

# Project Success

## Safety + Quality + Teamwork + Productivity

On the surface it seems very straight forward; project success is directly related to safety, quality of workmanship, cooperation amongst stakeholders, productivity and efficiency in delivery. The difficulty, lies in effectively communicating these principles to all parties involved and executing on them. The parties involved are the contractor, suppliers, major subcontractors, consultants, and owner/agency.

CAPA members have provided feedback on best practices that lead to project success. Here are a few of the key points.

- Project **safety** starts and stops with everyone involved.
- Pride in workmanship is the cornerstone of **quality**.
- **Production** is needed for quality. They go hand-in-hand and are not competing objectives.
- A high level of **teamwork** between the owner/agency and the contractor is a common thread in all successful projects.

**SAFETY/QUALITY:** One shared an example of a project that went very well from all aspects especially quality. However, there was a serious accident in the construction work zone towards the end of the project. The member shared that from the moment of the accident, the hard work and good job of the project staff was overshadowed. Kyle Alpha from United Companies stated, “Every project that I have been part of that was a success from a safety, quality, teamwork, and productivity standpoint was also a profitable one.”

**PRODUCTION:** We all need to do better job of communicating on a project stated another contractor. Bob Tews, General Superintendent of Martin Marietta – Metro, and winner of three statewide quality awards in 2014 stated that, “Our award winning projects are the ones where the owner/agency looked at us as a partner and listened to our ideas to make the project go smoother.”

Sharing what is important regarding project success and explaining the relationship between productivity and quality is very important. From a paving standpoint, higher productivity leads to improved quality in the areas of less transverse joints, improved smoothness through fewer starts and stops, and shorter over construction duration.

**TEAMWORK:** Several members have commented on the need to bring the consultants onboard at the start of a project emphasizing teambuilding. Teamwork is a cornerstone of project success, working together towards a common goal. Although there is a hesitation by some of having formal partnering agreements, we have found widespread support for instilling the values of teamwork on each project. These values (see side bar) include rapid dispute resolution, joint problem solving, open and honest competition, etc.

#### **Teamwork Values**

What we value, we do. Each project has its own culture and its norms or “way of doing business.” The following is a list of values; attributes of the way we want to do business as partners. As project leaders, the RE’s and PM’s job is to instill these values into the project and to identify and overcome any barriers that interfere with their achievement.

- Fairness
- Cooperation
- Trust
- Open and honest communication
- Teamwork
- Joint problem solving
- Working for mutual gain
- Rapid dispute resolution at the field level

Project Success: Safety + Quality + Teamwork + Productivity

Here’s to successful projects!! Let us know how we can help.

A handwritten signature in black ink that reads "Tom Peterson". The signature is stylized with a large loop at the top and a cursive script.

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