

IPD Maturity Assessment Report

Canada Games Aquatic Centre Project - Kamloops

Date: September 05, 2024

Executive Summary:

The IPD Maturity Report for the Canada Games Project in Kamloops assesses the implementation maturity of Integrated Project Delivery (IPD) across six key competency sets: Understanding and Facilitation, Goal Setting and Contract Development, Project Governance, Operational Excellence, Management and Oversight, and Continuous Learning. The report categorizes maturity into five levels based on the total score achieved: Initial (1.0 - 1.9), Defined (2.0 - 2.9), Managed (3.0 - 3.9), Proficient (4.0 - 4.5), and Advanced (4.6 - 5.0). The assessment reveals that while many areas have reached a proficient level, the project particularly excels in decision-making processes and the work environment, both of which have achieved an advanced level of maturity. Opportunities for further improvement were identified in enhancing facilitation processes, management structures, BIM utilization, information management, and continuous learning practices to elevate overall IPD effectiveness.

Understanding and Facilitation: The assessment of this competency reveals a robust understanding and integration of IPD principles, with areas noted for potential advancement in facilitation techniques and continuous team development.

Goal Setting and Contract Development: The assessment of this competency showcases proficient capabilities in defining and communicating project goals and values, alongside proficient practices in contract formulation.

Project Governance: The assessment of this competency illustrates an overall high maturity level, which is evident in the strong framework for defining roles and responsibilities, decision-making processes, management structures, and owner involvement.

Operational Excellence: The assessment of this competency demonstrates high maturity. Proficient levels were achieved in operational principles, culture, team dynamics, and engagement strategies, while advanced levels were achieved in work environments. Tool utilization is practical and rated as managed with room for improvement.

Management and Oversight: The assessment of this competency underscores a proficient level of maturity in managing financial and risk-related aspects, with a mature culture of transparency and shared financial responsibility, in addition to inclusive and collaborative risk practices. The assessment also reveals well-structured and accessible information systems and performance monitoring practices that are rated as managed.

Continuous Learning: This competency showcases the project's effectiveness in embedding continuous learning and improvement into its processes, which helped refine IPD practices. Yet, the assessment highlights opportunities for more impactful integration of continuous learning to advance project outcomes.



Project Location: Kamloops, British Columbia

Building Type: Sports and Recreation

Project Type: Modernization

Contract: Hanson Bridgett IPD Agreement

Owner: City of Kamloops

Budget: \$14,142,000.00

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Competency Set 1: Understanding and Facilitation

Competencies

1.1 IPD Comprehension:

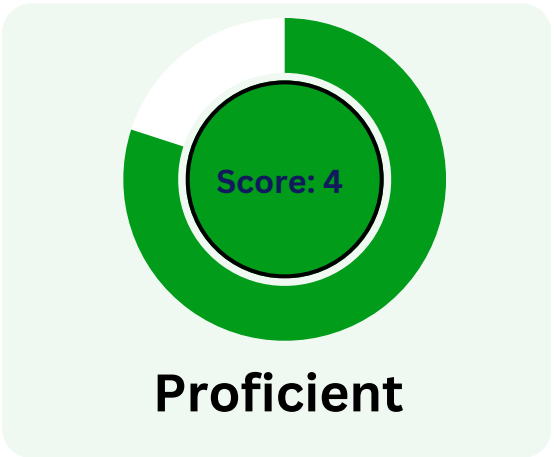
The team exhibits a "Proficient" level in their understanding of IPD principles and processes. IPD principles and processes are well understood and relevant to the project's success. These principles are actively integrated into the project's execution, with adaptations made to enhance IPD practices based on specific project needs. This indicates a solid foundation in IPD comprehension but suggests that there is room for further refinement and deeper integration.

1.2 Facilitation:

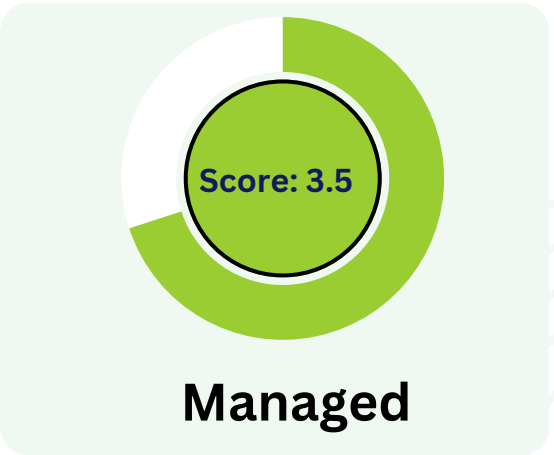
Facilitation processes have achieved a "Managed" level, demonstrating that the project has effective mechanisms to identify gaps in the team's IPD understanding and to train new members. Facilitation processes contribute significantly to enhancing the understanding and application of IPD. However, to elevate the maturity, the project could benefit from focused training on IPD tools and techniques during on-boarding and employing innovative facilitation techniques to further enhance the process.

1.3 Team Building:

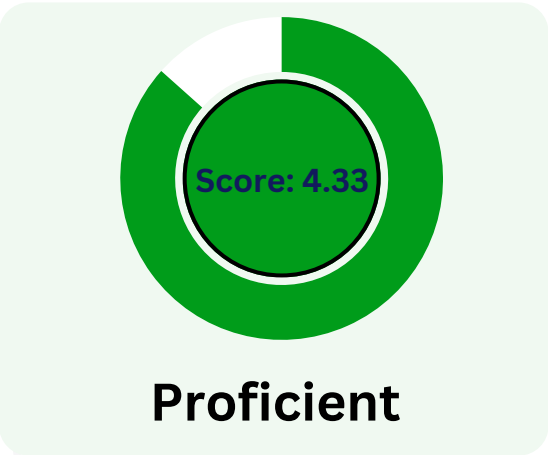
Team building within the project has reached a "Proficient" level. The team has successfully integrated efforts to establish a unified culture, a flat hierarchy, open communication, and a blame-free environment that encourages active participation. This exemplary environment supports the overall success of IPD by ensuring that all team members are engaged and collaborative.



IPD Comprehension



Facilitation



Team Building



Competency Set 2: Goal Setting and Contract Development

Competencies

2.1 Developing Project Goals:

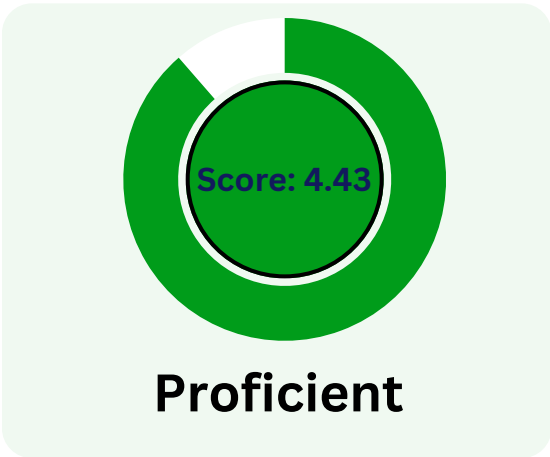
The project achieves a "Proficient" rating in developing project goals. The process was structured and collaborative, involving participation from all IPD project members, which positively impacted the team culture and resulted in clearly defined project goals. The validation report was clear and comprehensive, providing essential information for contract development.

2.2 Defining project values:

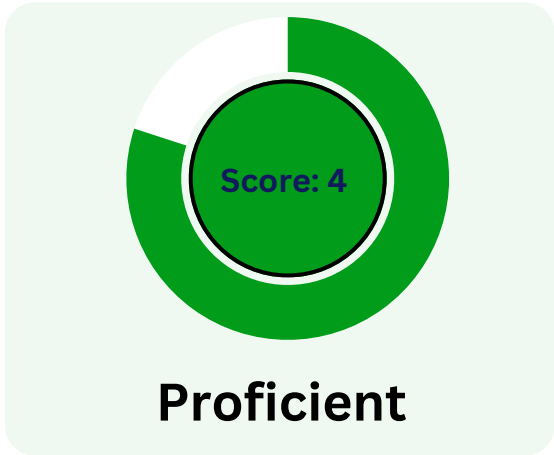
This competency is rated as "Proficient." The project's core values were well-defined, clearly communicated, and regularly referenced to guide decision-making. These values were continuously revisited to ensure they remained relevant and aligned with the evolving needs of the project and team.

2.3 Contract Formulation:

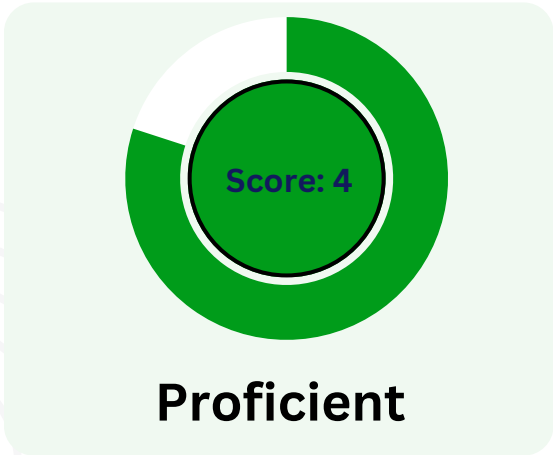
Contract formulation within the project achieves a "Proficient" level. The process was conducted collaboratively with active participation from all IPD members, integrating all IPD principles. Various facilitation means were utilized. The contracts were optimized to better suit project conditions and enhance collaboration.



Developing Project Goals



Defining project values



Contract Formulation

Competency Set 3: Project Governance

Competencies

3.1 Defining Roles and Responsibilities:

This competency achieved a "Proficient" level and revealed that roles and responsibilities were clearly defined, communicated, flexibly adopted, and effectively minimized overlaps and conflicts. All parties were included in discussions, ensuring roles were well communicated and understood, which fostered a unified understanding of roles and accountability structures.

3.2 Decision-Making Process:

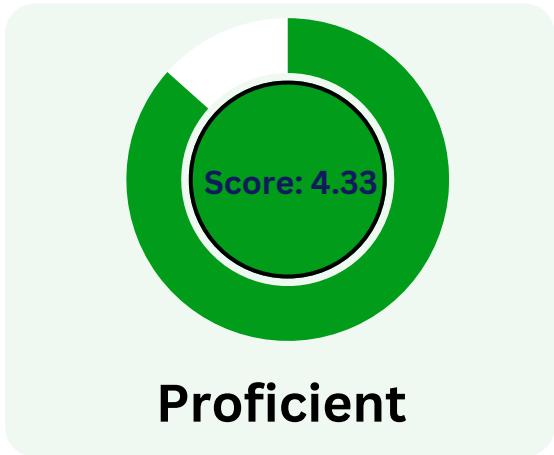
This process was rated "Advanced" due to its inclusivity, transparency, and alignment with project goals. Decision matrices were used to evaluate alternatives, ensuring decisions were informed and well-documented. This process also showed agility and adaptability to evolving project needs.

3.3 Management Structure:

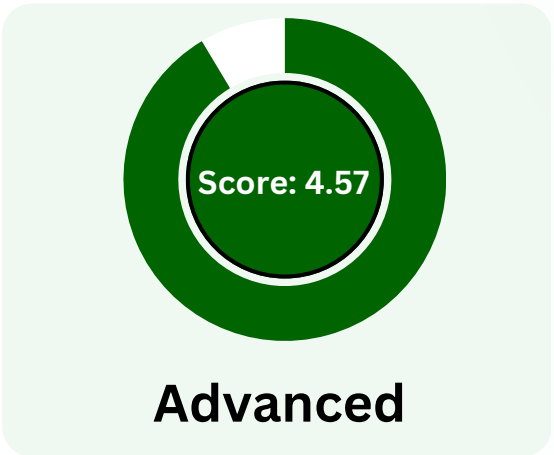
Rated as "Managed," the management structure clearly defined roles across different levels (SMT, PMT, PIT) and coordinated activities effectively. While it demonstrated some adaptability to the project's evolving needs, there was an opportunity to further enhance collaboration and efficiency through the integration of new management strategies.

3.4 Owner involvement:

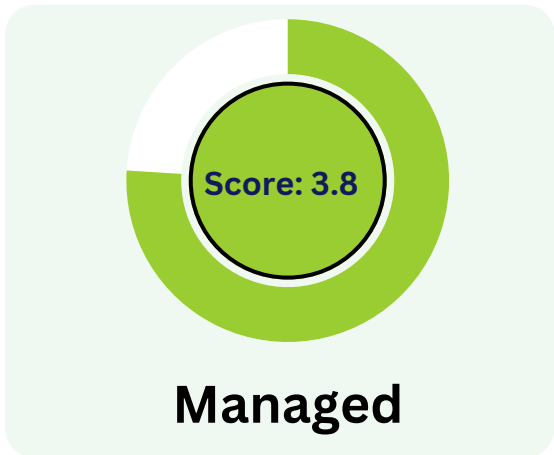
Owner involvement was rated as "Proficient," with the owner actively engaged in decision-making and daily operations, playing a central role in governance and serving as a role model through solid leadership and commitment. This involvement embraced the IPD model, significantly fostering a collaborative environment and a favorable team culture.



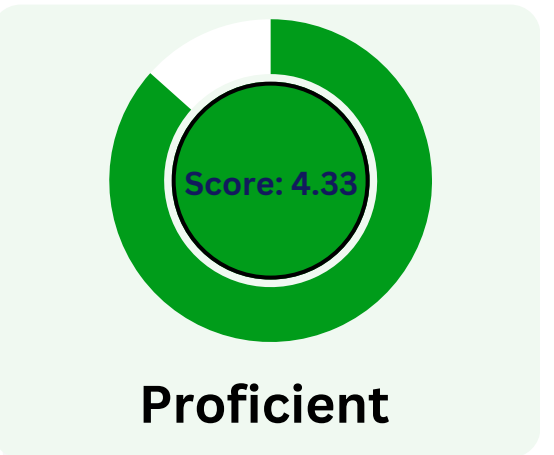
Defining Roles and Responsibilities



Decision-Making Process



Management Structure



Owner involvement



Competency Set 4: Operational Excellence

Competencies

4.1 Operational Culture:

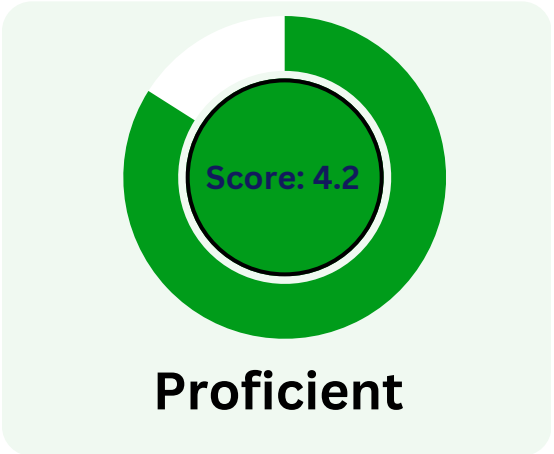
Operational culture, rated as "Proficient," promoted a shift from traditional to Lean practices, supporting a collaborative work environment and no-blame culture.

4.2 Operational Principles:

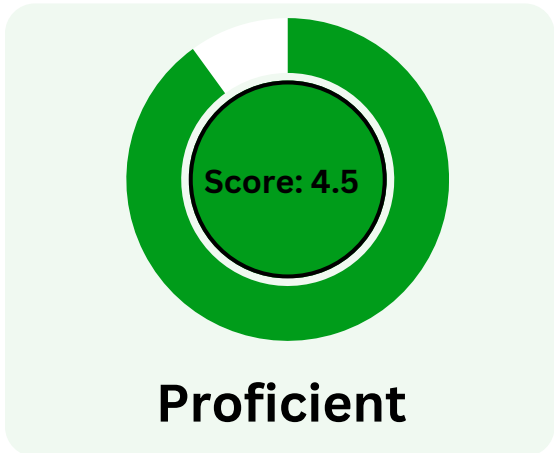
Rated as "Proficient," this competency is driven by principles that emphasize streamlining workflows, reducing waste, and maximizing value. Integrating Lean and IPD principles into project operations is evident and effective, contributing significantly to the development of advanced project management practices.

4.3 Tools:

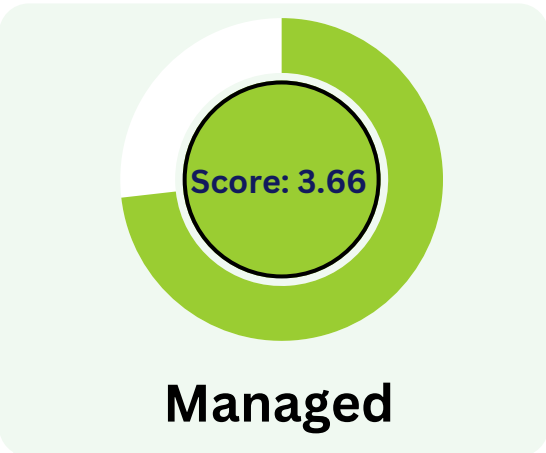
Rated as "Managed," tool utilization within the project shows effective use of BIM for visualization and coordination tasks, such as clash detection. However, BIM's impact on enhancing project collaboration and communication was limited, and its ability to improve project information quality and efficiency was only moderately effective. In contrast, the frequent use of Lean tools like pull planning strongly enhanced workflows and maximized value.



Operational Culture



Operational Principles



Tools



Continue -Competency Set 4: Operational Excellence

Competencies

4.4 Dynamics:

Team dynamics are rated as "Proficient," with teams structured inclusively and flexibly to integrate a broad range of disciplines effectively. Responsibilities within teams were clearly defined, and teams had full authority to make decisions, which significantly facilitated cross-discipline collaboration.

4.5 Engagement:

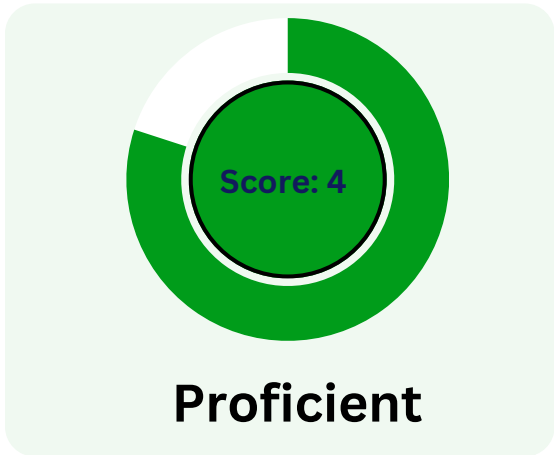
Engagement strategies are rated as "Proficient," where communication often goes beyond formal methods. Efforts are made to encourage direct and informal engagement through diverse channels, including digital platforms and big-room meetings. Engagement strategies were inclusive, keeping all team members well-informed and aligned with project goals.

4.6 Work Environment:

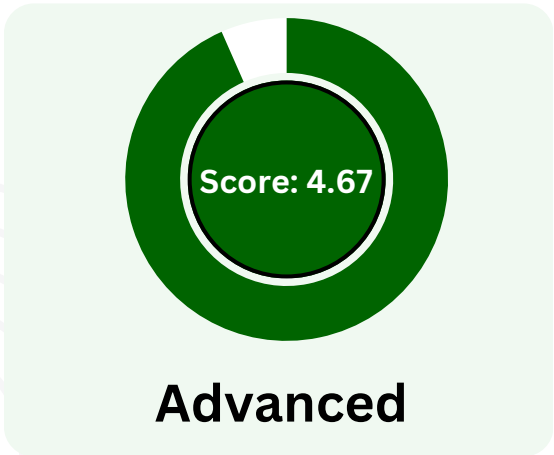
The work environment is rated as "Advanced," with frequent Big Room meetings that are inclusive, enhance team unity, foster engagement, and improve collaboration among team members. These sessions actively incorporated advanced tools and techniques to enhance the working environment and make the big room an effective platform for collaboration and decision-making.



Dynamics



Engagement



Work Environment

Competency Set 5: Management and Oversight

Competencies

5.1 Information Management :

Information management is rated as "Managed." Information within the project is structured, easily accessible, and shared digitally, supporting efficient project management. Nevertheless, the project did not utilize advanced technologies such as AI, digital twins, and VR to enhance data utilization and decision-making processes.

5.2 Financial Practices:

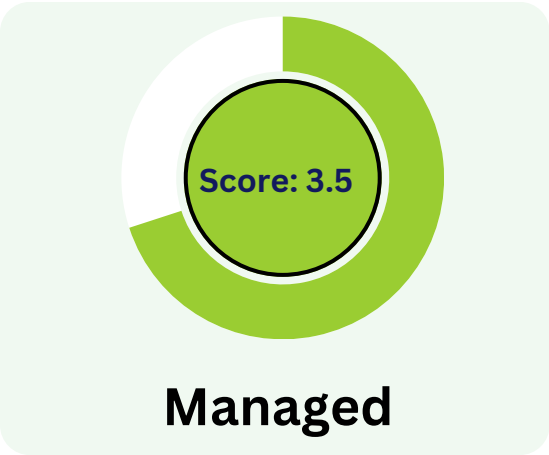
Financial practices are rated as "Proficient." The project effectively integrates team members in financial discussions, promoting a culture of shared financial responsibility, solid individual accountability, and transparency with open-book accounting. Incentive mechanisms are actively employed and help sustain collaboration and enhance team performance.

5.3 Risk Practices:

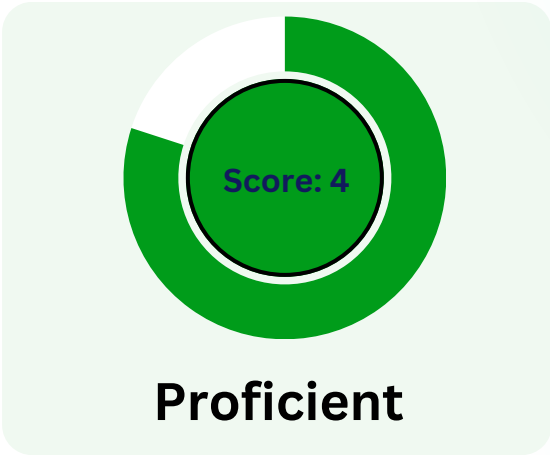
Risk practices are rated as "Proficient." The project involves all IPD members in frequent and structured risk management activities that effectively use collaborative tools like risk registers. There is a strong collective ownership of the risk management process; however, the innovation in applying new methods to enhance these practices is limited.

5.4 Performance Monitoring:

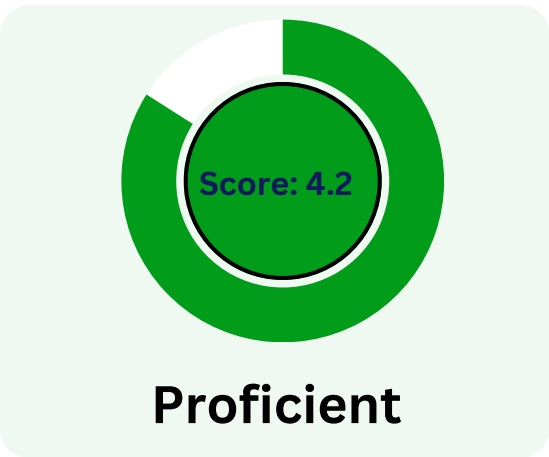
Performance monitoring is rated as "Managed." Project dashboards effectively visualize a broad range of performance metrics with standardized data collection across disciplines, providing a comprehensive view of the project status. The performance metrics are adopted to address specific project needs. However, using advanced technologies for real-time data integration into dashboards could be significantly improved.



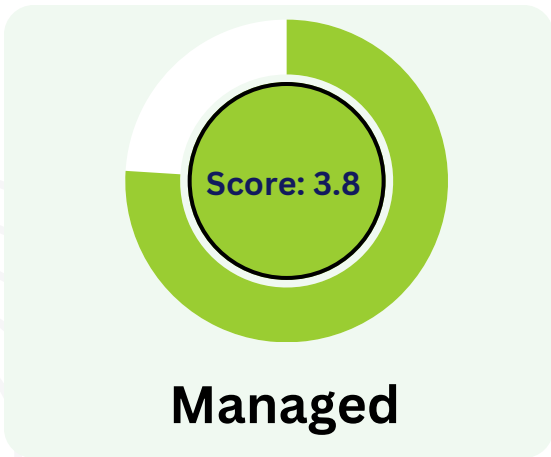
**Information
Management**



Financial Practices



Risk Practices



Performance Monitoring



Competency Set 6: Continuous Learning

Competencies

6.1 Continuous Learning and Improvement:

This competency is assessed as "Managed." The project employs structured processes to capture lessons learned and systematically gathers feedback on IPD practices and client satisfaction. Although regular analyses are conducted, the utilization of these insights in project planning and execution shows room for improvement.



Continuous Learning and Improvement



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Thank You!
Research Team