EM 521 Integrated Project Delivery Methods

A major capital improvements program involves important decisions regarding the method by which the projects will be designed and constructed - the project delivery method. This decision has become more complex as a variety of alternative delivery methods have been developed to address weaknesses in the "traditional" design-bid-build process. Methods that have gained in popularity include fast-track construction, multiple prime contracting, and design-build.

Owners are faced with an array of project delivery options, each of which involves costs and benefits matched against the needs of the owner and the specific project. The task of management is to ensure that the value of those various project delivery methodologies is realized in achieving the owner's objectives.

From the Harvard University Graduate School of Design Executive Education- There hasn't been a period in our industry's history where management of one's particular discipline wasn't a core skill for every successful architect, planner, consultant, contractor, or project owner. The contribution of the construction industry in our economy and its role in promoting growth is undisputed. The same stands true for the need to raise standards and improve the construction industry's operating efficiency: projects need to be delivered on time, within budget, at a high quality standard to bring the needed benefit to the environment and society at large. Resource and budgetary constraints, together with innovation in software and technology, demonstrate even more the need for a broader, holistic, effective, and efficient administration and leadership of projects. The need for a comprehensive approach to the management of the project across all of its phases through a timely Integrated Project Management approach is now more essential than ever.

The idea of integrated design and delivery is not new — the UK Emerson Report of 1962 noted that "in no other industry was the responsibility for design so far removed from the responsibility for production." While there has been a shift since then toward more integrated procurement of construction, it has been piecemeal, partial and is still far from the norm, particularly in public sector design and construction.