Quality in ODOT Project Design

ACEC Conference
May 21, 2024

Kristie Gladhill
Project Delivery QA/QC Sr. Program Engineer

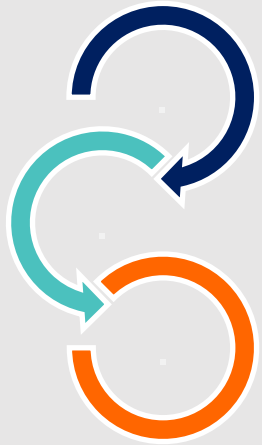
Oregon Department of Transportation

AGENDA TODAY

- Project Delivery QA/QC Program
- Quality Management
- QC, QA, QV
- Quality website Resources
- QA Reviews

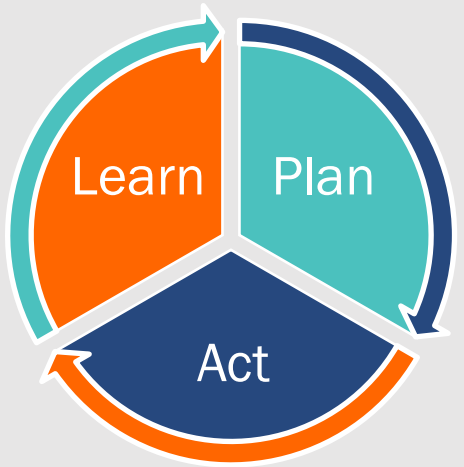
Project Delivery
QA/QC Program

PILLARS OF PROJECT DELIVERY QA/QC PROGRAM



Quality Culture

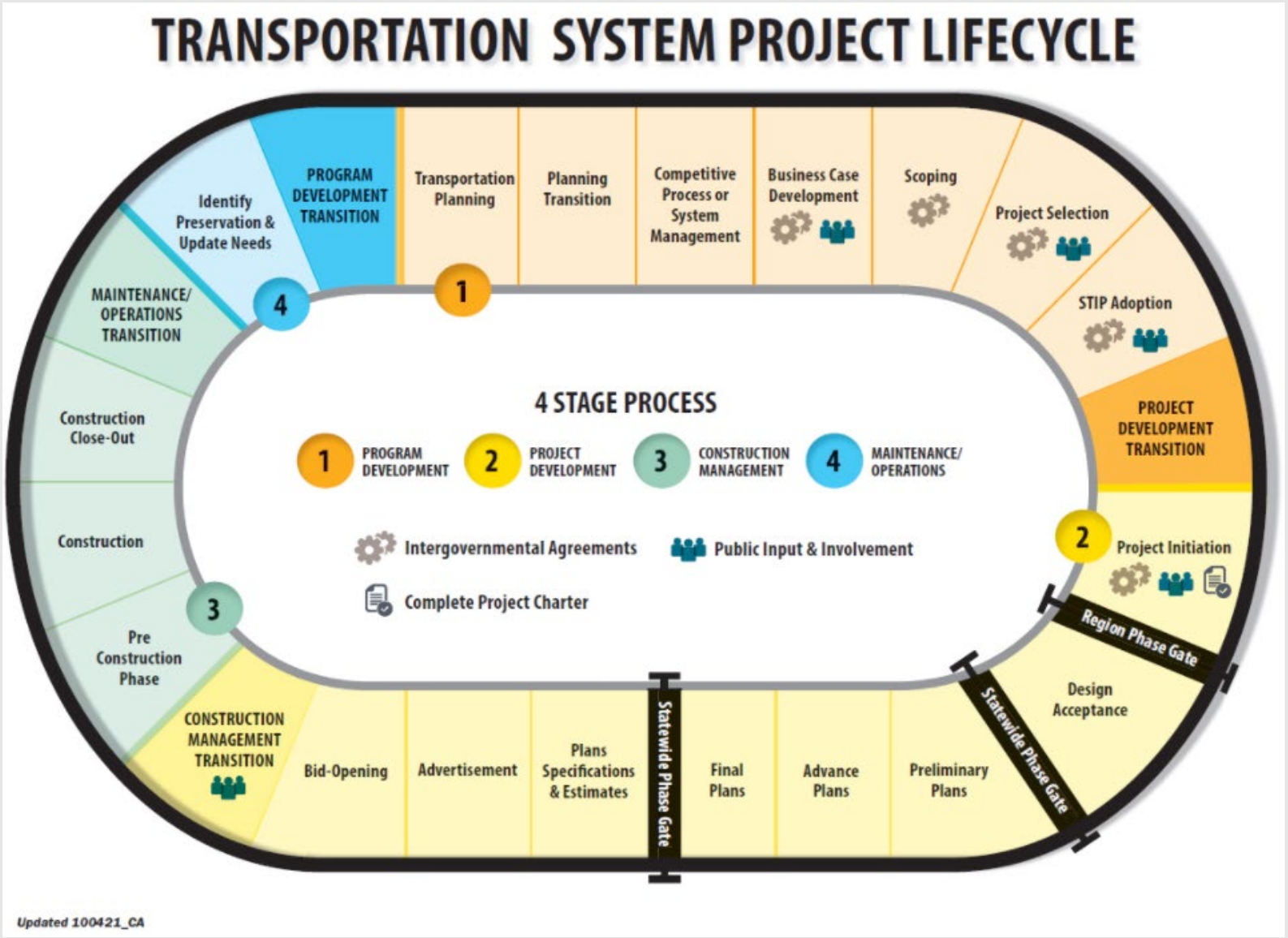
Statewide Consistency



Continuous Improvement

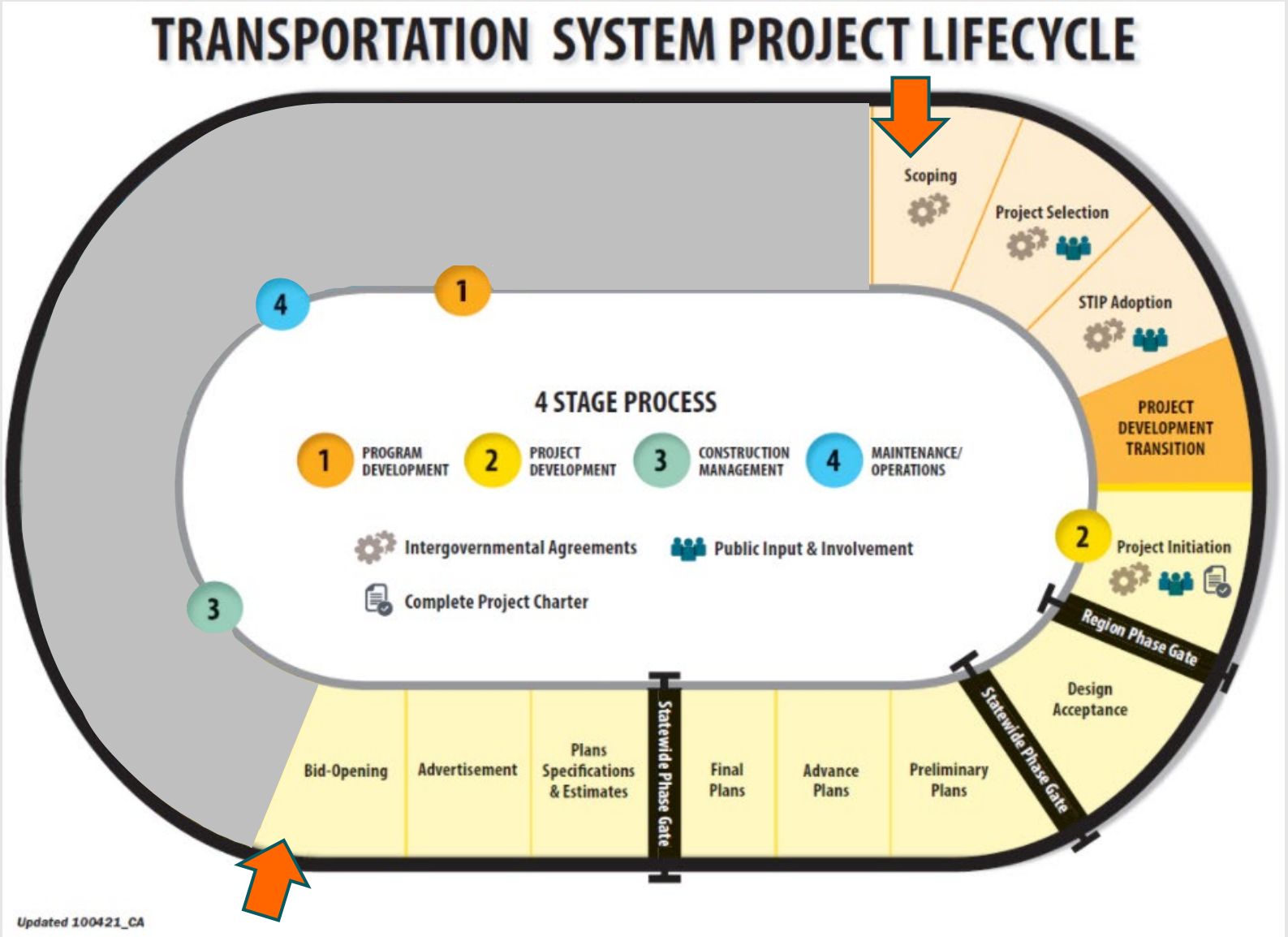
Images: ODOT graphics and photos

Project Delivery QA/QC Program



Images: ODOT graphics

Project Delivery QA/QC Program



Images: ODOT graphics

Project Delivery
QA/QC Program

Project Delivery QA/QC Program

What

- Foster continuous improvement
- High quality engineering and tech services
- Efficient use of resources.

Who

Everyone involved in ODOT project delivery.

Why

To meet the needs for Oregon's transportation system.

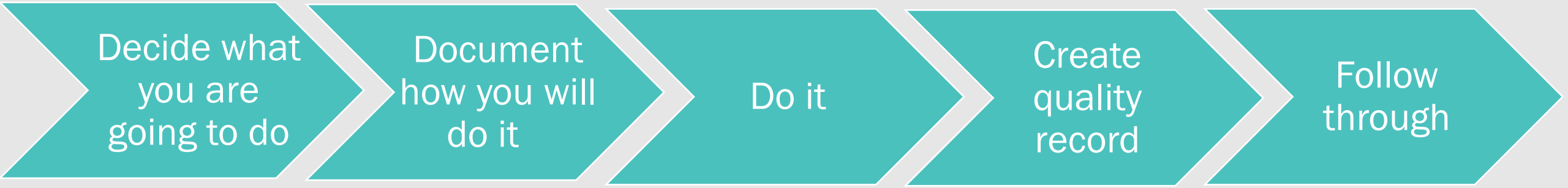
How

Establish quality management practices.

Images: ODOT graphics

Project Delivery
QA/QC Program

PROJECT DELIVERY QUALITY MANAGEMENT



Project Delivery
QA/QC Program

PROJECT DELIVERY QUALITY MANAGEMENT

Decide what you are going to do

Document how you will do it

Do it

Create quality record

Follow through

Quality Culture

Images: ODOT graphics

Quality Management

Policies, processes, activities, and responsibilities that ensure the overall quality of tasks and deliverables in project delivery. Quality management is implemented by means such as quality planning, quality control, quality assurance, and continuous improvement within the system.

Quality Management

Quality Control

Quality Assurance

Quality Verification

Focused on the **product** fulfilling quality requirements as it is developed.

Images: ODOT graphics

Quality Management

Quality Control

Quality Assurance

Quality Verification

Focused on the **process,** quality requirements

- Verifying that QC was done following the quality processes.
- Reviews of QC and QA processes: continuous improvement.
- Project and program level QA reviews.

Project Delivery
QA/QC Program

Quality Management

Quality Control

Quality Assurance

Quality Verification

Review process to ensure *technical sufficiency* of all deliverables, verify performance of all quality tasks, document the completion of those tasks.

Project Delivery
QA/QC Program

WHO DOES QUALITY REVIEWS

ODOT quality reviews

FOCUS is on the **PRODUCT**

FOCUS is on the **PROCESS**

Quality Control

Consultant quality reviews

Quality Assurance

Quality Verification

Project Delivery
QA/QC Program

WHEN ARE QUALITY REVIEWS DONE?

ODOT quality reviews

FOCUS is on the **PRODUCT**

Quality Control

QC as deliverable is being developed

Consultant quality reviews

FOCUS is on the **PROCESS**

Quality Assurance

QA is done after QC,
to check deliverable quality,
look at statewide discipline quality,
project or program quality

Quality Verification

QV follows QC at DAP and PS&E

Resources: Training

Quality Culture

EXTERNAL QUALITY WEBSITE

https://www.oregon.gov/odot/ProjectDel/Pages/Quality-Program.aspx

QA/QC Program

PROJECT DEVELOPMENT

- Project Delivery Guide
- Project Delivery Toolbox
- Design Criteria
- Operational Notices & Bulletins
- Delivering ADA Projects

MOBILITY

- Statewide Mobility Program
- Mobility Planning & Guidance

PROJECT DELIVERY QA QC

- QA/QC Program
- Quality Plans and Guides
- Quality Forms
- Quality Best Practices
- QA QC Training

Quality Plans and Guidance

Forms and Templates

Best Practices

Available Quality Training

What We Do

The Project Delivery QA/QC Program serves as the central resource for quality management best practices.

We focus on the project management and technical discipline processes that make up our project delivery lifecycle.

Our program strives to:

- Promote a culture of quality in every aspect of project delivery.
- Build consistent quality practices statewide.
- Facilitate continuous improvement.

Contact the Project Delivery QA/QC Program

4040 Fairview Industrial Drive SE, MS4
Salem, Oregon 97302
Phone: ☎ 503-986-5875
Email the Project Delivery QA/QC Program

Program Contact

Kristie Gladhill, PE - Project Delivery QA/QC Program manager
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Resources: Training

Quality Culture

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PROJECT DELIVERY QA QC

- QA/QC Program
- Quality Plans and Guides
- Quality Forms
- Quality Best Practices
- QA QC Training

Live Webinars

Class Name	Class Schedule	Description
No matching items found		

On Demand Training

Class Name	Description
Project Delivery Quality Program Manual (On Demand)	This training covers the Project Delivery Quality Program Manual, which defines the Project Delivery QA/QC Program. Attendees get introduced to the manual and how it is organized. We will go over how the quality standards of practice are organized, roles and responsibilities, quality control, quality assurance, and QA reviews. Presentation Slides
Consultant Quality Plan Training (On Demand)	This on-demand training will cover the current Consultant Quality Plan Guidance. Learners will be introduced to the guidance and how it is organized, providing insight into the expectations and requirements for consultant quality plans. The course will also cover the submittal and approval process.
TRACD Training	This on demand, self-paced training will go through review and acceptance of consultant deliverables, covering roles, responsibilities, and accountability for contract administrators, project managers, technical discipline reviewers, and consultants.

Resources: Training

Quality Culture

INTERNAL QUALITY WEBSITE

https://odot.sharepoint.com/sites/QAQC

QA/QC Program Level 2 - Limited (Groups and Sites) [Internal Only]

Home | Program Overview | Quality Standards of Practice | Consultant Quality Plans | QA Reviews | Training | Program Parking Lot | Contacts & Resources | Edit

Not following | Site access

New | Page details | Analytics | Published 2/29/2024 | Share | Edit

Program Information

Program Overview

QA Reviews

Quality Documents

Quality Standards of Practice

Consultant Quality Plans

Resources

Quality Program Parking Lot

FAQ-7_quality folder in ProjectWise

News

Add

On-demand Training on review and acceptance of...
This on demand, self-paced...
GLADHILL Kristie W May 11, 2023

On-demand Project Delivery Quality Program...
This on demand training will go...
GLADHILL Kristie W July 12, 2022

Training for the Project Delivery QA/QC Program

Ops Notice PD-25

External Web

Opt-in to get email notices of quality program updates

PDO (Programs Development Office)

Share Point Basics for QA/QC site users

Leadership

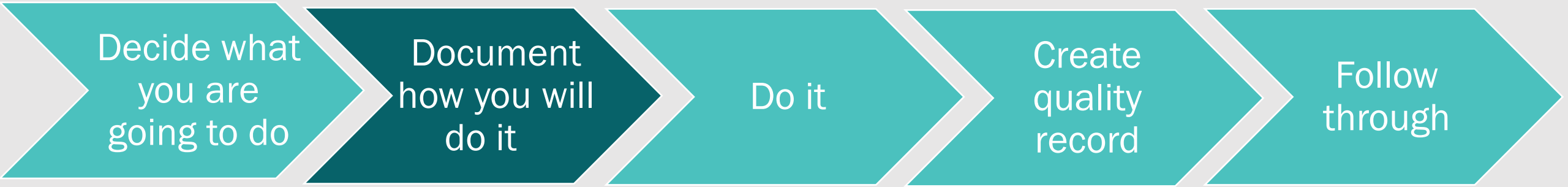
GLADHILL Kristie W
Senior Program Engineer - Quality Assurance / Qual

QUESTIONS?

Project Delivery
QA/QC Program

Project Delivery QA/QC Program

PROJECT DELIVERY QUALITY MANAGEMENT



Quality standards of practice

Images: ODOT graphics

Resources: Quality Standards of Practice

Statewide Consistency

Define Program

- Project Delivery Quality Program Manual

Program guidance

- Consultant Quality Plan Guidance
- Discipline Quality Plan Template
- Region Tech Center Quality Plan Template
- Maintaining Quality Standards of Practice
- Internal Consultant Quality Plan Review Guidance
- Project Delivery Electronic Archive User's Guide
- Maintaining Quality websites and PDEA

How we do the work

- Statewide Technical Discipline Quality Plans
- Quality forms, checklists, and templates
- Region Technical Center Quality Plans
- Transportation Project Management Quality Plan

Project Delivery QA/QC Program

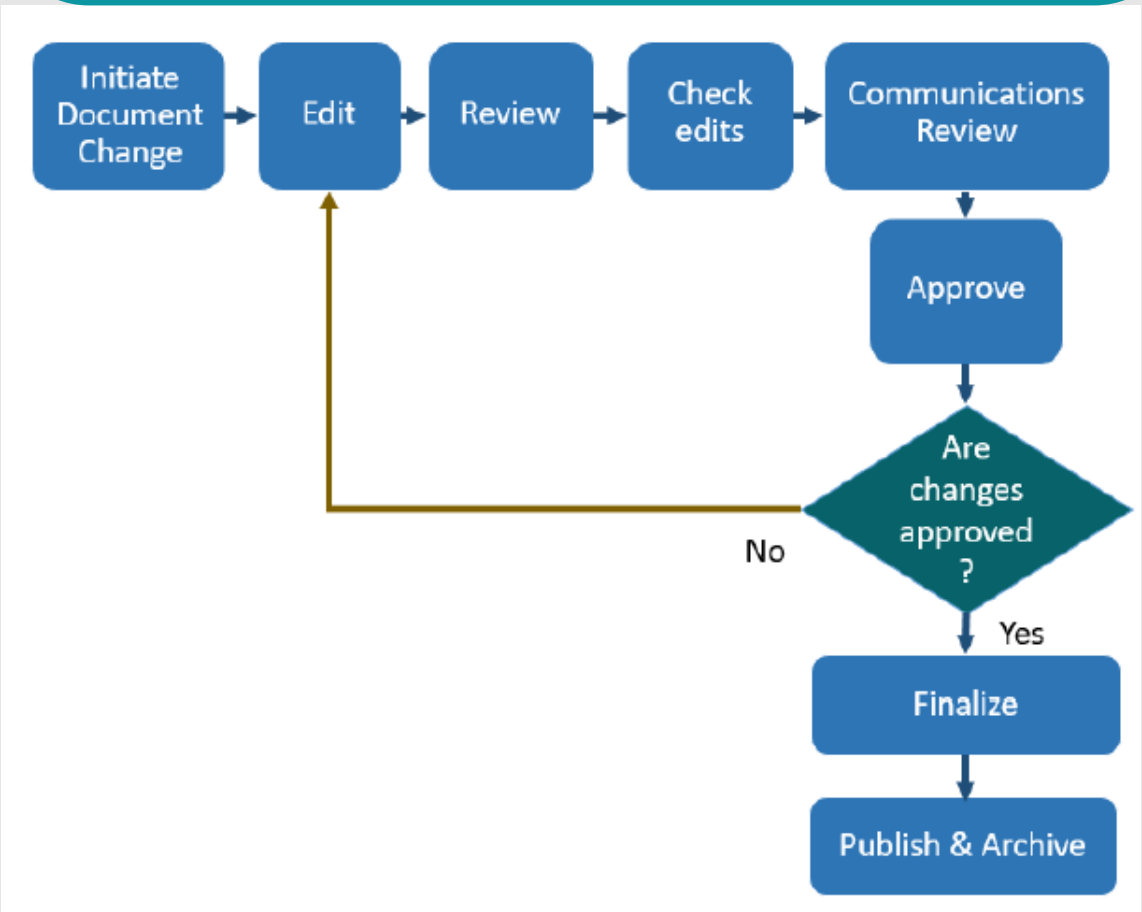
Images: ODOT graphics

Maintaining Quality Standards of Practice

Statewide Consistency

Updates

- Owners, reviewers, approvers
- Update process
- Revision history
- Retiring documents



Project Delivery QA/QC Program

Maintaining Quality Standards of Practice

Statewide Consistency

Updates

- Owners, reviewers, approvers
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Review schedule

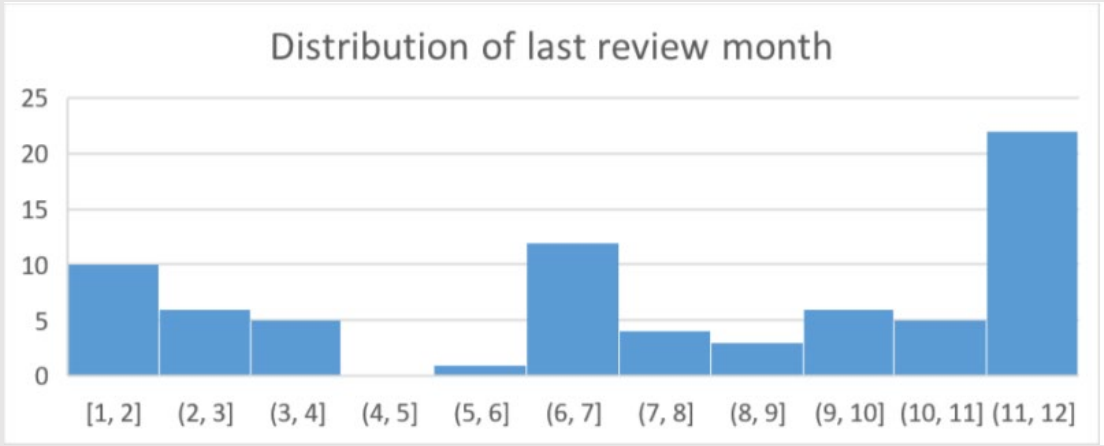
- Keep current
- Annual review

Project Delivery QA/QC Program

Maintaining Quality Standards of Practice

Statewide Consistency

134 quality standards of practice



Project Delivery QA/QC Program

Maintaining Quality Standards of Practice

Statewide Consistency

Project Delivery QA/QC Program

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Formatting Guidelines

- ✓ Pdf with bookmarks for easy navigation
  forms whatever format is needed for use
- ❑ Section 1: overview
- ❑ Section 2: standards
- ❑ Section 3: Roles and responsibilities
- ❑ Appendix A: Glossary

Storage and Access

Resources: Quality Standards of Practice

Statewide Consistency

Current Quality Standards of Practice

External discipline websites	External quality program website	Internal quality program SharePoint site

< ——— *Single source* ---------- >

ODOT access to consultant quality plans

Consultant quality plans are archived

Discipline Manuals

Guidance documents

PDEA

Project Delivery Electronic Archive
tracks versions, revision history

Project Delivery QA/QC Program

Resources: Storage and Access

Statewide Consistency

EXTERNAL QUALITY WEBSITE

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Quality Plans and Guides

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MOBILITY

- Statewide Mobility Program
- Mobility Planning & Guidance

PROJECT DELIVERY QA QC

- QA/QC Program
- Quality Plans and Guides
- Quality Forms

The Project Delivery QA/QC Program maintains standards of practice to provide a consistent statewide approach to quality.

- Project Delivery Quality Program Manual
- Consultant Quality Plan Guidance
- Consultant Quality Plan Guidance Appendix B (Template)
- ProjectWise 7_quality folder FAQ's

Can't find what you're looking for? Additional quality plans are available upon request.

Search | Sort

Discipline Plans and Guidance

Name	Section
Bridge Design and Bridge CAD manuals	Bridge
Consultant Quality Plan Guidance	Project Delivery
Erosion and Sediment Quality Control Plan	Environmental
Geotechnical Design Manual	Geo-Environmental
HazMat Program Manual: Quality Control of HazMat Products	Geology/Geotech

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Sign up for notifications and updates about the QA/QC Program

Program Contact

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Training Resources

Available QA/QC Training

Workday Learning Support

Resources: Storage and Access

Statewide Consistency

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Forms and Templates

Document Title	Form #	Subject
1R/3R Record of Decisions Documentation	734-5244	Construction
ADA Curb Ramp Design Checklist	734-5184	Traffic-Roadway
ADA Statement of Technical Review	734-5410	ADA
Advance Plans Checklist	734-5343	Roadway
Air Quality Report Review Checklist, Environmental Assessment and Environmental Impact Statements	734-5357	Geo-Environmental
Air Quality Report Review Checklist	734-5272	Geo-Environmental
Alignment Plan Sheet: CAD Checklist	734-	Roadway

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Statewide Consistency

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New | Page details | Analytics | Published 2/29/2024 | Share | Edit

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GLADHILL Kristie W
Senior Program Engineer - Quality Assurance / Qual

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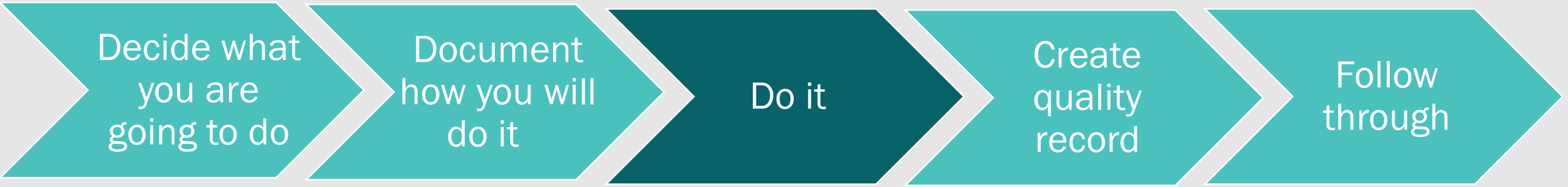
Project Delivery
QA/QC Program

Project Delivery
QA/QC Program

PROJECT DELIVERY QUALITY MANAGEMENT



QC

QA

QV

Images: ODOT graphics

Project Delivery
QA/QC Program

QC, QA, QV QUALITY REVIEWS

ODOT quality reviews

Consultant quality reviews

Quality Control

Focused on the **product** fulfilling quality requirements as it is developed.

Quality Assurance

Focused on the **process,** quality requirements

- Verifying that QC was done
- Reviews of QC and QA processes
- QA reviews

Quality Verification

Review process to ensure ***technical sufficiency*** of all deliverables, **verify** performance of all quality tasks, document the completion of those tasks.

Quality Management for Deliverables

Statewide Consistency

ODOT Deliverable

Consultant Deliverable

Discipline Level QC/QA

Discipline Level QC/QA

SME review

Certification of deliverables

Statewide Discipline Quality Plans

Consultant Quality Plan Guidance

Tech Center unit managers sign STR form 734-5365

Quality Verification

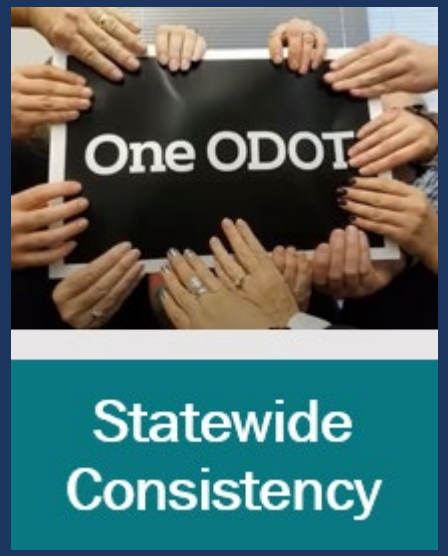
Tech Center Manager signs

DAP, PS&E Checklist

Region Technical Center Quality Plans

Project Delivery QA/QC Program

Resources: Consultant Quality Plans



Project Delivery QA/QC Program

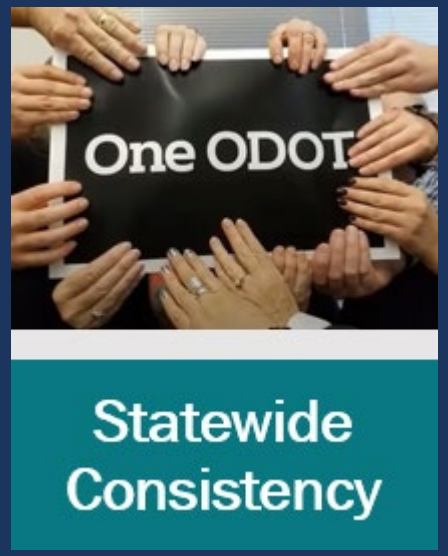
ABOUT CONSULTANT QUALITY PLANS . . .

- Consultants are required to meet or exceed ODOT discipline quality plan expectations
- Consultant quality plan for prime covers subconsultants
- Approval is for duration of price agreement (PA)
- Project specific consultant quality plans can be considered as needed, contact me to discuss.
- Consultant may request approval to use quality plan for more than one price agreement/project.
- Accessible on internal quality website
- Format: pdf's with bookmarks
- You can find content we asked to be in a section in that section.

  There may be a cross-reference to where it can be found, but the reference will be in that section.

  Consultant may choose to use existing quality plan, must provide a cross-reference of where the ODOT quality plan template sections content can be found.

Resources: Consultant Quality Plans



Project Delivery QA/QC Program

WHAT'S IN CONSULTANT QUALITY PLANS?

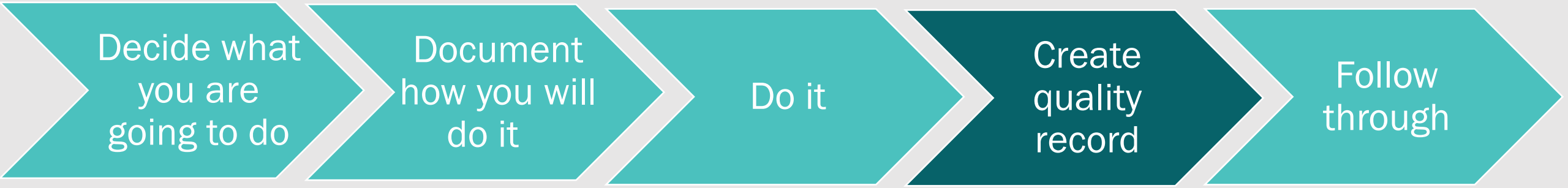
- Overview of quality approach
- Organization and how QC Manager provides independent review
- Staff are *trained* in quality
- Schedules will have time for quality reviews
- How staff know where to get latest ODOT guidance
- Preparers and reviewers are technically competent
- SME review; cross-discipline review; constructability review
- Certification of deliverables
  - ✓Conform with contract requirements.
  - ✓Consistent across disciplines.
  - ✓All comments and issues have been addressed.
  - ✓QA/QC processes were followed.
  - ✓Quality records provided to ODOT.
    following ODOT ProjectWise protocols

QUESTIONS?

Project Delivery
QA/QC Program

Project Delivery
QA/QC Program

PROJECT DELIVERY QUALITY MANAGEMENT



ProjectWise naming conventions

Images: ODOT graphics

7_ quality folder in ProjectWise

Project Delivery
QA/QC Program

Why

Make it easy to find quality documents, able to look in one place instead of needing to check every document folder

What

- Leave quality documents in the folders they have been, *no change for discipline folks to be able to find them; documents not put directly in 7_quality*.
- *Create sets for each discipline in a 7_quality folder,* with the quality documents added to the set.

How decided

A ProjectWise quality sub-team with representatives from different disciplines, from across the state, that met over several months

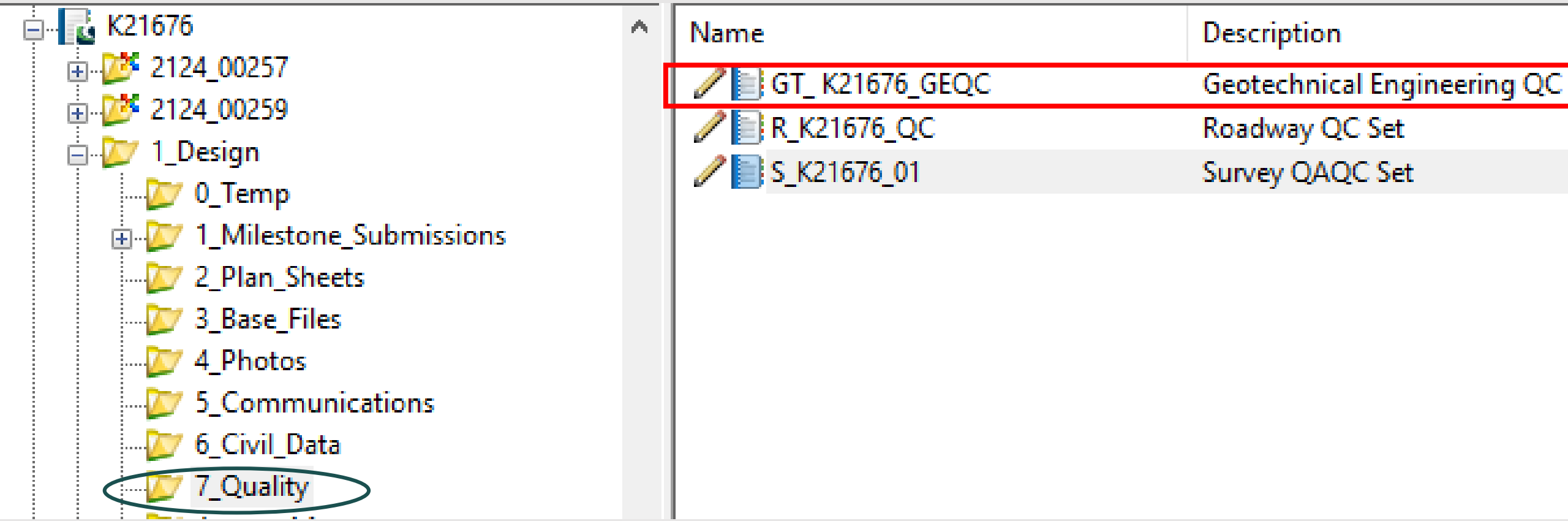
Who

Disciplines creating deliverables are expected to create sets.

Images: ODOT graphics

Project Delivery
QA/QC Program

Example use of 7_Quality Folder



Project Delivery
QA/QC Program

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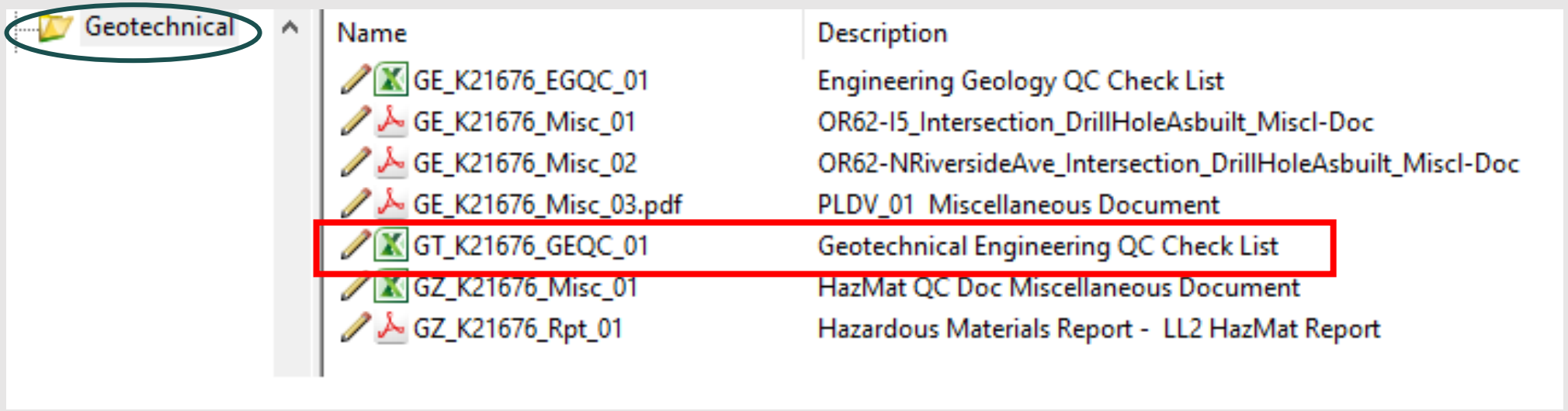

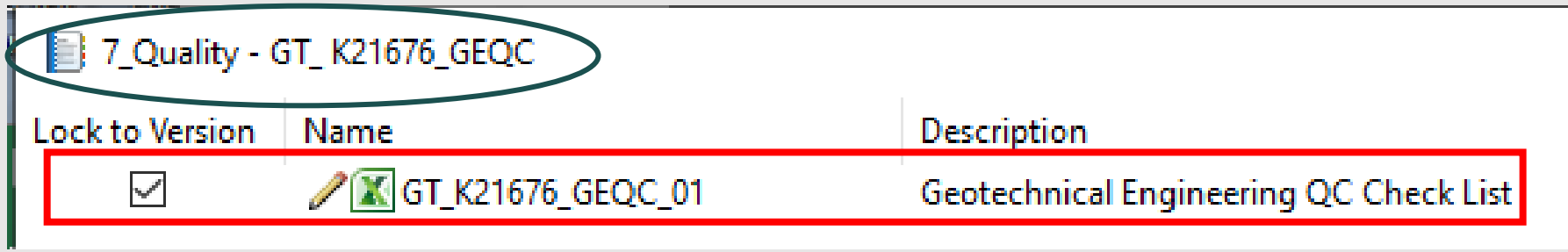

Project Delivery
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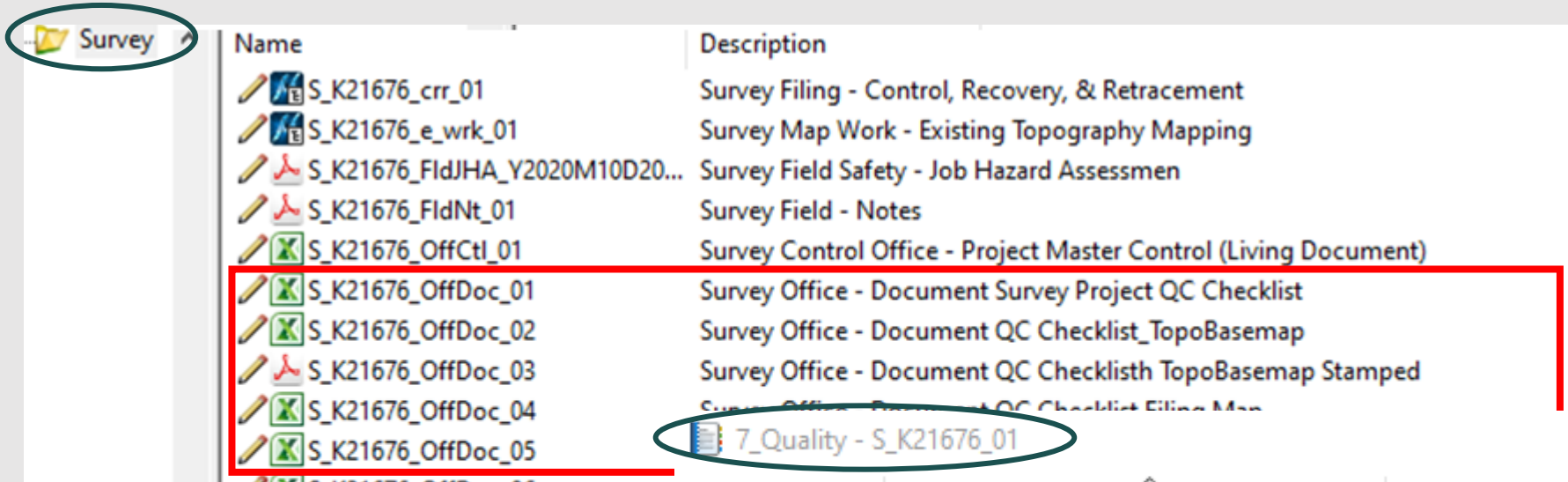

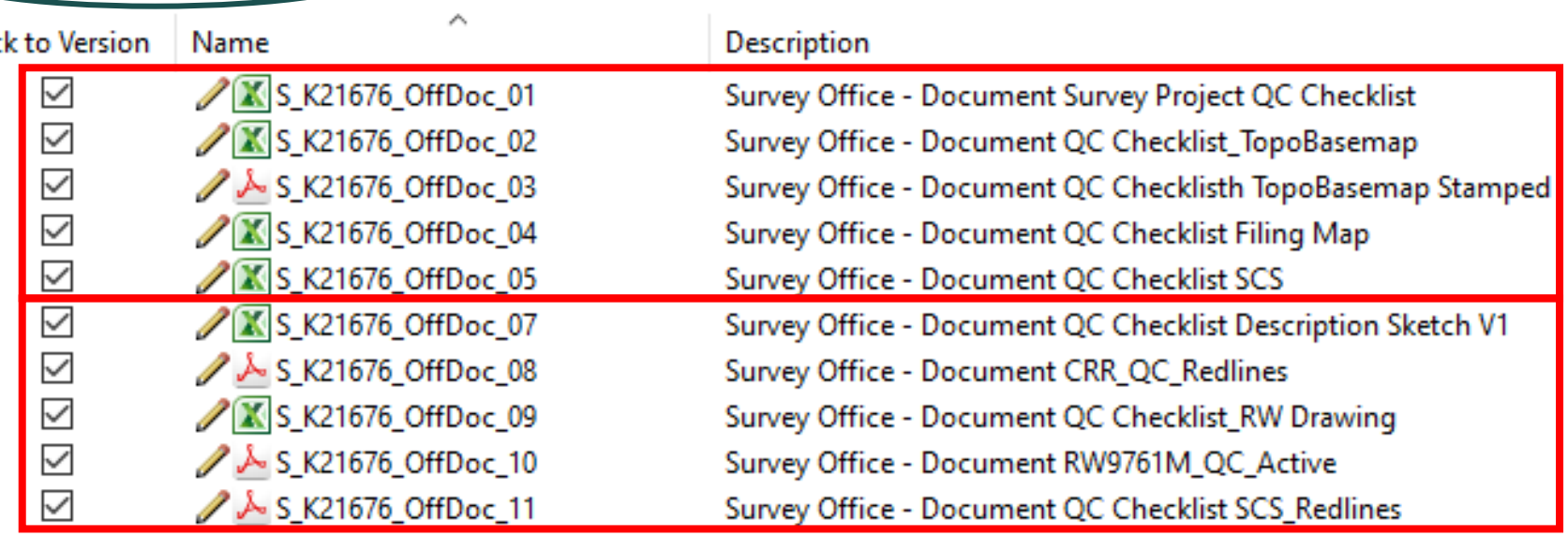

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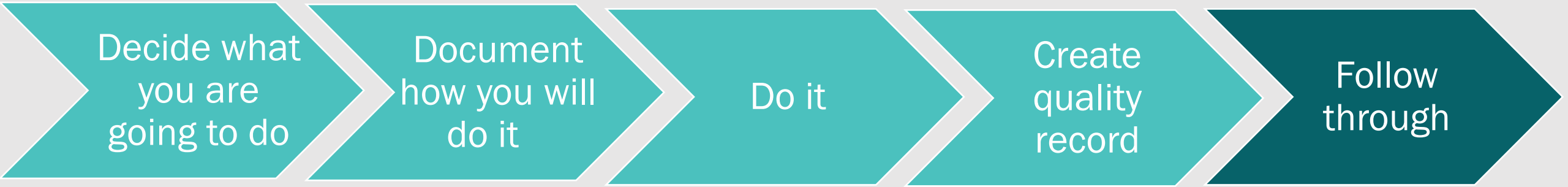

Continuous improvement

Images: ODOT graphics

Resources: Quality Standards of Practice

Statewide Consistency

Project Delivery QA/QC Program

Consultant Quality Plans

Region Technical Center Quality Plans

Statewide Technical Discipline Quality Plans

Resources: Quality Assurance Reviews

Project Delivery QA/QC Program

QA reviews

Consultant Quality Plans

Region Technical Center Quality Plans

Statewide Technical Discipline Quality Plans

Resources:
Quality Assurance Reviews

Project Delivery
QA/QC Program

Resources: Quality Assurance Reviews

Project Delivery QA/QC Program

Type of QA review	DISCIPLINE QA review	
WHAT	As outlined in the statewide discipline quality plan	
WHO	*same as above*	
HOW	*same as above*	○ Develop list of expected quality deliverables ○ Search for thes e ○ Report out ❑ not holding up projects ❑ not adding work/tasks for consultant
WHEN	*same as above*	4 – 5 per year with current resources, targeting 20 – 40 hours

Resources: Quality Assurance Reviews

Project Delivery QA/QC Program

Type of QA review	DISCIPLINE QA review	Review of consultant quality, project or programmatic QA reviews
WHAT	As outlined in the statewide discipline quality plan	Check for quality records per guidance current for the project: ○ Statewide discipline quality plans, Region quality plans ○ SOW, consultant quality plan
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WHO	*same as above*	Project Delivery QA/QA Program
HOW	*same as above*	○ Develop list of expected quality deliverables ○ Search for these ○ Report on observations: *done well, gaps, opportunities for improvement* ❑ not holding up projects ❑ not adding work/tasks for consultant
WHEN	*same as above*	4 – 5 per year with current resources, targeting 20 – 40 hours

Resources: Quality Assurance Reviews

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WHAT	As outlined in the statewide discipline quality plan	Check for quality records per guidance current for the project: ○ Statewide discipline quality plans, Region quality plans ○ SOW, consultant quality plan
WHO	*same as above*	Project Delivery QA/QA Program
HOW	*same as above*	○ Develop list of expected quality deliverables ○ Search for these ○ Report on observations: *done well, gaps, opportunities for improvement* ❑ not holding up projects ❑ not adding work/tasks for consultant
WHEN	*same as above*	4 – 5 per year with current resources

Storage and Access

INTERNAL QUALITY WEBSITE

https://odot.sharepoint.com/sites/QAQC

QA/QC Program | Level 2 - Limited (Groups and Sites) [Internal Only]

Home | Program Overview | Quality Standards of Practice | Consultant Quality Plans | QA Reviews | Training | Program Parking Lot | Contacts & Resources | Edit

Not following | Site access

New | Page details | Analytics | Published 2/29/2024 | Share | Edit

Program Information

Program Overview

QA Reviews

Quality Documents

Quality Standards of Practice

Consultant Quality Plans

Resources

Quality Program Parking Lot

FAQ-7_quality folder in ProjectWise

News

Add

On-demand Training on review and acceptance of...

This on demand, self-paced...

GLADHILL Kristie W May 11, 2023

On-demand Project Delivery Quality Program...

This on demand training will go...

GLADHILL Kristie W July 12, 2022

Training for the Project Delivery QA/QC Program

Ops Notice PD-25

External Web

Opt-in to get email notices of quality program updates

PDO (Programs Development Office)

Share Point Basics for QA/QC site users

Leadership

GLADHILL Kristie W

Senior Program Engineer - Quality Assurance / Qual

QUESTIONS?

Project Delivery
QA/QC Program

Resources: Parking Lot

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Resources: Parking Lot

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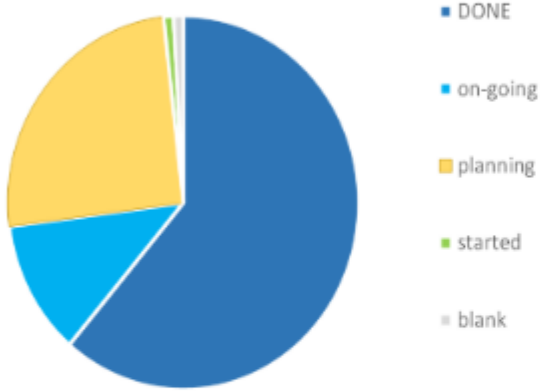
Parking Lot

GLADHILL Kristie W
Senior Program Engineer - Quality Assurance / Qual

Project Delivery QA/QC Program
Parking Lot listing



Parking Lot for Quality Program - completed entries

See all

New | Share | Export to Excel | Done

Document or T...	What	APPROACH ide...	Status	Date Resolvec
Status : DONE (58)				

Parking Lot for Quality Program - to work on

Document or T...	What	Priority	APPROACH ideas / Notes	Status	Last upd...	Date Resolv...	Resolution
Consultant Quality Plan Guidance	Who reviews CQP's? How do we review CQP's	2	The Project Delivery QA/QC Program Manager is responsible for reviewing consultant quality plans submitted for approval. It	on-going	9/13/2023		drafting inten review guidar

Let’s review what we’ve covered . . .

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Decide what you are going to do

Document how you will do it

Do it

Create quality record

Follow through

Statewide discipline quality plans are **KEY**

follow them

Statewide Consistency

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QC, QA, QV

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Project Delivery QA/QC Program

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to find quality records in ProjectWise

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QA reviews

Parking lot

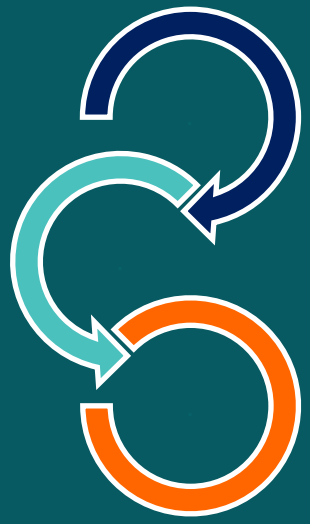
ideas to work on

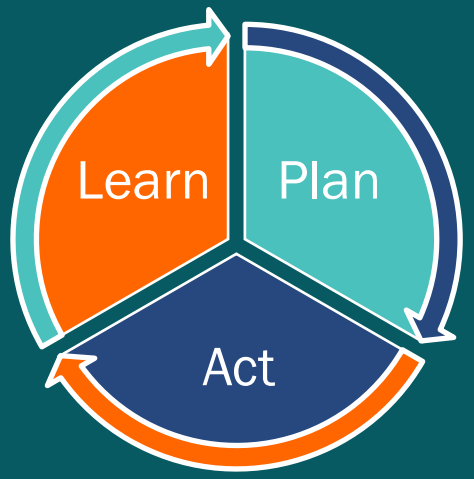
Continuous Improvement

Project Delivery QA/QC Program

Questions?

Thank you!





Project Delivery
QA/QC Program

kristie.w.gladhill@odot.state.or.us
503-986-7130

Images: ODOT graphics and photos