

**Assessing and Benchmarking Organization Maturity and Capabilities:
Respondent User Guide**

April 2026

Introduction

This user guide is intended to provide instructions and background information for the tools created through the project “Assessing Organizational Maturity and Capabilities in the Canadian Construction Industry”. By creating an evaluation framework (Figure 1), surveying organizations across Canada, and interpreting and displaying the results in meaningful ways, this project aims to provide actionable guidance and frameworks for industry stakeholders to integrate advanced practices into their operations.

Motivation

The construction industry, despite being a vital sector for societal growth, has not matched the innovation and productivity trends seen in other peer industries. Over the past two decades, productivity within construction has remained stagnant, posing challenges to meeting societal demands and sustainability targets. Recognizing the potential of digitalization to revolutionize construction processes, this research addresses the critical need to assess and benchmark organizational maturity and capabilities in the Canadian construction industry, particularly in the context of off-site construction methodologies.

Evaluation Framework

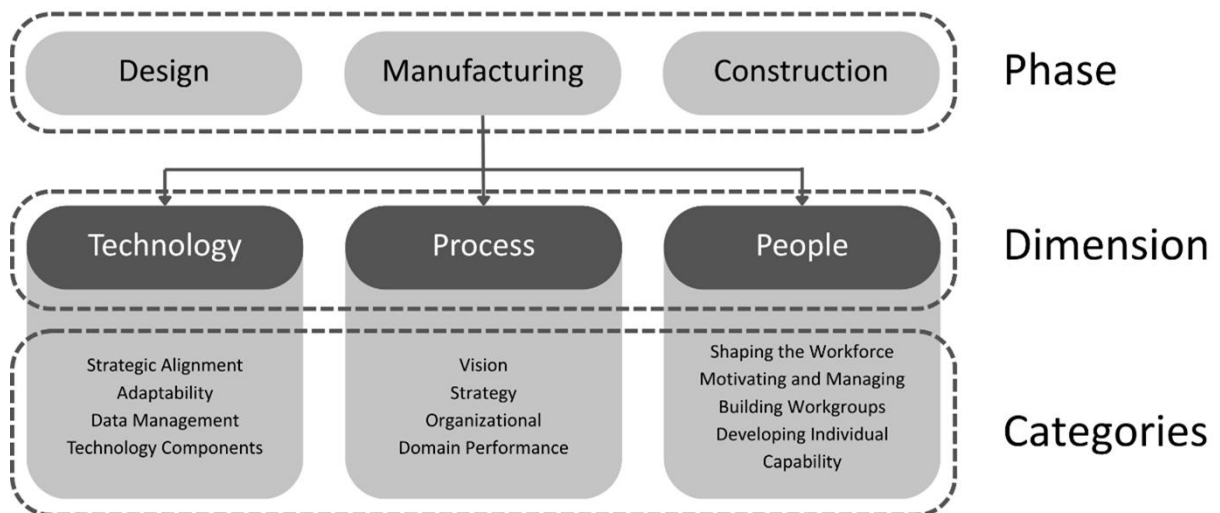


Figure 1: Phases, dimensions, and categories for evaluation framework.

This project centres around an evaluation framework that uses a multi-layered maturity assessment approach. The framework provides a comprehensive analysis of an organization's maturity across three major phases—Design, Manufacturing, and Construction.

The framework consists of nine evaluation tables, one for each phase across three dimensions - People, Process, and Technology. The dimensions are also broken into categories focusing on specific areas that are important for the growth of OSC (Figure 1). For example, in each phase, the Technology dimension, is broken into the following categories: Strategic Alignment, Adaptability, Data Management, and Technology Components.

Taking the Survey(s)

Each phase has a separate survey, to total three surveys. Organizations will only respond to the surveys relevant to them (e.g. organizations involved in only design and manufacturing would only take the design survey and the manufacturing survey). The survey providers will help participants to identify which survey or surveys are best suited for their organization.

Each participating organization will be emailed a link to access the survey online. This link is specific to each organization and will be used if an organization retakes the survey in the future. If you require a survey link or for troubleshooting, please email offsiteconstruction@unb.ca.

The survey respondent should be a person or group of people from an organization who are knowledgeable on these topics in the context of their organization.

The three separate surveys cover all three dimensions outlined in the framework: People, Process, and Technology. For example, a manufacturing organization would answer the manufacturing survey which would ask questions about People, Process and Technology.

At a high level, the questions in the People dimension focus on skills, roles, and collaboration abilities. The Process section covers the workflows and practices used within an organization, and the Technology section focuses on the tools and systems involved in operations. The first section of each survey asks for demographic information such as company size, type, and location. The following sections contain multiple-choice questions to evaluate organizations within the established evaluation framework. Following the completion of data collection, respondents will receive a

dashboard and report PDF containing their results along with aggregated results from the survey at large.

Results Scoring

The evaluation framework enables an evaluation of organizations by scoring each category with a rating of maturity in the form of a maturity level, ranging from 1 to 5, with 1 indicating foundational practices and 5 indicating advanced, innovative implementations. The score for a specific dimension is calculated as the median score of the categories in that dimension (in the case of the median being between levels, the smaller level is taken). And the score for a particular phase is the median of the dimension scores in that phase. This scoring approach not only identifies the organization's maturity level but also highlights specific weaknesses where the organization can improve to progress its maturity and capabilities.

Results Report

Shortly following the completion of the survey(s), respondents will be sent a PDF report containing their results and tailored strategies for improvement. The report will outline participants scores in each respective category and dimension. The document will also present specific strategies for improvement based on individual question responses. For example, if a respondent scores a 2 on Question 1, the report will include strategies for improving that specific score to a 3. This document also contains an in-depth appendix. The appendix includes all survey questions and response options and the respondent's score on each question. A separate document also contains strategy tables which contain improvement strategies between each level for every question.

Viewing Dashboard

Respondent's results are displayed in a dashboard (sample shown in Figure 2) with user-specific results and aggregated national and regional data from all survey respondents. This representation of the data allows respondents to benchmark their maturity and identify areas for improvement. PDFs of the dashboards will be distributed, and Power BI versions are available upon request.

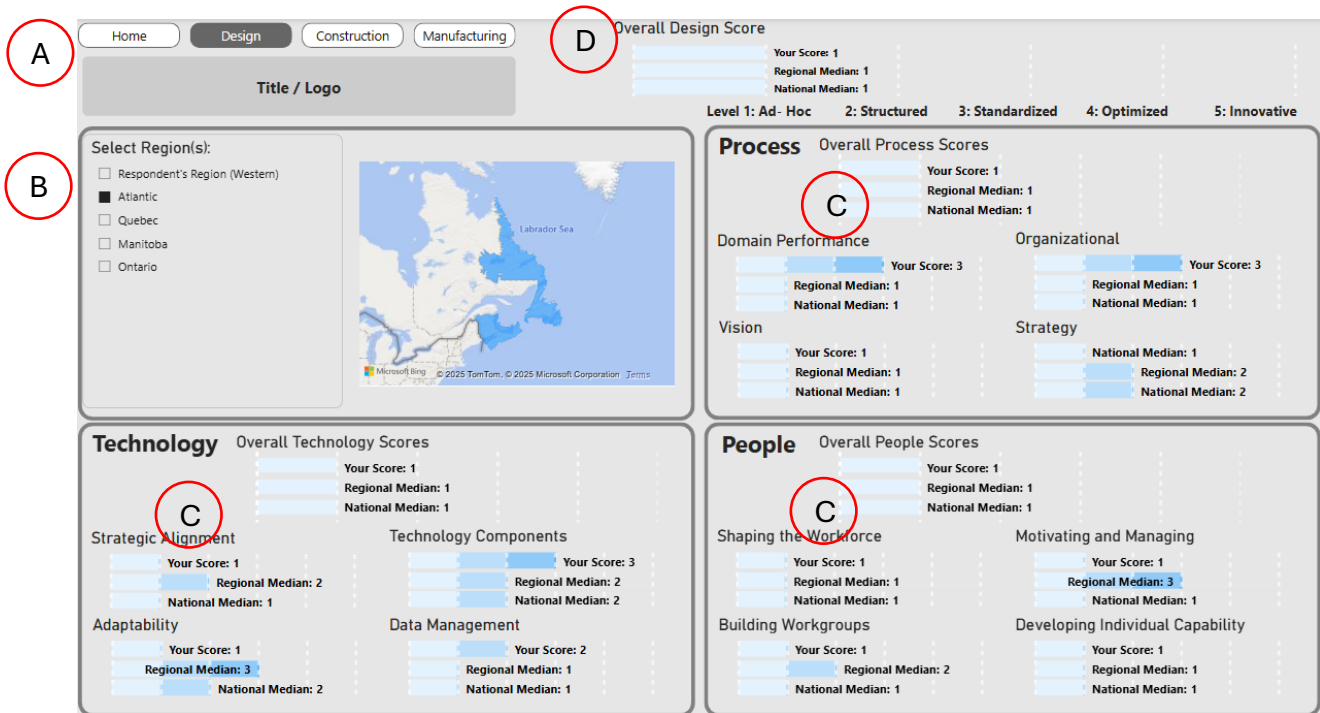


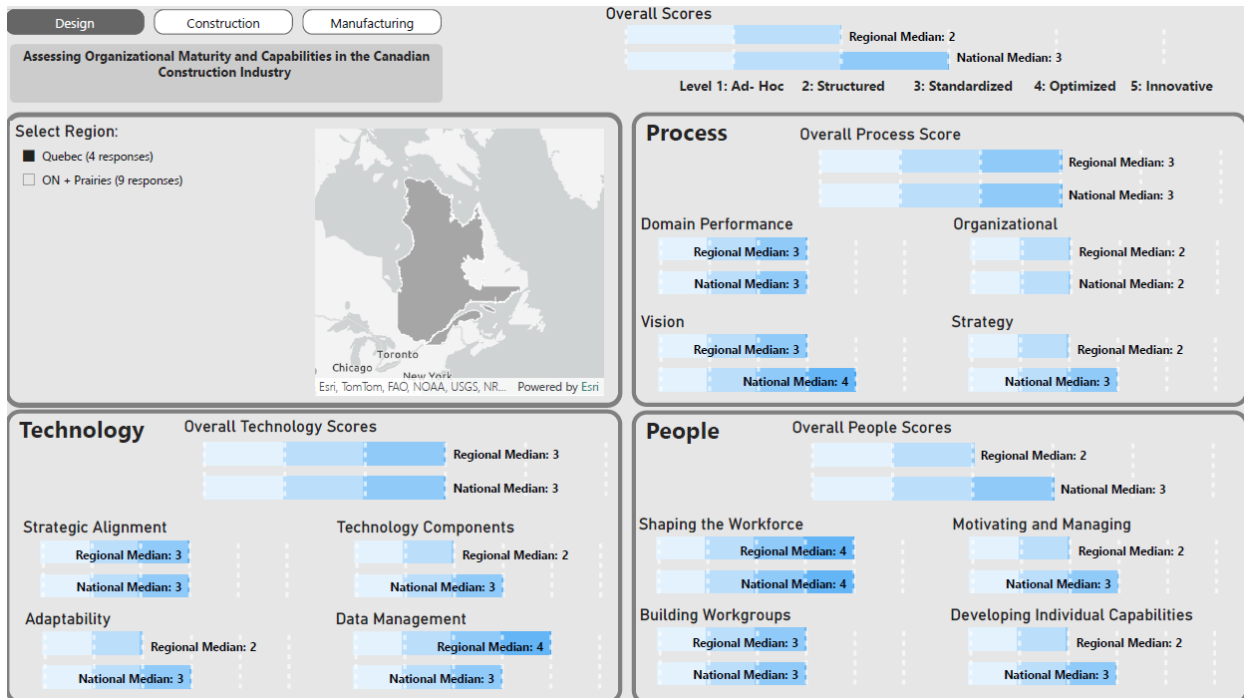
Figure 2: Sketch of dashboard display

- (A) The dashboard divides the three phases– design, manufacturing, and construction– into separate pages. If an organization responds to all three surveys, the three phases will be listed as buttons at the top of the page which can be clicked to navigate between pages. A shaded button indicates the selected phase and thus the phase being viewed on the current dashboard display.
- (B) Near the top lefthand side of the dashboard, users can interactively select regions/provinces. In Power BI, upon clicking a box to select a region, the dashboard will update such that all displayed regional medians correspond to the selected region. To unselect a region, click on the selected box.
- (C) Each page is divided into the three main dimensions: People, Process, and Technology. Charts display the overall scores within each dimension (C). The charts on the dashboards each display three key data points: “Your score”, the score your organization was given for a specific category; “Regional Median”, the median score for the region selected using the boxes on the lefthand side; and “National Median.” the median scores of all survey respondents in Canada for a given category.
- (D) At the top of each page, the overall scores for a specific phase are displayed.

Public Aggregated Dashboard

A public dashboard is also available with the aggregated national and regional data from all survey respondents.

<https://app.powerbi.com/reportEmbed?reportId=90b083ba-684f-4268-88e5-b33cc820e35c&autoAuth=true&ctid=244e6ed2-339a-47f3-b95c-e45351c198b7>



These follow the same format as the dashboards for individual respondents except they only display data grouped by region or displaying the national benchmark.