

Integrating Georgia Tech's Planning, Programming, Design, and Construction Process GTSC Case Study

SERVICES PROVIDED

- Process Optimization
- Project Management

THE CHALLENGE

Georgia Tech is often regarded as one of the most beautiful campuses in America. This is due in large part to the experience and hard work of the individuals in Facilities Design and Construction (D&C) and Capital Planning and Space Management (CPSM), the two offices responsible for planning, designing, and constructing our facilities. In 2015, both offices independently engaged the services of GTSC to help document, assess, and ultimately streamline their respective, current processes and identify tools to help maximize efficiencies.

During the course of the two projects, it became apparent that the two organizations were faced with similar challenges and it became clear that an integrated, streamlined process, a single technology system, and an improved working relationship would enhance client service and increase efficiency.

OUR CONTRIBUTION

A project team made up of members from both offices was mobilized and GTSC was engaged to support them with achieving the following objectives:

- Gathering the voice of the client and stakeholder
- Understanding the current process, including its strengths and weaknesses
- Designing a fully integrated future process and clearly defining roles and responsibilities and handoffs
- Identifying and selecting new tool to support the process
- Modeling the new working relationship between CPSM and D&C

IMPACT

The project team conducted interviews and surveys with both internal and external stakeholders to learn about the strengths and weaknesses of the current process and identify the greatest opportunities for improvement. The two offices mapped their current state processes which resulted in a diagram that was over 40 feet long. Both of these activities helped the project team develop a vision for what a future state, fully integrated process should look like.

The team worked collaboratively to streamline and integrate the two processes, clearly define roles and responsibilities and handoffs, identify opportunities to better engage campus partners and clients, and empower staff by pushing decision-making down to more appropriate levels. Key performance indicators were also developed to measure the effectiveness of the new process and facilitate continuous improvement.

The new process map is less than half the size of the original version and the collaborative approach transformed the project team into a strong, cohesive unit and a model for the new working relationship between the two organizations.

An assessment of GTSC's involvement showed the high value of our contributions:

- 100% noted that GTSC's level of impact on the project was "extremely positive"
- 100% said they were "extremely likely" to recommend GTSC to another unit at Georgia Tech
- 100% indicated that GTSC's involvement in accomplishing the project objectives was either "very valuable" or "extremely valuable"

"GTSC provided an experience where we modeled the behavior we aspire to and that practice has made a huge difference, as we step back into our routines, to take the 'culture shift' forward." - Project team member