

CURRICULUM VITAE

George F. Jergeas, PEng., B.Sc., M.Sc., PhD

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PROFILE

The curriculum vitae outline my academic, leadership, administrative, business, and service experience.

SUMMARY OF QUALIFICATIONS

- **Highly rated teacher** in the Schulich School of Engineering.
- Proficient in preparing **course curricula** at the graduate and undergraduate levels.
- Developed and conducted customized **in-house** project management training programs for organizations.
- As the Director of the Project Management Program at the U of C, I introduced a new graduate degree (**MPM**) and **balanced the budget**.
- **More than 94 publications** in project management in journal articles and conference proceedings.
- Conducted 3 conferences.
- The founder, and President of a **niche consulting company** in dispute resolution, team building, facilitation and planning.
- A keen interest in being an effective role model, **mentoring others** and working with teams.
- A solid network of business, research community, and professional association **contacts**.
- Co-authored a book entitled "**Risk Navigation Strategies for Major Capital Projects: Beyond the Myth of Predictability**". Published by Springer in 2011.
- Co-authored a book entitled "**Benevolent Dictatorship for Major Capital Projects**". Published by the LearnAcademy and available on Amazon.ca, March 2017.
- Assisting in the immigration and settlement of many **refugees** in collaboration with the Calgary Catholic Immigration Society.

BIOGRAPHICAL DATA

George F. Jergeas
April 21, 1952
Professor of Project Management and the former Director of Project Management
Specialization Program
Department of Civil Engineering
University of Calgary
2500 University Drive NW
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EDUCATION

1989	Ph.D Project Management University of Technology, Loughborough, England
1983	MSc Project Management University of Technology, Loughborough, England
1975	BSc Civil Engineering University of Technology, Baghdad, Iraq

ACADEMIC APPOINTMENTS

- Director of the Centre for Project Management Excellence, University of Calgary, July 2016 - Present
- Professor, Project Management, University of Calgary, 2002 – Present.
- Director of the Project Management Program, University of Calgary, 1999-2002 and July 2004 to August 2005.
- Associate Professor, Project Management, University of Calgary, 1996-2002.
- Adjunct Professor, University of Technology, Sydney, March 2003-February 2006.
- Assistant Professor, Project Management, University of Calgary, 1994-1996
- Adjunct Professor, Project Management, University of Calgary, 1992-1994
- Research Associate, Construction Engineering and Management Program, Department of Civil Engineering, University of Technology, Loughborough, England, 1986–1989

ACADEMIC LEADERSHIP AND ADMINISTRATIVE RESPONSIBILITIES

- Director of the Project Management Specialization Program at the University of Calgary from 1999-2002 and from July 2004 to August 2005 and from July 2016 to present. Responsibilities included:
 - Program and course content
 - Scheduling courses
 - Selecting and assigning instructors
 - Students' applications, evaluations and admission
 - Student graduation
 - Student appeal and ethical issues re cheating and disputes with instructors
 - Developed and managed to get the Masters of Project Management (MPM) degree approved by the Alberta Government. This degree was developed as collaboration between the Schools of Engineering and Business. Managing the approval of this degree by the two schools, many University committees and the Alberta Government is the evidence of my leadership and communication skills dealing with multi stakeholders with differing agendas and other constraints. **This was a very complex job!**
 - After years of budget deficits, I managed to balance the books and consistently made a healthy surplus for the program and the U of C. This healthy situation continues to this day.
 - I have established and maintained excellent relationships with industry leaders in Alberta. This relationship is a great asset and I intend to maintain and give it a top priority to either raise funds for specific ideas or for infrastructure projects.
 - I have good contacts with the Alberta Government and will also give a top priority in my future plans to either raise funds for specific ideas or for infrastructure projects.
- Academic Director of the U of C Project Management MEng degree program in collaboration with Sharif University in Iran.
- North American Director of the teaching program for three Norwegian major firms (Kvaerner, Stat Oil and Norsk Hydro) in collaboration with BI School of Business (Oslo), Norwegian University of Science and Technology (Trondheim), Cranfield University (London), 2001-2003.
- Managed the Calgary Centre for Engineering and Project Management Education at the Department of Civil Engineering. 2001- 2005
- Managed the Project Management teaching/training program for Public Works Canada, Western Region. 1999-2001.

ACADEMIC ACHIEVEMENTS AND AWARDS

- Two teaching Awards in 2017
- Research Award in 2017
- Elected to the **APEGA Council** 2010. My mandate ended in April 2014.
- **Distinguished Contribution by an Individual**, PMI - Southern Alberta Chapter, 2007
- **Graduate Education Award**, Schulich School of Engineering, University of Calgary, 2006
- **Award for Contribution to the Success**, City of Edmonton South LRT Project, 2004
- **Service Excellence Award**, Faculty of Engineering, University of Calgary, 2003
- **Mentor of the Year**, Alberta Women's Science Network (AWSN), 2003
- **Service Award**, Project Management Institute - Southern Alberta Chapter, 2003
- **Person of the Year Award**, Project Management Institute PMI - Southern Alberta Chapter, 2001
- **Faculty Advisor Award**, PMI, 2000
- **Teacher of the Year Award**, Second Year Civil Engineering Students, 1996

EDUCATIONAL ACTIVITIES

A. Curriculum Development

- Master of Project Management (MPM) degree. As the Director of the Project Management Program, I successfully managed to get this new degree approved. I wrote the degree proposal, and got it approved by the Alberta Government. The MPM degree combines courses from business and project management areas with a focus on team and human resources, stakeholder and external issues, financial and accounting issues, negotiation and dispute resolution, legal issues, and front-end thinking and planning.
- Developed under-graduate and graduate courses such as ENCI 471, ENCI 565, ENGG, 513, ENGG 200, ENCI 691, ENCI 699, ENCI 693 and ENCI 689. The process involves creating courseware, selecting cases and academic readings, developing assignments, discussion questions, and marking guides.

B. Teaching

Undergraduate Level

Instructed many multi-disciplinary courses both small and very large classes. My Student rating places me at the top of professors in the Schulich School of Engineering. Topics taught includes project management, planning, scheduling, budgeting and cost estimating & control, risk management, value improving practices, legal, contractual,

negligence, ethics, teams, communication, dispute and dispute resolution and more. **Students' rating reports of my teaching are available upon request.**

Graduate Level

Taught evening graduate courses with a very high students' rating. These classes are given to mature students who are basically business professionals. Topics taught includes advanced project management issues relating to planning, cost estimating and control, risk management, value improving practices, legal, contractual, negligence, ethics, teams, communication, dispute and dispute resolution among other topics.

Continuing Education

Over the last 19 years, I have made a significant impact on the project management profession in Alberta through the many courses and workshops I have been conducting for many organizations. These organizations include the U of C Department of Continuing Education, Haskayne School of Business, Schulich School of Engineering, APEGA, PMI, AACE and many other local and international firms. The following are two examples from many:

- 2004 – Present Developed Husky Advanced Project Management Program and currently responsible for quality, selection of instructors and teaching some of the modules. This is a very extensive in-house business program consisting of 11 teaching modules. Feedback is very high.
- 2003- Present I am the only person who regularly deliver different modules of project Management course to APEGA members anywhere in Alberta. Classes are always full and attendee feedback is extremely high.

In addition to the Husky program and the APEGA courses, I have delivered many in-house courses for firms in Canada, USA and Europe such as Public Works Canada, EnCana, Nixon, Chevron, Aker, Suncor, Syncrude, Petro Canada, City of Calgary, City of Edmonton, ATCO Gas, ATCO Pipelines, Keyera, Weatherford, PennWest, Flint, AltaLink, CNRL, City of Calgary, Nova Chemicals, Shell.

On January 28 and 29, 2013, I have successfully created and delivered on behalf of APEGA a SAGD Forum which was held in Calgary. 385 people attended.

Teaching at Foreign Institutions

- Taught courses at Sharif University in Tehran as part of the University of Calgary Masters degree program in Iran.

- Taught courses at BI School of Business in Oslo and at NTNU in Trondheim, as part of Aker Kvaerner program.

International Workshops

I have delivered (2 – 5)-day courses in Houston, London, Oslo, Kuala Lumpur, Colombo and Amman.

I have also given many short presentations in conferences and meetings in places such as Loughborough, Paris, Amsterdam, Trondheim, Oslo, Shanghai, Tokyo, and many cities in Canada and the USA.

The demand is huge on my speaking engagements.

GRADUATE SUPERVISION

Graduate students completed or completing soon are shown in table below.

PhD (Thesis)	MSc (Thesis)	MEng (By Course)
10	18	20

RESEARCH CONTRIBUTIONS

Most Significant Research Contributions in the Past 6 years

Partnering and teambuilding for projects

This research effort has been completed and a model for building and sustaining project teams on projects was developed. This team model is attracting interest from industry and in particular infrastructure projects in Alberta such as LRT expansions in Calgary and Edmonton and CNRL’s Oil Sands programs. The model has been tested on more than sixty projects so far. I have presented this team model at academic conferences and industry associations meetings.

Cost Overrun on Oil Sands Mega Projects

This is a research effort to investigate and analyze the current business practices in delivering oil sands mega projects. We focused on the front-end (planning) phases investigating the reasons for cost overruns on these projects. The main findings of this research have been published with PMI and the ASCE Practice Periodical on Structural Design and Construction Journals (see publication list).

Labour Productivity

Labour productivity is another area of our focus. I have just started a new research work for the **Government of Alberta** to set the stage for a major labour productivity research program on industrial projects. A comprehensive report has been completed which has identified and prioritized the top 10 major areas for construction productivity improvement of the oil and gas projects. The report also identified barriers to improve productivity and listed ideas for overcoming these barriers. Phase two of this study has started to investigate Contractual arrangements and financial payment structure.

Value Improving Practices and Best Practices

The objective of this research was to study the impact of all available business Value Improving Practices (VIPs) on performance and predictability of project outcome. VIPs were identified, investigated their use, timing and their impact on project success.

Published (or in press) in Refereed Journal Articles (23)

List of publications has not been updated.

1. Kumar, J. **Ikpe, E.**, & Jergeas, G.F (2015). Benchmarking Characteristics of Steam Assisted Gravity Drainage (SAGD) Projects: Based on Interview Findings: Journal of Business and Management Horizons. Vol. 3 No. 2, Pp. 1 -11
2. Kumar, J. **Ikpe, E.**, & Jergeas, G.F (2015) Development of New Metrics For Benchmarking Steam Assisted Gravity Drainage (SAGD) Projects in Alberta Oil and Gas Industry: International Journal of Management and Economics Invention. Research and Analysis Journal. Vol.1 No.7, pp.356 – 366
3. Kumar, J. **Ikpe, E.**, & Jergeas, G.F (2015) Analysis of Steam Assisted Gravity Drainage (SAGD) Projects – Engineering and Productivity Metrics Performance in Alberta Oil and Gas Industry International Journal of Advanced Technology in Engineering and Science. Vol.3 No. 12 .Pp 138 – 145
4. **Ikpe, E.**, Kumar, J., &Jergeas, G.F (2015). Analysis of Modularization Compared to Total Project Cost in Alberta Oil and Gas Industry. Global Advanced Research Journal of Management, Business Studies and Economics (GARJMBS). Vol. 4(3) pp. 116-120
5. **Ikpe, E.**, Kumar, J. & Jergeas, G.F (2015). Benchmarking Projects: How to Apply it on Non– Industrial Projects. Journal of Business and Management Horizons. Vol.3 No.1, Pp. 24 – 35
6. **Ikpe, E.**, Kumar, J., & Jergeas, G.F (2014). Comparison of Alberta Industrial and Pipeline Projects and U.S Projects Performance: American Journal of Industrial and Business Management (AJIBM) Vol. 4.No.9. p 474-481
7. **Ikpe, E.**, Kumar, J., & Jergeas, G.F (2014). Alberta Project Performance in Phases 1 & 2: Cost and Schedule Analysis of CII/COAA Database of Alberta Industrial and Pipeline Projects. Global Advanced Research Journal of

- Management, Business Studies and Economics (GARJMBS). Vol.3 No. 9. P416-422
8. **Ikpe, E.**, Kumar, J. & **Jergeas, G.F** (2014). Analysis of Usage of CII/COAA Benchmarking and Project Performance Assessment System. Journal of Practice Periodical on Structural Design and Construction ASCE. 10.1061/(ASCE)SC.1943-5576.0000250 , 04014053,
 23. **Jergeas, G.F.**, and Ruwanpura, J.Y., “Why Cost and Schedule Overruns on Mega Oilsands Projects?” Practice Periodical on Structural Design and Construction, Volume 15, Number 1, February 2010.
 22. Hassan, J., Brown, T. and **Jergeas, G.F.**, “Design Field Bending Moment Coefficients for Interior Reinforced Concrete Flat Plate”, Practice Periodical on Structural Design and Construction, accepted for publication, 2010.
 21. Abdulahad, S., **Jergeas, G.F.**, “The effect of Geotechnical Conditions on Project Performance”, Canadian Geotechnical Journal, accepted for publication, 2010.
 20. **Jergeas, G.F.**, “Analysis of the Front-end Loading of Alberta Mega Oil Sands Projects”, Project Management Journal, Volume 39, Issue 4, 2008.
 19. Lozon, J., **Jergeas, G.F.**, “The use and impact of value improving practices and best practices”, Journal of the Association for the Advancement of Cost Engineering, Volume 50, June 2008.
 18. Hewage, K., Ruwanpura, J. and **Jergeas, G.F.**, “IT Usage in Alberta’s Building Construction Projects: Current Status and Challenges”, Journal of Automation in Construction, Volume 17, 940-947, 2008.
 17. Moussa, M., Ruwanpura, J.Y. and **Jergeas, G.F.**, “CTAN for Risk Assessments Using Multilevel Stochastic Networks”, Journal of Construction Engineering and Management, Volume 133(1), 2007.
 16. Moussa, M., Ruwanpurs, J.Y. and **Jergeas, G.F.**, “Decision Tree Modeling using Integrated Multi Level Stochastic Networks”, Journal of Construction Engineering and Management, American Society of Civil Engineers, Volume 132(12), 2006.
 15. Ruwanpura, J.Y., **Jergeas, G.F.**, Hewage, K., Da Silva, S.P. and Nazir, M. “Most Significant Issues to Improve Productivity in Alberta Construction Industry”, Journal of Construction and Management, July 2006.
 14. **Jergeas, G.F.**, and Fahmy, S, "Ten Critical Principles for Successful Design-Build Projects" Cost Engineering Journal, 48(11), 29-35, 2006.

13. Moussa, M., Ruwanpura, J. and **Jergeas, G.F.**, “An Integrated Simulation Tool Using Multi-Level Stochastic Networks for Cost and Time Risk Assessment”, submitted to the Journal of Construction Engineering and Management, ASCE, July 2004.
12. Moussa, M., Ruwanpura, J. and **Jergeas, G.F.**, “Decision Tree Module within Integrated Decision Support Simulation System”, target: Journal of Computing in Civil Engineering, ASCE, December 2004.
11. **Jergeas, G.F.**, Van der Put, J., “Analysis of the Benefits of Constructability on Construction Projects”, Journal of Construction Engineering and Management, ASCE, March 2001.
10. **Jergeas G.F.**, Cooke V. and Hartman F., “Value engineering incentive clauses”, SAVE International Journal of Value Engineering Society, Summer 1999.
9. **Jergeas G.F.**, Cooke V. and Hartman F., “Value engineering incentive clauses”, Journal of the American Association of Cost Engineers, March 1999.
8. Hartman, F.T., Ashrafi, R. and **Jergeas, G.F.**, “Project management in the entertainment Industry: what is different?”, International Journal of Project Management, 1998:16(5);269-281.
7. Pedwell, K., Hartman, F.T. and **Jergeas, G.F.**, “Project capital cost risks and contracting strategies”, Cost Engineering, January 1998, Vol. 40, No. 1, pp. 37-41.
6. **Jergeas, G.F.** and Cooke, V., “Law of Tender Applied to Request for Proposal Process”, Project Management Journal, Dec. 1997, Vol. 28, No. 4.
5. Hartman, F.T. and **Jergeas, G.F.**, “Simplifying project success metrics”, Cost Engineering, Nov. 1997, Vol. 39, No. 11.
4. Hartman, F.T., and **Jergeas, G.F.**, “A model for proactive mediation of construction disputes”, Canadian Journal of Civil Engineering, 1995:22(1); pp. 15-22.
3. **Jergeas, G.F.** and Hartman, F.T., “Contractors construction claims avoidance”, AACE Journal of Construction Engineering and Management, 1994;120(3) pp. 533-560.
2. Semple, C., Hartman, F.T., and **Jergeas, G.F.**, “Construction claims and disputes: cause and cost/time overruns”, ASCE Journal of Construction Engineering and Management, 1994:120(4); pp. 785-795.

1. **Jergeas, G.F.**, Revay, S.O.; “Quantifying Construction Claims Using the Differential Method”; Construction Management & Economics, E & FN Spon, UK; 1993, pp. 163-166.

Refereed Conference Proceedings (71)

71. **Jergeas, G.F.**, “Improving Construction Productivity on Alberta Oil and Gas Capital Projects”, ASCE Conference, Banff, May 8 – 10, 2010
70. **Jergeas, G.F.**, “Predicting Project Success Through Team Effectiveness”, International Symposium on Total Engineering Education 2009, East China University of Science and Technology, Shanghai, China, October 2009.
69. **Jergeas, G.F.**, Hartman, F., “A Framework for Effective Project Delivery in Construction”, Proceedings of the Global Innovation in Construction Conference 2009, Loughborough University of Technology, UK, September 2009.
68. Hartman, F., **Jergeas, G.F.**, “Innovation: Is It All in The Mind?”, Proceedings of the Global Innovation in Construction Conference 2009, Loughborough University of Technology, UK, September 2009.
67. Moussa, M., Ruwanpura, J.Y. and **Jergeas, G.F.**, “E-Risk: An Enterprise Simulation Platform for Risk management of Complex Project management Environment”, Proceedings of the 2nd International Construction Specialty Conference, CSCE, St. Johns, May 2009.
66. Hewage, K., Ruwanpura, J.Y. and **Jergeas, G.F.**, “Stakeholder Views of IT in Construction: A North American Perspective”, Proceedings of the ASCE Construction Research Congress, ASCE, Seattle, April 2009.
65. **Jergeas, G.F.**, Lozon, J., “Best Practices - Too Much of a Good Thing?” Proceedings of CSCE 2008.
64. Rankin, L., Slotman, T., and **Jergeas, G.F.**, “The Industry Perspective on Workforce Planning for Major Projects”, AACE International 52nd Annual Meeting & ICEC’s 6th World Congress on Cost Engineering, Project Management and Quantity Surveying, AACE International, Toronto, Ontario, June 2008.
63. Rankin, L., **Jergeas, G.F.**, and Slotman, T., “Assessing Execution Planning on Oil and Gas Mega Projects”, AACE International 52nd Annual Meeting & ICEC’s 6th World Congress on Cost Engineering, Project Management and Quantity Surveying, AACE International, Toronto, Ontario, June 2008.

62. Lozon, J. and **Jergeas, G.F.**, “Evaluating Best Practices for Oil and Gas Projects”, AACE International 52nd Annual Meeting & ICEC’s 6th World Congress on Cost Engineering, Project Management and Quantity Surveying, AACE International, Toronto, Ontario, June 2008.
61. Lozon, J. and **Jergeas, G.F.**, “Best Practices – Too Much of a Good Thing”, 37 Annual General Meeting and Conference of the Canadian Society of Civil Engineering and International Construction Innovation Forum, CSCE, Quebec City, Quebec, June 2008.
60. Hassan, J., Brown, T., and **Jergeas, G.F.**, “Hillerborg’s Load Distribution Element and Some Alternatives”, 37 Annual General Meeting and Conference of the Canadian Society of Civil Engineering and International Construction Innovation Forum, CSCE, Quebec City, Quebec, June 2008.
59. Lozon, J. and **Jergeas, G.F.**, “The impact of value improving practices on project performance”, ISEC-4, 4th International Structural Engineering and Construction Conference, Innovations in Structural Engineering and Construction, Melbourne, Australia, September 26-28, 2007.
58. Zhou, Y., **Jergeas, G.F.**, and Ruwanpura, J.Y., “Motivation, Performance, and Job Satisfaction of Construction Management Professionals-An Expectancy Theory Research Approach”, IRNOP VII Project Research Conference, IRNOP, Xian, China, 2006.
57. Ruwanpura, J.Y., **Jergeas, G.F.**, Hewage, K., and Zhou, Y., Most Significant Motivational Factors for Construction Workers and Management Staff, the 10th East Asia Pacific Conference on Structural Engineering and Construction, Bangkok, Thailand, August 2006.
56. **Jergeas, G.F.** and Revay, S., “The Claims Consultant as a Peacemaker”, Proceedings of AACE Annual Conference, Las Vegas, NV, USA, June 2006.
55. **Jergeas, G.F.**, “Measuring and Monitoring Project Performance and Success”, ISEC-03 3rd Proceedings of the International Structural Engineering and Construction Conference, Japan, September 20-23, 2005.
54. **Jergeas, G.F.**, and Fahmy, S., “Ten Critical Principles for Successful Design-Build Projects” Proceedings of the 49th Annual Meeting of AACE International, New Orleans, Louisiana, USA, June 26-29, 2005.
53. Moussa, M., Ruwanpura, J.Y., and **Jergeas, G.F.**, "Multi Level Integrated Stochastic Networks for Cost and Time Risk Assessment," Proceedings of CSCE 6th Construction Specialty Conference, Toronto, June 2005 (CD, 10 pages).

52. **Jergeas, G.F.**, “Project Partnering Applied to Transportation Projects”, Proceedings of 15th International Road Federation World Meeting, June 14-18, 2005, Bangkok, Thailand.
51. Gough, M. and **Jergeas, G.F.**, “Case Study: A Methodology for Improving Organizational and Project Team Effectiveness on an Infrastructure Development Program”, Proceedings of the CEIS 2005, Beirut, Lebanon, June 6-8, 2005.
50. Lozon, J.P., Rankin, L.K. and **Jergeas, G.F.**, “Detailed Execution Planning for Large Oil and Gas Construction Projects”, Proceedings of the CSCE 6th Construction Specialty Conference, Toronto, Ontario, June 2-4, 2005.
49. Fahmy, S. and **Jergeas, G.F.**, “Practical guidelines for successful Design-Build Projects Experience”, Proceedings of ICSC-s: CSSCE First International Construction Specialty Conference, Calgary, May 2006.
48. Moussa, M., Ruwanpura, J.Y. and **Jergeas, G.F.**, “Decision Tree Module within Decision Support Simulation System”, Proceeding of the Winter Simulation Conference, Washington, DC, December 2004.
47. Hassan, J., Brown, T. and **Jergeas, G.**, “Limit of Top Reinforcement Length for the Double-Intensity Hillerborg’s Corner Supported Element” Proceedings of the 32nd Annual Conference Canadian Society for Society of Civil Engineering, Saskatoon, June 2004.
46. **Jergeas, G.F.**, “Accelerating Change in Construction Project Delivery” Proceedings of the AACE International 48th Annual Conference, Washington, DC, USA, June 2004.
45. Illincuta, A., and **Jergeas, G.F.**, “A Practical Approach to Managing Multiple Small Projects”, Proceedings of the AACEI Annual Conference, Orlando, USA, June 2003.
44. **Jergeas, G.F.**, “Project Partnering: A Case Study”, Proceedings of the IPMA Conference, Moscow, Russia, June 2003.
43. Minassian, V. and **Jergeas, G.F.**, “Exploration Risk Management and Business Development in the Petroleum Industry”, Proceedings of the AACEI Annual Conference, USA, June 2003.
42. Ruwanpura, J.Y., Liberda, M. and **Jergeas, G.F.**, “Most critical human factors that affect the productivity of Alberta construction projects’, Proceedings of the AACEI Annual Conference, Calgary, May 2003.

41. Shlah, Z. and **Jergeas, G.F.**, “Integration Projects – A Unique Project Breed”, Proceedings of the PMI-SAC (Southern Alberta Chapter) Conference, Calgary, AB, May 2003.
40. Liberda, M., Ruwanpura, J.Y. and **Jergeas, G.F.**, “Construction Productivity Improvement: A study of Human, Managerial and External Factors”, Proceedings of the ASCE Construction Congress, Hawaii, USA, March, 2003.
39. **Jergeas, G.F.**, “A Proactive Auditing Tool for Project Success”, Proceedings of the PM Days '02 Research Conference: Discontinuities in Project-oriented Societies, Vienna, Austria, November 2002.
38. **Jergeas, G.F.** “Project Partnering – A Case Study”, Proceedings of the International Research Network on Organization by Projects, IRNOP V Conference, Renesse, Zeeland, the Netherlands. Hosted by Erasmus University Rotterdam, May 2002.
37. Krahn, J., **Jergeas, G.F.**, and Fahmy, S., “Key Partnering Success Factors”, Proceedings of the AACEI Annual Cost Engineering Conference, Pittsburgh, Pennsylvania, September 2001.
36. **Jergeas, G.F.**, “Claims and Disputes in the Construction Industry”, Proceedings of the AACEI Annual Cost Engineering Conference, Pittsburgh, Pennsylvania, September 2001.
35. **Jergeas, G.F.**, “Project Partnering, A Case Study”, Proceedings of EuroConference I: Constructing the Project Oriented Society, Project Management Research Network Conference, Vienna, Austria, November 2000.
34. **Jergeas, G.F.**, Chishty, M., and Leitner, Marko, “Construction Productivity: A Survey of Industry Practices”, Proceedings of the 2nd World Congress on Cost Engineering, Project Management, & Quantity Surveying”, 44th Annual Meeting of AACE International, Calgary, June 2000.
33. **Jergeas, G.F.**, Williamson, E., Skulmoski, G. and Thomas, J., “Stakeholder Management on Construction Projects”, Proceedings of the 2nd World Congress on Cost Engineering, Project Management, & Quantity Surveying”, 44th Annual Meeting of AACE International, Calgary, June 2000.
32. Bartsch, S., **Jergeas, G.F.**, “An Exploration of Claims in the Construction Industry”, Proceedings of CSCE 2000 Conference, Calgary, June 2000.
31. Bartsch, S., **Jergeas, G.F.**, & Hartman, F., “Avoiding Claims And Disputes In The Construction Industry”, Proceedings of the European Project Management Conference, Jerusalem, Israel, June 2000.

30. **Jergeas, G.F.**, and Vanderput, J., "Realizing the Benefits of Constructability on Industrial Construction Projects", Proceedings of the Project Management Institute 1999 Annual Symposium and Seminar, Philadelphia, Pennsylvania, October 1999.
29. Skulmoski, G., **Jergeas, G.F.**, Hartman, F.T., "Merger and Acquisition Partnering Arrangement: A Project Management Approach", Proceedings of Nordnet '99, International Project Management Conference, Helsinki, Finland, September 1999.
28. **Jergeas G.F.**, "Alliancing in the Construction Industry", Proceedings of the 1999 CSCE Annual Conference, Regina, Saskatchewan, June 1999.
27. **Jergeas, G.F.**, "Value for Money, An Integrated Approach", Proceedings of the 43rd Annual Meeting of AACE International, Denver, Colorado, June 1999.
26. **Jergeas G.F.** and Bartsch, S., "An Exploration of Claims in the Construction Industry", Proceedings of the 1999 CSCE Annual Conference, Regina, Saskatchewan, June 1999.
25. Jugdev, K., Skulmoski, G., & **Jergeas, G.F.**, "A high Touch / Low Tech Approach for Health Care IT Projects". Paper presented at the 29th Annual Project Management Institute Seminars & Symposium, Long Beach, California. October 1998.
24. Skulmoski, G., Jugdev, K., & **Jergeas, G.F.**, "Remove the Fingers from the Scale: a Balanced Approach to Outsourcing IT Contracts". Paper presented at the 29th Annual Project Management Institute Seminars & Symposium, Long Beach, California. October 1998.
23. Carss-Goffton, J.; **Jergeas, G.F.**, and Hartman, F.T., Alliances: Critical Factors in Creating and Sustaining a Successful Relationship, Proceedings of the International Conference on Construction Management, Singapore, 1998
22. **Jergeas, G.F.**, and Cooke, V., "Value Engineering during Project Execution Phases", Proceedings of the 41st Annual Meeting of the AACE International, Dallas, TX, July 13-16, 1997.
21. **Jergeas, G.F.**, and Fisher, J., "Value Engineering during the Construction Phase", Proceedings of the 25th CSCE Annual Conference, Sherbrooke, May 1997.
20. Hartman, F.T., **Jergeas, G.F.**, and Khan Z., "Understanding risk in construction contracts", Project Management Institute 1997 Annual Symposium and Seminar, Chicago, 1997: pp. 200-205.

19. **Jergeas, G.F.**, “How the Ron Engineering Case Changed the Tendering System in Canada”, Proceedings of the Project Management Institute 27th Annual Seminars and Symposium, Boston 1996, 115-118.
18. **Jergeas, G.F.**, and Gofton, J., “The Engineer’s Role in Construction Litigation”, Proceedings of the CSCE Annual Conference, Edmonton, 1996; pp. 428-436.
17. **Jergeas, G.F.**, and Gofton, J., “Project Manager’s Duties to the Owner, the Engineer and the Contractor”, Proceedings of the 1996 Project Management Symposium, Calgary, 1996; pp. 47-54.
16. **Jergeas, G.F.**, and Pedwell, K., “Owners’ responsibilities in construction contracts”, Proceedings of the Third Canadian Conference on Computing in Civil and Building Engineering, Montreal, 1996, 157-166.
15. Pedwell, K., Hartman, F.T., and **Jergeas, G.F.**, “Project capital cost risks and contracting strategies”, Proceedings of the 40th Meeting of AACE International, Vancouver, 1996:D&RM.3.1-D&RM.3.5.
14. **Jergeas, G.F.**, and Hartman, F.T., “A contract clause for allocating risk”, Proceedings of the 40th Annual Meeting of AACE International, Vancouver, 1996: D&RM.1.1-D&RM.1.3.
13. **Jergeas, G.F.**, and Gofton, J., “The engineer’s role in construction litigation”, Proceedings of the CSCE Annual Conference, Edmonton, 1996: 428-436.
12. **Jergeas, G.F.**, and Gofton, J., “Project manager’s duties to the owner, the engineer and the contractor”, Proceedings of the 1996 Project Management Symposium, Calgary, 1996: 47-54.
11. Hartman, F.T. and **Jergeas, G.**, “Simplifying project success metrics”, Proceedings of the 40th Meeting of AACE International, Vancouver, 1996:PM.7.1-PM.7.4.
10. **Jergeas, G.F.**, and Hartman, F.T., “Method of allocating risk on construction contracts”, Developments in Computer-Aided Design and Modelling for Civil Engineering, Civil Comp Press, Cambridge, 1995:69-74.
9. **Jergeas, G.F.**, “Prevention Rather Than Cure”, Annual Conference of the Canadian Society of Civil Engineering, Ottawa, June 1995.
8. **Jergeas, G.F.**, and Hartman, F.T., “Contractors’ protection against construction claims”, Proceedings of the AACE Annual Symposium, San Francisco, 1994:DCL8.1-8.5.

7. **Jergeas, G.F.**, “Contractor’s Claim Avoidance”, presented at the 1992 World Building Congress, held in Montreal, Canada, May 1992.
6. Alkass, S.T., **Jergeas, G.F.**, “Constructability Evaluation during Detailed Design Phase”, The International Conference on Architectural Management, held in Nottingham, England, March 1992.
5. **Jergeas, G.F.**, Revay, S.O.; “Claim Quantification Using the Differential Method”, The Sixth Canadian Construction Congress, Toronto, Canada, December 5-7, 1990.
4. **Jergeas, G.F.**, Tyler, A., McCaffer, R., “Detailed Design and Constructability”, CIVIL-COM 89 held in London, England between Sept. 20-22, 1989.
3. Alkass, S.T., **Jergeas, G.F.**, “Constructability Evaluation During Detailed Design Phase”, The International Conference on Architectural Management, held in Nottingham, England, March 1992.
2. **Jergeas, G.F.**, and Revay, S.O., “Claim Quantification, Using the Differential Method”, The Sixth Canadian Construction Congress, Toronto, Canada, December 5-7, 1990.
1. **Jergeas, G.F.**, Tyler, A., McCaffer, R., “Detailed Design & Constructability” Civil Com 89, held in London, England between 20-22, Sept. 1989.

Book

Co-authored a book entitled "**Risk Navigation Strategies for Major Capital Projects: Beyond the Myth of Predictability**" with Professor Asbjorn Rolstadas (Norway), Dr. Per Willy Hetland (Norway) and Richard Westney (USA). This book has been published by Springer-Verlag, London, in July 2011.

OTHER EVIDENCE OF IMPACT AND CONTRIBUTIONS

We are impacting industry and business practices and project management professionals in three areas: **team building and partnering**, **dispute resolution** and project management **training and coaching**. The partnering model which was developed as part of an NSERC grant is now being implemented in Alberta on many infrastructure and transportation projects such as the LRT expansions and interchanges in Edmonton and Calgary. The second area is in dispute resolution and avoidance of litigation. I act as an independent third party facilitator / mediator assisting the parties in a dispute to establish common ground and focus on the real issues and find an acceptable resolution. The third area of impact is training and knowledge transfer in

project management and enhancement of project delivery. For example, all of APEGGA project management training modules in Alberta are delivered by me. Husky Energy Project Management training is developed, coordinated and partially instructed by me. I have also provided PM training to Aker (Norway), ATCO Gas, NEXEN, Bantrel, CNRL, and EnCana.

TECHNICAL REPORTS

Wrote more than 40 expert and claim reports relating to claims and disputes on complex projects. These reports were used by the parties to reach a resolution or by court to reach a judgment.

SERVICE ACTIVITIES

University Service

Over the last 16 years of my services at the U of C, I served on many Departmental, School and University Committees. They include:

- Graduate Studies
- Curriculum
- Ethics
- Laboratory
- Appeals
- Chair, Departmental Ethics Committee, 1996/1997
- Project Management Advisory Council (PMAC)
- Teaching and Research Excellence
- Project Management
- The Annual U of C Engineering Open House
- Selection Committee
- Faculty Association (TUCFA)
- Recruitment Plan - On Campus Visits Program.
- High School visits.

Professional Service

National/international committees/societies

- Chairman of the Canadian Construction Research Board- Calgary Chapter (1994, 1995 and 1996)
- Member of the Construction Owners Association of Alberta Workforce Planning Committee, 2003-2006.

Journal reviews

Reviewer of journal publications and NSERC grant applications.

External Service

- Acted as a Facilitator of retreats and planning sessions for PMI, Department of Civil Engineering and the Faculty of Engineering and Churches.
- Conference Chair, Third Construction Engineering and Leadership Conference (CEL) held on May 17 & 18, 1999, Calgary.
- Conference Chair, Second CEL Annual Conference held on June 1-2, 1998, Westin Hotel, Calgary.
- Conference Chair, First CEL Annual Conference held on May 15-16, 1997, Westin Hotel, Calgary.
- Facilitator, Women in Engineering Committee Retreat (WIEC) July 3, 1996. This strategic planning meeting was very successful and resulted in the development of a vision statement of WIEC and a set of deliverables to achieve or satisfy the requirement of the vision statement.

BUSSINESS EXPERIENCE PRIOR TO 1994

1975 – 1981 and 1982 - 1986

My career in industry started after my graduation from civil engineering at the University of Technology in Baghdad in 1975. I worked in Baghdad for a major state contracting company specialized in constructing infrastructure projects. This was my first experience working in multi-national, multi-disciplinary teams assigned to deliver projects within time, budget and other requirements and constraints. Project teams came from different parts of the world and for me at a young age broadened my horizon regarding cultural differences, religious beliefs, project disputes, communications and barriers and the importance of setting goals and objective (vision), and a plan to achieve them.


1989 - 1994

My first job in Canada after the completion of my PhD program in the UK and immigrating to Canada was in the claims and disputes consulting area. Working for Revay and Associates Ltd., my job was to investigate the reasons and root causes of disputes and either help the parties find a solution or support one party in their effort. I have acted as an Expert Witness and a Mediator and have gained insight into the fundamental causes of project success and failure. I have learned that history repeats its self and what we learn from history is we do not learn from history!

This experience impacted me tremendously and developed my strong interest in the pro-active approach of proper planning and working collaboratively to enhance the efficiency and success of projects and businesses.

REFERENCES

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