

Notes on September 2011 Lecture
**How the Olympic project was delivered
on-time and to budget.**

presented by
Ken DURBAN, Technical Services Director
of the Olympic Delivery Partner (CLM)

As lay people, we have watched the unfolding programme preparing the London Olympics, and have been swayed by media controversy that our taxes are not being well spent. We remember all too well the new Wembley stadium and the problems that gave; being way over budget and a year late. So how can a project ten times the size, with a finish date which really can't be postponed, ever show GB Construction Ltd in a good light. Then it all comes good, is ready ahead of time, provides stunning architectural results and a potential legacy which will benefit the lives of a million people.

The insistence by the project managers to use Quality Management values and tools in a project of unbelievable complexity, with stakeholders of the most demanding kind, was a key element in the success.

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① The Challenge

Learning from previous lessons

Control costs, deliver on time and provide a true legacy from the project.

	Costs in \$ billions		Legacy
	Budget	Actual	
Atlanta 96	1.5	2	Rejuvenated depressed part of city. Sports facilities in use
Sydney 00	5.5	6	Mixed reports of benefits
Athens 04	8	16	Little used
Beijing 08	6	58	Provided sports facilities where none existed
London 12	6	15	Rejuvenated depressed part of London. Sports facilities will be used, some dismantled and transferred.

Describing the objective in numbers

- * 10 major sporting venues + media centre + power generation plant
- * 3,000 residential units
- * 32 bridges
- * 9 million spectators
- * 15,000 athletes
- * 20,000 media

Specifics issues for London

- * On-time: an immovable deadline
- * On-budget: public money being used in a time of recession, leading to strict government spending rules and increased media and political scrutiny
- * Health, Safety & Security:
 - Logistics and security issues associated with the concentration of a vast construction site in a single city site
 - terrorist threats.
 - Contaminated site from previous industry
- * Design and Accessibility:
- * Equality & Inclusion:
- * Legacy: the importance the project leaves lasting benefits for the region and the country as a whole
- * Sustainability: the importance that the project does not waste the planets resources.
- * Employment and skills: by the end of the project some 408 apprentices were trained

Describing the project in numbers

- * 618 acre site
- * 140 archaeological sites
- * Unexploded ordinance
- * Construction over 3 years
- * 231 buildings to demolish
- * 1 million cu metres of contaminated soil washed
- * 11k workers on-site at peak

② The venues and their legacy

- * Main Stadium: 80k seats to be converted to football stadium, reduce number of seats, keeping running track
- * Aquatic centre: 17.5K seats during games, but additional seating wings to be removed (cost less than maintenance over next 20 years) to leave 2.5k. Will be kept as national standard pool.
- * Handball arena: 7k seats, high sustainability with light tubes, rain harvesting. To be used as a community centre, sports and concert hall, with international level possible.
- * Velodrome: 6k seat. Track sustainably sourced pine and held in place by 300k nails.
- * BMX circuit: 6k temporary seats. Will be reconfigured as all ability circuit, and linked to velodrome by cycle circuit. One of few UK cycle hubs.
- * Basketball Arena: 12k seats, fabric external surface. Will be dismantled and used elsewhere after games, as there is no strong following of the sport in the UK.
- * Olympic Training Arena (Eton Manor): 9 pools and 9 tennis courts. Will be used as indoor/outdoor tennis facility, hockey, recreation, training and events
- * Broxbourne white water canoeing centre
- * Water polo centre: temporary
- * Royal Artillery Barracks for shooting: temporary
- * Olympic Village: 70 buildings, polyclinic, academy, car park, 17,500 athletes + officials. Will be 3,000 properties, 30% to be affordable
- * International Broadcast / Press centre: room for 20k people. Will be offices for up to three companies.
- * Energy Centre: natural gas and bio-mass boilers
- * Olympic Gardens: 190 acres with ecological enhancements of local plants and animal promotion.

③ Focus of the project

Meeting the client expectations in all areas

- * Defining the End Game, prime focus on legacy
- * Designing in Quality / Designing Out Conflict
- * Programme Management / Quality Management System
- * Specify: Project Quality Requirements
- * Inform: Kick Off Meetings
- * Confirm: Healthchecks
- * Reporting: Contractor Quality reports, Defective works, Project Summary reporting
- * Close Out: Defective Works Monitoring
- * Sharing: Programme Knowledge
- * Changing old building culture to one of modern construction culture where problems are resolved in planning and work is done to the procedure rather than "last we did it like this":
 - Changing Hearts and Minds
 - Reward & Recognition
 - Communicating the message

④ Management of the Programme using Quality Principles

Project brief

A robust document which specifies performance criteria, in order to ensure cost effective solutions, standardisation, prefabrication, off-site manufacture and the use of modern logistics. To be detailed with clear financial objectives and a definition of what is meant by success.

Client review

To be timely, inclusive, effective, documented and driven to closure.

Managing the design of complex interfaces

This used a 2 dimensional coordinated CAD model, a design interface schedule and a key issues register. *The obvious is rarely forgotten, it's what people are not talking about that concerns us most and is the focus of our integration efforts.*

QMS

A management system which

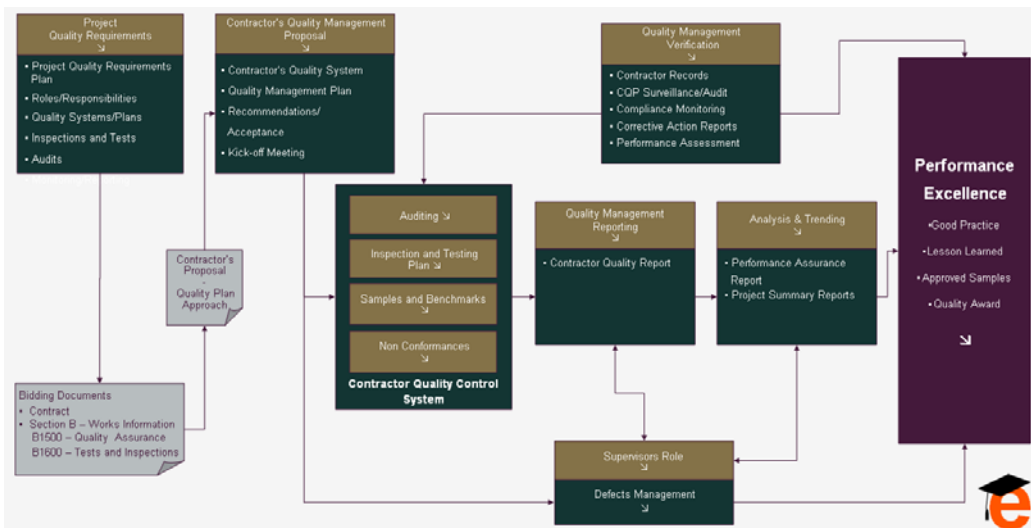
- * ... is tailored during mobilisation and inclusive of processes, procedures and standards of clients and the standardised project.
- * ... has a format which encourages compliance; is easy to follow with process diagrams, has step by step activity guides
- * ... is communicated and accessible to all programme staff
- * ... has supply chain requirements included within the "Contractors Handbook" sub group with the ability to access it from outside
- * ... has a consistent internal audit of functions to provide assurance that the system is being followed

Requirements of Quality in the project:

These form a part of the tender and contract information. They include:

- * The programme manager, which drives the base contract and requires Tier 1 Contractors:
 - ... to be ISO9001 certified
 - ... to confirm their management systems are being properly operated, including the constant maintenance through:
 - ☑ Self Auditing by Contractor
 - ☑ Inspection and Test Plans
 - ☑ Test Certification
 - ☑ Samples & Benchmarks
 - ☑ Non Conformance reporting
 - ☑ Quality metric reporting

These requirements are at the start of the contractor quality management process; shown below:



Kick-off meetings

These are designed to ensure all new contractors are trained to understand the key requirements of Quality, through an explanation of ...

- * ... their responsibilities vis a vis the client (the delivery partner), or the contractor
- * ... the need to confirm the project quality requirements
- * ... the format required for quality reporting
- * ... the programme quality initiatives

Project Quality meetings:

These are to be held at regular intervals for projects of a similar nature, to discuss:

- * Key quality concerns
- * Non conforming works
- * Samples & benchmarks
- * Share knowledge & lessons learned
- * Good practise / bad practise

- * Attendance at these quality leadership teams includes
 - Client, PM, Contractor, Supervisor – to learn
 - Quality Assurance - to capture and deploy information across the programme

Health checks:

- * Informal reviews
 - Initial review conducted 3-6 weeks after start on site to confirm:
 - ☐ Contractor management system in operation
 - ☐ Compliance to Project Quality requirements
 - Regular review to verify reporting metrics

- * Formal reviews of
 - the contractor's management system compliance audits
 - the project package audits. These are in-depth audits by 1st Tier Contractors to confirm the effectiveness of quality management systems used by subcontractors

Non-conforming work:

It is necessary to have a system which manages the non conforming process (notification: monitor of corrective work: close out report: tracking). Ideally this should be an independant review of the Contractors work – Supervisor role (NEC). For this, contractors are required to maintain

- * a standardised register & report format
- * a documented trending of classification of Notice of Defective Works (NDW); this is to prevent repeat offences of things such as workmanship, management, damage etc
- * the cost of NDW's
- * a quantified report of unmanaged non conformances

Monthly quality reports that are required from contractors:

There is a standardised format to be used for the Programme

- * It is mainly numerical data with summarised text

- * The key quality metrics to be shown are
 - Audits scheduled/ executed
 - Corrective actions raised / closed
 - Inspection and test plans scheduled / due/ accepted
 - Samples & Benchmarks schedule / due / accepted
 - Non conformance reports raised / closed/ categorisation
- * The metrics are reviewed for trends, then issued across the Programme
- * The reviews defined in the health checks are used to verify and understand any inconsistencies or anomalies in the reporting

Project summary report:

- * The metrics to be included:
 - Contractor reported quality metrics
 - Non conformance / defects management
- * The quality reports created during the project are to be inserted
- * There is a simplistic reporting format
- * The format is altered to suit the stage of the Project
 - Delivery
 - Approaching Completion
 - Post Completion

Monitoring of non conforming & outstanding works:

Contractors are required to:

- * Track closure of non conforming works prior to project completion. This encourages "zero defects at completion".
- * Monitor closure of non conforming works and outstanding works after Project completion
- * Provide a summary report for executive reporting

Quality alerts / lessons learned

- * Captured during attendance at project quality meetings
- * Distributed across the Programme
- * Cascaded to the contractor

Changing hearts and minds – the inevitable culture change required to improve quality:

- * The objective is to promote a "One Team" philosophy
- * At management level this manifests itself as:
 - A performance excellence conference, which:
 - ☐ Brings together contractor management
 - ☐ Explains the change in thinking needed in presentations
 - ☐ Gets discussion going through break out sessions
 - ☐ Drives a culture of change
- * At supervisor level, there is Right First Time training linked to Behavioural training for quality
- * For the workforce to become engaged there are Quality tool box talks, which educate the workforce in their place of work about:
 - Benchmark approval criteria
 - Inspection & test plan requirements
 - Repeating finished works

- * Quality Circles are used to empower the workforce through:
 - the open and authorised discussion of issues in the workplace
 - encouragement to take on board the ideas of the experts
- * Quality Walks are an innovation for the construction industry, requiring senior management to regularly walk the site:
 - Talking to workforce
 - Realising the issues at the workplace
- * Reward and recognition, giving credit where its due, and rewarding individuals / teams / organisations for:
 - Attention to detail
 - Getting it right first time
 - Pride in their work
 - Respecting the work of others
- * Communicating the messages of Quality and the need to change through:
 - Poster Campaigns
 - Messages during the induction training for the Programme
 - Quality Video - show

⑤ Summary

- * Clear, simple to use management system
- * Internal function auditing to confirm system compliance
- * Project quality requirements as a part of the contract
- * Reinforced quality requirements at kick off meetings
 - Regular & random quality health checks / audits
- * Trending of NCR data to prevent repeat occurrences
- * Reporting for various purposes & stages of project / programme
- * Effective sharing of the programme knowledge with stakeholders
- * Encouraging a quality culture through behavioural initiatives to encourage 'Right First Time' and 'Zero Defects'
- * Defects' philosophy through all levels of the Programme.

Notes by Richard KIRBY, Chairman of Thames Valley Branch of the Chartered Quality Institute

28th September 2011

Quality



Quality = Meeting Client Expectations in All Areas

- Defining the End Game
- Designing in Quality / Designing Out Conflict
- Programme Management / Quality Management System
- Specify: Project Quality Requirements
- Inform: Kick Off Meetings
- Confirm: Healthchecks
- Reporting: Contractor Quality reports, Defective works, Project Summary reporting
- Close Out: Defective Works Monitoring
- Sharing: Programme Knowledge
- Changing Culture:
 - Changing Hearts and Minds
 - Reward & Recognition
 - Communicating the message

Quality Challenges

Priority Goals

On Time

On Budget

**Health,
Safety &
Security**

**Design &
Accessibility**

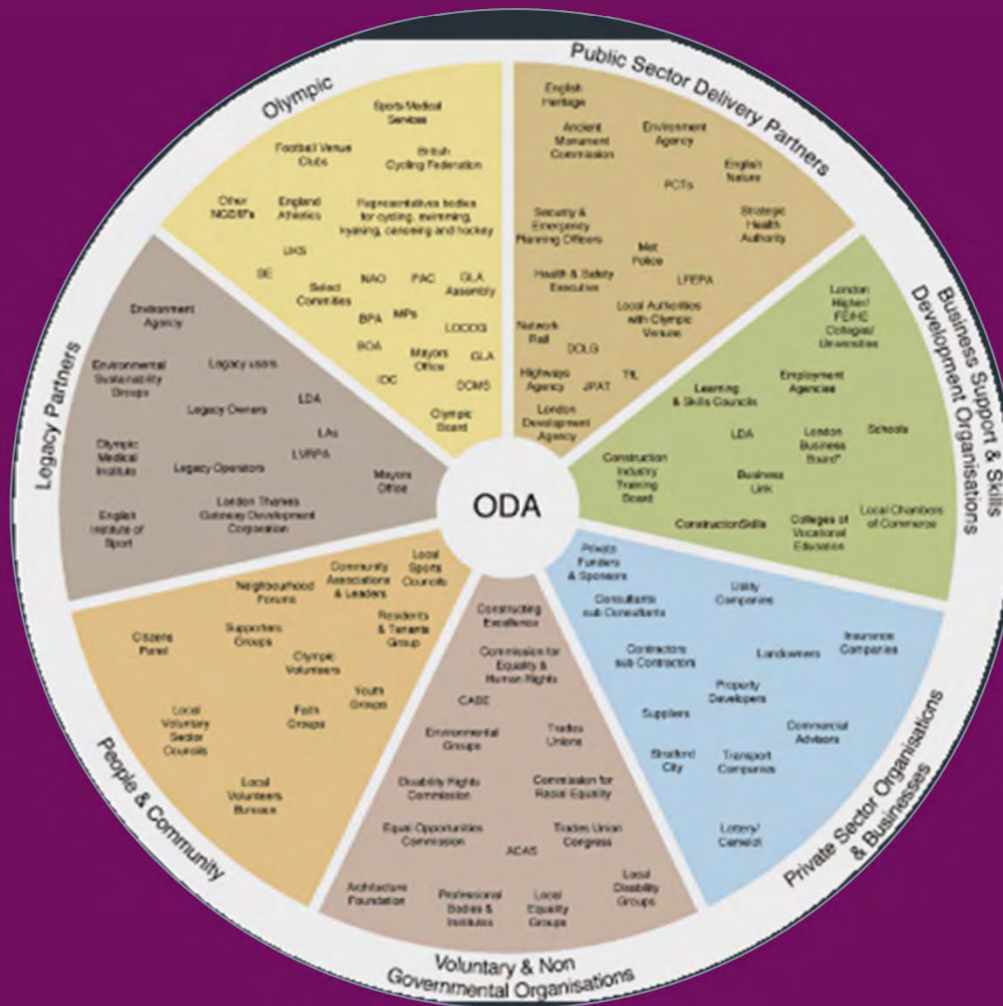
**Equality &
Inclusion**

Legacy

Sustainability

**Employment &
Skills**

Stakeholder Scrutiny

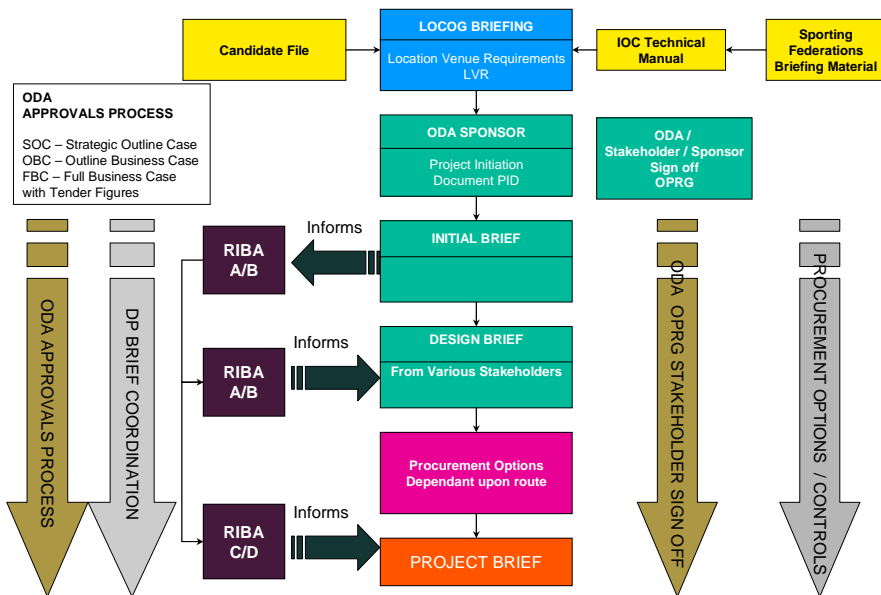


- Olympic and Sports Community
 - IOC
 - LOCOG
 - OBS
 - Sports Federations
- Government
 - DCMS (UK Gov)
 - London
 - 5 Local Boroughs
- Other
 - Local Community
 - World, National, and Local Press
 - National Rail, British Waterways, Thames Water
- Priority Themes
 - Sustainability
 - Design and accessibility
 - Employment and skills
 - Equality and inclusion
 - Health, safety & security
 - Legacy

Robust Brief Development The Brief Template

Brief Management Guidance –

Standard process, content and format



Key Focus on Legacy

23 September 2011

- "Project briefs will specify performance criteria to encourage innovation in order to deliver cost effective solutions, taking advantage of opportunities for standardization, prefabrication, off site manufacture and adopting modern logistics principles."
- "A detailed brief with clear financial objectives programme and definition of what is meant by success will be developed by the client before the design stage for all projects and this will be shared at the outset with all those involved"

3. The Initial Brief

- The Initial Brief informs Work Stage A and B prior to design commencing. The objective of the Initial Brief is to capture the project requirements and to provide enough detail for the design teams to commence Work Stages A and B. It sets the framework for the remaining briefs.
- Amendments to the brief are to be captured through change control and added to the addenda and text as appropriate.
- The intention is to capture approved texts. The deliverables required under stage A/B are defined in the Design Standards and Procedures.

4. The Template for the Initial Design and Project Briefs

4.1. Brief Contents

Foreword

- From the CEO

Contents list

1.0 The Project Design Identity, Aspirations, Vision, Aims and Objectives

- An Introduction describes the context of the project; for example the 2012 win and project "set up" since. The text should be standardised across the various projects.
- Presents The London 2012 Construction Commitments
- Captures the 2012 Design Identity
- The ODA's Aims and Objectives. Standard texts exist for this component
- Sets out the Aspirations, Vision and Aims for the project in simple numbered points
- Quality Statement

2.0 Client, Delivery Partner and Stakeholders

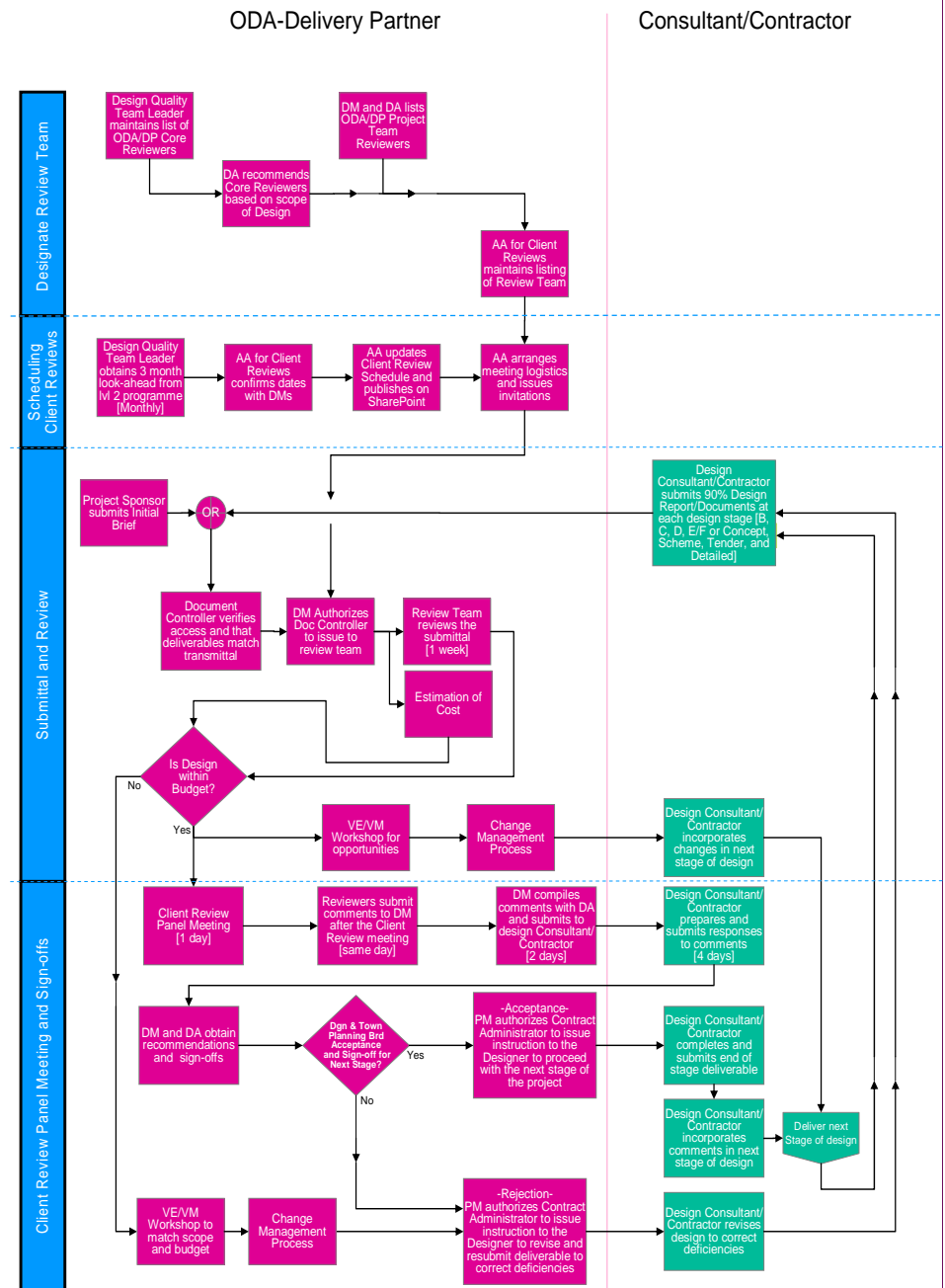
Text minimised. An Organogram sets out structure and decision process but briefly explains the roles of the:

- Project Champion and Sponsor

Timely and Effective Client and Stakeholder Involvement in Design Approval

- Timely
- Inclusive
- Effective
- Documented
- Driven to Closure

Client Review and Sign-off Process Map



*Prepared by CLM Delivery Partner Limited

Quality Management System

- Management system tailored during mobilisation
 - Inclusive of
 - Client procedures and standards
 - Standardized Programme Management processes and procedures
- Management system format
 - Encouraging compliance
 - Easy to follow process diagrams
 - Step by step activity guides
- Communicated and accessible to all Programme staff
- Supply chain requirements
 - Included within “Contractors Handbook” sub group with external access ability
- Consistent Internal audit of functions to gain assurance that the system is being followed

The image displays several key components of the Programme Delivery Management System:

- Delivery Responsibilities Matrix:** A grid defining roles across various project phases. Key roles include Finance, Project & Construction Management, Assurance, Design, and Delivery/Partner Operations.
- Change Control Calendar:** A flowchart detailing the process from 'Identify Change Request From' to 'Approve Change Issues', involving stakeholders like the Programme Change Manager and Project Director.
- Change Management Form:** A structured document for 'Initiate Change Request Form'. It includes sections for:
 - Overview:** Explains that potential changes require formal documentation and tracking.
 - Input:** Lists 'Potential Change Issue'.
 - Timing:** States that change issues are processed throughout the project cycle.
 - Tools:** Lists 'Contingency Request Guidelines', 'Programme Controls - Change Management - Programme Baseline Change Control Process', 'Change Request Form', 'Change Request Form Job Note', 'Change Types/Approval/Documentation Requirements', and 'Project Change Log'.
 - Activities:** Describes the process of identifying potential change issues, consulting with staff and contractors, and confirming changes to the baseline.

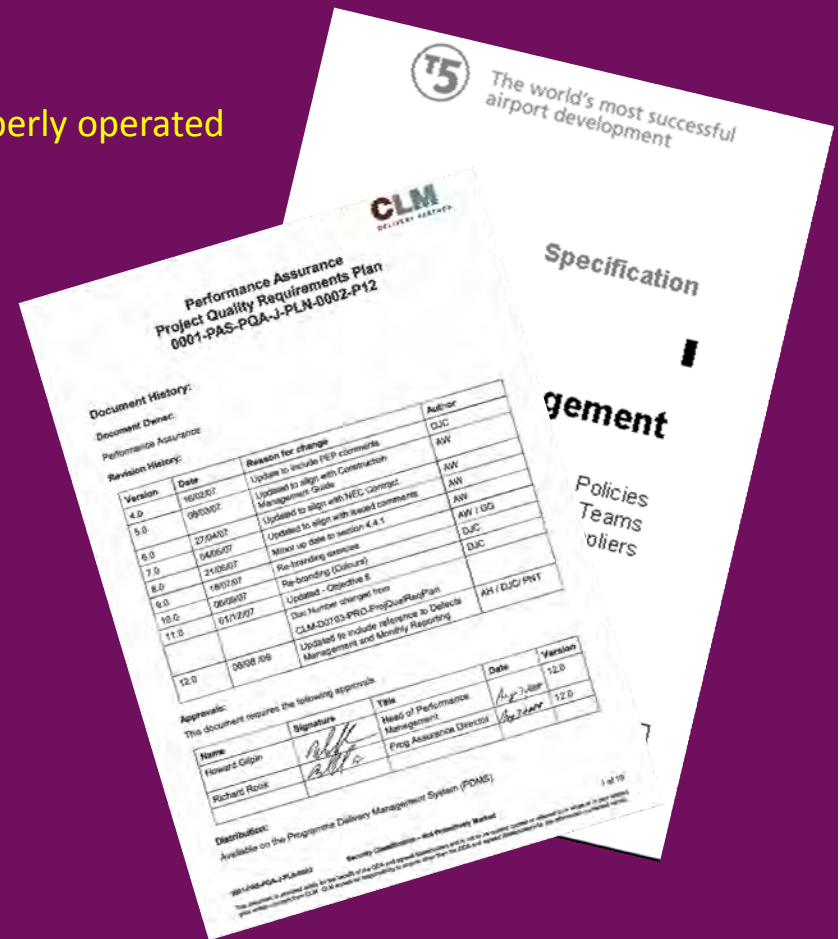
Specify: Project Quality Requirements

- Project Quality requirements form part of the Tender and Contract Information

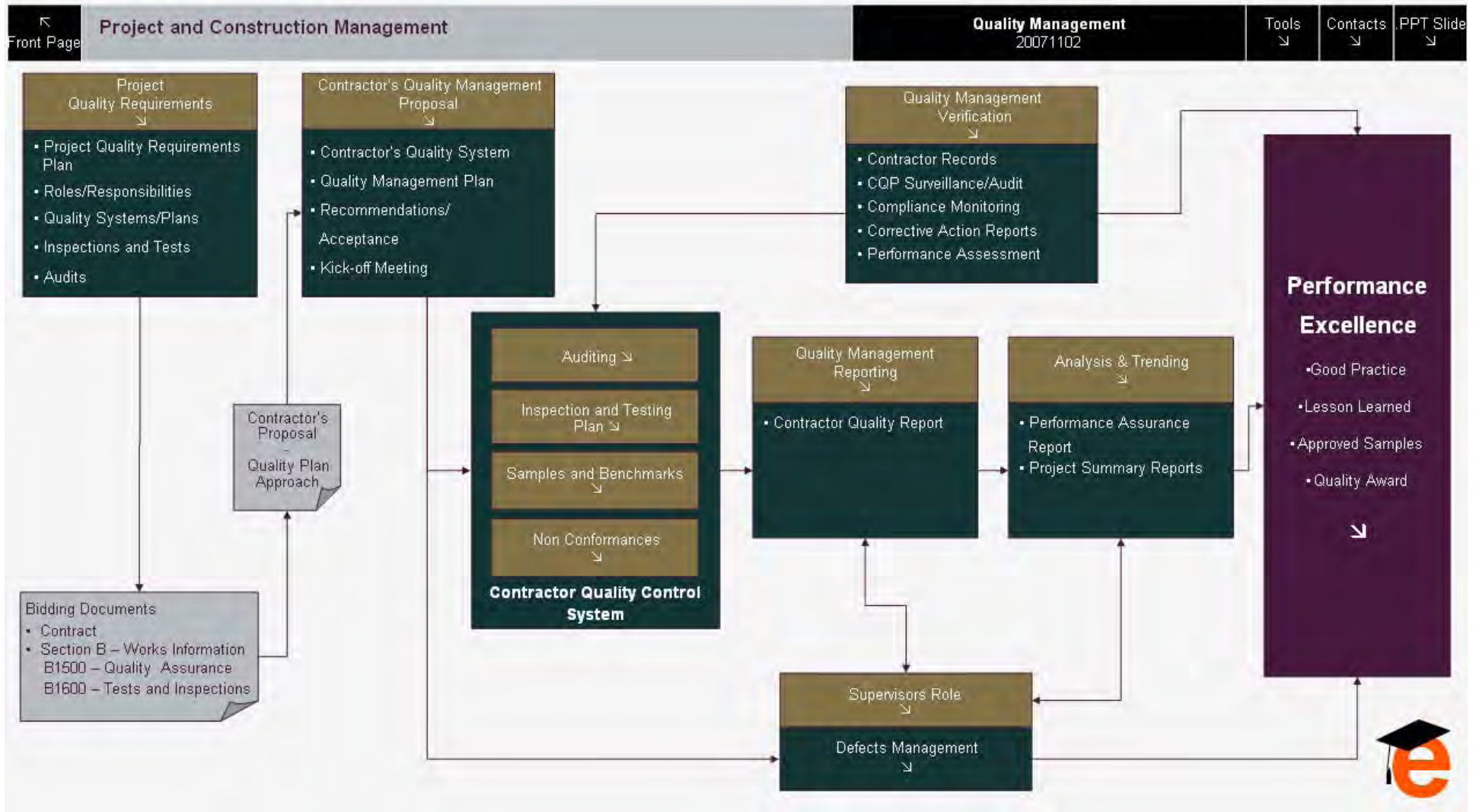
- Base Contract Driven by the Programme Manager Requires:

- Tier 1 Contractors to be ISO9001 certified
- To confirm their management systems are being properly operated including always maintaining:

- Self Auditing by Contractor
- Inspection and Test Plans
- Test Certification
- Samples & Benchmarks
- Non Conformance reporting
- Quality metric reporting



Quality Management Process - PDMS

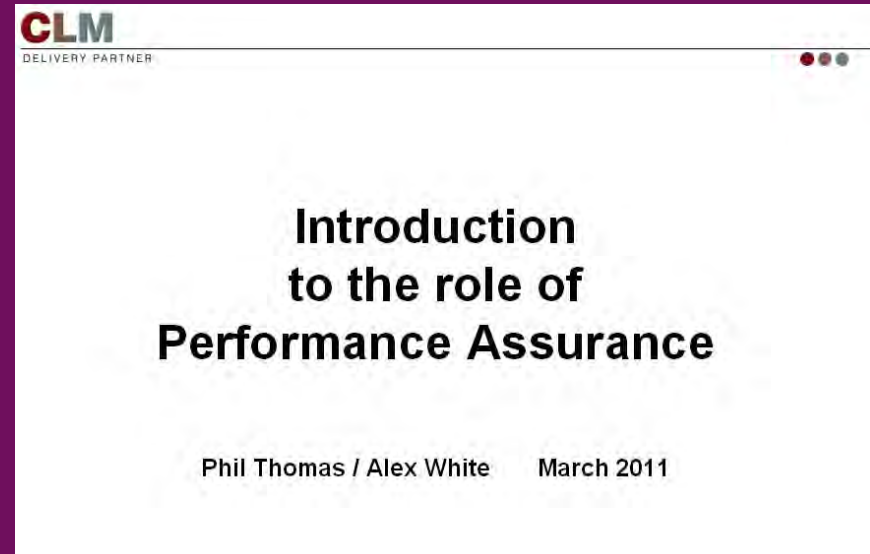


Inform: Kick Off Meetings

- With all New Contractors a Kickoff Meeting is held where

Key requirements are explained such as:

- Responsibilities:
 - Client / Delivery Partner
 - Contractor
- Project Quality requirements confirmed
- Quality Reporting format explained
- Programme Quality Initiatives



Inform: Quality Meetings

- Project Quality meetings held at regular intervals

- Discussing:

- Key quality concerns
- Non conforming works
- Samples & benchmarks

- Quality Leadership Teams

- Attendance by Client, PM, Contractor, Supervisor
- Projects of similar nature “come together”
- Discuss key quality issues
- Share knowledge & lessons learned
- Good practise / bad practise

- Quality Assurance attendance to capture information to use across the Programme



Confirm: Health checks & Audits

- Healthchecks – informal review

- Conducted 3-6 weeks after start on site to confirm:
 - Contractor management system in operation
 - Compliance to Project Quality requirements
- Regular healthchecks to verify reporting metrics


- Programme Audits – formal reviews

- Contractor Management system compliance audits
- Project Package audits
 - Deep dive audits to confirm management of subcontractors by 1st Tier Contractors

Reporting: Non Conforming Work

- Beneficial – to have an independent review of the Contractors work – Supervisor role (NEC)
 - Manages the non conforming process
 - Notification, monitor of corrective works, close out report, tracking
 - Standardised register & report format
 - Trending of classification of Notice of Defective Works (NDW) to prevent repeat offences –ie workmanship, management, damage etc
 - Cost of NDW's available if Client requirement
 - Reporting – unmanaged non conformances metrics reported

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**Olympic Delivery Authority
Management and Correction of Defects**

0001-PAS-PQA-J-PRO-0007-P03

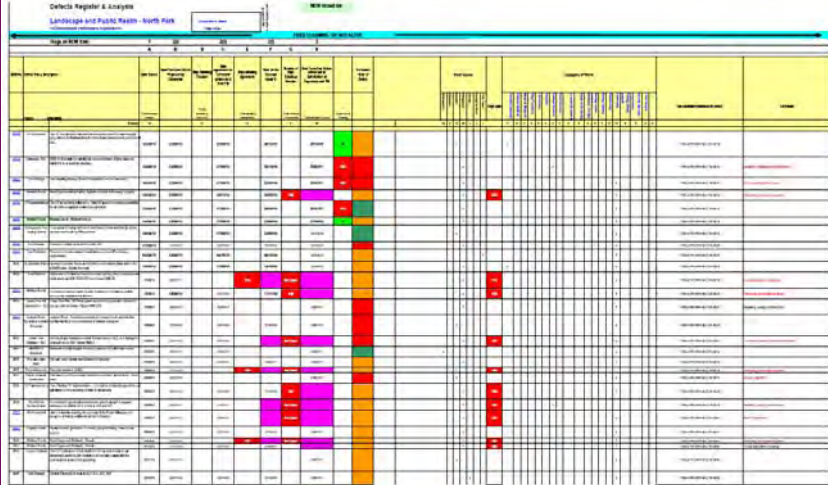
Document History:

Document Owner:
CLM Performance Assurance

Revision History:

Version	Date	Reason for change	Author
1.0	01/05/07	First issue of Notification of Defects Process	Kooki Sears
1.2	20/09/07	Logo Change	Roger Mitchell
1.3 Draft	15/07/08	Process revised to reflect role of Supervisor	J Robinson
2	20/05/09	Note Document Number changed from CLM-D0602-PRO-CM03-Defects (Notification of Defects Process)	
2	20/05/09	Process revised to cover scope 'Management and Correction of defects'	D Bartlett
3	15/10/08	Minor Changes to wording in sections 3.0 steps 2, 3.3a and 4	P Thomas

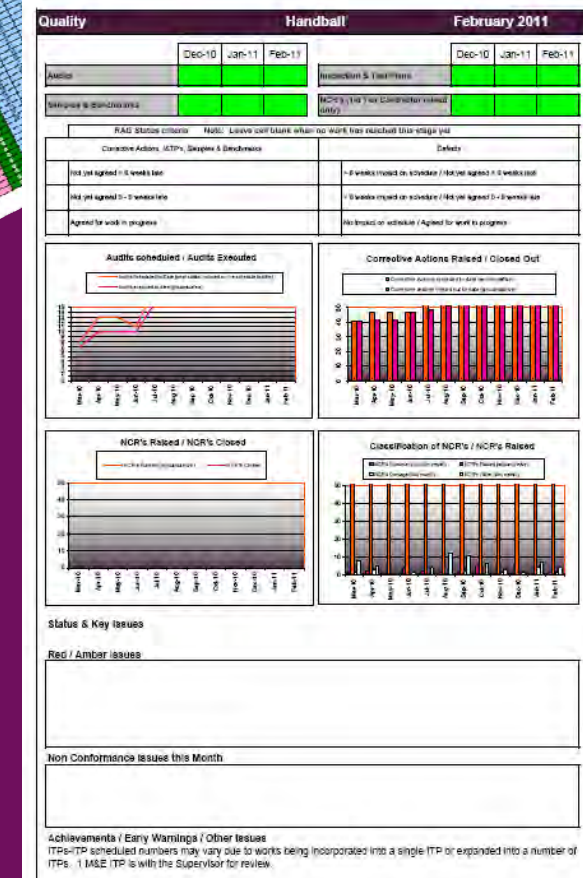
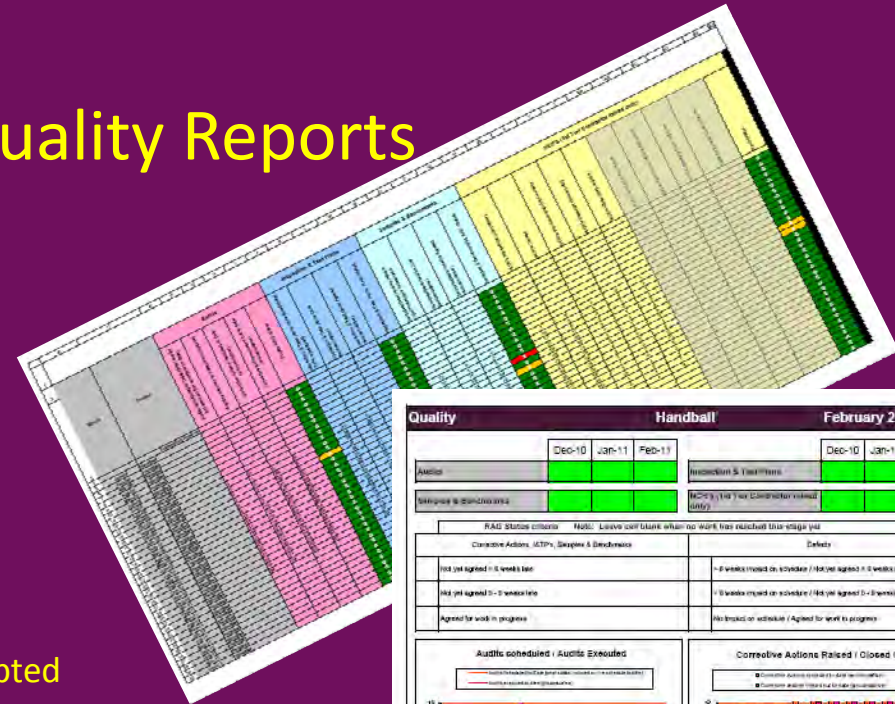
Defects Register & Analysis
Landscape and Public Realm - North Park



The image shows a screenshot of a spreadsheet titled 'Defects Register & Analysis' for 'Landscape and Public Realm - North Park'. The spreadsheet has a grid layout with columns for Defect ID, Description, Location, Status, and Date. The status column uses color coding: red for 'Open', yellow for 'In Progress', and green for 'Closed'. The spreadsheet contains numerous rows of defect data, with some cells highlighted in red, yellow, or green to indicate their status.

Reporting: Contractor Quality Reports

- Reports received monthly from Contractors
- Standardised reporting format for the Programme
- Mainly numerical data with summarised text
- Key quality metrics
 - Audits scheduled/ executed
 - Corrective actions raised / closed
 - Inspection and test plans scheduled / due/ accepted
 - Samples & Benchmarks schedule / due / accepted
 - Non conformance reports raised / closed/ categorisation
- Metrics reviewed for trends, issues across the Programme
- Verification – healthchecks are used to understand inconsistencies/ anomalies in the reporting



Reporting: Project Summary Report

- Metrics:

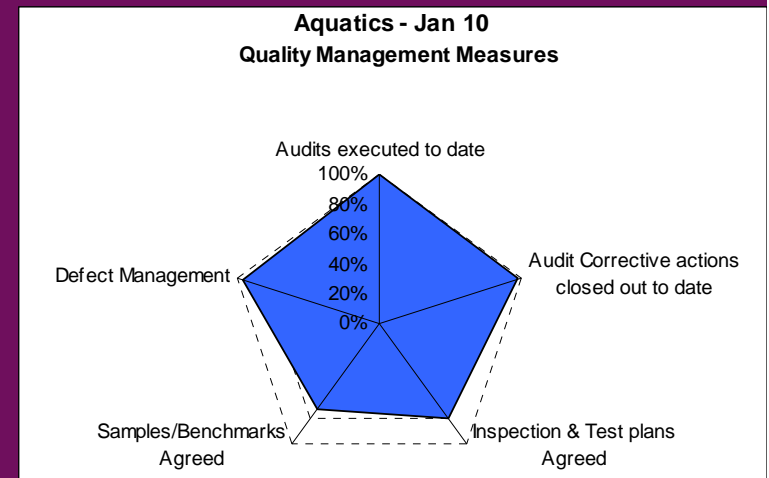
- Contractor reported quality metrics
- Non conformance / defects management

- Quality reporting inserted into overall project summary report

- Simplistic reporting format

- Format altered to suit the stage of the Project

- Delivery
- Approaching Completion
- Post Completion



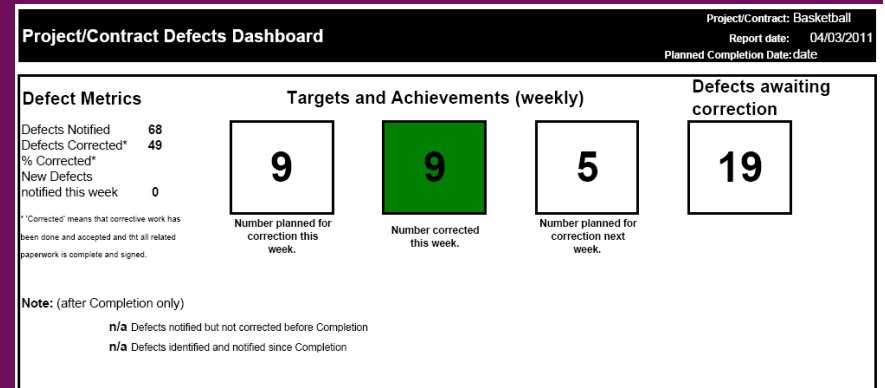
Games Time Work Completion	
Proportion of NEC3 defects being managed in line with planned dates. ¹	88%
"Good progress has been made in the period by Team Stadium in closing down part completed NDW's and provision of a clear plan against those outstanding".	
RAG Status	> 90%
	< 90%
	< 70%
<small>¹ Proportion (%) of NEC3 defects being managed in line with planned dates is equal to the total number of managed defects divided by the total number of defects. Managed defects are those being managed through the defect process and have a proposed close out solution offered, a solution accepted by the project manager and planned date for closeout that is still within its time frame.</small>	

Complete: Monitoring of non conforming & outstanding works

- Tracking closure of non conforming works prior to project completion to encourage “zero defects at completion”.

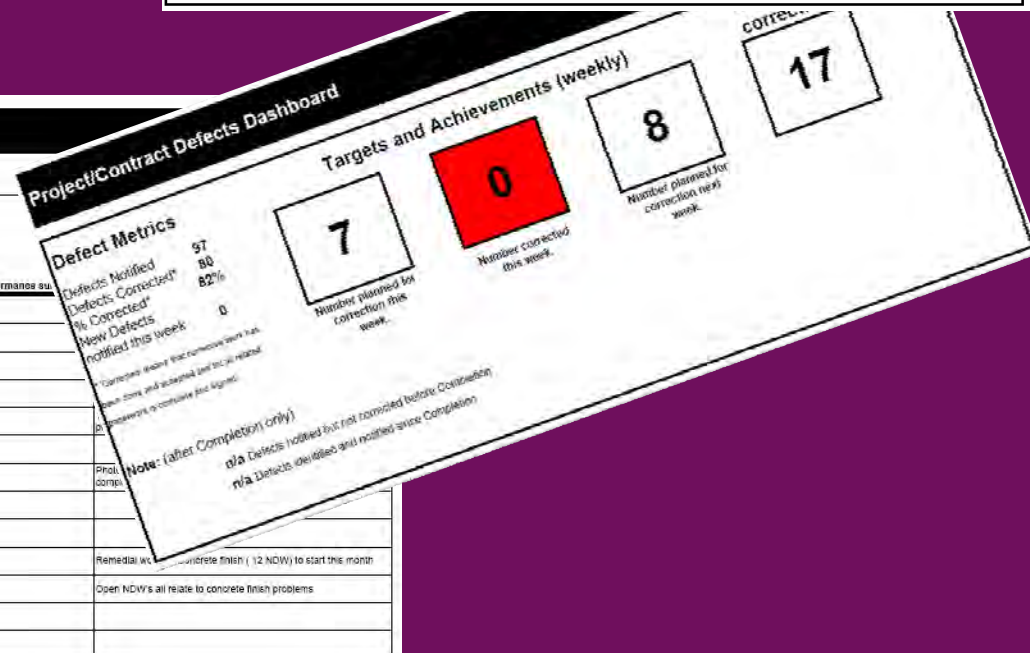
- Monitoring closure of non conforming works and outstanding works after Project completion

- Summary report for Executive reporting



Programme Defects Summary - Venues

Project	Defects										Outstanding Works		Overall Performance
	Defects Metrics				Defects				Targets		Outstanding Works at Completion	Outstanding Works Open	
	Defects Raised	Defects Closed	% Closed	Forecast Completion Date	Defects open at Completion	Defects raised after Completion	Open Defects	Last Target close out	Last Actual Close out	This week Planned close out			
Brixbourne	163	124	76%	16 Dec 10	0	0	39	11	0	0	0	0	
Velodrome	112	104	93%	13 Jan 11	0	0	8	0	0	2	15	8	
Multi Storey Car Park	58	47	81%	28 Jan 11	13	0	11	0	0	7			
Media Press Centre	21	17	81%	18 Jul 11	n/a	n/a	4	0	0	0			
International Broadcast Centre - Studio	73	52	71%	15 Apr 11	n/a	n/a	21	2	2	2			
International Broadcast Centre - Head				15 Apr 11									
Stadium	97	80	82%	31 Mar 11	n/a	n/a	17	7	0	8			
Handball	76	51	67%	03 May 11	n/a	n/a	23	6	4	8			
Basketball	66	49	74%	12 May 11	n/a	n/a	19	19	9	6			
Aquatics Centre	475	379	80%	30 Jun 11	n/a	n/a	95	16	1	15			
Eton Manor	29	9	31%	09 Dec 11	n/a	n/a	20	0	0	0			
Waterpolo				30 Mar 12									
Hockey				30c									



Sharing: Programme Knowledge

- Quality Alerts / lesson Learned

- Captured during attendance to Project Quality meetings
- Distributed across the Programme
 - Cascaded to the Contractor

Quality alert

Quality Alert No. 1: Wrinkled Vinyl on Padded Seats

Seating has arrived on a Venue project within the Olympic Park which has wrinkling to the vinyl seat padding as shown below.

A sample of the hospitality seat had been provided but had not been formally accepted via a sample approval process.

The manufacturing process for the bulk of the seating order was not the same as the process used for the sample seat.



Key Points:

- Ensure all seating types are supplied as a sample
- Record formal approval of the sample
- Ensure the manufacturing process used to produce the sample seat is maintained for the remainder of the seating order.

You're part of it

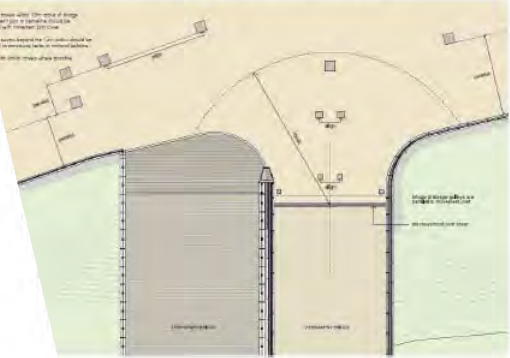
Quality alert

Quality Alert no. 9 Alignment of utility covers

Reminder of Programme Wide Criteria

Re-confirming the standard approach for the orientation of utility covers within the Olympic Park.

Reference document number 0239-MPO-PWD-A-REP-50001 P04



1st Tier Contractors are aware of this information and their supply chain where appropriate.

You're part of it

Culture: Changing Hearts and Minds

- Promote a “One Team” philosophy
- Management Level
 - Performance Excellence Conference
 - Contractor management brought together
 - Contractor presentations
 - Break out sessions
 - Driving a culture of change
- Supervisor level
 - Right First Time training
 - Behavioural training for quality

Performance Excellence Conference

12th November 2009

08.15 (for breakfast) 09:00 – 12.00

Venue:

Dexter House,
No.2 Royal Mint Court,
Tower Hill, London, EC3N 4QN

Agenda:

- > Introduction & Desired Outcomes of Conference
- > Key Note Speaker : Mac Motraghi - Hitachi Rail Europe
- > Programme Presentation: 'Importance of Quality during Delivery'

Workshop Sessions:

- Project Quality Leadership Teams
- Workforce Engagement
- Continuous Quality Improvement
- Excellence Award Presentation

@london2012.com



Culture: Changing Hearts and Minds

- Workforce Engagement

- Quality tool box talks
 - Educate the workforce
 - Benchmark approval criteria
 - Inspection & test plan requirements
 - Repeating finished works

- Quality Circles

- Empower workforce
 - Encourage discussion of issues
 - Take on board ideas the ideas of the experts

- Quality Walks

- Senior management walking the site
 - Talking to workforce
 - Realising the issues at the workplace

ATHLETESVILLAGE CREATING A PLACE OF INSPIRATION AND OPPORTUNITY

Quality Assurance:

Quality Week
13th – 17th Sept 2010

Tool Box Talk:

QUALITY BENCHMARKS



EAP.1120 - Landscape and Public Realm					
Turning	Date	Owner	Subject	Description	Solution
Hubbar	07.01.11	Tosh-FLC	Preparation	A lot of time is required to undertake the preparation. Ideally the soil is dry and not too wet but unfortunately at this time of year conditions are not always favourable. The use of Spike Boards is ideal as their weight is easy to lift and that people can put one another and they do not have to sit on the turf or silt.	Ensure there are plenty of boards available before starting to turf.
1	07.01.11	Tosh-FLC	Turf Laying	Gaps have appeared after turf laying. Reason for this is that the cold weather has made the boards slightly contract and gaps have appeared.	Re-visit the area in the spring and fill gaps with the same soil.
2	07.01.11	Tosh-FLC	Gaps after Turf Laying	The boards become very slippery when it rains and care has to be taken especially on the slopes.	Avoid turfs in wet weather and where access to slopes is required with boards add some straw to the turf to act as supports when climbing slopes.
3	07.01.11	Simon-FLC	Turf Laying in the Wet	The attention to detail in order to achieve the highest quality is very difficult in the wet as preparation can sometimes be compromised by wet silt.	Prepare some when dry and try to turf when rain is not due or is too wet.
4	14.01.11	Tosh-FLC	Quality of Finish when wet	Quality can become compromised when mowing to tight definition. So far the quality has been maintained. High standard	Programme works to that enough time is available to complete the works to the highest quality. Check weather forecast.
5	14.01.11	DL-CUN	Quality of Finish		
6	14.01.11				

Culture: Reward & Recognition

- Giving credit where its due
 - Rewarding individuals / teams / organisations
 - For:
 - Attention to detail
 - Getting it right first time
 - Pride in the job
 - Respecting the work of others



Rewarding our Quality Champions 03 December 2010

As part of the Zero Defects Campaign we are holding a reward and recognition event at the Pudding Mill Lane offices on Friday 3 December "Rewarding our Quality Champions" for a maximum of 2 hours.

This event will signify the implementation of the ODA Reward & Recognition programme for Quality. We will be recognising the efforts of on site teams and individuals to enhance and commit to the creation of a quality product for both Games and Legacy modes.

We are looking for nominations from each Venue and Infrastructure Project for the inaugural "Quality Champion" awards in December.

Each team will need to identify the person / crew / team on their project that epitomises:

- attention to detail.
- getting it finished and getting it right
- pride in the job and
- respect for the work of others.

Nominees should be chosen from the workforce, working on site or for a sub-contractor; so please ask your teams to dig deep and look at the operatives and foremen. The scope will be broadened to others as we move forward.

Following the initial event in December, a program that identifies, rewards and recognises Quality Champions on a monthly basis will continue via the monthly project quality meetings.

Nominee's names, company names, position/trade and the reason for nomination should be sent to quality@london2012.com before 26 November 2010.

Thanks for your assistance.

Culture: Communicating the message

- Poster Campaigns
- Included into the Programme induction
- Quality Video - show



Summary

- Key Points

- Clear simple to use management system
- Internal function auditing to confirm system compliance
- Project quality requirements as part of Contract
- Reinforced quality requirements at Kick off meetings
- Regular & ad-hoc quality health checks / audits
- Trending of NCR data to prevent repeat occurrences
- Reporting for various purposes & stages of project / programme
- Programme knowledge sharing
- Encouraging a quality culture through behavioural initiatives to encourage 'Right First Time' and 'Zero Defects' philosophy through all levels of the Programme.

