

Process Assessment

Case Study As-Built Process

Investigate the current practices and measures in place to assess on-going as-built process discrepancies.

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1 Overview

1.1 Summary

Storti Quality Consulting, Inc. is located at 800 Bartram Road in Willow Grove, Pennsylvania 19090-2430. We are a privately owned and self-funded “S” Corporation. Our objectives are to provide Quality Program Development, Auditing, Technical Writing and Consulting Services. We service the utility, construction, manufacturing, custom home building and commercial development market places. Through innovation, creativity and our knowledge of processes, we strive to ensure we meet customer satisfaction. Reports are written to document all findings, and recommendations are provided outlining the steps necessary to address any assessments or process improvements.

1.2 Customer Profile

This customer is a leading provider of infrastructure services for electric, gas, water and telecommunication industries in the United States. They design, build and maintain distribution networks for utilities and industrial customers. Our customer wanted us to identify the contributing factors, with the goal of reducing discrepancies. If left unresolved, our customer faced the possibility that their contract with the utility may be penalized, suspended, or terminated.

2 Problem

2.1 Context

The main reason we were asked to take on this project was to assess the overall as-built process so that factors contributing to differences between as-built invoicing from our customer, and actual reviews of as-built sketches by the utility, could be identified and documented. Locations, sketchers and reviewers were different; however the problem was consistent throughout.

Examples

- Not all measurements were recorded
- Not all installed material were recorded
- Not all measurements were recorded

2.2 Objectives

Conduct separate interviews with our Customer's As-Built Project Manager and the Utilities As-Built Coordinator. Our strategy included on-site interviews with each subject matter expert, and review of available documentation.

Examples

- Completed As-Built Drawings
- Customer Invoices
- Tabulation Sheets

2.3 Finding the Right Partner

Our customer selected Storti Quality Consulting, Inc. because of our knowledge and experience in the utility industry as-built process. The management team was most impressed by the fact that our assessment was written and presented to them seven days after the interviews were completed. In addition to a summary of each review, recommendations were identified to implement solutions.

3 Solution

3.1 Process

The project was delivered to the customer's management team, reviewed in detail for understanding, as well as discussing concerns and closing comments.

We reviewed two (2) completed As-Built Drawings that were submitted to and stamped "Received", by the Utility. Also reviewed one (1) completed client invoice submitted to the utility for payment. A written summary of both positive and negative aspects of the process was provided to the client.

Recommendations outlining what needed to be considered to address each of the identified weaknesses were provided. Background information about our client, their management and as-built teams was listed. Previous utility audit dates, client specific procedure, criterion and checklist references were stated.

Concerns about facilities being moved after they are sketched without notifying the sketcher, and measuring installed facilities using reference points not yet constructed were raised. Although our client has taken several steps to address these issues, our recommendations need to be considered and implemented to preclude recurrence.

3.2 Using the Solution to Solve the Problem

To validate identified issues, we conducted sit down interviews with our clients As-Built Program Manager and their customers utility As-Built Coordinator. Each Subject matter Expert was asked if there were any other issues, comments or suggestions they might have to help improve the accuracy of our clients' as-built submittals. Recommendations were discussed and outlined.

3.3 Technologies and Delivery Method

A seven (7) page As-Built Process Assessment Report was prepared and hand delivered to our clients QA Program Director on November 27, 2006. We then met with designated client personnel to review this report in more detail, and answer any specific questions.

3.4 Key Components

Technologies used on this assessment include in part:

- Utility Work Management System
- Utility received As-Built Drawings
- On-Site Interview with Utility Subject Matter Expert
- Client completed As-Built Drawings
- On-Site Interview with Client Subject Matter Expert
- Client Invoices
- Client Tally Sheets

3.5 Financial Resources and Partners

We conducted Document and Subject Matter Expert Interviews with our clients As-Built Program Manager and their customers' utility As-Built Coordinator. 4 Hours.

Reviewed assessment notes, wrote assessment report and made recommendations on how to improve our clients current As-Built Process. 4 Hours.

Travel Time, Mileage and Tolls were minimal.

4 Evaluation

4.1 Results and Benefits

Prior to this assessment our clients utility customer was under the impression that our client was over billing for the installation of material, equipment and services. As a result of this assessment, our client was able to provide their utility customer with verifiable evidence of what contributed to these discrepancies in billing. The key benefit to this assessment was for our client to receive, analyze and implement changes to ensure more accurate invoicing. These enhancements have improved their performance, and reduced the number of disputed as-built charges.

4.2 Customer Quote

Customer personnel assigned to work with Storti Quality Consulting, Inc. on this engagement provided the following feedback shortly after project completion:

“Storti Quality Consulting, Inc. has the knowledge and understanding of both our client’s and our client’s customer’s as-built process. Implementation of Storti’s recommendations, and concerns, will help us improve our performance in the area of as-built controls”.

4.3 Lessons Learned

The majority of problems identified by our clients’ utility customer are a result of a back-log in their review cycle. So our client and their utility customer are both on the same page, our clients’ utility customer should only review current documents that have addressed all of the results of this project assessment. Assessment results need to be shared with our clients’ utility customer. Several as-built team members need additional training and reaffirming management expectations.

4.4 Ratings

This As-Built Process Assessment was conducted, written and discussed in detail with our client in just seven (7) days after our assistance was requested. The initial timeline was for us to complete this project within thirty (30) days of our start date. Although no rating was applied to this assignment, all facets of this work were completed in less than 25% of the designated timeframe.

4.5 Awards

This project was specific to our client. Although applicable to other businesses and industries, an award in this case would not be applicable.

4.6 Publishing

A request to publish this case study in a utility association trade publication or web site is pending.

4.7 Sample Text, Tables, etc.

This case study is specific to our client, and their utility customer. Although similar in nature, most of the text and tables for this project would only be applicable to this client, and their utility customer.

5 More Information

For more information about Storti Quality Consulting, Inc. products and services, call Storti Quality Consulting, Inc. at 215.657.0837.

To access information using the World Wide Web, go to:

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