

## Stanford/Berkeley Workshop

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### ***What is Southland's vision of how design and construction will be performed and managed in the future?***

- ◆ The use of the internet to manage communications at the project level will continue to grow.
- ◆ Construction will continue to become more technical from a business systems standpoint, but will still be founded by personal relationships and a "handshake".
- ◆ Large, fast schedule, high tech building projects will continue to flourish, but the need for smaller, more personal construction needs i.e. homes, small businesses, service, will not diminish.
- ◆ Construction companies will need to be more flexible in their relationships with customers, suppliers and subcontractors, recognizing that the roles and interactions of those entities are constantly changing.
- ◆ Seamless design/build processes with truly integrated design & construction functions will prevail.
- ◆ Construction companies will increase the amount of self performed work and the role of the CM and non-performing GC will diminish.
- ◆ Outsourcing will be taken to another level, beyond outsourcing of people.

### ***What are the current, and anticipated future, major concerns and issues?***

- ◆ The continued supply of skilled and qualified labor, for both field and office.
- ◆ The "low bid" mentality when assembling a project team.
- ◆ The adversarial environment at the project level between the GC and subs.
- ◆ Managing/communicating in a fast paced, geographically spread environment.
- ◆ The accuracy of estimates/budgets with minimum scope definition.
- ◆ The productivity of field labor.
- ◆ The pressure society places on young people to attend a college/university versus a trade school.
- ◆ The lack of personal commitment.
- ◆ The shedding of responsibility/risk.
- ◆ The people/systems to support the projected world wide growth of building construction.

***What are the related research needs?***

- ◆ What is the effectiveness of true “team” projects versus traditional plan/spec/bid projects in relation to cost, schedule and customer satisfaction?
- ◆ What are the issues that discourage young people from choosing a career in the trades and how can the construction industry overcome those issues?
- ◆ How should work be performed in the field? What are the alternatives to existing systems, i.e. piping, duct, plumbing, etc.?
- ◆ How can we perform more work with the same or less amount of labor? Are approaches such as modular manufacturing and prefabrication being properly utilized?
- ◆ What systems are needed to achieve the trust required between owners and project team members that would allow total collaboration of designers and builders from project conception? Would a real time job cost and fee system that would allow the owner to monitor the project team’s true costs and fees and a credible designer/contractor qualification/certification system similar to ISO 9000 be a viable approach?