

Vice President of Engineering Services Comment



Glenn Bukoski, P.E.

The CQP Journey – An Update

By now everyone involved in our industry should have heard about, and have some level of understanding, of the Construction Quality Partnership (CQP). The initiative has been a topic of discussion at board meetings, leadership meetings, annual conferences, committee meetings, and hallway side bars within all the industry associations and the owner organizations for almost two years. A comprehensive and thorough article about the CQP initiative appeared in MITA's Summer 2005 inaugural edition of the "Cross-Section," and on Jan. 18, 2006 some 30 industry representatives attended a MITA-sponsored Industry CQP Forum to learn about and discuss this evolving initiative.

On April 27, 2006, a milestone in our CQP journey occurred as the eight partners engaged in the initiative signed a CQP Charter at the State Transportation Commission meeting. As the State Transportation Commission is the policy body for transportation in our state, the formal signing of the charter in their presence was a significant public demonstration of the commitment the partnership maintains to the mission and goals of that charter. The eight

partners signatory to the CQP Charter are the following:

- American Council of Engineering Companies of Michigan (ACEC-M)
- Asphalt Pavement Association of Michigan (APAM)
- County Road Association of Michigan (CRAM)
- Federal Highway Administration (FHWA)
- Michigan Concrete Paving Association (MCPA)
- Michigan Department of Transportation (MDOT)
- Michigan Infrastructure & Transportation Association (MITA)
- Michigan Road Preservation Association (MRPA)

With the formal signing of the charter, the CQP Executive Steering Committee can now focus its attention on the overall objective of developing, coordinating, and implementing a comprehensive training initiative that will ultimately affect and impact every discipline, element and aspect of the transportation infrastructure construction industry.

Some in our industry, however, whether they are a contractor, consultant, owner, service provider, or supplier, may still be skeptical of the need for this initiative and our vision on how quality becomes an acknowledged and permanent element of every corporate philosophy for owners as well as contractors.

At the MITA Annual Conference this past January, Gary Allhiser, a renowned facilitator of change in the construction industry, discussed in his presentation, appropriately titled, *The Future of Industry: Surviving and Thriving*, the changing needs, attitudes and expectations of the customers we serve in the transportation infrastructure industry. In the past, our customers (the taxpayers), were willing to pay more to get a better product delivered to them in a shorter timeframe; it was the old quality, time, price adage. They could have two, but not all three. But, as we have learned and Allhiser reinforced during his presentation, our customers today are no longer willing to settle for and accept two of those three elements. Today the transportation customer wants all three. They want it better, faster, and cheaper (higher quality, delivered faster, at a better value). The status quo obviously is no longer acceptable. We believe the CQP initiative can and will address those customer demands as we develop a trained and skilled industry work force focused on continual quality process control at all stages (design, bidding, construction) of the product development and delivery processes.

As it relates to our vision of how quality will become a cornerstone of every corporate philosophy, think back about three decades and recall the then-new concept of job site safety. Fast forward to today and recognize how job site safety has become a key part of your

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made to last year's radio ads, which all in all should reinforce the message. MITA obviously spends a great deal of time, effort and resources to make a public relations campaign like this possible; please call if your organization can help further the cause with monetary donations to the cause.

SAFETY SERVICES

As referenced in Pat Brown's article, since Jan. 1 MITA has focused a great deal of attention on training its members via three Super Conferences and numerous command training performances. For obvious reasons, safety is an issue near and dear to my heart and one I don't take lightly. How MIOSHA regulations are administrated through enforcement actions is a topic that MITA monitors closely through the appeals process. The addition of Pat will only make MITA better in this arena; he is motivated and ready to learn. I am confident that we have the right individual to help me / MITA continue its leadership role in the safety arena. To reinforce the training that has already occurred, MITA will also be performing job site inspections for members. This non-threatening form of inspection is a great way to determine if the training vaccination is taking. Training requests can be made by simply calling Pat or filling out an inspection request and faxing it to the MITA office.

The addition of Pat will allow me time to address some emerging safety issues that year after year go largely unresolved and will take years to complete due to rule changes that will ultimately be required. Pat will also allow me to look for new opportunities to provide members with additional services and unique functions.

What I have learned in 11 years of association work is that each member belongs for his or her own reason or reasons. I have known members over the telephone that I have not met and may never meet, but I am confident that they will remain members. That is why my focus will concentrate on a wide variety of areas – some seen and others unseen. If you feel an area is going unaddressed by your association, please let me know; we will do our best to continue to provide meaningful services to our MITA members.

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corporate philosophy from the top of your organization to the bottom and you know that it can have a significant impact on your bottom line. We believe there is a direct analogy between where we are today with quality and the way safety was viewed some 30 years ago. The challenge we face on this CQP journey is how we integrate quality into every corporate philosophy just as safety is today.

Although the ink on the charter is barely dry, the first CQP-driven training was conducted in three separate industry forums this late winter. Formal training on Quality Control Plan Development involving owner, consultant, and contractor participants was conducted at recent MCPA, APAM, and MDOT conferences.

These training efforts are noteworthy in that they involved contractors, consultants, and MDOT personnel sitting in the same rooms getting the same training presented by MDOT and industry representatives.

The CQP Training Sub-Committee continues to work on the development of formal training curriculums in the concrete paving, asphalt paving, and capital preventive maintenance disciplines. These disciplines are being targeted initially because of the significant amount of training material and opportunities already developed and available within those disciplines. Other disciplines, like bridge, are being discussed such that work in those disciplines could begin soon.

In an effort to maintain a unified and consistent industry perspective relative to the CQP initiative, MITA facilitated the organization of an Industry CQP Task Force involving the contractor associations, APAM, MCPA, and MRPA. This task force affords the boards and membership of each association an avenue for providing input to the association staff who sit on the CQP Executive Steering Committee.

This CQP journey we have embarked on has just begun and is very much like trying to find the end of a rainbow; we cannot tell you how long it will take or the specific path we will follow. We do

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believe that just like finding that proverbial pot of gold at the end of the rainbow, this CQP initiative will have significant positive impacts and pay huge dividends to our industry as we are able to provide the high quality, best value products our customers expect, grow and develop a highly skilled work force that addresses our current and future personnel needs, reduce risk for everyone as we maintain an industry

focus on continuous quality process improvement, and gain that very important public trust that will be critical to our success in securing a long term solution for funding transportation in our state..

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DIRECTOR OF SAFETY & WORKFORCE DEVELOPMENT COMMENT Continued from page 25.

promise of another MIOSHA inspection. I am confident that given all the training MITA has provided, no member should have a problem handling an inspection. Well, just in case, I will be available for jobsite inspections throughout the season. This is an opportunity for member companies to have MITA come out and perform an inspection that will be followed up by a written report outlining potential hazards or areas of concern on your job site. I have been assisting Rob by handling many of the MIOSHA appeals. The inspections and appeals go hand in hand. I have an idea in just the few short months that I have been here, how MIOSHA looks at job sites. By MITA coming to your jobsite, we can identify hazards, which will ultimately make for a safer work site and may help avoid potential MIOSHA citations.

As I settle into this awesome job, I look back and wonder why I was

not doing it sooner. I look forward to assisting the membership in any way possible, whether it's MIOSHA, safety, training, anything, just call me and I will try to help.

To contact Pat Brown, e-mail him at patrickbrown@mi-ita.com or call 517-347-8336.



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