed Toronto by 18-20%. When compared to other provinces, Alberta is 5% above. Many segments of construction continue to show healthy activity. This includes backlogs in renovations and oil and gas related construction as well as distribution infrastructure.

If you are not noticing it, think again. Many people want to hear a ringing bell that things are still hot in the construction industry because they are not seeing beyond their sphere of influence. The economy is getting better in USA and other parts of the world. This will be a windfall to Canada.

Either you can continue to wait for the bell to ring or you get out there and get serious contracts!

CIQS
As you can see when you read through the pages of our magazine, CIQS Council continues to be busy with new process improvements and various studies in partnership with the Affiliates reports. Be sure to read through the updates from the Affiliates reports on page 27. These reports were presented at Council’s December Meeting in Toronto.

The Education Updates section contains exciting news. Thanks to our Education Director, David Lai.

If you are still wondering how you can fulfill your CPD points, please refer to CPD Corner or Education Updates. The CIQS website continues to be updated with tools and other important assets that will greatly assist you in obtaining your CPD easily.

Well, I wish you all a Happy Holiday and Happy New Year! Be safe. Stay healthy by exercising and spending time with your family or loved ones.

See you next year in June at the AGM in Jamaica!
Recent developments and updates

The last CIQS Council meeting was held in Toronto from December 3-5, 2010. This was strategically planned to coincide with the last day of Canada’s largest building design and construction show – Construct Canada. For those members who are not familiar with this show, it runs for three days with seminars, conferences, exhibits and demonstrations. CIQS has been an exhibitor at Construct Canada for many years and this has helped raise awareness of our profession. Our booth was operated by Lois and Ishrat as well as members of OIQS and CIQS Council. Construct Canada provides a great opportunity for members to gain CPD points by attending the seminars and exhibitions. The categories of the seminars and conferences include:

- Building Envelope Solutions
- New products and technologies
- Green building
- International roundtable discussions
- Legal, regulatory and risk management issues
- Professional and personal skills development
- Project delivery, project design and smart business practices

Other educational developments since the last issue of the Construction Economist include:

- The November 2010 examination session was completed with 41 candidates registering for 80 examinations. The examination papers are being distributed to the examiners for marking.
- There were two candidates from the Middle East, one in Dubai (United Arab Emirates) and one in Riyadh (Saudi Arabia). Through our international connections, the examinations were held in the candidates’ home country and I would like to thank Courtney Scott of the Turner & Townsend office in Dubai and Andrew Isherwood of the Rider Levett Bucknall office in Riyadh for invigilating the examinations for us.
- Our negotiation for a new reciprocity agreement with CCA is still on-going and we are waiting for their response to our latest offer.
- The updating of the syllabi is proceeding slowly and we are in the process of identifying new and/or updated textbooks. Any PQS/ECA wishing to help with the updating of the syllabi can contact head office.
- The Association of Estimators and Quantity Surveyors of Quebec (AEQSQ) is in the process of developing fully accredited French educational programs.
- The new Career Booklet and the condensed student version were printed and distributed to all affiliates. These documents have already proven to be very useful in our membership and marketing campaigns. Various chapters of the OIQS have used these documents for student town hall meetings at Humber College, Niagara College, Ryerson University and at the Association Fair held by George Brown College. It was also used by QSBC in their meeting with their provincial government.
- The TPE Guidance Notes for Candidates and Supervisors was approved and will be part of the package that is given to all TPE candidates.
- By now everyone should be aware that membership dues will be increasing as of 2011/2012. This was approved at the June 2010 AGM and the intent is to assist in the hiring of an Education Coordinator (full-time or part-time). While some members may not agree with this increase, I would like to point out that our membership has grown over the last ten years while our administrative staff did not increase. Using the membership numbers in the Registrar’s report, our growth statistics over the last ten years using year 2000 as the base are:
  - Our overall membership has increased by 87% since 2000. This peaked at 93% in 2008.
  - PQS/ECA has increased by 34%. CEC/ECC has increased by 49%. This peaked at 54% in 2008.
  - Associate has increased by 157%. This peaked at 223% in 2007.
  - Retirees & Honourary Life has increased by 12%.
  - Full-time student has increased by 1,820%. This peaked at 2,335% in 2009.

With this increase in membership there is a proportional increase in the administrative workload and I am hoping that the hiring of the Education Coordinator will help resolve this problem.

David Lai, PQS (F)
CIQS Education Administrator
Happy winter everyone. As the winter hibernation begins for most members of CIQS, I too prepare for the colder months ahead. It is like second nature - snow tires, snow shovel, backyard rink for the kids, a hat and gloves. Have I forgotten anything? Ah yes. It is also CPD Audit time. CIQS has been informing its members for the past year that our CPD Audit is coming and the time for our first audit has arrived. Are you ready?

All active qualified PQS’s and CEC’s are mandated to submit their CPD points when they renew their annual membership. Members either input their points when completing an online renewal or submit their completed CPD form when renewing by mail. CIQS Council has maintained and analyzed statistics of the CPD results on an annual basis resulting in the recent decision to make the minimum requirement 50 points per year. Impressively, 80% of our members have consistently achieved or exceeded the 50 point benchmark year after year. Of the 20% remaining, over half were within ten points. The 50 point minimum came in effect for the calendar year 2010 and therefore it is not in effect for this year’s audit. For the 2011 CPD Audit next year, members who are selected must show they have achieved the 50 point minimum.

So here is how CIQS will administer the 2010 CPD Audit. Full details of the audit process were published in the Winter 2009 issue of the Construction Economist. CIQS will randomly select 5% of active qualified members to participate. If selected, you will receive a letter requesting you to submit a signed copy of your 2009 CPD form together with all supporting documentation such as course attendance certificates. There will be a 30 day time limit to submit and once CIQS receives your submission, auditors will have 30 days to review and respond with an outcome. Positive outcomes mean those members are removed from the audit list for the following two years. Members that do not submit their audit documentation or have an outcome that does not meet with the CPD Audit requirements will be subject to disciplinary action. So remember that 50 points are not mandatory this year and if you are chosen, send in your documentation expeditiously.

In closing, I would like to stress a few key points on the importance of the CIQS CPD program to the Institute and its members. Without CPD, governments, other professionals and international organizations would be less likely to recognize CIQS as a self-regulated independent professional organization. This program has lead to more opportunities for CIQS to grow and foster leadership in the construction industry. For the individual member, CPD facilitates an increased knowledge base which in turn keeps us competitive.

Mark Gardin, PQS CPD Lead

Continuing Education at George Brown College

We’re known for the variety, quality and convenience of our courses and programs. Our industry-professional instructors, innovative courses and up-to-date distance-education delivery methods keep our students coming back for more. Our series of OIQS/CIQS accredited courses provide the skills and knowledge needed to succeed in the construction estimating/project management field.

Register now at coned.georgebrown.ca

For more information, call 416-415-5000, ext. 4861 (long distance 1-800-265-2002, ext. 4861) or e-mail cetechqs@georgebrown.ca.
Contractual agreements typically lay out the obligations of the owner and the contractor, as well as remedies to address points of disagreement, which can ultimately evolve into disputes. Such remedies are aimed at specific circumstances arising that may affect the eventual outcome of a project (Events). These Events are usually a function of the owner’s expectations in terms of the scope, quality, cost and the schedule required to complete a project - these being captured by the contractual agreement being ‘entire,’ i.e. the whole agreement between the owner and the contractor.

Contractual agreements are often explicit in requiring notices to be provided for Events in terms of form, substance and timing. For example, on the internationally acclaimed multi-billion dollar Hong Kong International Airport Core Project, the contractor was required to provide written notices within a stated period following the occurrence of Events. The contractual agreement stated that if notices were not provided to a prescribed form and within a stated time period, then the contractor would be precluded from advancing claims. These conditions precedent to entitlement are becoming increasingly common.

There are many definitions of claims, however, one that is generally recognized is “an assertion of a right to money, property, or a remedy and can be made under the Contract itself; for breach of the Contract, for breach of a duty in common law; or on a quasi-Con- tractual basis” (Powell-Smith, 1989). Therefore, the impact of Events on a project
that become claims can be represented in terms of scope, quality or schedule.

Due to the potential negative impact resulting from claims, it is essential that those entrusted with managing projects ensure that prior to entering into contractual agreements, they clearly understand the obligations to identify Events and provide notice of claims in accordance with the prevailing particular provisions of the contractual agreement. This includes having an understanding of the requirements to issue notices and regular updates to the owner, such that both parties maintain clear communication and provide the opportunity to address and resolve resulting differences early on.

The objective is to prepare the contractor and the owner for occurrences by fostering awareness and allowing the use of appropriate remedies available, under the contractual agreement. Whilst the contractor should not lose focus on its role and obligation to deliver projects professionally, it must be attentive to the requirements of the contractual agreement that allow the contractor to notify the owner of claims in a manner that is aimed at early identification and resolution, as opposed to engaging in protracted disputes which often consume much cost and management resource.

There is a thought process by some owners that the onus of preparing and evidencing claims lies with the contractor. On the other hand, contractors often assert that claims are a result of an act or omission of the owner and this excludes them from any obligation to evidence claims to a high level of detail – both parties often having a difference as to what is reasonable from an evidential viewpoint.

What is clear is that the surprise factor of claims being un-particularized or untimely does not help the owner or the contractor, as it often minimizes the opportunity to address differences and resolve disputes sooner rather than later. In countless proceedings, parties have cited a lack of timely communication by the other party as a primary reason for their inability to overcome their differences in a more efficient manner and prevent escalation into time and cost consuming disputes.

In preparing and evaluating claims, it is important to understand the requirements of the contractual agreement to ensure that all claim submissions are in accordance with the contractual relationship established between the contractor and the owner. For example, a consolidated claim that seeks remedy for additional time and cost may identify the following which are provided for illustration purposes:

- **Conditions of contract**: The conditions of the contract (by specific reference) that are being relied upon in submitting the claim.
- **Statement of claim**: A statement that clearly explains the basis and rationale of the claim considering item 1 above.
- **Additional time**: A summary and quantification of the time implication i.e. what was originally expected vs. entitlement vs. actual, with reference to the conditions of the contract.
- **Additional cost**: A summary and quantification of the financial reimbursement sought, with reference to the conditions of the contract.
- **Supporting documents**: Documents that support the assertions made in items 1 to 4 above.

There are often distinct requirements and nuances with respect to contractual agreements in the public and private sector and the particular terms and conditions entered into for individual projects may differ. However, recognizing that to issue a claim is a right under contractual agreement, articulation of claims in a clear and concise manner not only assists the contractor, but also the owner.

Identifying Events, providing notifications, particularizing entitlement, attaching cost and submitting detailed claims, coupled with timely communication, are recognized precursors to the satisfactory resolution of contractual claims. The aim is to overcome the surprises that emerge during the different phases of a project, recognizing that lessons learned from completed projects has shown that for contractors and owners to play the ‘wait-and-see’ game often has a negative effect on their ability to arrive at a satisfactory, timely and cost effective conclusion of claims.

Mr. Arif Ghaffur, B.Sc (Hons.), PQS, FRICS, MCIarb, is the founder and President of Lakeland Consulting Inc which is a professional services consultancy practice supporting the engineering and construction industries, providing Commercial Management, Staff Augmentation and Dispute Resolution services. Mr. Ghaffur has experience in providing advice on claim strategy, claim preparation, claim defence and resolution for over 15 years in the United Kingdom, Hong Kong and North America. See www.lakelandconsulting.com.
The Isolated Executive: from larger than life to real, engaging and inspiring

By Ron Magnus
There is a sense of mystique about the CEO, resulting from the perception that they are removed from the daily workings of the company, and that they are somehow larger than life. The television network CBS has explored this phenomenon to great success on its show Undercover Boss, in which the out-of-touch head of a company dons the outfit of a front-line employee and gets his hands dirty undercover. The show follows a tight narrative in which the ‘boss’ is challenged physically by tasks, confronted with inequalities of policy and entreated by the character, hardships and life stories of low-level employees. Admonishing his oversight of the small people, the boss reveals his true identity and implements philanthropic initiatives, promotions and policy changes, appearing before his company to share his journey to the bottom of the organizational chart.

This reverse fairytale appeals to a mass audience because the hard work of the low-level employee is affirmed and rewarded. But the show fails to address the crux of the problem: an organizational structure oriented around top-down communication, hierarchical silos and a lack of trust and interface between employee and employer. Going undercover is a deception; ideally, CEOs should not need to disguise themselves to get a sense of what is going on in their company. That they can do so undetected is indicative of a deep schism between upper management and field staff.

The following paper describes some of the complicated dynamics and implications of executive isolation and presents insight and recommendations from experienced executive coaches on how to avoid the executive bubble.

**Alone at the top**

Executive isolation is a state of being separated from the people within an organization. The isolation may be overt – the result of endless business trips and a lack of face time with staff – or more subtle – an emotional distance between the CEO and those he or she relies on to keep them ‘plugged in’ to the organization and its operations. This type of isolation or separation is associated with a myriad of complex human factors and can have serious implications for employees, leadership and the organization as a whole. While ample research exists on what personality traits and characteristics make an effective leader, one area appears to be most closely related to the problem of executive isolation: social awareness and authenticity and personal intelligence. Leaders who understand not only themselves, but also have a deeper and more perceptive understanding of others with whom they interact, are less likely to be subsumed by the executive bubble.

Such leaders often have a high level of self-awareness and humility and are receptive to feedback. Tantamount to personal receptivity is an organizational culture that promotes open and honest communication. Often we see that company culture reflects the personal style of the CEO, or vice versa. As such, each needs to be addressed.

**The filtering phenomenon**

A culture of open feedback is contingent on a demonstration of trust and ongoing two-way communication between upper and lower levels of an organization – it is not a banner initiative, but rather runs on relationships that have been fostered over time. According to Michael Roberto, author of *Know What You Don’t Know: How Great Leaders Prevent Problems Before They Happen*, and a professor of management at Bryant University in Rhode Island, “Many executives say ‘My door is always open.’ But bad news does not come through an open door. To learn the bad news,” Roberto says, “a CEO must walk out the door and hunt for it.”

A CEO or upper-level manager perceived as antipathetic will (inadvertently) encourage the ‘filtering’ of information by subordinates. “There are a whole bunch of natural filters in an organization,” Roberto explains. “It is not because people are necessarily hiding things, but as information moves through the hierarchy of a company, it gets packaged, streamlined and analyzed.” The result is that a CEO is fed treated and often distorted information that may conceal important nuances. Organizations acting on inaccurate information can become static and vulnerable to change because no one will tell the boss what is really going on. For example, ‘small’ problems in the field can quickly escalate into big client issues and expensive change orders if they are not dealt with properly – especially when field staff are reluctant to involve the boss for fear of being blamed. In these kinds of situations, it is critical for management to be in touch with operational leaders who understand what is happening in tactical positions and who are not afraid to give straight, unfiltered information.
The ego effect

Company culture is a constant in an ever-changing market; a positive culture can buoy a company as it evolves and adapts to external forces while a negative corporate culture can hinder a firm’s growth. FMI’s study on “Why Contractors Fail: A Causal Analysis of Large Contractor Bankruptcies” indicated that cultural discourse on leadership often contributed to company failures, with one of the key elements being leaders’ excessive ego. Paradoxically, the traits that are responsible for the success of an individual often prove toxic for corporate culture – that is, the drive and focus that landed someone the position of CEO may blind and drive and focus that landed someone to select the statements that best describe their culture, the responses from companies that are experiencing financial crisis displayed high-ego attitudes more frequently than firms with lower risk (see Figure 1).

It is important to note that the executive bubble is not simply a product of ego and arrogance, though those qualities play a key role. Even ‘good’ firms can stagnate. Simple lifecycle changes can affect the culture and flow of communication with an organization. As a company grows in size and perhaps opens offices in new geographies, it becomes more difficult for the executive team to stay in touch with operations on the ground. Similarly, as managers are promoted into positions of higher authority, the push and pull on their time – either spent performing work and pursuing sales, or managing staff – can change the communication flow and dynamic of a work place.

The growing disconnect

Another important aspect of corporate culture is the level of employee engagement – a critical force that

Figure 1: Evidence of a relationship between excessive ego and a financial crisis

<table>
<thead>
<tr>
<th>Statement</th>
<th>Least risk of financial crisis</th>
<th>Low risk of financial crisis</th>
<th>Had a financial crisis</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>“We’ll figure out how to staff it once we get the job.”</td>
<td>28</td>
<td>38</td>
<td>5</td>
<td>75</td>
</tr>
<tr>
<td>“We’ll make it happen and show them what we’re made of.”</td>
<td>50</td>
<td>63</td>
<td>7</td>
<td>75</td>
</tr>
<tr>
<td>“We’re right, and we will win in court.”</td>
<td>18</td>
<td>55</td>
<td>7</td>
<td>75</td>
</tr>
<tr>
<td>“We have to keep our guys busy.”</td>
<td>45</td>
<td>63</td>
<td>7</td>
<td>75</td>
</tr>
<tr>
<td>“Just put more guys on it.”</td>
<td>5</td>
<td>45</td>
<td>7</td>
<td>75</td>
</tr>
<tr>
<td>“All our training happens on the job site.”</td>
<td>10</td>
<td>44</td>
<td>7</td>
<td>75</td>
</tr>
<tr>
<td>“We’ll make it up on changes.”</td>
<td>5</td>
<td>13</td>
<td>7</td>
<td>75</td>
</tr>
</tbody>
</table>

Percentage of survey respondents answering “yes” to statements concerning their company’s attitudes and culture (sorted by the company’s risk of financial crisis)

Notes to chart key:
Least risk of financial crisis = responses from people employed with a contractor that they believe to be well below average in terms of its risk level for having a financial crisis within the next five to 10 years.
Low risk of financial crisis = responses from people employed with a contractor that they believe to be about average, or near average in terms of its risk level for having a financial crisis within the next five to 10 years.
Had a financial crisis = responses from people employed with a contractor that had a financial crisis.


Figure 2: Unleashing the potential for growth

<table>
<thead>
<tr>
<th>Ratio of engaged to actively disengaged employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>World-Class</td>
</tr>
<tr>
<td>Average</td>
</tr>
<tr>
<td>9.57:1</td>
</tr>
<tr>
<td>Engaged</td>
</tr>
<tr>
<td>18%</td>
</tr>
<tr>
<td>26%</td>
</tr>
<tr>
<td>67%</td>
</tr>
</tbody>
</table>

“Leaders who understand not only themselves, but also have a deeper and more perceptive understanding of others with whom they interact, are less likely to be subsumed by the executive bubble.”

drives business outcomes (Figure 2). Engaged employees will take on more responsibility, perform more productively, go out of their way to satisfy customers, contribute ideas and feedback, inspire their peers and grow the company, according to research.

In companies characterized by hierarchical silos, distrust and top-down communication, the disconnect between employees and the executive suite can lead to a serious decline in employee engagement. Employees who feel overlooked, condescended to and grow the company, according to research.

Engaged employees will take on more responsibility, perform more productively, go out of their way to satisfy customers, contribute ideas and feedback, inspire their peers and grow the company, according to research.

A view from the inside — executive coaches share their perspective

The big shift
Long-prophesized generational clashes in the workplace have become more tangible in recent years. Pervasive uncertainty about the future, a stricken economy and a lack of trust in the leaders ‘who got us into this mess’ have caused seismic changes in the way leaders are viewed and companies are run. According to Mary Shippy, PhD PCC, senior executive coach, “A shift in leadership expectations is coming to the forefront and a new kind of icon has emerged.”

Where yesterday’s corporate icon was brash, unassailable and heroic, tomorrow’s model leader is receptive, attuned to soft and hard business cues and surrounded by trusted advisors. The toll that a lone wolf mentality has taken on the baby-boom generation of executives is apparent, “I have rarely met a leader that was not on a second or third marriage,” says Shippy. “This belief that you need to be the subject matter expert on all things, know all the answers and be the go-to person, but be self-contained and keep life, work and relationships in separate camps is paradoxical.”

The rise of one-on-one executive coaching supports a growing emphasis on leadership as a form of personal growth. In continuing their education, today’s leaders look beyond business school to a convergence of emotional and physical health, philosophy and innovation in other fields (e.g. TED conferences).

A company of one
For many executives, a gradual detachment from coworkers, family and clients occurs slowly; subordinates are trained to act with a certain amount of deference and interaction becomes increasingly sterile. The need to network and build strategic relationships becomes a proxy for forming real friendships. When people first move into positions of greater influence, they often confuse personal and positional power. Many executives have stories of being burned by information they casually shared with ‘friends’ in the workplace. Consequently, they are conditioned to act as boss and distance themselves from those outside their sphere of trusted peers – the symbolic head of a firm becomes a company of one.

For this reason, formal peer groups can provide the isolated executive with a circle of like-minded individuals able to speak confidentially and in a non-competitive manner about the challenges of their roles. Informal groups of casual acquaintances

From boss to leader

1. Make your expectations of employees clear. Give them the tools to perform their work and the opportunity to excel.
2. Foster employee development and recognize good work. Emphasize the importance of each role within the organization.
3. Encourage employees to share opinions, broaden their responsibility and form lasting relationships at work.
4. Involve lower-level employees in decision-making. Ensure the entire team feels a part of company growth.
5. Be honest about your own role and progression within the organization, and be humble about your achievements.
“A loss of creativity, despondence, absenteeism, sabotage, low productivity and worker attrition are just some of the impacts of a lack of employee engagement.”

outside the company can also help an isolated executive broaden their focus and help them gain a fresh perspective.

When dealing with young leaders, Shippy helps them cultivate a “trust circle” – people outside their work realm who they talk to regularly to share information with and receive feedback. “As leadership continues to transform,” explains Shippy, “companions like these will be crucial, especially as many executives within the construction industry do not feel comfortable sharing company matters with their family.”

The evolved leader

Systemic change is underway in leadership within the design and construction industry, driven by collaborative project delivery approaches and enhanced by new technologies such as Building Information Modeling. Old-fashioned business models that relied heavily on competitive relationships are being replaced by a team mentality; firms partnering on a project rather than competing. As a result, leaders must adapt to changing demands in the workplace and overall business environment and look up at the bigger picture.

“Leaders not only need business acumen and experience, but a depth of personal character and wisdom around moral, cultural and social intelligence,” explains Shippy. “The biggest change that I see is a demand for contextualized leadership and adaptability.” At the same time, leaders have an opportunity to drive cultural change within a whole organization; to refocus teams on collaboration instead of just competition.

Once an executive recognizes their isolation, they can make deliberate changes in the way they work to reconnect and reshape company culture. Armed with a coach they can trust and confide in, it is possible to make lasting changes to their behavior. Lastly, they are answerable to a new generation of workers who bring different values to the table and who need an evolved leader.

The art of communication

Although executive isolation is most rife in the upper tiers of an organization, middle managers can experience similar difficulties connecting with those below and above them. Regardless of your position, isolation can be overcome through genuine efforts at communicating on a regular basis. Consider the following:

• Hold town hall meetings to gather feedback (rotate meetings in different offices).
• Request feedback from your team and act upon it.
• Conduct regular anonymous employee surveys or 360° reviews and take action on the feedback.
• Join a peer group or generate a circle of trusted advisors.
• Engage in coaching for personal

---

**HAYS**

**INSPIRED CHIEF ESTIMATOR - MECHANICAL CONTRACTOR**

**CREATE A GREENER VANCOUVER SKYLINE**

Specializing in design build and ‘green’ projects, our client places priority on fostering relationships with project teams and have an outstanding reputation across the lower mainland.

You will be responsible for ensuring sufficient job flow and taking a proactive role in developing relationships with General Contractors, while also being hands on with the hiring and mentoring of Estimators.

In exchange for your 10+ years experience, you will receive an excellent package including; competitive base salary, company vehicle and profit related bonus. Assistance with relocation will be provided for out of town applicants.

To discuss this opportunity in more detail, please contact Russell Carnley at rcarnley@hays.ca

hays.ca
and professional growth. Cultivate emotional and social intelligence.

- Engage in authentic, unscripted conversations with employees.
- Be an active listener. Attempt to empathize with subordinate problems and needs.
- Be approachable. An open door policy is not enough. Communicate to subordinates a willingness to be receptive.
- Get out of the corner office.

In your stead, ensure that the organization has strong mechanisms in place to facilitate employee feedback and to take tabs on operational performance on the frontlines:

- Conduct regular employee engagement/cultural health assessments. Annual surveys can help identify shifts in culture or issues of morale for staff.
- Leverage technology to solicit micro-feedback. Informal, anonymous and instantaneous feedback through Twitter or Facebook can be incredibly enlightening after a presentation, training session or project milestone, and is a good way to overcome geographical and hierarchical hurdles.
- Reward and reinforce behaviors of sharing information. Institute rewards or bonuses for employees who have gone the extra mile to contribute feedback or ideas. Celebrate your everyday heroes periodically. Publicize individual and team successes.
- The recognition of lower-ranking team members makes for a heartwarming story on television. But taking the time to get to know, encourage and engage with your employees is an initiative you can effect every working day, and one with proven psychological, financial and developmental benefits both for the company and for yourself.

Reprinted with permission from FMI Corporation; 919-787-8400. For more information, visit www.fminet.com or call Sarah Vizard at 919-785-9221.
OUR CONCERN FOR THE ENVIRONMENT IS MORE THAN JUST TALK

As we continue to deliver valuable information through the pages of this magazine, in a printed format that is appealing, reader-friendly and not lost in the proliferation of electronic messages that are bombarding our senses, we are also well aware of the need to be respectful of our environment. That is why we are committed to publishing the magazine in the most environmentally-friendly process possible. Here is what we mean:

- We use lighter publication stock that consists of recycled paper provided by an FSC Certified supplier. This Forest Stewardship Council (FSC) standard ensures that our paper comes from efficiently managed forests with proper replanting programs that make this a RENEWABLE and SUSTAINABLE resource.

- Our computer-to-plate technology reduces the amount of chemistry required to create plates for the printing process. The resulting chemistry is neutralized to the extent that it can be safely discharged to the drain.

- We use vegetable oil-based inks to print the magazine. This means that we are not using resource-depleting petroleum-based ink products and that the subsequent recycling of the paper in this magazine is much more environment friendly.

- During the printing process, we use a solvent recycling system that separates the water from the recovered solvents and leaves only about 5% residue. This results in reduced solvent usage, handling and hazardous hauling.

- We ensure that an efficient recycling program is used for all printing plates and all waste paper.

- Within the pages of each issue, we actively encourage our readers to REUSE and RECYCLE.

- In order to reduce our carbon footprint on the planet, we utilize a carbon offset program in conjunction with any air travel we undertake related to our publishing responsibilities for the magazine.

So enjoy this magazine...and KEEP THINKING GREEN.
CANADIAN INSTITUTE OF QUANTITY SURVEYORS

52nd Annual General Meeting

Theme: Quantity Surveying – An International Perspective

June 11-15, 2011

LOCATION:
Beaches Sandy Bay Resort & Spa (by Sandals)
Norman Manley Boulevard – Negril, Jamaica
Phone: 876-957-5100    Fax: 876-957-5229
www.beaches.com/main/sb/sb-home.cfm

RESERVATIONS:
Group Space is being held through Travelonly.
To reserve, please contact Janna Guay.
416-998-0539 or toll free at 1-866-794-5226
Email: jguay@travelonly.com

For complete details on hotel amenities, pricing, booking information and program, please visit our website at www.ciqs.org

See you in Jamaica!
June 11-15, 2011

SPONSORSHIP OPPORTUNITIES available for this event
Please contact Lois Metcalfe at execdir@ciqs.org
Telephone: 905-477-0008 or Toll free 1-866-345-1168
What do great leaders and great chefs have in common? Both are more successful when they know how to create umami, a chemical reaction discovered by a Japanese scientist over a century ago.

Consider the following scenario.
Top sales producer Alicia received a promotion to head of regional account management. Although she was perfectly capable of doing the new job well, after a few months she realized the new role did not capitalize on her strengths and she missed the thrill of pursuing leads, creating relationships and winning new contracts. She requested a conversation with her boss to explore alternatives within the company where she might be able to make a bigger contribution and enjoy what she was doing again. After hearing Alicia explain her feelings and ask for his thoughts, her boss stood up, walked seven steps to the door, opened it and said, “You want out of this job? Go ahead, here is your exit.” Alicia was stunned. Caught between a paycheck and a pink slip, she shook her head and said she would stay in the account management job. Five months later, she left the company to start her own successful sales consulting company.

How long did it take the boss to disengage his employee and waste the company’s years of investment in her? Along with her future potential to drive big revenue increases? Exactly the time it takes to walk seven steps and open a door. But it is not his fault. He simply did not possess the skills and training to understand that people are the most productive when they are doing not only what they are capable of, but also what feeds their core needs. Alicia needed challenge, the opportunity to create connections and the satisfaction of winning the race. Creative leadership could have found ways to meet those needs, even within the account management job. How? By understanding Corporate Umami™.

Umami is the chemistry created when the essence of a food is released, often in combination with other essences, causing a ‘Wow!’ sensation. Top chefs around the world have revolutionized their craft, seeking to create this umami sensation. Corporate Umami teaches leaders how to create ‘Wow!’ in the workplace by tapping into the essence of people to develop revolutionary, powerful connections across management, employees and customers.

Corporate Umami addresses widely recognized problems that cost companies big money, including the cost of disengagement, turnover costs, resistance to change and poor customer relations. The Gallup organization estimates that employee disengagement alone costs US businesses over $300 billion annually. This translates to hundreds of thousands of dollars lost for every $1 million of payroll, year in and year out. Add in the costs of lost opportunities and lost sales, and the financial impact can be devastating.

Fortunately, there are some relatively simple steps leaders can take to begin creating Corporate Umami in any organization - in other words, stimulate engagement, increase productivity, reduce turnover, promote teamwork, boost sales and empower people to bring the best of themselves to work every day. Here is how:

1. Get curious about the people who work for you. Try this exercise: strip away job titles and functions and think about the individuals on your staff in terms of their natural traits and abilities. Can you identify which ones are inherently adept at teaching others what they know? Which ones are strategic thinkers? Which ones have great courage? Do you know what motivates each of them to get out of bed each day and come to work? (Surveys consistently prove that it is not just the paycheck.) The answers need not lead to an organizational overhaul; they can simply guide future individual assignments and development plans designed to capitalize on each person’s natural core strengths and motivators.

2. Sharpen your awareness. Notice when someone seems to be truly ‘turned on.’ What are they doing? Who are they with? What kind of environment allows them to flourish? Could you create opportunities for them to experience work in this way more often?

3. Leverage the power of team synergy. In umami, each ingredient contributes something essential without overpowering the others. Seek to pair people up in ways that leverage their inherent talents and create fresh synergy that extends beyond each person’s basic job function. Over time, people will gain more confidence, interact with each other more effectively, and produce better overall results because a broader array of talents is being tapped.

4. Deepen the level of conversation. Increasingly, studies show that people want purpose and meaning from their work, including a sense of contribution to the greater good beyond the organization. Discover what meaningful connection each person feels to their job, and help them understand how what they do matters beyond the borders of the organization.

5. Share yourself. People, including leaders, are not defined by their job titles. By showing warmth, sharing dreams, occasionally even confessing vulnerabilities, you will connect with people on a human level and create surprising openings, encouraging others to step up and show support of your leadership, boosting everyone’s personal power.

If some of this sounds a little outside your comfort zone, remember the bottom-line costs of failing to address poor employee morale, high turnover and low productivity. Leaders who master Corporate Umami concepts make more focused hiring decisions, improve career development planning, assemble high-performing teams, create dynamic customer connections and deliver lasting revenue increases and cost savings. Go ahead and try one of these strategies every day for five days. In just one week, you will begin to experience the power of Corporate Umami and discover the ‘Wow’ in your own workplace.

Jeanne Hollister Lebens and Linda Spevacek are co-founders of Corporate Umami Enterprises LLC, a company that offers programs designed to enhance company performance through the power of an engaged workforce and more effective leadership. For more information on programs that Create ‘Wow!’ in the Workplace, as well as a complimentary Leadership Assessment to identify your most pressing leadership challenges, call 860-881-2188 or visit www.CorporateUmami.com.
athy is the office manager for a large corporation. The great news is that the company is growing and Kathy is looking for employees to handle all the new clients. The bad news is that she has no office space for these new employees to work in. The truth is, the office and storage areas are full of filing cabinets and the desks are covered in stacks of paper. The worst part is Kathy and her staff do not even know what all that information is. It is no surprise that Kathy can not find space for new employees as she is wasting it with massive amounts of files and paperwork.

Does your organization have offices, file cabinets, storage rooms and onsite facilities full of unidentified paper files and electronic documents? Are there files in your office that you have never opened and probably can not identify the contents? Have you ever come across a piece of information you did not know whether to save or throw away, so you saved it, just in case? If so, you are working in an 'Information Toxic Dump!'

Research shows that 80% of the information kept in most offices is never used. Ironically, the more information that is kept, the less it is used, simply because it is too difficult for employees to find. Often employees can not even find the documents they themselves created - let alone any information created by another employee – especially someone who is no longer with the organization.

Why information management really matters
Your ability to accomplish any task or goal is directly related to your ability to find the information you need when you need it. Finding information in every organization – regardless of whether it is in paper or electronic format – is becoming an ever-increasing challenge. This inability to find information causes all sorts of problems for the organization and for the individual – wasted time looking for information or recreating already-existing information, missed opportunities and increased stress, which results in increased health care costs.
Who is responsible for the problem and what can be done about it?

Blame for the information management debacle falls in several courts:
- Management blames employees for the problem
- Employees blame management for the problem
- Organizations do not have a user-friendly system
- Employees are not trained on the filing systems
- Management fails to look at records management as an ongoing activity

To create and maintain an effective information management program, you must answer the following six questions:
1. What information should we keep?
2. In what form?
3. For how long?
4. Who is responsible for maintaining the information?
5. Who needs access to the information?
6. How can everyone who needs the information find it?

Answering those six questions requires the cooperation of everyone in the organization. It can easily take up to one year, or even longer, to answer them, since accuracy requires addressing the questions over a one-year business cycle at a minimum.

Creating and maintaining an effective information management system

Use The Productive Environment Process™ to implement a new system. This can be applied to organize information in any organization.
1. State your vision. If your information management program is successful, what will you be able to do that you cannot do now? What positive effect will an effective information management program have on the organization and your customers?
2. Eliminate your obstacles. What currently prevents you from having a successful system?
3. Commit your resources. How much time, money and human resource power are you willing to put into the project?
4. Create your system. What tools (software, existing filing systems that work well, etc.) do you currently have that will be helpful in the process? What other tools are available? What processes do you need to apply? A crucial component is applying The Art of Wastebasketry® (see sidebar) to eliminate unnecessary records.
5. Maintain your success. What procedures do you need to develop and implement so the system you create will continue to work long after the creators of the system are gone?

It would be wonderful if creating an information management system was simply a matter of buying a book or hiring an expert who told you exactly what to do. A successful program, however, requires people, processes and technology. It must be supported by management, customized for the organization and executed by everyone in the organization to succeed on an ongoing basis.

Designing, implementing and maintaining an effective information management program is the best place to start on the road to a ‘productive environment™’ – an organized office in which everyone can find what they need when they need it so they can accomplish their work and enjoy their lives. Your employees will have more space to work, stop wasting time and energy searching for paperwork and get more accomplished.

The Art of Wastebasketry®

When faced with too much paper, ask yourself these questions:
1. Does this require action?
2. Can I identify a specific use?
3. Is it difficult to obtain again?
4. Is it recent enough to be useful?
5. Are there tax or legal implications?

If the answer is ‘No,’ ask:
1. What is the worst possible thing that will happen if I toss this?
2. If you can live with your answer, toss or recycle it – and work happily ever after!

(Note: These tips apply to paper AND electronic files!)

About the author
Barbara Hemphill, CPO® is one of the country’s leading productivity experts. As a speaker and consultant on organizing, Barbara helps individuals and organizations create and sustain a productive environment. She is author of the best-selling “Taming the Paper Tiger” book series. In the forthcoming book, “Bushido Business,” Barbara joins Tom Hopkins, Brian Tracy & Stephen M. R. Covey, sharing how they learned how to be successful. For more information on Barbara’s speaking and consulting, visit www.barbarahemphill.com.
The membership voted at the AGM in June to increase the CIQS portion of the membership fees for PQS and CEC members by $50, plus the previously ratified 5% per annum incremental costs. Associate member, Retired member and Honorary Life member fees remain exempt from this $50 fee and are only tied to the 5% per annum incremental increase.

Also introduced this year for the first time is a $30 charge for Full Time Students, which will not be subject to the 5% per annum incremental costs. The overall increases are detailed below for your information:

<table>
<thead>
<tr>
<th>Designation</th>
<th>2010 Dues</th>
<th>Adjustment</th>
<th>Sub-Total</th>
<th>2011 Total (with 5% increase)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PQS</td>
<td>$150.50</td>
<td>$50.00</td>
<td>$200.50</td>
<td>$210.00</td>
</tr>
<tr>
<td>CEC</td>
<td>$145.00</td>
<td>$50.00</td>
<td>$195.00</td>
<td>$205.00</td>
</tr>
<tr>
<td>Associate</td>
<td>$133.00</td>
<td>$0.00</td>
<td>$133.00</td>
<td>$140.00</td>
</tr>
<tr>
<td>Retired</td>
<td>$29.00</td>
<td>$0.00</td>
<td>$29.00</td>
<td>$30.00</td>
</tr>
<tr>
<td>Honorary Life</td>
<td>$29.00</td>
<td>$0.00</td>
<td>$29.00</td>
<td>$30.00</td>
</tr>
<tr>
<td>Student – Full Time</td>
<td>$0.00</td>
<td>$30.00</td>
<td>$30.00</td>
<td>$30.00</td>
</tr>
</tbody>
</table>

Note that these figures are the ‘CIQS Only’ portion of your dues; with your respective Affiliate Charges and taxes making up the difference to your actual invoice amount (Affiliate charges vary, with the amount charged set by the Affiliates and not CIQS).

The rationale behind this increase is to allow sufficient funds to be generated to cover off the increased overhead costs associated with running an organization that has increased its membership by 86% in the past ten years and, probably more importantly, to allow increased funds for the marketing and promotion of the profession.

By way of justification of increased office overheads, the number of Associates has risen by 134% in the period from 2000 to 2010. This naturally coincides with an increase in the number of examinations, diaries and final TPE examinations being undertaken - with the subsequent increase in resources to accommodate this additional workload. Also, we now offer all examinations twice per year and, although this is great news for the Associate members wishing to expedite their travels along the career path, it only results in a minimal revenue increase in comparison to the increased head office requirements.

Membership Fees account for 72% of the CIQS Revenue each year, with Publication sales amounting to 10% of revenue, Examination Fees amounting to 7% and Consultants Listings contributing 6%. The balance is made up from miscellaneous items such as PQS stamps and some minor web advertising fees. From these figures it shows, unsurprisingly, given that we are an Institute by the members and for the members, that it is the members who largely fund the Institute and thus the members who bear the brunt of any pursuit for revenue increases.

Council are all too well aware that these are difficult times, and now, perhaps more than ever, are cognizant that these funds have to be put to good use. The aim of Council is to use these increased funds intelligently to further enhance and promote the Profession which we hope will in turn provide more exposure to the Profession, greater employment opportunities and the ability to charge more fees and provide better salary expectations to the membership.

The annual dues charged by CIQS in 1959 were $25. Using the historical Consumer Price Index from the Bank of Canada as a basis to calculate the 2010 fees would result in a figure of $190. Not that far off from where we are right now.

Leaving aside the considerable organizational differences between 1959 and the present, the CIQS organization we have today is significantly different from the organization of only ten years ago. We hope that with the wise expenditure of these increased fees we will have yet another significantly different organization in 2020.
Right throughout history, mankind has been subjected to the menace of threats such as natural disasters, conflicts and economic crises to name a few. Natural disasters result from natural hazards such as cyclonic storms, tsunamis, floods, droughts, volcanic eruptions and earthquakes which all lead to financial, environmental and human losses. Moreover, conflicts such as wars, revolutions and other struggles are intertwined with the economy and society and result in low growth including in the construction sector. As efforts are underway to minimize the effects of natural hazards and conflicts, a phenomenon of more recent origin has arisen in the form of economic crises. In the aftermath of the global financial crisis, re-thinking of new cost management models has become imperative; however, the limited availability of project financing is a vital challenge, which demands effective cost planning and control. Beyond these common themes of key challenges faced by the construction industry, there are many challenges specific to certain construction industries from which lessons can be learned. Cost management is therefore a highly demanded function in the world emerging from adversity.

More importantly, it is essential that effective long-term cost management systems be pressed into service well before the impending calamities. Choosing the correct techniques to implement cost management is the key to being a successful cost manager in any such situation. Cost management is a business practice that must not be taken lightly. Proper research and accurate forecasting is a must in cost management, especially in a world emerging from adversity.

Therefore, the topics selected under the above theme would be as follows:

- Cost Planning and Control
- Cost Modeling
- Contract and Procurement Strategies
- Global Challenges in Construction: Ground Realities
- Construction in Developing Countries
- Crisis Management
- Project Financing and Risk Management
- Law and Dispute Resolution
- Environmental Economics and Sustainable Construction
- Disaster Management
- Best Practices, Quality and Productivity
- Knowledge, Learning and Innovative Management

For more information visit www.paqs2011.lk.
NEW MEMBERS

The CIQS would like to welcome the following new members (including Reinstatements):

A
Suahil Abdul Samed, Akkaraiappat, Sri Lanka
Abdul Azees, Abdulla Ruwaiz, Pulmodrai, Sri Lanka
Ryan Aberin, Concord, ON
Perezhiteh Aghatayev, Toronto, ON
Ernesto Albano, Toronto, ON
Musa koralege Amarakereethi, Galle, Sri Lanka
Jason Ampadu, Toronto, ON

E
Sean Edge, A.W. Hooker, Oakville, ON
Peter Evbuomwan, Whitby, ON

F
Sandra Feenstra, London, ON
Navid Feizarbari, Richmond Hill, ON
Anthony Ferreira, Mississauga, ON
Fionnuala Fordham, Ryan Property Tax Services, Mississauga, ON
Timothy Frank, Western Versatile Construction Corp., Langley, BC
Joshua Frederick, Ajax, ON
Ryan Froude, Toronto, ON

H
Sun Haoyu, Toronto, ON
Colin Hayes, Hamilton, ON
Louis Henry, Amasis Construction, Concord, ON
Mohammed Hossain, Scarborough, ON
Brittany Hughes, Winterbourne, ON

I
Salvatore Inserra, Brampton, ON

J
Ryan Jacobs, Etobicoke, ON
Alex Jamieson, Prince Albert, ON
Danielle Jarvis, Toronto, ON
Mark Jelenski, Winnipeg, MB
Dmitry Joffe, Richmond Hill, ON

K
Tenzin Kadan, Toronto, ON
Mazhar Kakar, Toronto, ON
Yuri (Ellie) Kang, Omicron, Vancouver, BC
Bostjan Kink, Bolton, ON
Briana Kraft, Welland, ON

L
Nidhi Lad, Toronto, ON
Arsalan Lak, Bolton, ON
Bojan Lescesen, Stoney Creek, ON
Bryan Lett, Dundrum, Ireland
Na (Marcy) Li, Hanscomb Ltd., Vancouver, BC
Javier Lopetegui, Mississauga, ON
Shanehan Lu, Toronto, ON
King Luk, Richmond, BC

M
Adam Marando, Richmond Hill, ON
Keith Matthews, Pomerleau, Dartmouth, NS
Doug McGregor, Toronto, ON
Ken McRae, Stuart Olson Dominion Construction Ltd., Richmond, BC
Eduardo Mendoza, Mississauga, ON
Julius Mensah, Brampton, ON
Josée Mongeau, Chambly, QC
Jean-Marc Moukhtar, Dessau Inc., Montreal, QC
Ghassan Mushtaha, Ancaster, ON

N
Arash Nouraei, Richmond Hill, ON

O
Fred Orti, Button Limited, Concord, ON
Babatunde Oyetoro, Fort McMurray, AB

P
Shivan Pathirage Don, Negombo, Sri Lanka
Reynold Patrick, Toronto, ON
Carl Pedersen, Springsteen, MB
Tam Phan, Mississauga, ON
Tanya-Jean Phillips, Didsbury, AB
Collin Poley, Winnipeg, MB
Raj Purushothaman, Modern Niagara Toronto Inc., Toronto, ON

R
Philip Rechsteiner, Burnaby, BC
Rory Rennie, Toronto, ON
Brian Reuter, Milton, ON

S
Peter Sabatino, Oakville, ON
Michael Sala, Toronto, ON
Faleyeh Samson, Ilfe Ife, Nigeria
Robert Sarte, Vancouver, BC
Ali Sheshband, Thornhill, ON
Brandon Silveira, Oakville, ON
Brian Smyth, Altus Group, Toronto, ON
Regie Soltis, Technip IT
Spa, Canadian Corporation, Calgary, AB
Rusangkumar Soni, Bird Construction, Toronto, ON
Nader Soussou, Greater Manchester, England
Sherman Sterling, Scarborough, ON
Taras Stojkovic, Mississauga, ON
Matthew Stratton, Unionville, ON
Danny Su, Scarborough, ON
Chris Sunday, Vancouver, BC

T
Adriana Tantalo, Vaughan, ON
Pablo Tortosa, Toronto, ON
Stefanos Tountas, Toronto, ON
Anthony Tran, Mississauga, ON
Stas Tvardievici, Richmond Hill, ON

U
Mircea Ungurean, Mississauga, ON

V
Andrew Valevicius, Mississauga, ON
Patrick Vallerand, Strategia Conseil inc., Québec, QC
Kabilan Vigneswaran, Mississauga, ON
Malcolm Vincent, Etobicoke, ON

W
James Willett, Stantec, Fredericton, NB
Negel Won, Toronto, ON
Lin Wu, Leducor Construction Limited, Calgary, AB

Y
Can Yazicioglu, Toronto, ON
Nader Yousefi, Scarborough, ON

Z
Feng Zhang, Toronto, ON
Sen Zhou, Toronto, ON
Amjad Zoudeh, Mississauga, ON
The AQSA board has been active with our monthly meetings and membership applications. We are constantly growing.

The Edmonton and Calgary Chapters hosted meetings on November 18. The Edmonton Chapter hosted a breakfast meeting for 20 members and guests and the Calgary chapter hosted 30 members and guests. The speaker for both events was Jared Carlson from US Cost. His topic was Web Technology, Centralized and Collaborative Estimating. Jared flew in from Atlanta and was not impressed with the temperature in both cities, as it was -25 degrees as a daily high. That was quite a shock to his system as it was probably 25 degrees in home base of Atlanta. His talk was well received by both the contractors and consultants who attended. Thanks to Jared as he came to our meetings at his own expense.

AQSA is a Silver Sponsor for the Alberta Infrastructure Partners Conference. We will have signage and information available at our Sponsorship location. This conference is a sold out event with 372 delegates confirmed and paid.

The AQSA Board has one more meeting planned in December and then that is all until the New Year. This year has gone by very fast and it now the Christmas Season. Merry Christmas to all and have a safe Christmas Holiday.

Source: Chris Reinert, PQS, AQSA, Representative and President

Ontario Institute of Quantity Surveyors (OIQS)

At the time of my last report, it appeared that the OIQS would lose a large number of members this year for nonpayment. At that time, it was in the range of 10% of the OIQS membership. I am pleased to report at this Council meeting that through some very hard work from our Board of Directors and Lois Metcalfe, we have managed to bring that number down by 50%. However, the recently passed motion at the CIQS AGM in Whistler to increase CIQS affiliation fees is being met with some negativity in Ontario. The OIQS Board of Directors is concerned.
that the membership in Ontario is not going to respond well to this increase and we regularly have members that relinquish their membership each year due to the cost of the annual fee. The feedback we are hearing is that members want to know what they are getting for the extra 50 plus dollars they are going to put out. On the same note, due to the decision to charge a $30.00 annual fee for fulltime student membership, and the fact that at our last OIQS AGM the membership in attendance thought there should be a fee for fulltime students, the Board of Directors has decided to propose a fee of $50.00 per year for fulltime students.

The OIQS Education Administrator, Bert Ofoha, PQS is in the process of updating the Ontario college Accreditation Report produced by David Lai, PQS(F) from 2006. We are updating a number of programs that we know have changed since the last report was completed. We have focused on Ryerson University and Mohawk College in particular as their programs are changing or being added to. If we are successful in completing this we could move to accrediting the continuing education courses that are offered at the colleges in Ontario.

The OIQS will host their AGM in Ottawa this year from May 13–15 at the Cartier Place Hotel and it will be hosted by the Ottawa Chapter. We hope the AGM will have a different feel as we try to have a full day of seminars/technical sessions for members or possibly technical session in the morning and then the AGM. More details to follow.

The various chapters in the province have been holding seminars, site tours and other networking events over the past two months. The GTA Chapter hosted their annual holiday dinner for members on December 8. The OIQS continues to publish a newsletter to its members to keep them updated on institute business and industry news.

Source: Jeff Logan, B. Arch. Sc., PQS, GSC, LEED AP, OIQS Representative and President

---

**Association of Estimators and Quantity Surveyors of Québec (AEQSQ)**

During our last CIQS meeting held in Halifax on September 17, 2010, AEQSQ briefly presented the following report:

Over the course of the upcoming year, we would like to ensure the following:

- Existing and new documents are in both English and French.
- All documents that are requested by both CIQS and affiliates are on the CIQS website so to reduce expenses on the affiliate side.

- To verify with CIQS for all tools readily available to affiliates in order to ensure the affiliates continuous development program.
- To request from CIQS that all exams that do exist be sent to all affiliate Education committees.
- While some of the above were solved outside the meetings and others were briefly discussed, none of the above points were really brought to the meeting and therefore need to be reopened for discussion at the December 3, 2010 meeting.

Also, the above details were explained at our AEQSQ meeting held on November 10, 2010. However, no detail was given as to why we did not have the time.

Our budget for 2010-11 was presented in November clearly showing that we are struggling to make ends meet and action with the last CIQS increase will result in a loss for 2011-12 if action is not taken to increase our AEQSQ affiliate fees. We are just hoping that this increase will not have a counter affect on the increasing members. We know from past history that Quebec members are sensible when it comes to fee increase.

At this moment in time, our member count is gradually augmenting and we are hoping it will continue to do so; we are now around 100 members. However, we do think that a new marketing strategy needs to be put in place, but our back is against the wall and cannot take any further action because of our current budget. Other revenue will need to be found on a short term basis in order to meet the above demand.

We also ask that CIQS take the time to look for a way to help the affiliates since an increase in affiliate membership is an increase to CIQS. We also think that while there is a marketing plan in place by CIQS; CIQS needs to broaden their exposure nation wide by helping promote the affiliates.

AEQSQ thanks the CIQS members having supplied examples of exams produced by different school and approved by CIQS as well as for the donations of books that are CIQS produced, approved and published.

However the following questions have been raised:

- CIQS have an Education committee and with this committee would it not be wise to have a direct meeting with all the affiliate Education representatives?
- Keep in mind that while we do have a CIQS meeting, we are also noticing that direct CIQS subjects have increased and taken a large percentage of time during the meetings, leaving almost no time for the affiliate manners at hand.
- We do notice that although the books approved by CIQS are great, there is no books approved by CIQS that are in French, why is that?
- Is it because none were presented?
- If there was, is it hard to organize a French committee that will approve the book?
- At this point in time, we do have two books that have been written in French and can be evaluated by the QEESQ affiliate. Would this evaluation be enough for CIQS to approve?
The CIQS representatives have presented AEQSQ with the idea that they get involved in the program with CIQS to translate the website. This was well received with a small reservation by the committee and we are ready to participate in such involvement knowing that all parties would profit, not only the French members from Québec but also all the French members throughout the country.

- AEQSQ thinks that an incentive should be given to AEQSQ to take the challenge of translating the CIQS website.
  - We need to keep in mind that the AEQSQ website is in French and in operation.
  - We also need to keep in mind that by giving the mandate to AEQSQ, we are ensuring that the translation terms will be correct and no further time from CIQS committee members will need to be invested.
  - A time schedule would then be able to be put in place to complete the translation.

In conclusion, when reading the above, we can easily conclude that it is becoming more and more obvious that we do have a marketing problem. Although the marketing problem may vary from one affiliate to another, CIQS needs to take action in solving the issue at hand. In the case of AEQSQ alone, the problem will not be solved and giving an incentive to translate the website may at least give a boost.

Source: Bertin Bois, ECC, AEQSQ Representative

Nova Scotia Association of Quantity Surveyors (NSAQS)
The Maritimes continues to see a reasonable amount of construction work into the fall and winter of 2010. Most construction companies continue to be busy but not over-extended. The design consultants however seem extremely busy with ‘projects on the books’ which should make for a positive 2011 construction year.

Our Annual General Meeting/Golf Tournament was held on September 23 at the Montague Links golf course in Dartmouth, NS. The golf tournament was a first for NSAQS and to say it was a success would be an understatement. The day was a typical Maritime September day, sunny and warm, and made for ideal conditions on the course. The two-man best ball format was won by Archie Thibault and Bernie Cogswell. They credited their win on their caddy, Bob Storey, NSAQS’ Honorary Life Member, who gave them a putting tutorial on the first green which seemed to help. NSAQS had 42 registrants and 46 turned out for the AGM supper following the golf tournament. Obviously a quorum was not an issue as NSAQS has 82 paid members and over half were in attendance for the AGM. NSAQS plans to make this an annual event and next year’s event is already booked with the golf course.

Source: Mark Gardin, PQS, NSAQS Representative and President

Our new NSAQS Council are as follows:
- Mark Gardin, PQS — President
- Wanda Smith, PQS — Vice President
- Donna Hoar, CE — Treasurer
- Travis Rudolph, PQS — Education
- Deanne Bain, PQS — Registrar, Membership
- Merill Varner, CE — Secretary
- Brian Chappell, PQS(F) — Past President

Also in September, NSAQS hosted the ‘Meet & Greet’ with CIQS Council who were in Halifax for Council meetings. Our members who attended enjoyed the opportunity to meet with Council and discuss quantity surveying perspectives from across the country.

Unfortunately, we cancelled the Christmas party this year due to lack of interest from the membership. The Christmas party was a tradition for many members and this would have been the 26th annual celebration. A replacement social gathering is being discussed for next year.

Source: Mark Gardin, PQS, NSAQS Representative and President

Newfoundland and Labrador Association of Quantity Surveyors (NLAQS)
The next generation of Offshore Oil Platforms, the Hebron Platform, has awarded the two major contracts for this project and FEED work has commenced. The Topsides Work is awarded to Worley Parsons of Houston, Texas and the Gravity Base Structure (GBS) is awarded to the Aker-Keiwit Partnership. The Hibernia Southern Extension Project is underway with the three major contracts expected to be awarded in December 2010 with work to commence in 2011. Between this expansion and the Hibernia OLS Replacement Project, there will be four project work years for engineering and two seasons of offshore sub-sea work involving large sub-sea construction and diving vessels. The construction of the Hebron Platform will provide work for at least seven years and there will be openings for quantity surveyor and estimator disciplines.

Progress on the Lower Churchill Project has been given a major boost with the execution of the MOU between the governments of Newfoundland and Labrador and Nova Scotia for the development of the Muskrat Falls portion of the scheme. A transmission line from the Muskrat Falls Generating Station will carry power from Labrador, through Newfoundland and then across to Nova Scotia and eventually to New England. This project will involve extensive Heavy Civil and Electrical Work and will likely involve PQS teams as the project is to be majority privately funded.

Hopefully this surge in major project development will result in an increase in our local membership and enable our Affiliate to operate in an expanded capacity in the future.

Seasons Greetings to Council and to CIQS membership everywhere.

Source: Roy Lewis, PQS, NLAQS Representative and President
Please support these advertisers who help make Construction Economist possible.

**Group home and auto insurance**

**Insurance as simple as 1 • 2 • 3**

for members of the Canadian Institute of Quantity Surveyors

Insurance doesn’t need to be complicated. As a member of the Canadian Institute of Quantity Surveyors, you deserve – and receive – special care when you deal with TD Insurance Meloche Monnex.

First, you enjoy savings through preferred group rates.

Second, you benefit from great coverage and you get the flexibility to choose the level of protection that suits your needs.¹

Third, you receive outstanding service.

At TD Insurance Meloche Monnex our goal is to make insurance easy for you to understand, so you can choose your coverage with confidence. After all, we’ve been doing it for 60 years!

Endorsed by

**TD Insurance Meloche Monnex** is the trade name of PRIMMUM INSURANCE COMPANY which underwrites the home and auto insurance program.

¹ Certain conditions and restrictions may apply. Due to provincial legislation, our auto insurance program is not offered in British Columbia, Manitoba or Saskatchewan.

* No purchase required. Contest ends on January 13, 2012. At each winner’s choice, the prize is a 2011 MINI Cooper Classic including applicable taxes, preparation and transportation fees of a total value of $28,500 or an amount of $30,000 Canadian in cash. Odds of winning depend on the number of eligible entries received. Skill-testing question required. Contest organized jointly with Security National Insurance Company and open to members, employees and other eligible people of all employer and professional and alumni groups who have an agreement with and are entitled to group rates from the organizers. Complete contest rules and eligibility information available at www.group.tdinsurance.com. Actual prize may differ from picture shown. MINI Cooper is a trade-mark of BMW AG, used under license, which is not a participant in or a sponsor of this promotion.

Meloche Monnex is a trade-mark of Meloche Monnex Inc., used under license. TD Insurance is a trade-mark of The Toronto-Dominion Bank, used under license.
Turner & Townsend cm2r is a leader in construction and management consulting services. Its broad range of services of Cost Management, Project Loan Monitoring, Project Management and Management Consulting are provided to clients across Canada and the USA.

We are seeking highly motivated individuals at Senior and Intermediate levels to effectively manage our growing client base.

- Senior Cost Managers & Intermediate Cost Consultants
- Senior & Intermediate Mechanical and Electrical Cost Consultants / Quantity Surveyors
- Senior Project Managers & Intermediate Project Managers
- Senior Loan Monitors & Intermediate Loan Monitors

Candidates interested in the above positions must have excellent communication skills, both verbal and written. Applicants must also have relevant academic qualifications, and be working towards RICS, CIQS, MAPM, PMP professional Qualifications and/or any other relevant Qualifications. LEED® AP is an asset.

For Senior positions, applicants must have 7+ years relevant industry experience and for Intermediate positions, applicants must have 4 + years relevant industry experience.

We expect candidates for the Senior Management positions to be responsible for managing significant institutional, commercial and residential projects, mentoring staff, managing client relationships and developing new business.

We offer a generous remuneration and benefits package and exciting future growth opportunities in our organization.

If you are interested in the positions, please send your resumé with cover letter to:

hrtcm2r@ttcm2r.com

Turner & Townsend cm2r
One St Clair Avenue East
7th Floor
Toronto Ontario M4T 2V7
416 925 1424
416 925 2329
www.tttcm2r.com
Reduce project costs and schedule overruns by up to 15%
Reduce project management overhead costs with improved data integration
Pinpoint potential problems and take corrective action with timely information
Protect valuable corporate data with flexible security
Provide real-time cost tracking, variance analysis, and forecasting capabilities
Measure Earned Value and accurately forecast project completion costs
Tight integration to Oracle® Primavera P6, Microsoft® Project, SAP®, Oracle® EBS and JD Edwards

PRISM G2 is the “Gold Standard” for integrated Project Cost and Earned Value Management. With complete enterprise, multi-currency and multi-language support, PRISM G2 will help organizations lower project costs and reduce schedule overruns with this complete integrated solution.

Call or e-mail us today at +1 510.446.8750
prisminfo@arescorporation.com

For local events please visit arescorporation.com/prism