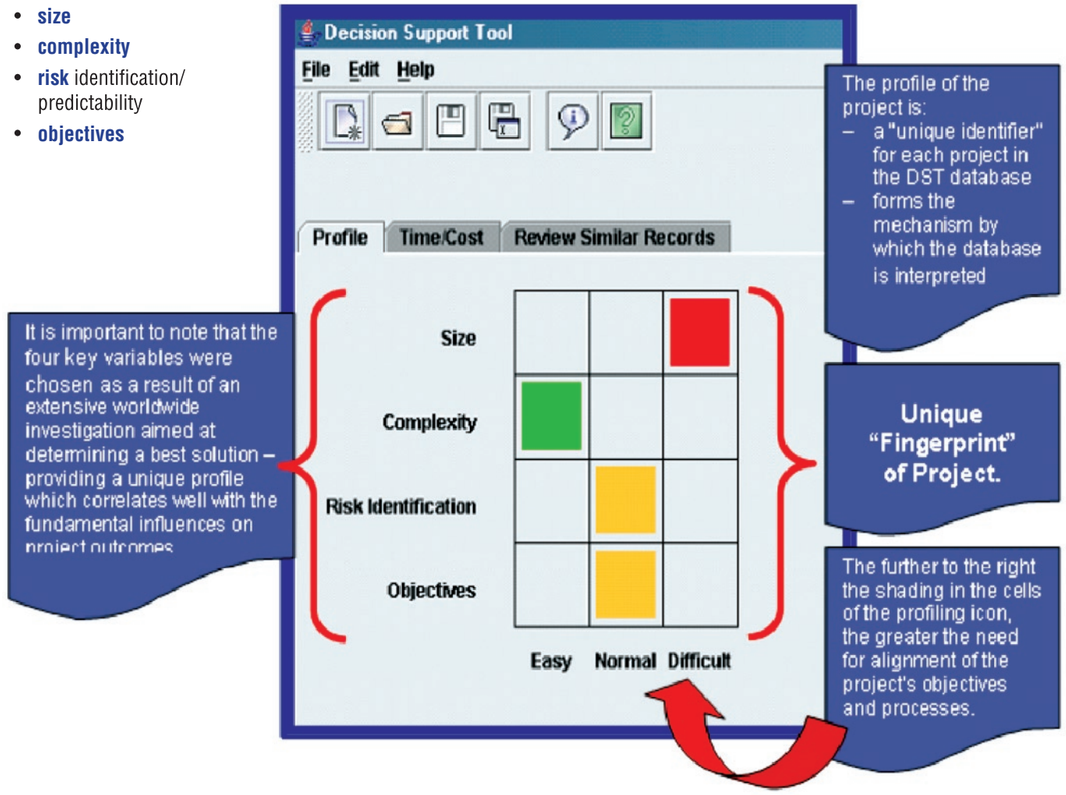
## Electronic Database Output *(example)*

When completing the *Project Profile* section for a project, the Database will manipulate the responses to help create a profile of the project's inherent difficulty, thus creating a **unique 'fingerprint'** incorporating the project's:

- **size**
- **complexity**
- **risk** identification/ predictability
- **objectives**




### Partners

*The **Value Alignment Process for Project Delivery** research project (2001-003-C) is supported by seven Australian industry, government, and university-based project partners.*

*The Value Alignment Project team is grateful for their support and expert advice.*

John Holland · CSIRO · QUT · Queensland Government Department of Main Roads · RMIT University · Queensland Government Department of Public Works · The University of Newcastle Australia

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# Achieving Value Alignment in Project Delivery

*A study into best practice project delivery and the development of a suite of products, resources and services to help guide clients and project teams towards the best approach for specific projects.*

## An industry need

Over the past quarter of a century numerous government and industry committees have drawn attention to the need to improve the delivery performance and approach of the construction industry. Decision support resources are needed to assist clients and their project teams with information, advice, and recommended actions for best practice project delivery. The availability of such resources may become the catalyst for changing the way in which the construction industry operates. Today's project delivery and systems can be defined by three distinct characteristics:

- ***How** the main activities to execute the project (broadly, design and construction) are sequenced. They may be discrete temporal stages, or they may overlap.*
- ***How** project participants carrying out the main activities are related in an organisational structure. That is, how roles and responsibilities of the parties involved in a project are defined.*
- ***How** the client will pay for services. For example, by a lump sum fee, or by a cost plus method.*

In selecting a particular contract strategy, clients are not always aware of the implications of the combinations of these characteristics on the project outcomes they are seeking to achieve. Most clients and other stakeholders only use one or two delivery methods and are usually strong advocates for the methods they are familiar with. A more sophisticated industry can deliver not just lower operating costs and business-oriented design, but more effective use of assets, financing, operating and maintenance of facilities to suit not only the owners' needs but in doing so, meet the community's needs as well.

In order to capitalise on the opportunities of the evolving national and global economies, the construction industry needs to know how to improve project delivery processes to maximise the value that people can bring to a project. Consequently, this *Construction Innovation* Research Project undertook a study into best practice project delivery and the development of…

**A Decision Support Tool (DST) with two interrelated dimensions to help guide owners and project teams in decisions towards the best approach for specific projects.**

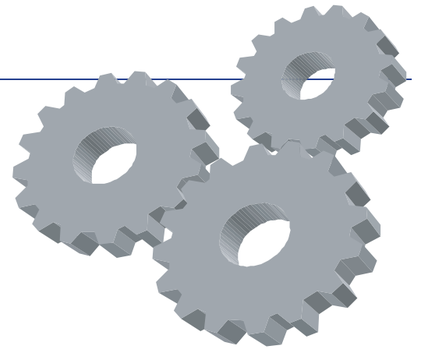
# Decision Support Tool (DST)

**Comprising two interrelated dimensions:**

1. a user-friendly **Decision Support Tool Workbook**
2. a paper-based **Decision Support Tool Electronic Database** which is under development

**Both aimed at making project delivery choices clearer by:**

- **providing clients specific advice** matched to specific project priorities.
- **describing the decision path** clients can follow from first idea, handover and to ongoing operation.



# 1. Workbook

**Together with the Electronic Database, the Workbook assists clients and industry professionals to:**

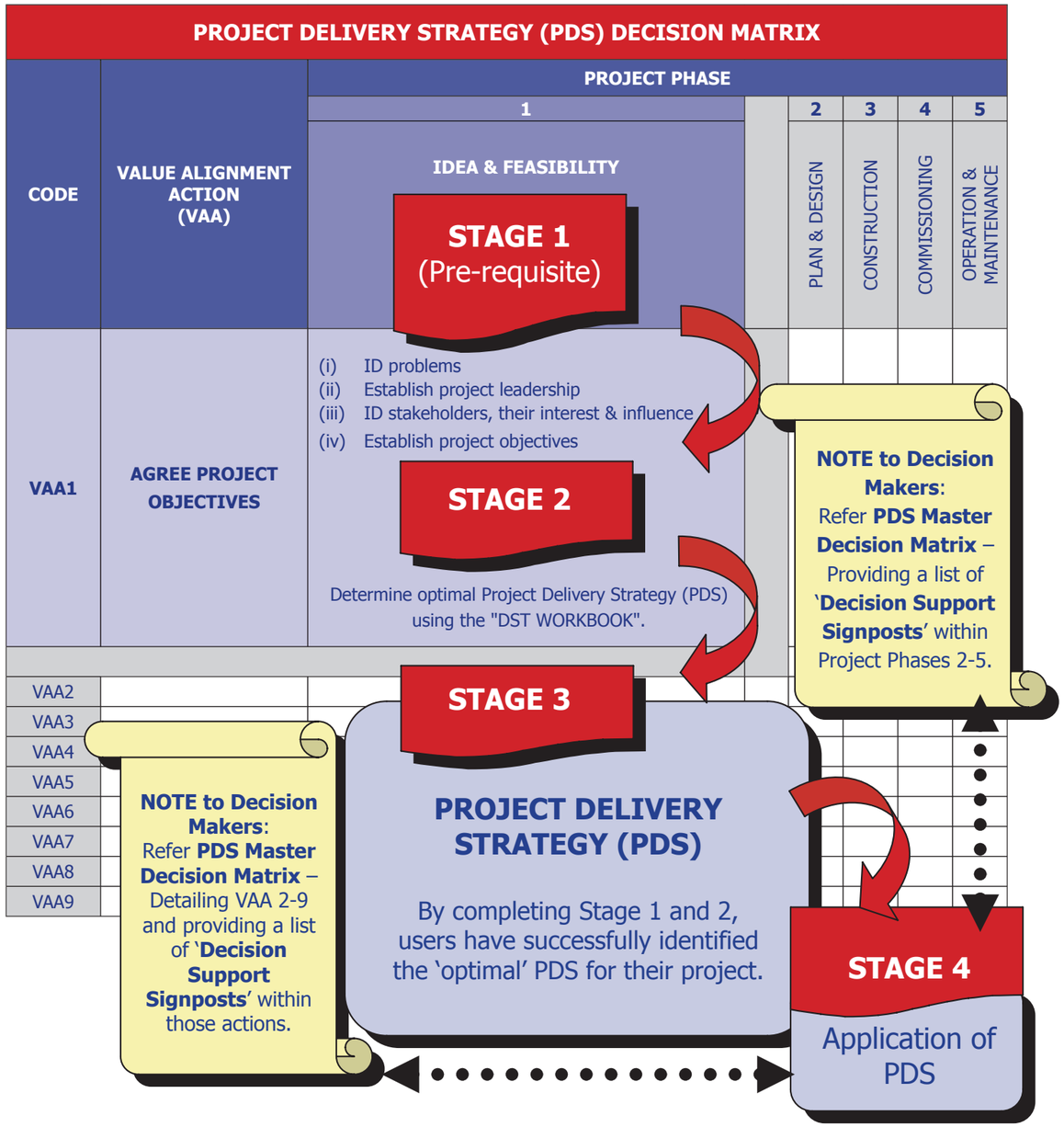
- **make sense** of the complex array of today's procurement variables
- **identify** how these variables would assist (or hinder) the achievement of project outcomes
- **select a procurement route** most competent in attaining project goals through systematic consideration of important decision variables
- **better realise a project's objectives** by developing the 'optimal' project delivery solution (PDS)
- **providing a foundation** on which supplementary project delivery decisions are made.

## How to use the Workbook

**The Project Delivery Strategy (PDS) Decision Matrix** provides the conceptual framework for this **DST Workbook**, where inputs and deliverables interact with other cells on both of its axes. This conceptual framework is translated into a series of continuous flow charts which describe nine key Value Alignment Actions (VAA1–VAA9) through the five generic phases of project development.

***By completing the Workbook*** *users can effectively identify and implement the 'optimal' Project Delivery Strategy for any project*

**Note**: The **starting point** of the **Workbook** is the first cell of the matrix, which calls on owners to 'Agree Project Objectives' by taking account of project stakeholders values and the need to improve 'industry norms' in the earliest phase of a project, that is 'Idea and Feasibility'.




# 2. Electronic Database

**The Electronic Database (currently under development) assists clients and industry professionals in:**

- **decision making** and applies practices to helps projects achieve outstanding performance in project objectives
- **designing a delivery process** that takes account of their needs and objectives, the capability of the local construction industry and the specific physical, social and economic environment
- **deciding on the costs and benefits** of actions by providing background information and advice
- **enhancing the overall alignment of actions** that individual stakeholders decide to take and so may lead to innovative delivery processes matched to the needs of particular projects
- **obtaining advice to determine the 'ideal fit'** between expectations, objectives and procurement strategy.

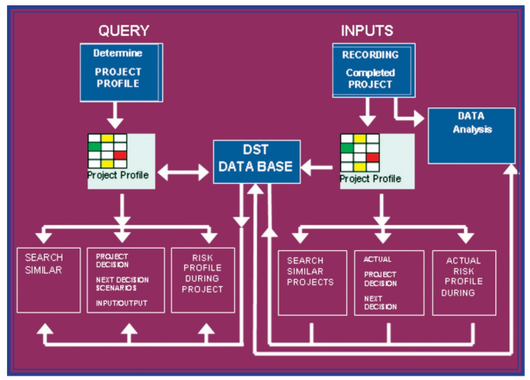
### How will the Electronic Database work?

The basic functionality of the Electronic Database is determined by the entry of unique profiles of projects. In other words, it contains both qualitative and quantitative data of a wide range of civil and building case study projects and individual lessons learned that clients and industry professionals can use to benchmark or compare their project against.

*The **Electronic Database** will guide clients to ask the right questions regarding expectations, and assist them in choosing a suitable delivery system, tailored to their project*

## Electronic Database Framework

*The interrelationship between the two main elements of the Database Framework (query and input) ensures the continuous improvement of its value.*




### Key

- **Query**: Decision Tool — interrogates the database
- **Inputs**: Data Entry — adds to the database