



KGC's Evolution and Expansion

In 2024, KGC will have reached a nine-year business milestone. Like much of the sector, our service for delay claims and the related quantum support business is still thriving, with a 90% repeat or referral workload. The quantity and severity of conflicts are still rising, particularly in the single-family and multi-residential market segments.

Another developing trend is the requirement to accommodate Global Impact Assessments for companies with significant effects on their corporate operations. Over the past few years, KGC has worked on numerous projects with several clients to provide this service.

Training in Commercial Management and Contract Administration

In 2024, KGC will likely receive even more in-person or online Commercial Management & Contract Administration Training requests from private-sector businesses and public-sector departments.

KGC can help firms obtain training subsidies through Canadian provincial programs that reimburse 50–65% of the cost of skill-enhancement training. In Ontario, British Columbia, Alberta, and other provinces, these programs are easily accessible. These training categories include:

- Tender Phase (Tendering & Bidding)
- Contract Administration I – Pre-Award, Job Set Up & Subcontracts
- Contract Administration II – Post Award & Execution
- Scheduling & Progress Measurement
- Change Orders & Claim Management

KGC LinkedIn Marketing Posts

In 2022, KGC created a dedicated [LinkedIn page](#) to offer informative material updates in French and English. We thank the more than 500 industry stakeholders, lenders, developers, owners, lawyers, builders, and consultants who have supported the firm online with their opinions and comments. Any further relevant feedback is also welcome.

Adjudication News Update

ARCANA (AB), the designated Nominating Authority for the Province of Alberta under the Prompt Payment and Construction Lien Act (PPCLA), has received a sizable volume of adjudication petitions in the year after its formal appointment in April 2023.

ARCANA (AB) has and will continue to host presentations on the practical application considerations of using the adjudication process to numerous groups and associations throughout the province in 2024 at the request of Service Alberta.



Productivity Losses vs. Outcome-Based Biases

Even while more businesses and organizations are adopting cloud-based project management software with the hope that this time will be different, genuinely vital information is still getting lost in the minutiae of emails, requests for information, and change orders.

The stakeholder interface and collaboration process are frequently overwhelmed by the exponential increase in megabytes and terabytes of data. After reviewing over 100 conflicts of varying sizes, a recurring element becomes apparent when the abundance of data is examined.

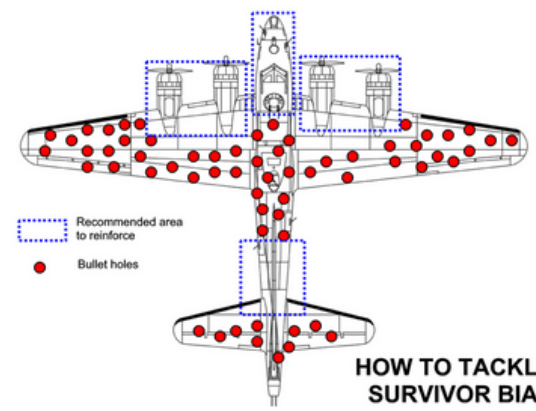
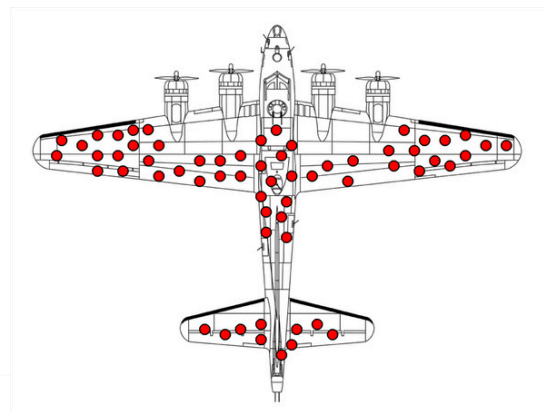
At the beginning of the project, users were highly motivated and focused on completing tasks and documenting their progress on the site every week. While numerous photographs are taken and uploaded into the cloud during the project, they usually have no annotation notes or explanation of their true meaning. The "causes & effects" of what is impacting the schedule are not effectively documented or retained for record-keeping since there is a naive expectation that things will improve next week or next month.

This "outcome-based bias" in data collection and analysis is similar to another historical period of erroneous reasoning known as "survivorship bias," which persisted in the early phases of the air campaign over Germany in World War II for the damaged aircraft that managed to return to the U.K. airfield bases.

The plane on the bottom left represents every location that needed more reinforcement to withstand enemy anti-aircraft fire or aerial combat encounters. That is, until the Hungarian statistics mathematician Abraham Wald, endowed with a counterintuitive insight, questioned the military's erroneous "survivorship bias" theory and developed the idea that the plane on the bottom right represents places that are susceptible and need extra protection. [Read more here.](#)

The take-away: No matter how uncomfortable the ensuing discussions or communication exchanges may be during project execution, one cannot overstate the significance of recording and documenting impact events in compliance with the necessary contract terms and conditions. Well labelled photographs can be highly effective compelling exhibits in delay claims and quantum litigation disputes.

Then, there is a chance to identify significant fixes grounded on a sound root cause analysis, which can help avoid the catastrophic error in thinking known as "outcome-based bias".



HOW TO TACKLE SURVIVOR BIAS

Previous Clients



Borden Ladner Gervais

