

Southwest District Information Session

Quality Management

January 26, 2012

Southwest District has several projects in the February and March lettings (see attachment) that will be implementing Quality Management. The February projects contain the JSP describing the process. The following are the Highlights discussed during the meeting and the Questions/Answers:

Highlights

- Quality Management joins the contractor and MoDOT together to incorporate quality into the daily planning process of a project. A link is provided in the JSP that provides a Sample Process Quality Management Plan (PQMP), including sample reports and checklists. This Sample is simply a guide and the first step for the contractor and MoDOT to sit down as a team to establish the criteria and refine the process and development of the Quality Management Plan specific to each project. It is a good template to start with, but will be modified to meet the need of each contractor.
- The approved Quality Management Plan (QMP) will serve as the guide for incorporating quality into the project. It is a negotiated, collaborative document; not a “submit and return” process between the two parties. It is also a living document that can be revised throughout the project. The QM JSP identifies the requirements of the QMP so that the contractor can determine the anticipated costs based on the types of testing required. Contractors can perform the QC tests with their certified staff, or may utilize a 3rd party to perform the QC testing.
- Contractors initially may be overwhelmed thinking this process is a paper nightmare, but it actually simplifies the process with more planning up-front. It improves the overall quality of jobs as well as improves efficiency.
- Pre-Activity Meetings: A successful pre-activity meeting reduces deficient work in the field and creates a great partnering opportunity and ultimately a good final product. Involvement early on allows you to develop a plan that achieves the desired level of quality.
- The Kansas City district has identified 20 additional projects that will utilize the Quality Management process over the course of the next 2 years, and other Districts will be implementing in the near future.
- A Kansas City contractor openly supported this process during the meeting. They identified their involvement in the process on a Design Build project and how this process has changed the way they do business. A pre-activity meeting is now routine for them on any project they work on. It’s very important to plan ahead and ensure everyone is on the same page. This process creates efficiencies to minimize re-works if there are misinterpretations of the plans.
- MoDOT is currently piloting this program, collecting data, and working with industry partners to develop a model that can be implemented statewide.

Questions/Answers:

1. **Question:** Does the contractor have to use two additional different staff for the Quality Manager (QM) and inspection personnel?

Answer: The need to supply additional staff to fulfill the duties of Quality Management will be up to the contractor and will likely be dependent on the size of the project. The inspectors performing the tests must be certified and there must be a competent person designated to perform the duties of Quality Manager.

2. **Question:** What about plant inspections for materials produced at locations other than the project?

Answer: MoDOT will continue to perform off-site plant inspections as we do now, except as required otherwise in the Quality Management Plan.

3. **Question:** Who will administer this process?

Answer: The Resident Engineer will administer the project in accordance with the Quality Management Plan and other contract documents. The QM will administer the QC.

4. **Question:** What's driving the implementation of this process? What is broken?

Answer: Nothing is broken. Quality Management is being implemented to incorporate quality into the project planning process. This gives the contractor more responsibility in the quality of the work, but also more control in how to achieve that quality. The contractor is responsible for quality control and MoDOT provides quality assurance.

5. **Question:** Why not have a line item to show the history of cost and give some idea of what the cost is to ensure this is the right use of tax payer's dollars?

Answer: Having a pay item would not necessarily capture the actual cost. This change will ultimately result in greater efficiencies and improved quality as more responsibility and control is shifted to the contractor and suppliers.

6. **Question:** What is the timeline for review of the QMP?

Answer: It varies depending on the complexity of the project. Smaller level course projects should take a day or two and more complex up to a couple weeks to a month. If a project has an early Notice to Proceed, the contractor may submit a plan to address the critical path items without a complete Quality Management Plan in place, but all applicable work must be identified in it.

7. **Question:** A thin-lift overlay project only has 15 calendar days – the project could be complete by the time the QMP is finalized.

Answer: An overlay project only consists of a few pay items and the QMP should be relatively straightforward. Again, it's a collaborative process and we work together to develop the plan. Once a QMP is developed for a type of project, it will be improved and modified for future projects of similar type.

8. **Question:** Will the completion date or days be adjusted to account for development of the QMP?

Answer: We will work with contractors to make this work, but the working days will govern. The key is identifying critical items up front.

9. **Question:** Call G01 is spread over 18 months. It doesn't seem realistic to have additional staff for up to 18 additional months.
Answer: The QM and QC staff can be used on multiple projects. Also, depending on the size of the project, additional staff may not be needed. That decision will be left up to the contractor.
10. **Question:** We're doing this process with KTU projects, so we are used to this phase, but what if the Quality Manager is not qualified?
Answer: We will rely on the contractor to provide a Quality Manager who they feel is competent to handle these responsibilities. If competency issues arise, they will be dealt with on an individual basis.
11. **Question:** Any third party construction management allowed?
Answer: The contractor may use a third party, but MoDOT will not be involved with the third party contracts. The QC may be performed by a third party, but the prime contractor is ultimately responsible.
12. **Question:** Call G12 consists of multiple overlay projects in combination. Do you have to have a pre-activity meeting for each project?
Answer: No. The expectation is that you will have one pre-activity meeting when you begin each new activity. For example, you will need a pre-activity meeting before you begin pile driving, PCCP, asphalt, deck pour, change in traffic control, etc.
13. **Question:** Do you require minimum certification for compliance?
Answer: Yes. Those performing acceptance tests must be certified and the Quality Manager must be a competent person to fulfill those duties.
14. **Question:** Do you anticipate a MoDOT inspector to be present alongside the contractor inspecting?
Answer: At a minimum, the MoDOT inspector will be present for the Hold Points and to perform the Quality Assurance testing. Beyond that, it will depend on the amount of time available. MoDOT staff will be available to help the contractor transition into this new role.
15. **Question:** Is it allowed to sub out to a 3rd party?
Answer: The QC testing may be a third party. The Quality Manager is required to be an employee of the contractor. Any use of a third party to fulfill the role of the QM would need to be approved by the engineer.
16. **Question:** Can you clarify the testing lab requirements in Section 1.3 of the Quality Management JSP?
Answer: The lab requirements in Section 1.3 might be necessary if a third party resolution was necessary. However, this requirement is not intended for routine testing. The lab requirements for Superpave and PCCP are included in the standard specifications. The language in Section 1.3 of the JSP will be modified and incorporated into February projects via a no cost change order. The March projects will contain the updated JSP addressing this issue.

SW District Projects with Process Quality Management

February Projects

Call	Job No.	County	Route		Description & Location
G01	J750818B	VARIOUS	VAR		Bridge Deck replacements, optional pavement various routes in St. Clair & Cedar Counties
G07	J7P0802B	BATES	52,V		Bridge Replacements at three locations in Bates & Vernon Counties
G08	J7P0797R*	JASPER	71		Optional Pavement for accel and decel lane extensions at various locations from Rte 435 to Rte 44
G11	J8P0850	GREENE	65		Grading, drainage, paving to improve interchange
G12	J8P2405	GREENE	13	R	Full depth pavement repair from Rte WW to Norton Road in Springfield
G12	J8P2410	POLK	13	R	Full depth pavement repair from n/o Rte 32 in Bolivar to Rte WW

R: Required Combination

March Projects

Call	Job No.	County	Route		Description & Location
G02	J5P0903	BENTON	7	R	Bridge painting over Osage Arm of Truman Lake near Warsaw
G02	J5P0904	BENTON	65	R	Bridge painting over Osage River in Warsaw
G02	J5P0918	BENTON	7	R	Bridge painting over Grand Arm of Truman Lake near Warsaw
G03	J750808	BARRY	39		Bridge deck replacement and painting over the Table Rock Lake near Shell Knob
G04	J750818C	DADE	CC		Bridge deck replacement (optional pavement) over Stockton Lake near Greenfield
G05	J750818D	JASPER	96		Bridge replacement (optional pavement) over Spring River near Carthage
G16	J852347	STONE	248	R	Thin lift overlay (BP-2), construct shoulders (BP-1) from Barry County line to Rte 265/413 in Galena
G16	J852348	STONE	176	R	Thin lift overlay (BP-2) from Rtes 265/413 in Galena to Rte 13
G16	J852354	STONE	173	R	Thin lift overlay (BP-2), construct shoulders (BP-1) from Rte 413 to Rte 76 in Cape Fair
G16	J852355	CHRISTIAN	413	R	Thin lift overlay (BP-2), construct shoulders (BP-1) from Rte 60 to R/R Tracks; from Rte 60 to Rte 265
G16	J852429	STONE	248	R	Thin lift overlay (\$L) from Rte 413 to Rte 13 in Reeds Spring
G16	J852451	STONE	265	R	Thin lift overlay (BP-1, BP-2) from bridge over old R/R s/o Crane to Rte 13

R: Required Combination

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