Winner of the first MEP Middle East Project Manager of the Year award, Basheer Massad stresses to Alison Luke the impact of productivity, partnering and prefabrication to the region's MEP sector.

Massad, his popularity becomes The incentive aimed to ensure that the clear pretty quickly. Almost without exception, project could succeed and the firm could gain ENTERING THE WORKFORCE

be tough. So what's Massad's secret?

construction site with BK Gulf was on the construction of the 50-storey Chel- carried to future jobs, with the scheme also operations manager Basheer sea Tower on Shelkh Zayed Road, Dubai.

every person that we pass greets him. And future work in the high-rise market. "Produc- This is only one of the many successes that many of the words today are of congratula- tivity of labour is a major issue [on high-rise Jordanian Massad has had while with the firm. tions, for Massad is fresh from winning the buildings] because you're talking about the He is close to completing 13 years of service MEP Project Manager of the Year Award. logistics of going up and down...in vertical with BK Gulf, having joined from university His colleagues seem genuinely pleased at construction the biggest challenge is the se- as a trainee engineer. On graduating from his this achievement, some even taking the trouble quencing of works to allow access to following mechanical engineering degree he was seekto mount photos of him receiving his trophy to trades. You can't put supervision and cover all ing hands-on work with an international firm, display in the on site office. In the high-pressure areas, so you need a system where its self-initi- he explains. "I'm a guy who can't sit in an of-

with your staff while still getting the job done on The incentive scheme was devised follow-consultancy didn't suit me," he laughs. time, on target and to a high quality has got to ing analysis of the tender information and comparisons to actual activities on site. From here seven, Massad attributes the career success Teamwork is a vital part of the job he stress- a simple sheet was created on which to detail of himself and his siblings to his parents, who

adapted to suit individual projects.

es. He is quick to point out that this award is a productivity. In addition to labour, the logistics were both teachers. "We had a good education because of my parents' background, we would come back home crying if we were second in the class - this is what they have implanted in us," he states.

While working with BK Gulf hc continued his education, undertaking a MBA with UKbased Leicester University. His latest vensignal of the entire team's success, not just his of moving materials was included in the system. ture is one that is likely to set both himself

"It is important for contractors to know about LEED...we are the people who can drive this"

telling people what to do," he stresses.

And it would seem that Massad is genuinely month they started believing in it," he explains. taken by consultants, Massad stresses that interested in the careers of his staff. He is one The benefits gained by the firm were also im-contractors must get involved. "It's all about

scheme that has resulted in labourers' earn-hard, they carned more money and the compactant drive this and, again, LEED is something

own efforts. "One of my earlier managers told me Targets were set and continually reviewed as and the firm in good stead in the immediate something that stuck in my mind; you are only as the job progressed. Initially the labour force was future: he is currently studying to become good as the people working with you. It's never sceptical admits Massad, but once the facts were certified as a US Green Building Council a one man show...involvement is the best way of in black and white on their wage slips, its suc-Leadership in Energy and Environmental solving problems, you cannot just solve them by cess was all but guaranteed. "When somebody Design (LEED) professional. sees that they made 20% [on incentive pay] this Although a move that is more often under-

of the facilitators co-ordinating with a newly pressive. "Time saving was tremendous, in that being one step ahead and taking the lead... employed third-party training firm to operate a job; we finished a floor a week 100% to second when you're sitting negotiating jobs and you training programme for BK Gulf's project man-fix in six days," Massad states. "[The scheme] know what you are talking about when it agers and engineers. He is also involved in the was 100% self-financed as the results in that job comes to LEED vou are ahead of the comfirm's plans to set up labour training schools. were the best on labour expenditure than on any petition," he states. "It is actually more im-Massad was also one of the lead players in other job that we'd done. It was a win win situa-portant for contractors to know about LEED instigating and establishing a labour incentive tion for the company and the lads. They worked than consultants, we are the only people who

alking around the Index Tower ects. The first implementation of the scheme the benefits gained on this project have been

MEP contracting industry, gaining popularity ated and self-supervised," explains Massad. fice for more than half an hour to be honest, so

ant aver aw . has p priothe big interview



In Massad's present role he is responsible supply chain, but the entire industry must get cient to use prefabrication." BK Gulf has made for the firm's residential and commercial build-onboard if the region's construction sector is to a commitment to implementing prefabrication ings department and is currently overseeing reap the benefits Massad stresses. around 12 projects, with index Tower being the Prefabrication is another construction perience of its UK partners reports Massad. largest of these. Index is a design and build technique that Massad would like to see imjob being carried out in a 100% partnering arplemented on a larger scale in the region. "I what's next for Massad in his career? "The sky

rangement with guaranteed maximum price. think other countries have been ahead of us is the limit, I've no specific plans and am flex-"[Partnering] is the best way forward, not where they have the motive to do it because of ible to new ideas," he states. "I am a very ambionly for contractors, but for the clients and the the labour costs. Here the motive is not there thous person, but I believe that people with rigwhole team. It saves not only money, but time because everybody thinks that labour costs id plans may not be as successful. I have never

on projects and is aiming to learn from the ex-

and gives a better quality product. It's proven are not substantial - I personally disagree," said no to anything," he adds. With an attitude