



Helping 17 Wing Consolidate

The 17 Wing Logistics Complex brought together what had once been separate facilities, including those for supply, transport and electrical/mechanical engineering. By bringing everything under one roof, the new complex increased both productivity and convenience. Likewise, the Wing Telecom and Information Services Squadron consolidated facilities that had been spread over three separate buildings.

This \$33.4-million project engaged 53 contractors and created some 165 civilian jobs

in Manitoba.

It is one of the largest air force buildings in Canada. DCC became involved in 2002 and handled contract co-ordination, tendering, and design reviews. Steven Kukulka, Contract Coordinator at 19 Wing/CFB Comox, says the job was particularly notable for

working in the adverse weather, including 30 cm of snow on May 10 and one of the coolest, dampest summers on record.



“Mother Nature was not on our side,” he says. “The ground turned into what we call ‘Manitoba Gumbo,’ because when it starts sticking to your boots, its like walking around in concrete.”

Pictured above and to the left are photos taken at the opening ceremony held on May 12, 2005 at the newly finished complex. For more information on the project, contact Steven Kukulka, Contract Coordinator at (250) 339-2721.



DCC Honours its Colleagues

At DCC's May 18 national awards ceremony, Ross Nicholls presented two *Friends of DCC* Awards, to BGen Steve Irwin and to Mr. Peter Grimes.

Mr. Grimes, a lawyer with the PWGSC Legal Services Branch of Justice Canada, started working with DCC shortly after the Minister of Public Works assumed responsibility for DCC in 1986. He has helped DCC with corporate legal issues and provides advice on contracting and contract management matters, particularly related to tendering law and contract claims.

“Peter is recognized as one of the few experts on the history, evolution and application of the federal government construction contract and its terms of payment and general conditions,” says Mr. Nicholls.

“Ever since I joined the DCC senior management team, Peter has been our ‘go to guy’ for legal advice.”

BGen Irwin will be retiring this summer, after 35 years of military service from Yukon to Yugoslavia. His relationship with DCC began in the late 1970s, when he was the Engineering Officer and Production Officer at CFB Borden. When he was the Director of Construction Engineering Requirements at DND HQ in the early 1990s, he worked with Ron de Vries to develop and implement the “partnering” process. DCC continues to use this process to set the right tone and philosophy for business dealings with all partners in the project delivery process.

“What has always impressed me about General Irwin is his logical, practical approach to

business,” said Mr. Nicholls. “He understands what his requirements are, he understands what DCC's role is and he expects us to just get on with it.”

General Irwin also helped to open the door for DCC to extend support to military engineers on deployed operations, particularly in Afghanistan. “That is an area of activity of which I am particularly proud – to work more closely with the Canadian Forces as opposed to supporting DND,” said Mr. Nicholls. “In that regard, Steve has always taken a very inclusive view of the Military Engineering family and considered DCC part of the family through the Canadian Military Engineers Association.”

Gold Seal Certification

More than 5,000 people have earned the Gold Seal, a certificate from the Canadian Construction Association (CCA). Assistant Site Manager Liz Mah is the latest DCC employee to join the ranks.

"Education is always a good thing," she says. "You should always take advantage of a professional development opportunity. It's good for you, good for the company you work for and good for the clients."

"We are recognized as having committed to and attained a level of education, training, work experience and applicable management experience to be Gold Seal Certified," says DCC Site Manager John Blasko.

Mr. Blasko is also the very first to earn a Gold Seal that recognizes his work as a project manager for an owner, rather than for a general contractor. Many such project managers were applying to be certified, only to find that they did not have the required "contractor" experience to be certified. In fact, when CCA looked into this, it found that "about 88 percent of the work of the owner's project manager

was either different than, or viewed from a different perspective than, that of the contractor's project manager."

"The differentiation was needed to be made not only to recognize commitment by individuals, but also to make a commitment to the construction industry that the owner is a key player in project delivery," says Mr. Blasko. "In addition, we are certifying our employees using guidelines which the industry recognizes as raising the bar for all persons employed in the construction industry."

Moreover, Mr. Blasko was a member of the focus group behind the new certification, which developed everything from the curriculum standard that defined the role and the requirements for certification, to guidelines for certification and the exam itself. "I am currently a member of the National Gold Seal Committee representing the owners. I continue to be involved in application reviews, exam marking, e-learning initiatives, etc., etc. ... basically, everything that the committee is involved in."



In March, John Blasko (middle) received his Gold Seal certification at a ceremony at Meech Lake. Standing with him are (left) Ron de Vries and (right) Ross Nicholls.

The CCA Gold Seal Certification Program is a national certification program for construction project managers, superintendents and estimators. Certification is based on the candidate's education, experience and their ability to satisfy the rigorous standards of the program. This may mean the successful completion of a Gold Seal exam. The Gold Seal Certificate was developed by the industry for the industry and is a voluntary certification program for the individual.

For more information on the program, visit the Web site www.cca-acc.com/goldseal.

DCC AT WORK

is published every two months.

Next issue August 2005.

Defence Construction Canada

Constitution Square
350 Albert Street, 19th Floor
Ottawa ON K1A 0K3
Phone: (613) 998-9548
Fax: (613) 998-1061

www.dcc-cdc.gc.ca

E-mail: client@dcc-cdc.gc.ca

Defence Construction Canada (DCC) is a Crown corporation with a mandate to provide contracting, construction contract management and related services to the Department of National Defence (DND).

Greening DCC

DCC is committed to "greening" its operational and administrative activities. A committee has been working with senior managers to set targets. For example, the Corporation intends to reduce energy consumption by switching to Energy Star compliant office equipment.

The goal is to have 95% of office equipment that DCC buys or rents to be certified by Energy Star or an equivalent process. Employees are also reducing paper consumption by using printers and photocopiers that handle double-sided pages and by handling more information electronically. Finally, plans are in the works for procuring greener office supplies.

On May 6, DCC appointed three National Service Line Leaders:

1) Dave McCuaig, Director, National Operations Group (Project & Program Management)

2) George Plank, Director, Contract Services (Contracting)

3) Randy McGee, Director, Ontario Region (Environmental)

Managing By Function

DCC is organized by regions, with each Wing and Base having personnel on hand. As DCC becomes involved in increasingly complex jobs, and gets involved in more areas, there may be more efficient ways of managing this personnel.

"When DCC looked at the way it delivers services, it saw potential advantages in leveraging resources, professional expertise and business line growth along functional lines, rather than through a regional management model," says Ron

de Vries, Vice-President, Contract and Client Services. To this end, DCC is reviewing how it delivers services, and in particular, is establishing a matrix service delivery model that combines regional and functional management chains.

A new service delivery framework is expected by year's end, and several pilot management frameworks are being developed within several service lines. "The revised model will reflect clients' evolving service requirements and DCC's expertise and capabilities," says Mr. de Vries.

After a year's worth of research, the project team decided on consolidating all DCC services into these main service lines and related practice areas:

- Contract Management
 - Commissioning
 - Quality Audits
- Contracting
- Environmental Services
- Project & Program Management
- Infrastructure Support Services
 - Facilities Management
 - Energy Support Services
 - Sustainable Practices