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Award-winning paper in 2022.

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Announcement

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Management, Procurement and Law



Award-winning paper in 2022

Papers published in *Management, Procurement and Law* are eligible for awards from the Institution of Civil Engineers. Papers from any of the ICE journals can be nominated for several awards. In addition, each journal has awards dedicated to their specific subject area.

On Friday 13 October 2023, ICE president Keith Howells presented an award to the following paper published in *Management, Procurement and Law* in 2022. The editorial panel nominated their best papers and an awards committee chaired by Tim Broyd allocated the awards.

Parkman Medal

The Parkman Medal, presented for the best paper on the practical aspects of the control or management, including project management, of the design and/or construction of a specific scheme, was awarded to Whyte *et al.* (2022).



Parkman Medal winners Chris Sexton (centre) and Andrew Davies (right) with ICE president Keith Howells

Abstract

A systems integration model for the delivery of complex infrastructure projects is proposed. From the Crossrail case, the authors draw seven lessons for clients to: (1) manage programme delivery as an integration activity; (2) actively manage systems integration; (3) ensure authority to make decisions; (4) maintain configuration control; (5) plan for a lengthy testing and commissioning phase; (6) appreciate supply chain products that may be part of unaligned global research and development programmes; and (7) do final integration only when there is something to integrate. Central to the argument is the idea that on such complex projects, the client cannot outsource systems integration and thus needs to recognise they retain accountability, though roles and responsibilities can be assigned to the delivery partner, supply chain, chief engineer and/or contracted systems integration firm. A key question for the client at the outset is how to distribute interface management and systems integration responsibilities while retaining accountability and oversight. Rather than managing through contracts, budgets and schedules, the authors suggest a changed approach with priority given to managing integration, and contracts, budgets and schedules that support and incentivise this.

REFERENCE

Whyte J, Davies A and Sexton C (2022) Systems integration in infrastructure projects: seven lessons from Crossrail. *Proceedings of the Institution of Civil Engineers – Management, Procurement and Law* **175(3)**: 103–109, <https://doi.org/10.1680/jmapl.21.00014>.