



SECTION 7: **QUALITY** **CONTROL**

(Excerpt from The Collage Companies Procedures Manual)

Who: All Staff

When: Daily

QUALITY CONTROL

Policy

It is the policy of our company to provide the highest quality construction services. To this end, we will meet or exceed all stated requirements of every endeavor in which we are involved, with respect to materials, labor, and administrative or time components.

Step 1

Provide written direction and level of expectation in quantifiable terms.

Submit the standard Project Management report to your supervisor by the **last day of the month for each project** that you are the leader on.

Step 2

Maintain and measure progress regarding any task in small “manageable” increments.

Accurately updating project schedules **every two weeks**.

Step 3

Record, document and file all completed tasks.

***Each day** Daily Project Reports should be completed by the Project Superintendent and filed in a **permanent project file** as well as transferred to the **corporate computer network**.*

Apply

Apply the three step principals: 1) provide written direction, 2) monitor and measure, record, 3) document and file to each key task in **your** area of responsibility.

Concept of Policy

Each subjective, unquantifiable requirement must be made tangible. We must guarantee that every requirement is clearly and specifically defined in terms that can be measured and communicated in such a manner that those responsible for its execution will clearly understand. If any requirement cannot be met, we must cause the requirement to be officially. It is often difficult to consider the subject of quality as applied to both the tangible field construction and management and administrative processes without at least a measure of cynicism. I'm certain that the reasons for this include everyone's experience with the failure to satisfy everyone, primarily because each individual involved happened for the moment to have a different idea of what “acceptable performance” was supposed to be. The words have been overused and abused, without so much as a clear definition of what everyone's been complaining about. Add to that the idea that “quality somehow takes more time (and therefore more money), and work (both field and administrative) is even started with the specific intent of cutting the proverbial corner. We are in an incredibly time-squeezed business. There is never enough time to do the job right. There always seems to be however, enough time to do it again – after we've added time to argue about it.

This is not just a speech. It is a real acknowledgment that the failure to accomplish tasks correctly, completely, and on time – and to do them just once – causes continual disruption, creates those incessant fires, and directly causes those arguments, delays, rework, and all the other problems that explode budgets, destroy schedules, set the company back, and put people’s careers on hold.

The concept of “quality” is not the vague, subjective, somewhat intangible ideal that most people actually equate with the word. Words like “high quality,” “smooth,” or even “satisfactory” do more to confuse than to clarify.

To the contrary, **the idea of “quality” is very specific. It is simply to meet or exceed the stated requirements, to do so the first time, and to do so in every situation.** If stated requirements are unclear or otherwise inappropriate, they must officially be changed. The new, clear requirements can then be met completely.

The second misconception about quality is that it to varying degrees is intangible, and is therefore not (or not easily) measurable. In fact, the opposite is the case.

If the specification, for example, uses words like “flat,” or “reasonable promptness,” it is not a quality specification, and the requirements cannot be “met” without significant interpretation (and probable argument). Performance relative to the requirement cannot be properly evaluated. Those kinds of specifications must be changed to read “flat to within 1/8” in 10’ in any direction,” and “within ten workdays.” The requirements become tangible and specific, and relative performance can easily be measured.

Defining a punch list completely – the first time – is quality administration; completing it expeditiously – once – is quality management.

The whole idea of quality is one of the most difficult to push through the clichés and misconceptions of years of misapplication. It is clear to me that some beliefs are so ingrained that they cannot be changed simply by suggesting that they’re wrong. We must all learn to see things in terms of those who must finally wind up doing the job and to explain quality in terms that cannot be misunderstood. Implementation must be people- and process-oriented, specifically defined, and measurable. Every activity must carry with it:

- A tangible, accurate description of the completed item and time of performance.
- The ability to measure compliance/performance.
- Delineation of the specific process and resources to be used.
- Specific accountability for the outcome.

We all have a tendency to gravitate to the site – to the place where the physical construction is being performed – to view the result of good or bad performances relative to quality. The presence or lack of that “luxury” component of quality will be visually and immediately apparent. It’s an easy matter to locate the individual tradesperson who screwed the thing to the wall and demand that he, she, or their company fix it.

We managers walk blindly past our own accounting, business development, estimating, purchasing, and project management functions on the way to the project to look for the errors in the field. And we find loads of them. The truth is, the people on the site can, and do, contribute to lowering unnecessary costs relating to rework and other problems of substandard construction when they are brought out. The much larger problem, though, remains the fact that all planning and creation is done somewhere else.

It is a much more difficult task to pin the fundamental cause of a problem on the fact that the bid package itself, and the resulting subcontract, did not meet the requirements of a “quality” product in the first place, or that our own obligations relating to times of performance or holding up some other part of our end of the bargain were not met. These other places are where we must spend the greater part of our efforts to reduce related costs. It is a guaranteed bet that the causes of most of the expensive problems are at the other end of pencils, telephones, and computers – not on the end where the hammers, shovels, and paint brushes are.

Therefore, since it is the policy of The Collage Companies to provide the highest quality construction services each subjective, unquantifiable requirement must be made tangible. That means each task or requirement must be clearly and specifically defined in terms that can be measured and communicated in such a manner that those responsible for its execution will understand and be able to succeed.

TO: All Subcontractors
FROM: The Collage Companies
RE: Quality Control Plan Implementation
DATE: June 29, 2005

To Whom It May Concern:

Congratulations on the recent award of your subcontract with The Collage Companies. We trust that this relationship will be a rewarding one for both of our firms. One way to be sure of this is to work together to assure "Quality Control" on this project. It is the policy of our company to provide the highest quality construction services. The concept of "quality" is not the vague, subjective, somewhat intangible ideal that most people actually equate with the word. Words like "high quality," "smooth," or even "satisfactory" do more to confuse than to clarify. **The idea of "quality" is very specific. It is simply to meet or exceed the stated requirements, to do so the first time, and to do so in every situation.**

The following document outlines specific requirements for your firm to see that your work meets with the quality standards expected by Collage and our client:

The Collage Companies requires that your firm implement an on-going "Quality Control Program" (QCP) to ensure that this project is constructed according to the standards specified. Your QCP must insure that your suppliers, subcontractors and personnel (office and field) comply with these standards. The goals for your QCP must include the following:

1. To educate everyone involved with this project (under your supervision) the reason for quality control.
2. To provide total quality management. Your work is to be delivered in the most efficient manner while maintaining the highest consistent quality available.
3. To instill into each of your vendors and site staff the importance of strictly adhering to the contract documents and to take pride in performing the work properly, the first time.
4. To insure that Collage and the Owner are continually satisfied with your performance and the installed product.

Collage will be holding weekly project meetings which will incorporate quality construction and management issues. Your project manager, foreman and your subcontractors/vendors are **required** to attend these meetings. These meetings provide an opportunity to discuss specific quality issues as it relates to your work. We want to stress the importance that your foreman plays in the quality control of this project. Your foreman is responsible to insure that your work is being installed as designed and contracted. You are responsible to supply this project with a qualified, experienced foreman who is fully knowledgeable of your contract responsibilities and has the capabilities to see that your work is performed properly from the start.

Collage requires your firm to conduct your own quality control inspections on a daily basis to insure that your work is installed as contracted and in accordance with the approved submittals. These inspections must be made by your designated quality control officer. Your quality control inspection must include the following activities:

1. A check of the work in place for damaged and/or defective materials.
2. An examination of the materials, equipment and approved samples to be sure that they conform to the approved submittals and the contract documents.

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3. Confirmation that all equipment and materials have been approved through the submittal process.
4. Occasional verification of layout and dimensional requirements.
5. Comparison of actual field progress in comparison with the project schedule.
6. Verification that "as-built" information is being properly maintained.

Collage has provided, as an attachment to this document, a "Quality Inspection Report" form for your company's consideration. This is one way that Collage can assist your firm in maintaining a quality product. Our joint focus shall be Owner satisfaction.

It is also necessary that your quality control officer maintain a list of non-conforming items. This report must be made available to your foreman and the Collage superintendent. The report should be complete with the date that the non-conforming item was discovered, a description of the violation and the date that the work was corrected. Once this work is completed, a copy of this report shall be provided to the Collage superintendent to confirm the corrections were made.

Please also know that negligence and/or disregard for the work of other trades will not be tolerated. Damage caused to any finish work will be corrected at the expense of the responsible party(ies). Expenses shall include (but are not necessarily limited to) mobilization, office support, cleaning, protection, direct costs, field supervision, overhead and profit.

The Collage Companies is serious about quality control and we want your firm to be serious as well. If your firm does not practice the measures described above to assure a quality end product, Collage will promptly issue a written "Notice of Non-Compliance Violation". If there are specific quality issues (violations) that have not been corrected by your firm, Collage will exercise our authority to make all necessary corrections with all costs to be borne by your firm.

Again, we are very excited to be "Partnering" together with your firm to construct this project. We are also excited about the opportunity to provide our client with an end product that exceeds their expectations in quality. Together, and only together, our firms can achieve this goal!

Respectfully submitted,
The Collage Companies

Curtis Lillard
General Superintendent / Quality Control

Cc: Project Manager
Project Administrator
Operations Manager
President

**NOTIFICATION OF
NONCOMPLIANCE**

Project: -

Notice Date:

Notice To:

Notification No.: 001

Days Allowed to Complete:

Completion Due Date:

Method Sent:

Phone:
Fax:

Notice Issued By:

Noncompliance Type: Quality

Subject:

Notification Description:

Response: (Indicate action taken, date completed and sign and return by required completion date.)

Response by: _____ **Completion Date:** _____

CC: