

Construction Projects On-Time

Construction Projects On-Time: The percentage of state administered projects that have satisfactorily completed all on-site work within 90 days of the last baselined contract completion date

Our strategy

ODOT's goal is that construction projects satisfactorily complete all on-site work within 90 days of the final completion date listed in their contracts. We achieve this through accurate schedule development and effective contract and risk management throughout the life of the project.

ODOT has redefined how we categorize contract change orders that affect project schedules, allowing us to tell if a given change was avoidable, unavoidable, or elective. By doing so and reporting on the frequency of and reasons for different CCO types, ODOT can provide greater transparency of its change management

practices, and take actions to reduce the number of avoidable construction change orders, which is the primary reason for late projects.

About the target

The target is set at 80% of projects. This was established for consistency with peer DOTs, but will be revised as our capability increases to reduce avoidable contract changes.

How we are doing and how we compare

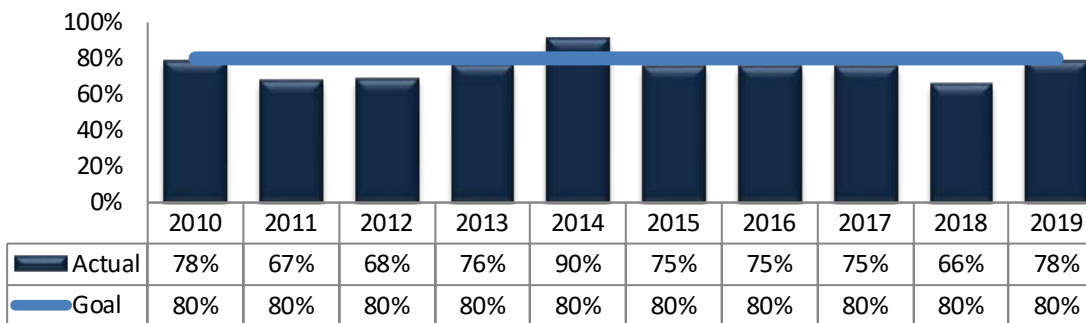
For state fiscal year 2019, performance is at 78% of construction projects on-time. Two projects were re-baselined (2 of 70 projects), both with elective change orders

that raised overall performance from 76% to 78%. While below target, performance is within the natural variation of this performance measure.

In response to an ODOT management assessment (McKinsey & Co. 2017), ODOT revised its construction on-time measure to be more consistent with peer DOTs and to also account for the appropriate *re-baselining* of contract completion dates for on-time measurement.

Any project on-time measure must have an end date to compare the actual completion date against; this is referred to here as the baseline contract completion date. For

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Fact

Since 2010, performance has fluctuated around an average of 75% of projects on-time. No trends are evident at this yearly level view.

Construction Projects On-Time, cont.

ODOT construction projects there are two options for a baseline end date: the original contract completion date or a modified contract completion date reflecting changes to the construction contract.

For most projects the original contract completion date is used to determine on-time performance; however, there are circumstances, described below, where ODOT would use a re-baselined end date.



Factors affecting results and what needs to be done

There are many factors that can affect the on-time performance of construction projects. There are elective actions taken by ODOT that can extend or compress project schedules as well as unavoidable events, beyond the control of project managers, that can occur and to which we must react. There are also avoidable issues—such as errors or defects in a project’s design—that can impact the schedule.

For this on-time measure, circumstances allowing the contract completion date to be re-baselined include:

- Elective expansion of project scope by ODOT
- New requirements or interpretations from regulatory agencies, including FHWA, affecting project schedules
- Unavoidable delays due to natural events

Circumstances that would not allow for re-baselining the schedule include:

- Errors in plans, specifications, and/or design
- Unacceptable traffic impacts
- Construction engineering errors

About the measure

When projects are awarded to a contractor, the construction contract may specify more than one contract completion date for different phases of the project. The last original contract completion date is the default baseline contract completion date used in this measure. This date may be re-baselined if specific elective or unavoidable contract change orders allow for it.

Operationally, this measure reports on-time performance by calculating the percentage of projects reaching the project milestone of 2nd Notification (all on-site work is satisfactorily completed) within 90 days of the baselined contract completion date.

The measure considers state administered projects only; locally administered projects are excluded.

Data source

ODOT CService

Contact information

ODOT Delivery and Operations Division,
Project Management Office | 503-986-3511