

MESSAGE FROM THE CHAIR



Welcome to the Spring 2020 newsletter. Hope this newsletter finds everyone healthy and observing the “Social Distancing” in order to beat this COVID-19 virus. Here is a short statement from our TCC Chair Wanda Sturm:

“In response to the ongoing COVID-19 direction, the ASQ Technical Communities, to include the Design and Construction Division, have suspended all face to face meetings through the month of August. While that may seem drastic to some of you or overkill, I want to assure you this is not done lightly. What we want to do is make smart decisions and be as frugal as possible during this time of unknowns and knowns when we “gather” and how we spend money.”

As a follow-up to this directive we have included an article about the situation with some ideas on what we are doing in the various construction and engineering companies around the US.

It continues to be a challenging time for the member leaders of the Design and Construction Division. We are still asking ourselves the question of where we go as a Technical Community to provide real member value. For the near term we are working to provide information about virtual meetings and I believe that this is the best we can do for our members. Also, in this newsletter is the information about the alternative WCQI as an ASQ sponsored virtual conference which is open to all ASQ Members. Many of the Key notes and sessions have been recorded for you to watch.

One of keys to our success is continuing to go beyond the borders of ASQ and to reaching out to other engineering industry groups to spread the message of quality. Due to the virus several of our conferences have been canceled but we are still hoping to be represented at conferences in the Fall. We still anticipate being represented in a speaker capacity and sponsorships at the following conferences:

- September 21-23, 2020 – Advancing Construction Quality Conference in Denver, CO
- October 8-9, 2020 – 2020 Audit Division Conference, Orlando, FL
- October 11-13, 2020 – Construction Management Association of America (CMAA) National Conference in San Francisco, CA

All of these have been documented on our MyASQ web site as we get specific information and are available to members. There are other examples of activities we are involved in in this newsletter.

We must stick to our core value of providing actionable tools and ideas to the industry and giving our members opportunities to shine. The articles in the newsletter are examples of what we have to offer our members.

The division leadership has remained in place for 2020 and is looking forward to hearing from our truly great members and other Technical Communities within ASQ.

Please visit our MyASQ web site and our DCD LinkedIn web site for discussions and information we provide. If you have any ideas for improving the web site or future newsletter articles you would like to see or provide please send them to us and give us your thoughts on how to make the Design and Construction Division the voice for quality in the engineering community.

Ray Crawford — Division Chair 2019-2020



Message from the
Chair

Membership Update

Upcoming
Conferences &
Webinars

Lean Construction –
Ireland Webinar –
April 29, 2020

CMAA National
Conference &
Trade Show
October 11-13 2020
San Francisco, CA

Advancing
Construction Quality
September 21–23, 2019
Denver, CO

COVID-19 Challenges
in the Workplace

Quality Articles:
Why Make Quality A
Habit?

FTA Quality
Guidelines Update
Announcement

Membership Update

Although things have changed ASQ-DCD's commitment to you hasn't. We offer great construction industry specific networking opportunities and a community of likeminded professionals where you can discuss industry-related hot issues with your peers. You can discover informational case studies, get real-world advice, and comprehensive articles in ASQ's Quality Progress magazine and DCD's periodic newsletter. Supporting a remote community is one way to help keep members, communities and customers safe. By now, well over 50% of you work remotely, so our members can offer you the connected know-how to implement your Design and Construction quality systems and programs, via your flexible digital workplace. All of us are exploring new paradigms daily. As a member, you can upload and share files, provide feedback, and even create your own remote network to share your own expertise. Your company can build and nurture your organization's culture of quality with the support of an ASQ Organizational Membership. The value it will bring to your bottom line in today's environment, is immeasurable. Help limit your project team's exposure by Doing It Right the First Time!

Division Monthly Growth and Retention - February 2020 End of Month							
Name	Member Type	Current Count	New Counts	Renew Count	12 Month Prior Count	Growth	Retention
DCD	ASSOCIATE	6	2	1	42	-85.71%	9.52%
DCD	FELLOW	21	6	2	16	31.25%	93.75%
DCD	FULL	1879	1139	34	557	237.34%	132.85%
DCD	ORGANIZATION	248	83	11	241	2.90%	68.46%
DCD	ORG MEMBER	29	19		3	866.67%	333.33%
DCD	SENIOR	304	46	19	267	13.86%	96.63%
DCD	STUDENT	499	348	2	81	516.05%	186.42%
DCD	TOTAL	2986	1643	69	1207	147.39%	111.27%

Every sector of the construction industry seems to be experiencing shutdowns and eventually re-starts, start your companies preparation today with things you learn from ASQ-DCD Members. The Construction Division is experiencing steady growth and retention. Become an ASQ Member today and join the Design and Construction Division (DCD). If you are already an ASQ member, then we need your help in recruiting new members and retaining current members to help us grow and keep all our members active and renewing when the time to renew comes around. If you have questions please contact the ASQ-DCD Membership Chair, Larry Owen, at larry.owen@acig.com. "We can't solve problems by using the same kind of thinking we used when we created them." - Albert Einstein. Rework - Activities which must be done more than once.

If you have questions please contact the ASQ-DCD Membership Chair, Larry Owen, at larry.owen@acig.com. ***"We can't solve problems by using the same kind of thinking we used when we created them." - Albert Einstein. Rework - Activities which must be done more than once***

UPCOMING CONFERENCES & WEBINARS

Lean Construction Ireland Webinar



Lean Construction Ireland hold regular webinars presented by industry practitioners and subject matter experts to promote an understanding of Lean Construction in order to assist organizations on their Lean journeys, as well as to provide insights into how some of Ireland's leading construction clients and supply chain organizations are adopting Lean Thinking and Practices to deliver increased value-add on capital projects.

Previous webinars presented as part of Lean Construction Ireland's communication programme include:

- [Choosing By Advantages \(CBA\)](#)
- [Integrated Project Delivery](#)
- [Magic mirror on the wall, who is the fairest one of all](#)
- [Target Value Delivery of Construction Projects](#)
- [Using 5S's to deliver more value with less waste](#)
- [Quality Matters](#)
- [LEAN BIM \(Building Information Modelling\)](#)
- [Ardmac - Our Lean Story so Far](#)
- [Automation in Construction](#)
- [ISO 18404 as a Lean Construction Transformation Model](#)
- [Who is watching the quality?](#)
- [Benchmarking](#)
- [Why is the ROI from Lean Construction Training So Compelling?](#)
- [Ardmac - Our Lean Story So Far](#)
- [Rapid Problem Solving in Action](#)
- [Optimisations in the use of digital document management for collaborative engineering design](#)
- [The UK's "Get it Right Initiative \(GIRI\)](#)
- [Last Planner® System - Whiteboard Meetings/Daily Huddle](#)

- [Last Planner® System - The Practical Application and Benefits of an Effective Pull plan session](#)
- [Last Planner® System - The Practical Application and Benefits of the 6-Week Look Ahead](#)
- [The 5 Levels of the Last Planner® System](#)
- [Use of A3's & A3 Thinking](#)
- [Lessons from the US National Housing Quality Award](#)
- [Direct observation DMAIC](#)
- [The cost of quality in construction](#)
- [Lean Transformations](#)
- [Direct Observations](#)
- [Adopting Kotter's 8-Step Change Model to Drive Transformation](#)
- [Constructive Wastewalks](#)
- [Building Information Modelling \(BIM\) for Lean Construction](#)
- [What does a Lean Construction Project Delivery System look like?](#)

Register for the Webinar now.

[Register Here](#)

<https://register.gotowebinar.com/register/8057823043770237953>



UPCOMING EVENTS & CONFERENCES



CMAA National Conference & Trade Show

Sunday, October 11 - Tuesday, October 13

Mark Your Calendars!

Conference Dates: October 11 - 13, 2020

Location: San Francisco Marriott Marquis, San Francisco, Calif.

The CMAA National Conference & Trade Show is heading back to San Francisco.

Location:

San Francisco Marriott Marquis

780 Mission Street

San Francisco, CA 94103

United States



ACQ will be returning
September 21-23, 2020
Denver, CO
Stay tuned for updates...

COVID-19 – Challenges in the Workplace

The novel coronavirus (COVID-19) has created significant workplace challenges across the United States. Many employers have had to restructure their workforces in light of the pandemic and mandatory stay-at-home orders.

What effects on how you conduct your work; whether you are office or field based? How have the current situation's changes and mandates affected you? We would like to hear from our members by way of the discussion page at MyASQ site. What changes have been brought in at your place of business? How effective are these new directives and guidelines? And lastly What happens when the orders are lifted, business resumes, and employees return to work?

The MyASQ site can be found [here](https://my.asq.org/communities/home/160) (<https://my.asq.org/communities/home/160>)

Specific Challenges

Julie E. Smith | Senior Marketing Specialist of **ECS SOUTHEAST, LLP** submits the following

During this time of great uncertainty, professional engineering services are needed to maintain the health, safety and welfare of our communities. Our staff at ECS is trained, willing and honored to serve our industry and communities during this time of unprecedented crisis," says Derek Clyburn, Executive Vice President of ECS Southeast, LLP (ECS). ECS continues to operate in providing "essential services" related to engineering, environmental, industrial hygiene, materials testing, construction inspection and construction support services. We have created a protocol related to COVID-19 and distributed it among office management and increased communication to all employees regarding these procedures. Our Charlotte office is maintaining social distancing, limiting in-person meetings to five or less, increasing hand washing and increase cleaning of commonly used surfaces. In addition, our field staff are increasing the use of personal protection equipment, increasing the frequency of cleaning tools/equipment and maintaining good hygiene upon returning to their homes. This includes washing hands and face or showering, changing into clean clothing, etc. to isolate their families from the outside contact they had that day. ECS continues to monitor and to follow as best we can the recommendations from the CDC, OSHA and other governmental agencies that are working to manage the COVID-19 pandemic.

Jamal Sumrein | 6-Sigma Greenbelt, Quality Manager – LIRR Concourse Project **WSP USA Inc.**

A recent discussion with a colleague of mine, Jamal Sumrein, who works both in the field and from the office including the challenges of social distancing on the construction site, particularly where a task required more than two hands. A bump up in PPE was also instituted, where respirators were required for workers involved with tasks that expel substances into the air, like silica for example, now all workers on site are required to wear these respirators.

Eileen Gee – National Markets Quality Manager **WSP USA, Inc.**

Due to the COVID-19 flight restrictions, I conducted virtual project quarterly quality audits via on-line meetings with my internal and external project teams. By successfully hosting virtual meetings using video conferencing, I made sure faces are visible, and provided real-time feedback. Meeting preparation including testing collaborative technologies with audio dial-in options, preparing and distributing an agenda ahead of time made the virtual audit efficient and communication seamless. The teams were engaged, and participation was collaborative, with all participants efficaciously addressing my audit findings.



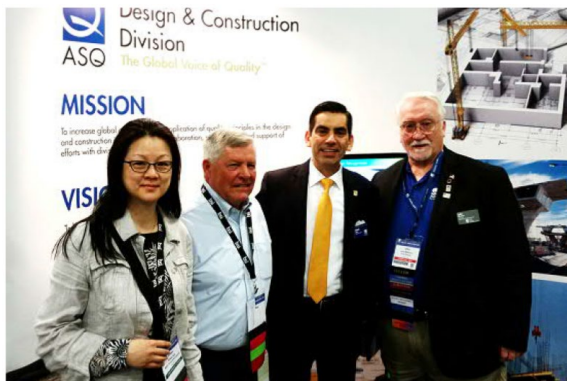
Why Make “Quality” A Habit?

By Eileen Gee

At a recent American Society of Quality (ASQ) World Conference for Quality and Improvement, a speaker mentioned the need to “practice A+ness as a way of life.” The speaker used that language because while getting an “A” in school was great, an “A+” represented a higher level of accomplishment and gratification.

Each day we strive to accomplish our work at the highest standard possible, making quality a core value of our work and personal environment. We know about the three sides of the triple constraints where every project operates within the boundaries of scope, time, and cost, and a modification in one aspect will invariably affect the other two. One element that is not often mentioned, and we do stress the importance of – is Quality. Quality is an important integral part of everything we do and is at the center stage of this Triangle.

There are times when the “Quality Review” task is placed in a lower priority status due to time and/or budget constraints, and therefore the product is submitted to our clients without the required proper checking & review process.



At the 2019 American Society for Quality (ASQ) World Conference. From L-R: Eileen Gee, Ray Crawford, president of ASQ Design & Construction Division, Benito Flores, president of ASQ Global and John Mascaro, ASQ Audit Division.

WHY?

Quality is everyone’s job. We need to dig deep into our own personal code of standards and ask ourselves why do we do quality work? Isn’t the QA/QC team responsible for checking the work products during the QA/QC phase? Why would anyone want to spend the extra time and budget

to check their own work, when they can assume the work will eventually be checked by others? The answer is: we do quality work because we take pride in what we do, because it simply matters. Whether our signatures will be part of the product deliverables, or if we are a ‘behind the scene’ support team, successful collaborative teamwork with proper QA/QC implementation and documentation, is the key indication that we did our job well, because it matters to us.



Although it may be the most common response, the answer should not be solely on extrinsic benefits or rewards such as pay raises, promotions, fame, grades, and praise, but instead, it should be derived from intrinsic motivation. We promote quality as a natural part of our culture and implement quality’s best practices into our daily routine because it is our organizational obligation to provide excellence, and it is personally rewarding as a positive result.

Intrinsic rewards that we experience while making quality a habit may include a sense of relevance and importance. The feeling of having taken part of leading a team to accomplish something of value, something that matters in the grand scheme of things. We feel that our time and energy spent on the task is worth more than just being paid but gives us a strong sense of purpose. When we make quality a habit, we are free to choose how to accomplish our work. We can use our best judgment to select our work activities and



perform these tasks in appropriate ways. We take pride and ownership of our work; understand the approach we take and make it our responsibility to “make it work.” When we do high quality work, we feel competent. There is the sense of satisfaction, that at the end of the day, we applied quality in the work we performed, and it will serve as a motivation for others to do the same.



We are what we repeatedly do. Excellence, then, is not an act, but a habit.”—
Will Durant

When you have a group of people who care deeply about an extraordinary level of quality in their work, remarkable effects will take place naturally. Nobody is perfect, and it is a fact that we will miss something periodically, but we will resolve to learn from it. Therefore, Lessons Learned is an important part of Quality, we learn from our mistakes, share the key lessons (both positive and negative) with our peers in our organization, to promote best practices and prevent the same mistakes.

There is a constructive, optimistic peer pressure that is formed when everyone around you is trying to do their best, as you would want to do the same. The sense of progress, confidence, and accomplishment we feel, is a positive chain reaction that will become an exciting trend within our daily practice.

We need to encourage ourselves to make quality a habit, as practicing quality stems from mindfulness and motivation. We need to strive above and beyond our basic duties, reach the goal of being excellent in what we do and inspire others around us to do the same. This is a powerful way to foster professional and personal growth, and the hard work, with the perseverance that is required to achieve excellence, will be less daunting and more achievable as we work as a team.

It is a win-win situation for everyone when we take actionable steps that we can put into place, we apply a Continual Improvement Process (CIP)

in our daily activities, making quality a habit, which essentially is an abstract construct made tangible.

Quality is contextual, and thereby difficult to define initially, but becomes clearer as we continually strive for excellence at all stages of the process.

New habits generate a culture where added values such as quality in our delivery products become ingrained into our everyday practice. So, let's pick up a new habit today by making quality our priority.



Federal Transit Administration's Quality Management System Guidelines

Revised October 2019

By Rick Simon

The Quality Management System Guidelines are for Federal Transit Administration (FTA) project sponsors (formerly entitled "grantees") and other organizations that are undertaking design, construction, or equipment acquisition programs. They may also be used as a guideline for project sponsors in establishing a Quality Management System (QMS) related to their Operations and Maintenance (O&M) programs.

The Quality Management System can be a useful management tool for developing and specifying activities to ensure project quality. A comprehensive QMS is comprised of a written quality policy, objectives, quality plan, written procedures, and support from both key management personnel and project staff.

This 2019 FTA Guidelines updated the 2012 FTA Guidelines and addresses the 2015 update to the ISO 9001 standard. The new Guidelines place additional focus on both internal and external organizational context (i.e., stakeholders), as well as the review of risks and opportunities.

The Guidelines are organized into the fifteen quality elements since many transit agencies have established their quality systems using the 2012 Guidelines. Also included in the Guidelines are examples of quality plans from various transit agencies around the US.

Ten Quality Managers from transit agencies throughout the United States were key contributors to the revision of the Guidelines. They were chosen to participate since they and their peers are the users of the Guidelines and their involvement helped to make the Guidelines user friendly.

DCD Member Richard C. Simon, CMQ/OE, CQA, from Urban Engineers was the project manager and served as the main author, supported primarily by DCD Treasurer Ronald G. Swerdon,

PMP, CQPA, of Gannett Fleming. Former DCD Chairs Anita McReynolds-Lidbury and Celia Gray were co-authors of Appendix B, "Quality in Transit Operations and Maintenance". DCD Chair Ray Crawford also contributed to the revision of the Guidelines.

The FTA's QMS Guidelines may be accessed by going onto the FTA's website and searching for "2019 QMS Guidelines":

<https://www.transit.dot.gov/>

The National Transit Institute's (NTI's) "Quality Assurance and Quality Control in Transit" course has been revised in 2020. It focuses on the requirements of both the FTA's 2019 QMS Guidelines and the ISO 9001 2015 standard. A future article in this newsletter will discuss the revised course.



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