

IPD Maturity Assessment Report

Barrie-Simcoe Emergency Services Campus

Date: September 04, 2024

Executive Summary:

The IPD Maturity Report for the Barrie-Simcoe Emergency Service Campus evaluates 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. Maturity levels are categorized into five stages based on total scores 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 findings indicate a varied maturity landscape where most competency sets range from Managed to Proficient. Notably, the Work Environment has excelled, reaching an Advanced level and showcasing exemplary integration and utilization of collaborative spaces. Conversely, the Contract Formulation is still at the Defined stage, highlighting significant room for improvement.

Understanding and Facilitation: The evaluation of this competency demonstrates a proficient understanding and integration of IPD principles while achieving a managed level of facilitation and team-building competencies. The team effectively comprehends and applies IPD concepts, although there are opportunities to enhance facilitation methods and ongoing team-building strategies.

Goal Setting and Contract Development: This competency set reflects a balanced approach to defining project goals and values, with "Managed" and "Proficient" levels noted in these areas. However, it identifies the need for improvement in the contract formulation process, where facilitation means, and optimization strategies require enhancement to better suit project conditions.

Project Governance: This competency assesses the effectiveness of governance mechanisms. The evaluation reveals "Managed" to "Proficient" maturity levels, indicating robust governance structures that adequately support the project's goals. However, it highlights areas for improvement in transparency in decision-making processes, as well as stakeholder engagement in the roles and responsibilities discussions.

Operational Excellence: This competency evaluates the project's operational practices, highlighting a range of "Managed" to "Proficient" levels. The assessment underscores robust tool utilization and effective team dynamics, with significant advancements in the work environment. However, it identifies areas for growth in fully integrating Lean and IPD principles within operational strategies and broadening engagement approaches to foster more inclusive communication.

Management and Oversight: This competency evaluates the project's management and oversight mechanisms, predominantly rated as "Managed" with "Proficient" performance monitoring. The project shows strong information management and financial practices. However, areas such as advanced technology usage in information management and further refining financial incentive mechanisms need enhancement. Risk management practices, while regular and collaborative, could improve through broader inclusion and better tool usage. Performance metrics are effectively visualized and adapted, supporting robust decision-making.

Continuous Learning: Continuous Learning and Improvement: This competency evaluates how effectively the project captures and leverages learning to refine and advance its IPD practices. Rated as "Managed," the competency indicates structured yet moderate integration of continuous learning mechanisms, pointing towards areas for improvement.



Project Location: Barrie, ON

Building Type: Emergency Services Campus

Project Type: Building project

Contract: Hanson Bridgett IPD Agreement

Owner: City of Barrie And County of Simcoe

Budget: \$85,799,954

Prepared by: Ahmad Arar, Erik Poirier, Sheryl Staub-French



Competency Set 1: Understanding and Facilitation

Competencies

1.1 IPD Comprehension:

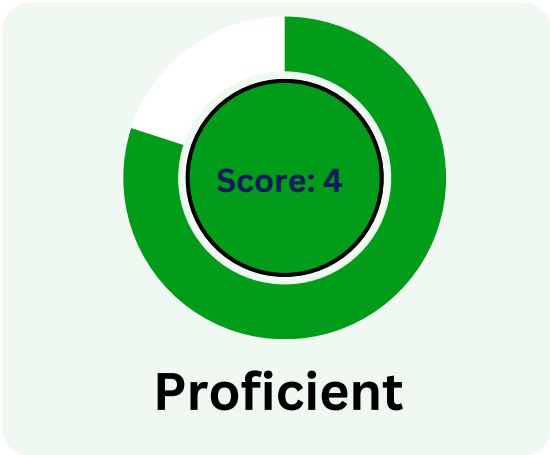
The team is rated "Proficient" in their understanding of IPD principles and processes. The principles are well understood and also recognized as crucial to the project's success. These principles are thoroughly integrated into the project's execution, with adaptations made to tailor IPD practices to specific project needs, indicating a solid understanding and integration.

1.2 Facilitation:

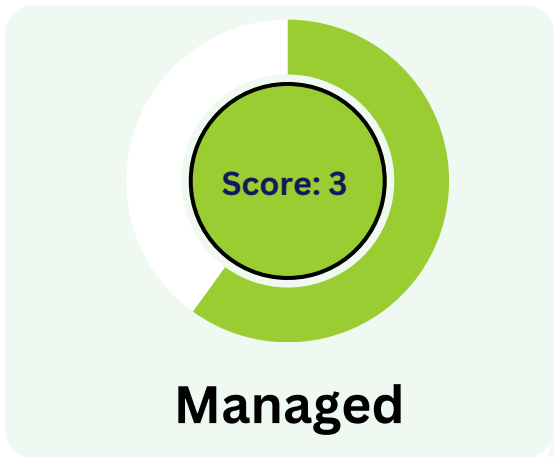
The facilitation process is rated as "Managed," reflecting an area for improvement in the project implementation. While the project facilitation practices succeed in establishing a favorable culture, the facilitation of new member training and the project's capacity to identify gaps in the team's understanding of IPD could benefit from more consistent and effective approaches.

1.3 Team Building:

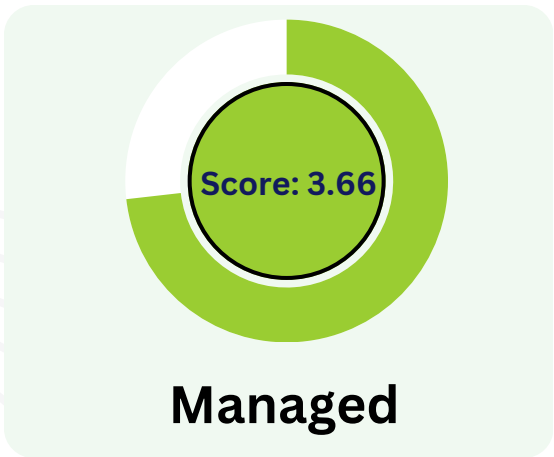
Team building within this project has achieved a "Managed" level of maturity. The team has made commendable efforts to establish a unified and cohesive culture and encourage open communication, which are crucial for project success. However, certain aspects, like establishing a flat hierarchy and fostering a blame-free environment, show variability in their effectiveness, suggesting room for improvement.



IPD Comprehension



Facilitation



Team Building



Competency Set 2: Goal Setting and Contract Development

Competencies

2.1 Developing Project Goals:

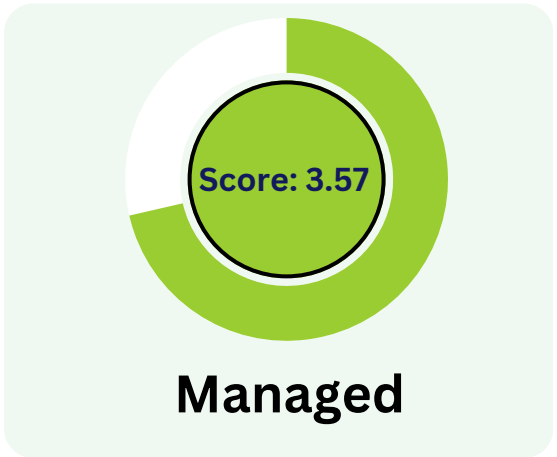
This competency is rated as "Managed." The process is somewhat structured and collaborative, with active participation from all IPD project members, which positively impacts team culture and results in clearly defined project goals. The validation report is comprehensive and effectively contributes essential information to contract development. The validation process introduces new methods, techniques, and solutions to meet the project objectives.

2.2 Defining project values:

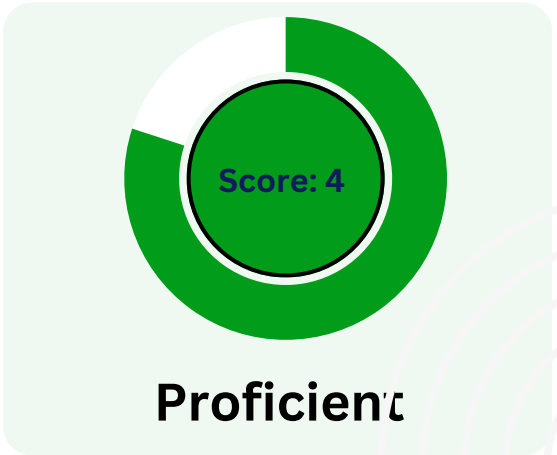
This competency is rated as "Proficient." Project values are well-defined, clearly communicated, and regularly referenced to guide decision-making. These values are continuously revisited and strengthened through new methods, ensuring they stay relevant and aligned with the evolving needs of the project and the team.

2.3 Contract Formulation:

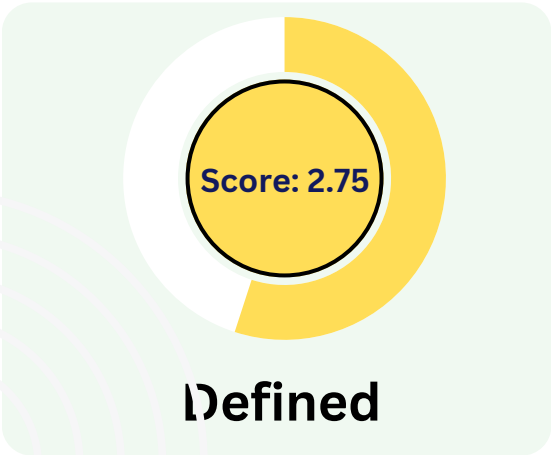
Rated as "Defined," the contract formulation process shows room for improvement. While conducted generally collaboratively, utilizing facilitation means has been less effective, with no use for techniques like workshops and expert consultations. The process needs optimization to suit project conditions better and enhance overall collaboration.



Developing Project Goals



Defining project values



Contract Formulation



Competency Set 3: Project Governance

Competencies

3.1 Defining Roles and Responsibilities:

Rated as "Managed," this competency shows that roles and responsibilities are clearly defined, minimizing overlaps and conflicts effectively. While the roles and responsibilities are communicated clearly, there is room for improvement in inclusion in discussions around roles to ensure all parties are consistently involved.

3.2 Decision-Making Process:

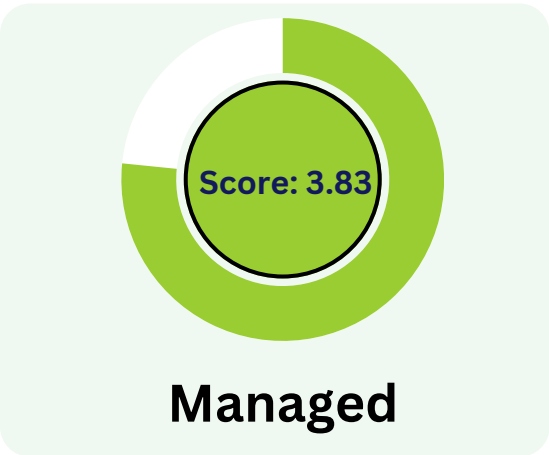
This competency is rated as "Managed." It includes all relevant IPD members and is generally guided by project goals. Decision-making processes utilize tools to evaluate alternatives, though transparency and documenting decisions could be improved to ensure all stakeholders are involved and understand the decision-making rationale.

3.3 Management Structure:

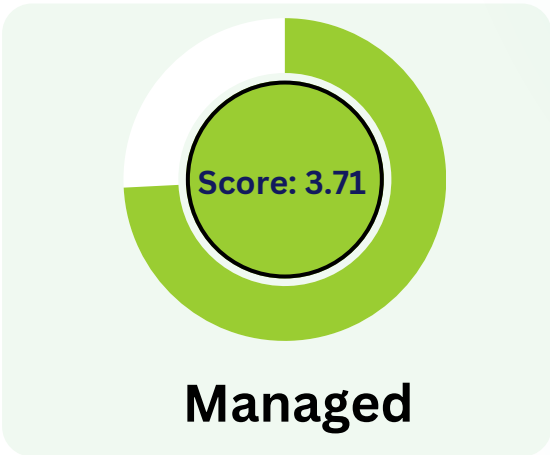
Rated as "Proficient," the management structure is clearly defined, with effective coordination across various management levels (SMT, PMT, PIT). The structure adapts well to project needs, actively integrating new and effective management strategies to enhance collaboration and efficiency.

3.4 Owner involvement:

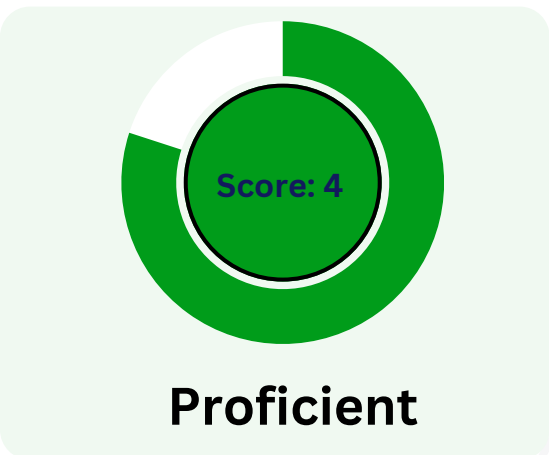
Owner involvement is rated as "Proficient." The owner is actively involved in both decision-making and daily operations, playing a central role in governance. This involvement contributes to fostering a collaborative environment and a favorable team culture, serving as a role model through leadership and commitment.



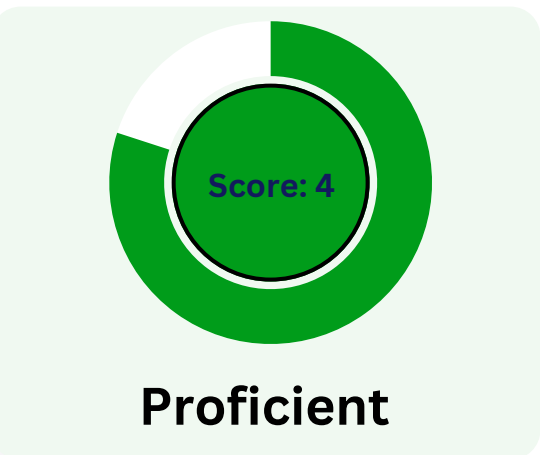
Defining Roles and Responsibilities



Decision-Making Process



Management Structure



Owner involvement



Competency Set 4: Operational Excellence

Competencies

4.1 Operational Culture:

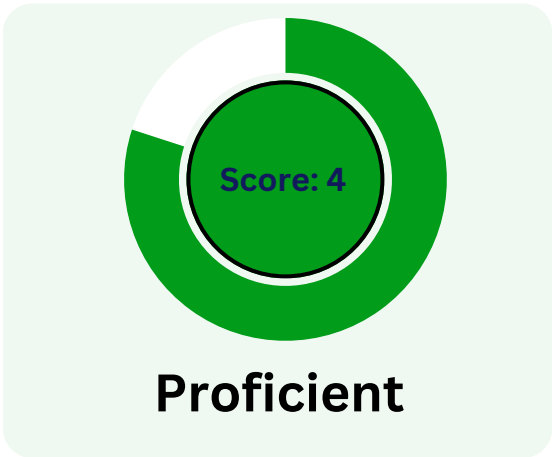
Rated as "Proficient," the operational culture within the project actively promotes a shift from traditional to Lean practices, supporting a collaborative work environment and, to a certain degree, a no-blame culture. Regularly assess practices to enhance the Lean culture and adopt new methods to strengthen it.

4.2 Operational Principles:

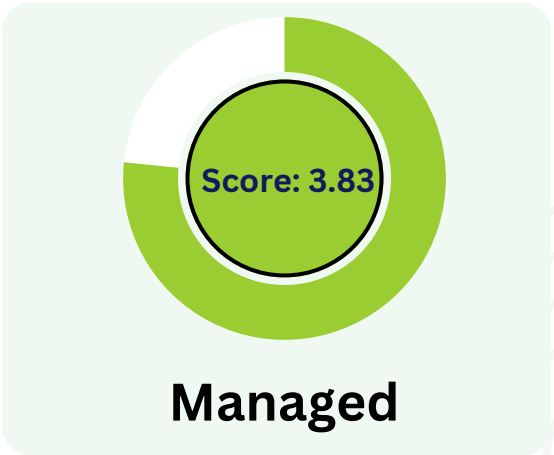
This area is rated as "Managed," with operational principles driven by the goals of streamlining workflows, reducing waste, maximizing value, and encouraging continuous improvement. Integrating Lean and IPD principles into project operations is evident and generally effective, but there is room for improvement to reach higher levels of project management practices.

4.3 Tools:

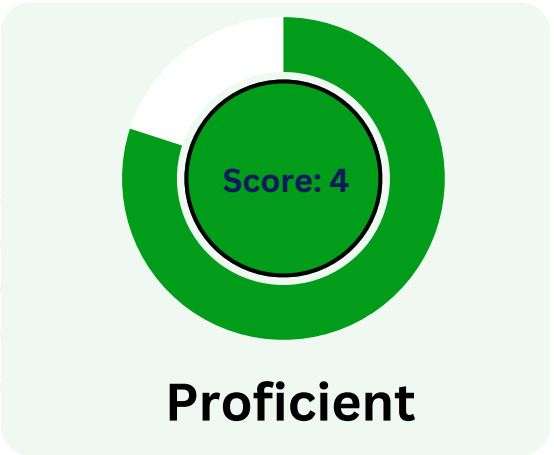
Rated as "Proficient," tool utilization within the project effectively employs BIM for basic visualization and coordination tasks, including clash detection. BIM also enhances project collaboration and is a central element in the management strategy. However, its potential to improve the quality of project information should be worked on. Lean tools are used frequently and are core to the project's operational practices.



Operational Culture



Operational Principles



Tools

Continue -Competency Set 4: Operational Excellence

Competencies

4.4 Dynamics:

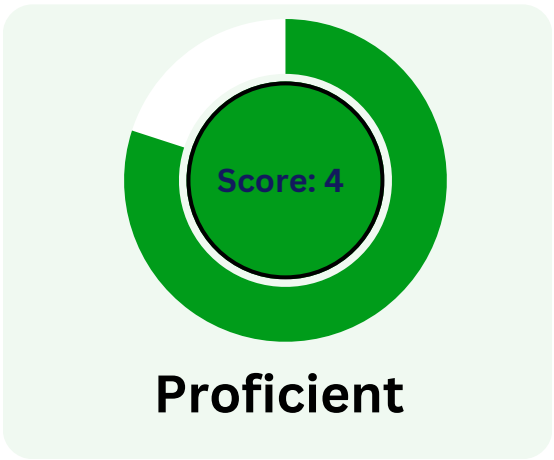
Team dynamics are rated as "Proficient," with teams structured inclusively to integrate a broad range of disciplines effectively. The flexibility in team formations allows for adaptation to changing project needs, and clear definitions of responsibilities empower teams to make independent decisions, significantly boosting interdisciplinary collaboration.

4.5 Engagement:

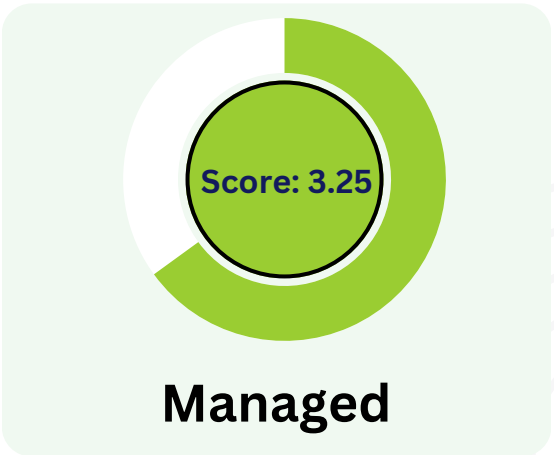
Engagement strategies are rated as "Managed," where the project encourages direct and informal engagement through diverse channels beyond formal methods like emails and formal correspondence that are less dominating the communication. However, the efforts to ensure the inclusivity of all team members, including on-site personnel, need enhancement.

4.6 Work Environment:

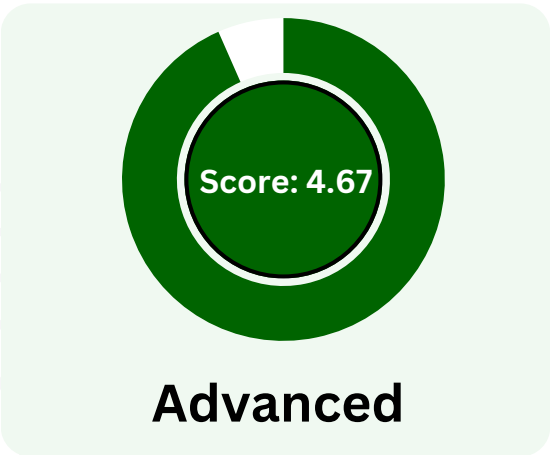
The work environment is rated as "Advanced," particularly in utilizing Big Room meetings, which are frequently held and well-designed to foster inclusivity and collaboration among all team members. The sessions enhance team unity and also incorporate advanced tools and techniques, making them effective platforms for decision-making and team interaction.



Dynamics



Engagement



Work Environment



Competency Set 5: Management and Oversight

Competencies

5.1 Information Management :

Rated as "Managed," this competency shows that information within the project is structured, easily accessible, and shared digitally, which supports efficient project management. However, advanced technologies like AI, digital twins, and VR are not employed to enhance data utilization and support decision-making processes, which suggests an area for potential improvement.

5.2 Financial Practices:

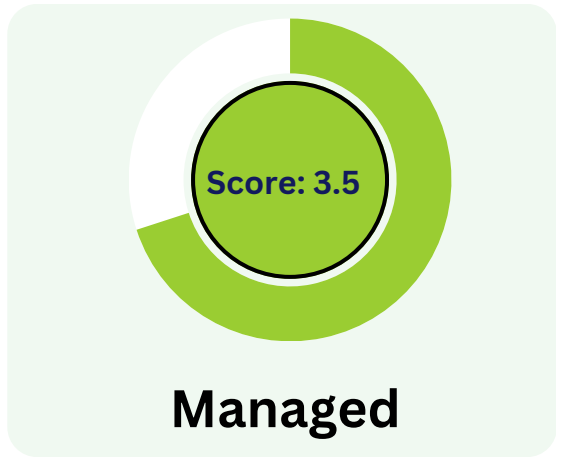
Financial practices are rated as "Managed," demonstrating effective integration of team members in financial discussions, which fosters a culture of shared financial responsibility and transparency through open-book accounting. While incentive mechanisms are actively employed, there is room for refinement to ensure they better sustain collaboration and enhance team performance.

5.3 Risk Practices:

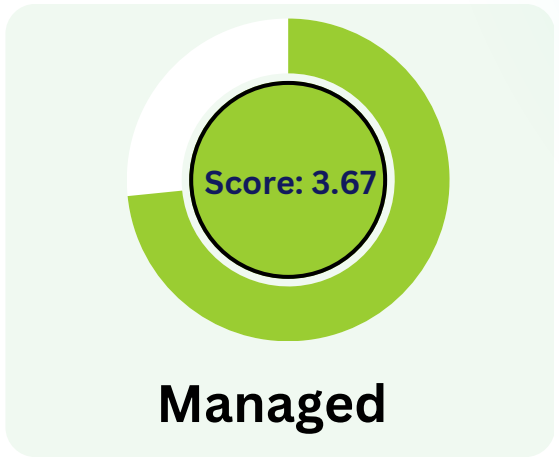
Risk practices within the project are rated as "Managed," involving regular risk management activities that effectively use collaborative tools like risk registers. Including all IPD members in risk activities and establishing collective risk ownership represent areas that need improvement.

5.4 Performance Monitoring:

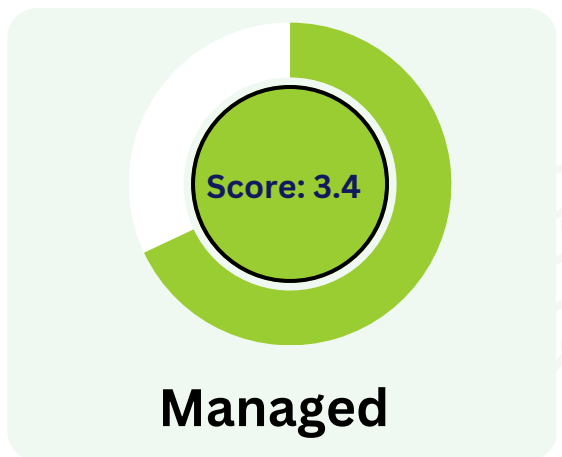
Performance monitoring is rated as "Proficient." Project dashboards effectively visualize a broad range of performance metrics, and data collection is standardized across disciplines to provide a holistic view of the project's status. The metrics are well adapted to the project's specific needs and facilitate decision-making.



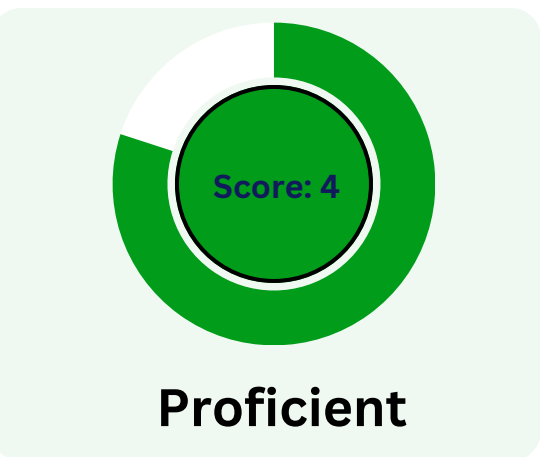
**Information
Management**



Financial Practices



Risk Practices



Performance Monitoring

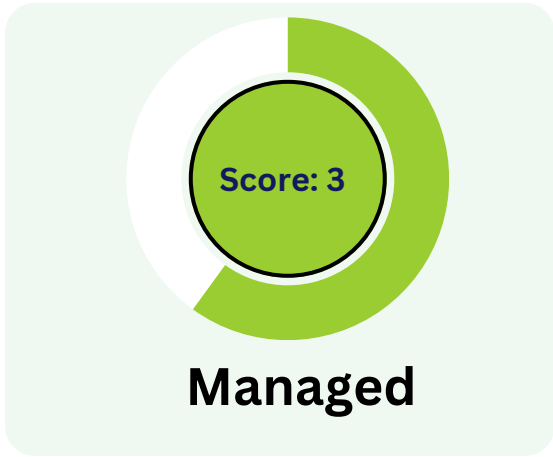


Competency Set 6: Continuous Learning

Competencies

6.1 Continuous Learning and Improvement:

The project demonstrates a foundational approach to continuous learning, achieving a "Managed" level of maturity. This indicates that while structured processes are in place for capturing lessons learned and gathering feedback, their application and impact lack the depth needed for transformative impact. This indicates an opportunity to significantly enhance how insights are utilized and integrated into project planning and execution.



Continuous Learning and Improvement



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Thank You!
Research Team