

THE IPD JOURNEY

OPTIMIZING THE TEAM FOR PROJECT SUCCESS

SYMTECH

THE ELECTRICAL CONTRACTOR'S PERSPECTIVE

PROJECT SUMMARY

Project, Location

TD Lego
77 Bloor Street West, Toronto

Target Price

Confidential

Delivery

September 2013 to May 2016

Project Team Execution Rating

90%

Project Model

Integrated Project Delivery (IPD)

Final Price

13% Below Target Price

Client Satisfaction Rating

96%

Project Team Trust Rating

94%

PROJECT TEAM



Brookfield
Global Integrated Solutions

HHAngus



MULVEY & BANANI
Consulting Engineers

EllisDon



SYMTECH

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IPD ELEMENTS

- Extensive pre-planning with all levels of leadership
- An agreement between the partners not to litigate
- Transparency in scheduling, delivery and billing
- A shared pool of risk/reward to stimulate innovation
- 11 Floors of renovation
- Completed over 6 phases

SYMTECH INNOVATIONS BIOGRAPHIES

Shawn Cohen

President, CEO

Shawn has more than 20 years experience in the construction industry. He joined Symtech in 2005 as president.

Mario Herce

Vice-President

Mario has been in electrical contracting business since 1979. He has worked in a variety of roles, from foreman to vice-president.

Dimitri Vorvis

Supervisor/Foreman

Dimitri has worked on a variety of interior renovations in the core area of Toronto. He has 38 years of electrical experience and has worked in a variety of roles including project manager and account executive.

Dimitri Vorvis was nervous.

As Symtech's foreman on TD Lego, the implementation of the IPD system would fall on his shoulders. "I had never worked on an IPD job before," he said. "I learned there was one big pool of money. We get to use what our contract is. If we need a little bit more, we take. If we don't then in the end we get to share, including with the client. I said, 'ok, very unconventional.'

**"When you're busy, when you have a lot of floors,
you need answers right away. We never had to wait for that."**

Dimitri Vorvis

Dimitri was ready for a fresh look at how construction works. He disliked the conflict that arises from the existing system. Since various partners work largely independently from each other, they are not fully invested in the end result. Change orders, delays and plenty of finger pointing often ensue. "In construction, conflict is almost the norm," he said.

"Although everybody says we work as a team, the reality is that everyone is looking after their own interests," said Symtech's Mario Herce. "The IPD process gets rid of that and it really makes everybody work together."

In an IPD job, partners agree not to sue each other. If the project comes in under target, everyone shares the leftover money. Partners devote long hours planning the job and finding potential mistakes before workers arrive on site. Visioning sessions stress common goals such as teamwork, transparency and having fun at work. The partners share a site office and a planning board shows what everyone else is doing. The billing system is similarly transparent.

"In IPD you get a better sense of the whole project, a better knowledge of user group needs, the needs of other trades," said Symtech's CEO Shawn Cohen. "Everyone has to reveal their schedules and deliveries and how they are going to get the job done."

"The transition was easy because we don't see the general contractor as the big, bad wolf any more," Dimitri said. "The work is as much my responsibility as it is his. If something doesn't work, he doesn't have to come in with a whip and say 'you guys are falling behind.' It's my responsibility to check everything to make sure it's kosher. If it isn't then we talk."



A streamlined approval system speeds up decision making at the job-site.

“That can be the biggest problem, getting approval,” Dimitri said. “By the time it goes to the top and then comes back, there are so many questions: Why so much? Why are you using that? It can take weeks.” “When you’re busy, when you have a lot of floors, you need answers right away. We never had to wait for that.”

Dimitri became an early convert to IPD.

“I started seeing it with a different eye. I liked it, the fact that everybody owned it, there was no finger-pointing.” “You have to change the way you think when you are involved in this job,” Mario said.

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Once all the partners were on the same page, economies flowed. Mario pointed to a situation where extra thermostats were added. The mechanical contractor wasn’t onsite but an electrician was. “It made more sense for us to do it because it was more economical that way. We did the work, we saved money on the project and everybody benefitted.”

Imbuing all the partners with an attitude of collaboration is essential for the project to work, Mario said. “Everybody has to be on the same page but once you achieved that it works wonderfully,” he said.

Shawn said team members stayed true to the agreed-upon values of the project. The proof, he said, is in the bottom line. “Every phase of the project came in under budget. That’s because people worked as a team.”

The lack of conflict in an IPD defies easy measurement. That doesn't mean, Dimitri said, that partners didn't note the joyful experience of the project. "When you carry the stress from work to home everybody is affected," he said. "This job was awesome."

Dimitri said the project prompted him to think about how IPD could work on a big, new building or complex. "In a bigger project I would look to pre-fabricate more. That would make a huge difference. Here we have finished ceilings. But in new construction you know the ceilings are going to be built from the get-go. You know where all the ducts are. You could save a lot of labor, a lot of headaches and a lot of money."

Shawn wonders if a job substantially smaller than 20,000 square feet would net the requisite savings to justify an IPD.

Still, the case for IPD is growing.

"From what I can see so far, everybody is very positive. A lot of the larger contractors are feeling that the market is leaning toward this. A lot of people are talking about it becoming an industry norm. They are almost calling it P-4."

Shawn Cohen

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