Performance Improvements
through
Quality Management Oversight
on the
OTIA III Bridge Delivery Program

OREGON DEPARTMENT OF TRANSPORTATION

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International Conference on Transportation Construction Management

This Presentation will Address:

- A brief overview of the OTIA III State Bridge Delivery Program
- A brief overview of the Quality Management Oversight System
- Results of Quality Management Oversight
- Performance Improvement Achievements

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OTIA III State Bridge Delivery Program

- The OTIA III State Bridge Delivery Program is part of ODOT's 10-year, $3 billion,

  Oregon Transportation Investment Act

- OTIA III is a $1.3 billion package to repair or replace 365 bridges on the state highway system

- Utilizes both design-build and design-bid-build delivery under multiple contracts (Bundles)

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Oregon Bridge Delivery Partners

- Legislature mandated the work be outsourced, thus ODOT moved from designing and building projects to managing them.

- ODOT hired Oregon Bridge Delivery Partners to be the Program Management Consultant (PMC)

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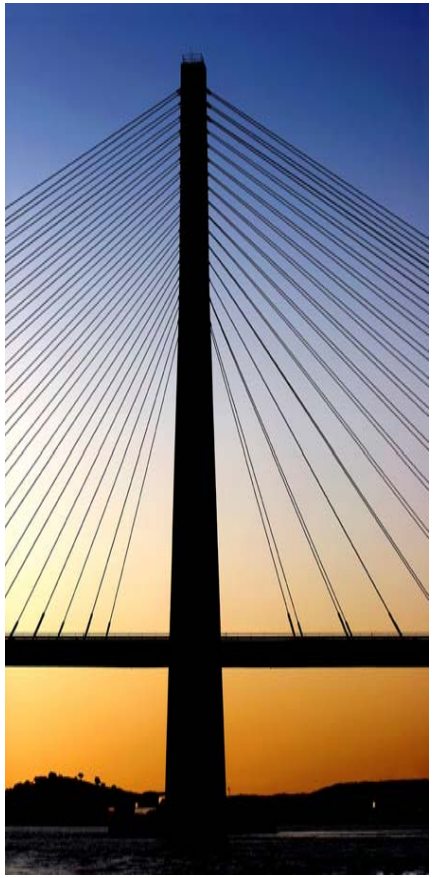
Why Quality Management Oversight? (QMO)

- Delcan is retained by ODOT to provide oversight of the PMC as an independent 3rd party QMO Consultant (QMOC).
- Satisfies 'due diligence' needs of public funding
- Provides a degree of confidence to program stakeholders
- Highlights areas of high and low performance utilizing existing staff more efficiently/effectively



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Quality Management Oversight Overview

- Uses ISO 19011 auditing techniques to verify compliance with contract requirements
- Is conducted on design, construction and management procedures
- Uses risk assessments, performance measurements and trend analysis to adjust the focus of assessments of the PMC
- Uses quarterly reviews to effect improvements in the Quality Management Oversight system

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A focus on contract requirements

- A logical, systematic methodology
- Provides an objective benchmark for measurement
- Promotes consistency
- Conformance *and* non-conformance reporting produces quantifiable data

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Sampling Strategy for Construction:

- Define assessable activities
- Attribute risk level to activities
- Define target coverage based on risk
- Extract requirements that govern the work
- Conduct assessments on processes and end products

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Construction Verification Assessments:

- Documented, systematic verifications
- Gather Objective Evidence
- Attribute conformance status against contract requirements
- Prepare assessment reports
- Analyze aggregate data, identify trends
- Prepare management reports

Identifying Non-conforming issues:

- Provide sufficient supporting data
- Initiate response process
- Review dispositions
- Verify corrective action

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Continuous Improvement of QMOC Enabled by:

- Quarterly QMOC performance reviews
- Internal QMO best practices reviews
- Eliciting constructive feedback / surveys
- Partnering between QMOC and PMC

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QMO Performance Achievements:

250 assessments to date involving:

- 3300 requirements assessed
- 247 NCs issued and resolved
- Steady reduction of NCs
- Positive trends in all areas
- Program-wide improvements

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Proven benefits of QMO to the PMC

- Early identification of systemic issues resulted in improvements to program oversight procedures
- Assisted the PMC in identifying staff in need of additional training or guidance
- Encouraged the PMC to employ their own system of identification of non-conforming product
- Assisted the PMC in identifying areas of poor performance in contractor's work

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Proven Benefits of QMO to ODOT

- Auditing techniques provide a repeatable form of measurement that identify systemic issues and promote consistency
- Assisted the PMC in moving towards a more consistent requirement based inspection approach
- Highlights areas of high and low performance (risk) utilizing existing ODOT staff more efficiently/effectively
- Demonstrates appropriate due-diligence and provides a level of confidence to program stakeholders

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Questions?

For more Information Contact…

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Risk drives the assessment strategy

Risk Assessment Matrix

Consequences	Not Likely	Medium	Likely
High	Moderate	High	Very High
Medium	Low	Moderate	High
Low	Very Low	Low	Moderate

Probability of Occurrence

The assessment process