

INDOT 360° Review Panel

Breakout Session
August 21, 2019
ITT VDO Kickoff Workshop

- Challenges
 - Solution Considerations

Table 1

- Need to build relationships
 - Strive for more face-to-face communication
- Not knowing who to talk to because of employee turnover
 - Post up-to-date Organizational Charts online
- Lack of attendance at meetings
 - Include all Subs in Communication
 - Prioritize attendance at meetings – make required – include fees
- Managing a lot of information
 - Contract and DES number in project-specific communication
- Enhance safety process
 - Add more Law Enforcement funding
 - Need When/Where/How – Discussion

Table 2

- Gotcha's Hunt
- Fear of Being Wrong
- Sandbagging the Decision

Fear of being wrong

- Ownership of the decision changes under pressure (i.e. pave a drive or not)
- Disconnect between what was said versus intent
- We don't listen as well as we should
 - Collaborate on plan to eliminate inconsistencies
- Quick answers yes/no are not necessarily good
- Farm field approaches get missed due to time of year (snow)
- What is the best way to communicate?
 - Ask
- Fear of admitting wrong
 - Once-in-a-Lifetime opportunity to make a difference
- Avoid litigation
 - Improve communication

- Running out of Quantity
 - Changes noted in first 2 weeks
 - Communicating quantities to industry to allow longer reaction time

Gotcha's Hunt

- Ignoring the owner during the flow of the job
 - Everyone has the responsibility to make folks aware of the risks
- Doing things outside of the specifications – judgement on the shades of gray
 - Greater good collaboratively established
 - Will not intentionally overrun to take advantage – Gotcha
 - Is that the reason here? No
- Bridge Painting – November 1st cutoff
 - What about heating
- Running away from a problem rather than towards it
 - Standing behind your decision
 - Owning your mistakes
 - See Something! Say Something!
- Fear of questioning the decision
 - Consultants reaching out and accepting calls
- Point-setters rather than understanding of what the product is
- GPS Tracking
- Broke Phases – Issue of dozers coming out of ground
 - Checking
- Whose responsibility is the construction engineering?
 - Everyone
- Looking inferior is the concern
 - Being proactive is a result of the 360
- A wall has been created
- Project management is not as technical as they used to be

Sandbag the decision

- Waiting for the area engineer
- That's not my job
 - Sharing the responsibilities of quantities
 - Get better in contacting designers
 - PE involved in the design
- Turnover is a problem (errors) – purpose & need lost
 - Most designer questions can be considered
 - Most jobs have consultants at Pre-con
- Insufficient internal training
 - Cost of doing business
- Critical Thinking
- Not realizing the impact of a decision by not being collaborative

Table 3

- Reaction to mistakes
 - Don't be defensive – become more open to communication
 - Claim mistake – move on – How we claim mistake – change in attitude
 - Want to work with people again – don't lie
 - Claim mistake instead of hiding
 - Don't just make up on next job
 - Engineers attending progress meeting
- “Busy”ness – Communication falls by the wayside
- Emails from consultants – project eng/mgr not included
 - 3-4 emails – pick up phone
 - Provide follow up emails to memorialize the conversation
 - Project managers should see all correspondence – they are the “Task Master” – must keep project on track
 - Personal communication is critical
- Educational to Public – Zippering/mergers
 - Faster movement – getting public attention as to what's important to them
 - Designated drivers – control traffic speed for safety through construction zone
- Inconsistency on bundled projects details
 - Look at details and similarities before bundling

Table 4

- Too much worry about evaluations
 - Be honest with hurdles
- Communicate issues (lack thereof)
 - Improve consistency of and methods of communication
- You can override a scope or what someone else thinks
 - Best to do early than late
 - Communication back to professional's scope
- Ignoring problems and motives
- Too rigid guidelines with standardizing projects
- QC/QC Jobs too frequently
- Forgetting constructability
- Lack of understanding constructability
 - Communicate when a change is made so designer knows
 - Lack of facilitation from issues at construction back to the designer
- Evaluations aren't specific enough to projects
 - TRUST – Consistency of content/communication

Notes: Electronic Constructability review – New Form

Table 5

Barriers

- Suppliers need more advanced notice of project needs before bid time
- INDOT policies / decision-making without seeing monetary / various effects
- Q&A Process needs to begin earlier / bidding happening last minute
- New materials not being discussed with suppliers before letting
 - Possible create subcommittee to address issue
 - Ideas: 2 week deadline for questions – Pre-letting period
- General inexperience – trying to hire / find employees
 - “Frontline Leadership” – program to help develop new employees
 - Show them why we enjoy our work
 - Partnership w/ programs semi-related to industry (FFA)
 - More trade school like VU Mine Training
- Communication / Lack of Urgency or confidence to solve problem
 - Job roles and who makes the decision on different types of questions
- Change Orders – Price verification available, not best option to try to avoid change orders at all costs if not beneficial to project

Table 6

Barriers to Ideal Project

- Fear – Hands are tied
- Budget – Don’t want to waste money
- Less common sense prevailing
- Less communication due to not knowing the other party (No personal relationship)
- PS Fearful to make timely field decisions that will affect budget
 - Contractor / Designer could work together prior
 - Getting answers
 - Timeline vs Budget vs Red Tape
 - Account for potential issues in budget on design side
 - Many times the answer is “Spend the Money”
 - Processes exist so things don’t go haywire
- Funding
 - “Getting a decision we don’t like is better than no decision” (need to expedite the decision process)
- Technology
- Trust
- Workforce and lack thereof

Other Solutions

- Everyone needs to realize we are in this together

- Both sides empower people in the field to solve things quickly
- Possibly contractor and INDOT design work together before starting job (Pre-con) Value Engineering
- Better use of time in Pre-con

Large Group Discussion

Common Themes (Challenges)

- Lack of honesty and trust building leads to lack of communicating issues
- Evaluations should not be the only focus - Consultant / Contractor decisions should be based on the “right thing” for job!
- Constructability issues
 - Constructability review by contractors at Stage 3 would help
 - Acknowledge there may be liabilities and risks but this would allow time for contractors to actually look at the job!
 - Feedback from contractors should come back to engineer of record too
- Over-standardization
- Not getting information back to project designer – decisions made between Area Engineer and PE/S not getting back
 - Meaningful dialogue can be had by getting them all in the same room
- Q&A Process needs serious attention
Example project: Sept 4 bid date - questions due by Friday week before at noon (Aug 30) – design revision deadline Aug 27 (Should this be tweaked?)
- Reluctance to ask questions – give away information that might provide you (contractor) a bid advantage
- Timing doesn’t afford adequate reaction time for bid adjustments
- Plans to contractors 3 weeks in advance – Not Enough Time!
 - Make time to ask questions
 - Make time to get answers from consultants
 - Shoot for 2 months as the goal
 - Find way to break down the hard line between consultant and contractor get them together so bids are better and change orders are reduced
 - Low Bid – should be good bids, not low bids with expected change orders
 - What about allowing contractors to receive Stage 3 plans (2 ½ months ahead of bid process)
 - Bid Apples to Apples
- Scoping Changes – with time between design and construction conditions change
 - Pre-Con discussion is critical
 - Get right people in the room
 - Resolve decisions early
 - Pre-Con meetings – feels too much like checking boxes by the time the real decisions are made
- Decision-making – Inconsistencies

- Take the responsibility – pretty individualized
- Let Bart know if problems with HT, PE/S, or AE
- Need timely responses
- Need solid answers
- INDOT can't fix what it doesn't know – Is there a fear that it will come back to contractor with retribution?
- Start with individual, then bring it up the ladder
- Make sure INDOT knows if there is a response time needed to get answers – i.e. design changes – no set time, but TIME MATTERS
- Educating public on appropriate construction site travel behavior
 - 2-lanes to 1-lane restriction – every other vehicle
 - Consider statewide campaign on MOT to Construction Practices to Educating the public
 - Lane closures on timeframe doesn't always work – permit modifications for unique jobs
 - Congestion policy – lining companies especially struggle with this restriction – need more time, length of day, days of week, etc
- Lack of suppliers notification for material quantity needs is a problem
 - More notice needed
 - High tonnages/needs
 - New moisture specs, etc
 - Channel through IMA sooner (6-12 months ahead)
- Bundling – as a supplier, bundling can present real challenges
 - Need to know where will product “drop”
 - May have problems with product availability
 - May have trucking issues
 - Designer lives in Des # whereas the contractor lives in contract #
 - Designer on bundling projects can put tables together by location
 - Be mindful of what is bundled and how proximate the jobs are