How to Gain Superintendent Involvement with your Quality Management Tool

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AUTODESK UNIVERSITY
Setting the Stage
Christina Tetrick
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SIUE – Construction Engineering
Trade – Carpenter, bridge decking
GC – 19 years:
  Field Engineer/Assistant Super
  Office Engineer/Project Engineer
  Project Manager – 7yrs
    Ground Up and Special Projects
  Quality Divisional & Regional – 5yrs
Since 1888
131 years of Construction
18 Division Offices
3,800+ Employees  (46% craft)
100% employee-owned
$3.5B in Construction Volume
Swinerton’s Main Autodesk Product Use

Document Management, 360 Field Classic, 360 Glue, and Modeling Tools

• Plan Document Storage, Redline & Share
  Additional Folders for Submittals, final RFIs, and Safety
• Issue Tracking
• Checklists
  Initial Inspections, Trade follow ups, Material checks, Mock ups, Safety
• Photos
• Daily Journals
Company Importance

- Legal and Discovery
- Analysis
- Corporate Consistency
- Protecting Project Fee
Protecting Fee Now and Future – Avoiding Rework, Best Quality

- Single source of truth
- Quality Control and Documenting
  - Inspections, Corrections, Tracking
- Managing business partners
  - Subcontractors, Design, Owner
Learning to Focus on Superintendents
Why Superintendents?

• Single source of truth
  
  Superintendents are the FIRST to direct work

Quality Control and Documenting

  Inspections, Corrections, Tracking

  Superintendents are the FIRST to see and react to install

• Managing business partners

  Subcontractors, Design, Owner

  Superintendents are the KEY GC role for completion and changes
Standard Training Methods

- Videos – Swinerton specific
  - Intra Net
  - 3-5 minutes
  - By modules, device, and action
- Classroom Training -
  - Originally was 4-8 hours all technical
Learned Lessons - When Training Superintendents

• Classroom Training –
  Mix with the Quality Program
  Separate the Super User training
  On the site, with their project info

• One on One Field Training
  Forcing practice
  Progression
Reporting – Issue Summary Status

One page issue status summary to hand out and discuss during the weekly sub meetings.

Issues – Needs Clarification

Internal clarification issues for passing information from the field with Superintendent recommendation and photographs necessary to the PE for writing and processing the RFI.
Photo Search by Location

Finding every photo from every type of issue/checklist by sorting Location and searching for room/area.

Daily Updates – Sub Records

Superintendents can easily see all subcontractor dailies while formulating the main project daily report.
Version Comparison

For field discussions to determine which document the subcontractor is trying to build to.

Unpublished Mark Ups

For private individual notes.
Asking Superintendents
Survey Findings
What convinced them to start learning the systems?
Most Effective Method of Learning

- Trial & Error (Self Taught): 33%
- Hands on Field Training: 29%
- Office Training: 22%
- Videos: 16%
Training Methods– Superintendent Thoughts

WHEN IT’S OPTIONAL
“The buy-in for software that is, frankly, seen as somewhat optional is essentially non-existent. Group trainings provide an impersonal delivery within zero-stakes scenarios, and only people who already care actually get much from it.”

PER PROJECT, ONE ON ONE
“You have to learn it by someone showing you in the field entering important information. If you are practicing during a class, you won’t pay attention. If you are entering something that matters, you don't want to mess it up.”

VIDEOS AND OFFICE TRAINING
“I don't have the patience for these. Keeping attention in these types of scenarios is near impossible. Working the applications in the field or field offices allows for the most effective learning method.”
Most Benefit Found From Docs

- Up to Date Plans & Documents: 24%
- Redlines/Mark Ups: 16%
- Organization: 19%
- Single Source of Truth: 10%

Others:
- External Team Communication
- Project Folders (other documents)
- Hyperlinks to RFIs
- Internal Team Communication
- Comparisons
Docs – Superintendent Examples of Risk Mitigation

REDLINING / RFI HYPERLINKS

“Subcontractors can reference answers that will prevent them from making a wrong decision on site. We (superintendents) can have update information to review with subcontractors and find best approach to the current conditions and solutions provided by the design seam. This has helped us on rework, and projects completing on time.”

FIELD ACCESS

“Having everything at my fingertips saved me hours a day walking back to the trailer. Every foreman would ask me, ‘Do you have your i pad?’ Countless times I’ve been able to answer or verify information without calling and getting lost in translation or waiting to get back to the office only to lose valuable time in the field”
Most Benefit Found From 360 Field

- Issue Tracking: 29%
- Daily Journals: 13%
- Punchlist: 13%
- Checklist: 21%

Others:
- Safety
- Locations
- External Team Communication
- Project Documentation
- Automatic Reporting
- Progress Photos
360 Field – Superintendent Examples of Risk Mitigation

ORGANIZATION
“The areas quickly blend together since all the finishes are the same. Tracking work to complete and issues by location made it so easy for me to be able to walk into a space and know exactly what was left, and what I had to look for in that room. The efficiency gained was instrumental to completing this project.”

SUBCONTRACTOR MANAGEMENT
“By keeping sub-trades accountable for their work, by submitting photo documentation and time frame of completion for the corrections action items. Ensuring the report notifications are set and subcontractors complete work and return ready for inspection.”

FOCUSING WITH INSPECTION
“Using the checklist is a great tool to limit risk on your project. Performing 1st work inspections, enables you to catch any deficiencies at the start of that work.”
Where do our teams struggle to keep up with the system?

**LOCATIONS/VIEWS**
(FINISHING SET UP)

**WIFI ISSUES AT THE TRAILER**
PROJECT ENGINEERS

**ENSURING SUB ACCESS**
PROJECT MANAGERS OR PROJECT ENGINEERS

**REDLINES UP TO DATE**
PROJECT ENGINEERS OR PROJECT ADMINS

PROJECT ENGINEERS
Questions?