

Challenges in Delivering Quality

A Contractor's Perspective

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Challenges

Availability of Quality
Building Materials

Design Criteria

Procurement Process

Skilled Labour Shortages

Challenge:

Availability of Quality Building Materials

Aggregate reserves
diminishing

- Lack of quality in the Edmonton market.
- Trucking and rail transport
- Increased regulatory scrutiny
- Competing land interests

NIMBY's

- Public's wish to separate residence from industry
- i.e. Zoning for production facilities

Lesser experienced
suppliers

- Affect reputation of the industry

Challenge:

Design Criteria

Specification changes

Lack of consistency between municipalities

Project Scheduling

General public's lack of patience for construction.
Short season = traffic delays = unhappy tax payers.

Challenge:

Design Criteria

Lack of technical experience of Owners & Agencies, particularly in rural areas.

Managing Owner's expectations.

Collaboration between Owner, Design Engineer & Contractor

Contractors need to maintain a customer based focus

Challenge:
Design
Criteria

1. End Product Spec - Agency defines characteristics of the end product, Contractor allowed significant latitude in construction practices.

- Agency - Provides Destination.
- Contractor – Determines how to get there.

2. Method spec - outlines specific materials selection and construction operation process to be followed in providing a product.

- This stifles contractor innovation, although easier for Agency to write & enforce specifications.

Challenge:

Procurement Process

- Increased costs lead to corner cutting
- Competitive bidding process emphasizes cost at the expense of value and the result is a problem with **delivering** project **quality**
- Competitive bidding can lead to the selection of less competent contractors
- Traditional procurement tends to leave the realm of innovation to the designer and requires the Contractor to simply deliver what has been specified within cost and time parameters
- Can lead to adversarial process, versus partnership model.
- Increase the value of:
 - history of successful completion of projects
 - evaluation of experience

Challenge:

Procurement Process

1. Traditional Tender

- Design
- Bid
- Build

2. Value Added Tender

- Design
- Build

Challenge:

Skilled Labour Shortage

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- Skilled labour availability at an all time low

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- Owners, Agencies, Consultants & Suppliers suffer from same effects

Challenge:

Skilled Labour Shortage

Construction a lesser desirable industry in which to work	Lack of recruiting out of high school. Perception that roadbuilding isn't as an appealing industry to work in.
Short construction season	May – October Employment
Competing industries	Oilfield, industrial, technological
Demographics	As Boomers approach retirement, loss of experience and expertise

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Solutions

Utilize the highest quality, economically viable building materials available

Agencies use of consistent specifications

Adjust procurement to encourage a quality end product

Make working in our industry attractive