

**New Jersey Department of Transportation  
CORRECTIVE ACTION NOTICE**

**QUALITY MANAGEMENT SERVICES**

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CAN No. CAN033R

Approved: B. Strizki  
Date: November 8, 2000

**Bureau(s) Affected:** Division of Project Management  
All Design Consultants  
In-House Production Units  
Bureau of Program Support Services

**Description of Problem(s):**

The project delivery process outlined in Section 3 of the NJDOT Procedures Manual does not accurately reflect the actual tasks and processes that are currently being utilized in the delivery of projects. The following deficiencies have been identified in the existing process network and activity descriptions:

**Improper Relationships**

Many activities are shown with the ability to run concurrently with other activities, when in fact the predecessor activity needs to be completed prior to the start of the successor activity. This results in baseline schedules being developed that falsely assume that these activities can be progressed at the same time. This further results in schedules being approved that have improper completion dates that are too early. Ultimately, target dates risk not being met.

**Activities Too Broad**

Some activities are not well defined. This results in excessive durations for individual activities, and in some instances more than one group is responsible for the completion of an individual activity. This further leads to difficulties in tracking the progress of an activity as well as difficulties in assessing long term delay problem areas.

**Missing Activities**

There are several activities that occur during project development that could significantly impact the schedule of a project. However, these activities are not shown in the existing network diagram. Not identifying these activities in a project's baseline schedule could result in significant schedule delays.

**Activities Relocated**

Certain activities are located under the existing Design Development phase which, if moved into the Final Scope Development phase, would allow activities to be completed earlier and therefore result in quicker delivery of projects.

**Improved Quality Assurance Reporting**

The QA process has been better defined in order to allow for improved planning and control of the QA activities.

## **Corrective Action Plan:**

For the reasons stated above, a new project delivery process network along with activity descriptions have been developed in order to improve the delivery of capital program projects. The listing of the new activities along with their descriptions (Section 3.3 of the Procedures Manual), are listed in the Microsoft Word attachment to this Corrective Action Notice.

The **new** Project Delivery Network Diagram (existing Page 3.5-29 of the Procedures Manual) is a Microstation (.dgn) file and is posted along with this Corrective Action Notice and Activity Descriptions on NJDOT's web site at the following address. An image (.jpg) file of the network diagram is also posted to this location.

[www.state.nj.us/transportation/cpm/CorrectiveActionNotices/](http://www.state.nj.us/transportation/cpm/CorrectiveActionNotices/)

A hard copy of the network diagram is also available by contacting the Bureau of Program Support Services.

In order to implement the requirements of this Corrective Action Notice, the following responsibilities shall be observed:

### **Division of Project Management**

The Project Manager is responsible for developing any new schedules subsequent to the release of this Corrective Action Notice in accordance with the logic contained in the new Project Delivery Network Diagram. In addition, this division is overseeing a task force which will revise Section 3 and Section 4 of the NJDOT Procedures Manual. Upon completion of the task force's activities, a BDC request will be submitted which will include the above changes along with any other appropriate modifications to the Procedures Manual.

### **Bureau of Program Support Services – Scheduling Unit**

Existing project schedules should be modified for those activities that are routinely reported on, as necessary.

Until the above revisions are incorporated into the NJDOT Procedures Manual, this Corrective Action Notice will be in effect.

**Implementation:** Immediately