



PWC's professional development advisory council hosts panel on IPD

April 02, 2019 - Owners Developers & Managers

New York, NY International Women's Day was Friday, March 8th this year, and Professional Women in Construction's Professional Development Advisory Council (PDAC) hosted an informational panel on integrated project delivery to celebrate! The event was sponsored by Faithful+Gould and Dattner Architects.

The keynote presentation was given by Stephen Jones, senior director of industry insights research, Dodge Data and Analytics.

The panel included the following:

- Rebecca Pizzi, operations project executive, Skanska.
- Kent Doss, R.A., principal and regional vice president, Array Architects.
- Nicholas Nucci, P.W., senior vice president, Leach Wallace Associates.

Jones' presentation gave attendees an overall understanding of the issues that arise in construction projects, and how problems may be resolved if communication and collaboration between the key players are more ingrained throughout the process. Jones explained how the owners, architects and contractors on a given project are aligned in their goals, but because of the lack of communication and ability to problem-solve collaboratively, the result is often negative to the overall project effectiveness and its objectives.

The panel discussion focused on one project, Inspira Health Network Medical Center, and how they have successfully implemented integrated project delivery. Attendees heard from the CM, the architect and the engineer who had to change the traditional mode of operation to create an atmosphere of communication and collaboration so that all the team members could reach their goals. Each team member emphasized the importance of aligning project goals to create transparency and open lines of communication between all parties.

Integrated Project Delivery is a collaborative alliance of people, systems, business structures and practices into a process that harnesses the talents and insights of all participants to optimize project results, increase value to the owner, reduce waste, and maximize efficiency through all phases of design, fabrication, and construction.

With IPD:

- The teams are integrated and assembled early in the process and highly collaborative.
- The process is concurrent, multi-level and shared.
- The risk is managed collectively and appropriately shared.
- The compensation is value-based team success tied to project goals established up front.
- The communications are digital, virtual, and rely heavily on BIM and simulation.
- The agreements/contracts are multilateral and open sharing of risk and information.
- The behaviors are open and trusting.
- Traditional Project Delivery is motivated by volume.
- Integrated Project Delivery is motivated by margins.

Lessons From the Presentation

The collaborative process starts during project design, vs the traditional delivery which begins towards the end of design & development and into construction documents.

IPD eliminates change orders, which means any changes from the agreed upon contract are against the overall project goals, and negatively affect each member of the team.

Each member of the contractual team has an equal say on any change requested, so if the change isn't for the overall benefit of the project, it doesn't go forward.

A potential reason IPD hasn't taken off as a delivery method is because the Owner has to agree to it, and the Owner gives up decision-making power to the collaborative process.

Resources:

1. Dodge Data & Analytics (2019). Project Planning Guide for Owners and Project Teams. AIA Large Firm Roundtable.
<https://www.construction.com/toolkit/reports/project-planning-guide-owners-project-teams>
2. Dodge Data & Analytics (2019). Managing Uncertainty and Expectations in Building Design and Construction. SmartMarket Report.
<https://www.construction.com/toolkit/reports/managing-uncertainty-expectations-building-design-con>

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Event/PDAC sponsors:

- Dattner Architects
- Faithful+Gould

The next PDAC meeting will be the evening of Thursday, May 9th. Visit www.pwcusa.org. for more information.

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