

NON-CONFORMANCE REPORT



Ministry of
Transportation
and Infrastructure

SECTION 1: TRACKING DETAILS

NCR #: 19-001W_____

Service Area: SA13 - Okanagan-Shuswap

Name of Contractor: AIM (Acciona Infrastructure Maintenance)

Date: November 25, 2019

Prepared by: Erik Lachmuth

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

Highway Maintenance Agreement Article 15.5 B) The Contractor shall, no later than the 10th Working Day of each month, for the prior month provide to the Province: a report of the completed Quantified Maintenance Services prepared in accordance with the Maintenance Services Reporting Manual

Highway Maintenance Agreement Article 15.7 C) The Contractor shall provide to the Province the Two-Year Quantified Work Plan prepared in a format determined by the Province as soon as reasonably practicable with the current Contract Year, if the Two Year Quantified Work Plan is amended pursuant to subsection 2.7(a) of Schedule 2 ("Quantified Maintenance Services")

Non-Conformance on:

- Submitting Quantified Work plans as per schedule (10th working day of the month following the Quantified work) . i.e. August report still not received
- Accuracy of Quantified Maintenance Services report as per Maintenance Services Reporting Manual. i.e. Unit prices, appropriate activity #'s, misreported quantities.
- Significant changes to Two Year Quantified Work Plan not provided to the Province as soon as reasonably practicable with the current Contract Year. i.e. significant changes in quantities reported that were not provided to the Province as an update to the plan.

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

- Contractor must submit accurate Quantified Maintenance Services reports as per Maintenance Services Reporting Manual for all months by the date below.
- Contractor must provide to the Province the current Quantified Work Plan to reflect amended work plan since previous submission by the date below.

YES ☒ Deadline for correction: January 10, 2020

NO ☐ MOT accepts the non-conforming product/service

Reason:

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N/A Reason: _____

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____

Date accepted by MOT: _____ MOT Representative: _____

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: December 13, 2019

4B) Root Cause Analysis: (Why did the non-conformance occur?)

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: _____ Contractor Signature: _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: _____ MOTI Signature: _____

Date: _____

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

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SECTION 1: TRACKING DETAILS

NCR #: 19-002W

Service Area: SA13 - Okanagan-Shuswap

Name of Contractor: AIM Roads Inc

Date: December 10, 2019

Prepared by: Alex O'Brien

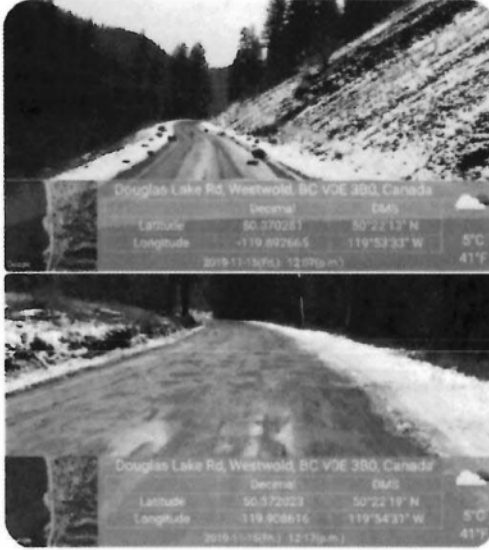
SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

Two separate rockfall incidents were reported to the contractor's shift foreman on November 15, 2019 on Douglas Lake Rd at 12.5km and 16.9km. The contractor reported nil rockfall for the month of November on December 7. The contractor is not conforming to section 15.11 of the Highway Maintenance Agreement.

< Matt Falkland
S.22

Hey Matt, saw a plow come out of Douglas lake though still choppy slush up top. Rockfall at 12.5k and 16.9km as well as many sections needing grading due to frequent potholes and washboard >3cm on hill



Douglas Lake Rd, Westwold, BC V0E 3B0, Canada
Decimal (DMS)
Latitude 50.570281 50°22'12" N
Longitude -119.892665 119°53'33" W
5°C
41°F
2019-11-15 PM 12:07 (p.m.)

Douglas Lake Rd, Westwold, BC V0E 3B0, Canada
Decimal (DMS)
Latitude 50.572023 50°22'19" N
Longitude -119.808616 119°54'31" W
5°C
41°F
2019-11-15 PM 12:17 (p.m.)

MMS 1.05 p.m.

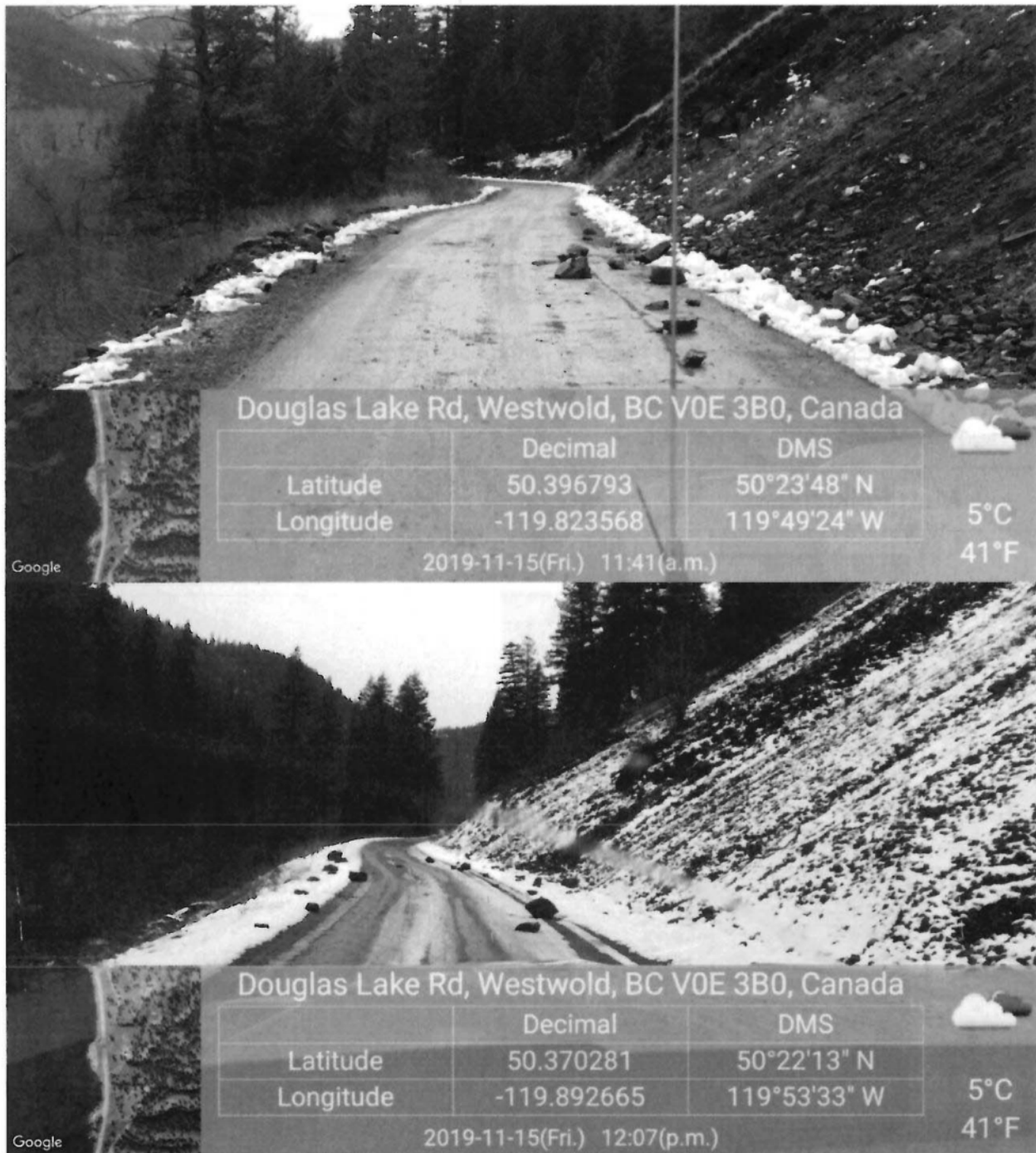
M Ok we'll be up to get rid of rock right away road prob won't be able to be graded unless it dries out but soon plowing and ice blading will get it smooth Thanks

1.08 p.m.

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SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.
Yes, submit Rockfall Reports

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YES ☒ Deadline for correction: December 12, 2019
NO ☐ MOT accepts the non-conforming product/service
Reason: _____
N/A ☐ Reason: _____

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____
Date accepted by MOT: Jan 22 2020 [Click here to enter a date.](#) MOT Representative: Alex O'Brien

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: December 24, 2019

4B) Root Cause Analysis: (Why did the non-conformance occur?)

There was internal confusion regarding the Rockfall reporting requirements. Some AIM Roads foremen thought that Rockfall reports need to be completed only on roads of higher classification, where a fist sized rock or bigger reaches the travelled lane. Adequate information on the MOTI reporting requirements for Rockfalls was not provided to all foremen.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

Two Rockfall reports for the events in question were generated and uploaded to the MOTI SharePoint site as of December 19, 2019. All foremen have been notified that Rockfall reports need to be completed for all roads (regardless of classification) where a fist sized rock (or bigger) makes it onto the travelled lane on a road.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report.

Name: Paul Primas Contractor Signature: Paul Primas

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: Alex O'Brien MOTI Signature: Alex O'Brien

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Date: December 23, 2019

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

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SECTION 1: TRACKING DETAILS

NCR #: 19-003W

Service Area: SA13 - Okanagan-Shuswap

Name of Contractor: AIM Roads Inc

Date: December 16, 2019

Prepared by: Alex O'Brien

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

On December 13th, C class roads in the Cherryville area were found to be non-compliant for accumulation under PM3.01.2-1. These side roads include Sugar Lake Rd, Aumond Rd, North Fork Rd, Lang Rd, Begbie Rd, Puckett Rd, and Hammond Rd, Beaven Rd, and Hollingsworth Rd. These roads were found have between 12-16cm in accumulation.

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☐ Deadline for correction:
NO ☐ MOT accepts the non-conforming product/service
Reason:
N/A ☒ Reason:

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: Paul Primas

Date accepted by MOT: Jan 22/20 MOT Representative: Alex O'Brien

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: January 2, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

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Heavy snowfall was a factor – this was a significant snowfall event. The AIM Roads route deployment plan for Cherryville was not fully communicated to the Shift Foremen. This route deployment plan contains the optimal process of route deployment to the roads in the area to ensure that roads of all classes are within specification during winter storm events. In addition, equipment breakdown was a factor that affected operations.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

On December 17 the AIM Roads Management team including: the Contract Manager, Operations Manager, QHSE Supervisor, and the Lead Foreman for Armstrong met with the two Cherryville Foremen. During the meeting the following corrective actions were discussed and implemented:

- Ensure employees are trained on the deployment plan as per the LAOP (local area operations plan)
- Increased training for senior employees to ensure that employees understand the new specifications and the deployment plans
- Additional employees to be hired and available for future storm events
- Overtime may be utilized as needed to provide extra resources during future storm events
- A pre-storm planning process has been implemented which includes regular communications between AIM Roads Operations Management and the Cherryville Foremen
- QA patrols and support has been increased for the Cherryville & Lumby areas

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: Paul Primas Contractor Signature: Paul Primas

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: Alex O'Brien

MOTI Signature: Alex O'Brien

Date: December 30, 2019

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

SECTION 1 : TRACKING DETAILS

DATE: (dd:mm:yyyy)	05/01/2020	NCR #:	19-004
SERVICE AREA:	S.A.13	CONTRACTOR:	AIMRoads
REFERENCE AUDIT #:	Monitoring Report Jan 5 th , 2020		
REFERENCE AUDIT TOPIC:	Maximum Accumulation		
DATE DISCUSSED WITH MC:			

SECTION 2 : ATTENDANCE REGISTER

NAME	TITLE
Chad Marsh	Bridge Area Manager

SECTION 3 : DESCRIPTION OF NON-CONFORMANCE

Siwash Creek road off of Six Mile Creek Rd is a class C and contained 29cm of snow on January 05, 2020 at 16:49. The specification in PM3.01.2-1 states a 10cm maximum accumulation.

235–267 Six Mile Creek Rd, Okanagan (Part) 1 BC

☉ 296°NW (T) ● 50°17'30"N, 119°25'57"W ±8m ▲ 514m



05 Jan 2020, 16:49:13

201–207 Siwash Creek Rd, Okanagan (Part) 1 BC

☉ 308°NW (T) ● 50°17'29"N, 119°25'57"W ±4m ▲ 516m



05 Jan 2020, 16:49:47

SECTION 4 : REQUIRED CORRECTION

Does the Contractor have to redo/complete the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

Yes

Dead line for correction:

No

MoTI accepts the non-conforming product/service for the following reasoning:

Will accept if records indicate that road has been plowed since monitoring

N/A

Reasoning:**Signatures upon completion of required correction:**

Contractor representative confirms correction complete and the Ministry Representative confirms correction is accepted.

Ministry Representative:**Name:**

Chad Marsh

Contractor Representative:**Name:**

Paul Primas

Signature: Chad Marsh

Signature: Paul Primas

Date: March 26, 2020

Date: February 14, 2020

SECTION 5 : ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

Deadline for submission of corrective action plan to MoTI: 2020/02/17

Root Cause Analysis: (Why did the non-conformance occur?)

The quality management system process to document and communicate which roads had been plowed and which roads had not yet been plowed following a winter storm event was not well implemented.

Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

1) Improvements have been made to the quality management system process of documenting and communicating which roads have been plowed during and after a storm event. Smart Roads was initially planned to identify the status of roads that have been plowed, but the system is not fully implemented.

Plow blocks were re-introduced as a stop gap to correct this problem. The Plow Block hardcopy documents have been printed and organized for employees (copies are available in the base coffee room). There are over 10 unique plow blocks available for employees in the Armstrong yard. Each employee completes a hardcopy Plow Block document for the specific area they are working in. This sheet is completed during each shift and is passed to the Foreman when the employee returns to the yard. The Foreman then goes through the plow block sheets to determine which roads still require plowing.

The plow block process will be utilized until the Smart Roads system is fully up and running. The AIM Roads Winter Preparedness Plan for the Winter of 2020-2021 will include a focus on this important process. Part of this process will include training for employees to ensure that the requirements are fully understood.

2) Additional QHSE resources have been hired. A new QHSE Manager was hired on February 11, 2020. In addition, a second QHSE Supervisor was hired on March 17, 2020. Moving forward, these new resources will be available to perform additional post storm QC inspections across SA13 and monitor the compliance with MOTI specifications and identify accumulation related findings for correction by operations.

Signatures upon completion of root cause analysis & corrective action plan:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the non-conformance identified within this report.

Contractor Representative:

Name:	Paul Primas
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Signature:	Paul Primas
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Date:	March 17, 2020
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Ministry representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.
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Ministry Representative:

Name:	Chad Marsh
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Signature:	Chad Marsh
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Date:	March 26, 2020
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SECTION 1 : TRACKING DETAILS

DATE: (dd:mm:yyyy)	10/01/2020	NCR #:	19-005
SERVICE AREA:	S.A.13	CONTRACTOR:	AIMRoads
REFERENCE AUDIT #:	Monitoring Report Jan 10 th , 2020		
REFERENCE AUDIT TOPIC:	Maximum Accumulation		
DATE DISCUSSED WITH MC:			

SECTION 2 : ATTENDANCE REGISTER

NAME	TITLE
Chad Marsh	Bridge Area Manager

SECTION 3 : DESCRIPTION OF NON-CONFORMANCE

Silver Queen Road road is a class C and contained 12-20cm of snow evenly spread across road on January 10, 2020 at 15:16. The specification in PM3.01.2-1 states a 10cm maximum accumulation.

280 Silver Queen Rd, North Okanagan C BC V1B 3M6

☉ 316°NW (T) ● 50°21'23"N, 119°3'29"W ±8m ▲ 1619m



10 Jan 2020, 15:16:35

280 Silver Queen Rd, North Okanagan C BC V1B 3M6

☉ 321°NW (T) ● 50°21'23"N, 119°3'29"W ±8m ▲ 1620m



10 Jan 2020, 15:16:43

SECTION 4 : REQUIRED CORRECTION

Does the Contractor have to redo/complete the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

Yes

Dead line for correction:

No

MoTI accepts the non-conforming product/service for the following reasoning:

Road has been plowed since

N/A

Reasoning:

Signatures upon completion of required correction:

Contractor representative confirms correction complete and the Ministry Representative confirms correction is accepted.

Ministry Representative:

Name:

Chad Marsh

Contractor Representative:

Name:

Paul Primas

Signature: Chad Marsh

Signature: Paul Primas

Date: March 26, 2020

Date: February 14, 2020

SECTION 5 : ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

Deadline for submission of corrective action plan to MoTI: 2020/02/17

Root Cause Analysis: (Why did the non-conformance occur?)

The quality management system training process did not adequately train and communicate the related MOTI specifications to the employees working the Silver Star area. Because the MOTI specifications were not fully understood, the call was made later than was possible to have additional resources dispatched and present on scene to meet the specifications during the storm event.

Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

1) The quality management system training process has been improved to better communicate MOTI specifications. Education has been provided on the MOTI specifications using the AIM Roads 'Tool Box Talk' process (completed March 5, 2020). The Tool Box Talk included information on the Highway Maintenance Agreement and related MOTI Winter Specifications. Hardcopy MOTI Winter Maintenance specification information is available at the base locations for employee reference. The Winter Awareness training presentation (communicated in the Fall to all field employees) has been changed to include a greater emphasis on the MOTI Winter Specifications:

- Slide #27 has been added with PM3.01.2-3 and PM 3.01.2-5
- Slide #28 has been added with PM3.01.2-4, PM3.01.2-5, and PM3.01.2-6

The test related to this presentation will be updated to include questions on this new information. Employees will be tested after the Winter Awareness training to measure employee comprehension of the Winter Specifications. As employees better understand the MOTI specifications they will be in a position to more proactively communicate the need for additional resources during a storm event to achieve compliance.

2) Additional QHSE resources have been hired. A new QHSE Manager was hired on February 11, 2020, and a second QHSE Supervisor was hired on March 17, 2020. Moving forward, these new resources will be available to perform additional post storm QC inspections across SA13 and monitor the compliance with MOTI specifications and identify accumulation related findings for correction by operations.

Signatures upon completion of root cause analysis & corrective action plan:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the non-conformance identified within this report.

Contractor Representative:

Name: Paul Primas

Signature: Paul Primas

Date: March 17, 2020

Ministry representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Ministry Representative:

Name: Chad Marsh

Signature: Chad Marsh

Date: March 26, 2020

NON-CONFORMANCE REPORT

SECTION 1 : TRACKING DETAILS

DATE: (dd:mm:yyyy)	05/02/2020	NCR #:	19-006 NonRectfied
SERVICE AREA:	S.A.13	CONTRACTOR:	AIMRoads
REFERENCE AUDIT #:	Monitoring Report Jan 10 th , 2020 Non Rectified Monitored on February 5th		
REFERENCE AUDIT TOPIC:	Sign System Maintenance		
DATE DISCUSSED WITH MC:	Original NCR sent on Jan 15 th , 2020		

SECTION 2 : ATTENDANCE REGISTER

NAME	TITLE
Chad Marsh	Bridge Area Manager

SECTION 3 : DESCRIPTION OF NON-CONFORMANCE

Regulatory and Warning Signs on Silver Star road are buried and not visible. Phone call reporting buried signs made to AIM Call Centre at 10:12am Jan. 9th to report signs. Signs monitored at 15:00 on January 10th noting no change in sign visibility. Maintain Sign Systems so they are clean, repaired, legible, visible, erect, and properly placed. (PM5.01.2-1)

Signs monitored on February 5th, 2020 showed no change from January 10th monitoring. Deadline for correction was 24hrs from notification.

Photos 2020/01/10



Photos 2020/02/05



SECTION 4 : REQUIRED CORRECTION

Does the Contractor have to redo/complete the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

Yes	<input checked="" type="checkbox"/>	Dead line for correction:	1 day after receipt of this NCR
No	<input type="checkbox"/>	MoTI accepts the non-conforming product/service for the following reasoning: 	
N/A	<input type="checkbox"/>	Reasoning:	

Signatures upon completion of required correction:

Contractor representative confirms correction complete and the Ministry Representative confirms correction is accepted.

Ministry Representative:		Contractor Representative:	
Name:	Chad Marsh	Name:	Paul Primas
Signature:		Signature:	Paul Primas
Date:		Date:	February 14, 2020

SECTION 5 : ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

Deadline for submission of corrective action plan to MoTI:	2020/02/17
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Root Cause Analysis: (Why did the non-conformance occur?)

This nonconformance has two main root causes:

- 1) The quality management system internal communication process to follow up on PCR's was not well implemented.
- 2) The quality management system internal process to train employees to identify Short Response Type items using Smart Roads was not well implemented.

Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

The snow has been removed from the applicable signs, and the signs are now fully visible for travelling motorists. In addition:

- 1) There have been changes made to the AIM Roads quality management system internal communication PCR reporting process. An internal Opportunity For Improvement was raised regarding the PCR reporting process (QM07-SA08-2020-000001). This opportunity for improvement (dated January 17, 2020) calls for the Communication Center to call out to the shift foreman on the radio Short Response Type items – to ensure that these items are responded to within MOTI time frames. The information called out on the radio is also documented on a PCR to create a paper trail of the event. These changes have been implemented at the AIM Roads Communications Center.
- 2) There have been improvements made to the quality management system process to train employees on using Smart Roads. An additional internal resource has been allocated to Canada to visit SA13 employees and train employees on identifying short response time items using Smart Roads. Smart Roads is the tool that will be used moving forward to ID the work, to communicate the work to the appropriate foreman, and to record the completion of the work when the job is done. Employee training is on-going and is being completed yard by yard.

Additional QHSE resources have been hired. A new QHSE Manager was hired on February 11, 2020. In addition, a second QHSE Supervisor was hired for SA13 on March 17, 2020. These new resources will be available to perform additional QC inspections across SA13 and better monitor the compliance with MOTI specifications.

- 3) An internal Opportunity for Improvement was raised by the Armstrong Foreman to address this issue in the future (QM07-SA13-2020-000001). Before next Winter, AIM Roads plans to install 'extension' teleposts on the upper part of Silver Star Road to ensure that the signs can be raised and will remain visible during times of above normal snow fall levels.

Signatures upon completion of root cause analysis & corrective action plan:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the non-conformance identified within this report.

Contractor Representative:

Name: Paul Primas

Signature: Paul Primas

Date: March 17, 2020

Ministry representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Ministry Representative:

Name:

Signature:

Date:

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SECTION 1: TRACKING DETAILS

NCR #: 19-07W

Service Area: SA13 - Okanagan-Shuswap

Name of Contractor: AIM Roads Inc

Date: January 15, 2020

Prepared by: Alex O'Brien

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

Many high severity potholes have been on Highways for over a week with many more present since December. Response times are extremely overdue. PM 1.01.2-1 has a response time of 1 day for Potholes on the Travelled Lane on these Highways. Locations include but are not limited to Hwy 97 near Bailey Rd, Hwy 97 on top of Hospital Hill, Hwy 97 through Vernon, Hwy 97 near Swan Lake junction, Hwy 6 near 25th Ave, Hwy 97B between Hudson Rd and Sonora Rd, and Hwy 1 on the Tappen end of Kault Hill. These potholes present serious safety issues for the travelling public and they have already caused damage to countless vehicles.



The pothole above is on the Northbound Travelled Lane of Hwy 97B and is over 100mm deep.

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

Yes, construct Temporary Patches on all numbered route Highways that are over 50mm deep.

YES ☒ Deadline for correction: 4:30 pm on December 16, 2019

NO ☐ MOT accepts the non-conforming product/service
Reason:

N/A ☐ Reason:

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____

Date accepted by MOT: January 25, 2020

MOT Representative: Alex O'Brien

The required corrections were not complete by the correction deadline. Many were not corrected for over a week.

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: January 30, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

The quality management system process of work identification failed to identify and schedule high priority potholes for repair within the MOTI specifications. And due to the number and severity of the recent winter storms, the quality management system was focused on snow removal and traction restoration activities rather than pothole repairs.

The highway 97 pothole (near Bailey Rd.) and a number of other smaller severity potholes are related to a delamination problem with the pavement. The pavement is failing in multiple areas and rehabilitation of the pavement is needed.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

The quality management system requirement of identifying potholes (during all seasons) will be recommunicated to employees. Additional internal efforts will be focusing on identifying

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and repairing potholes within the MOTI specification timeframe. A third party contractor has been hired to perform pothole repairs. The contractor was working on Highway 97B with traffic control on the evening of January 15 to complete pothole repairs. The contractor continues to work on pothole repairs and has been working within Vernon on Highway 97 and on Highway 97 repairing potholes on a priority basis. The most significant potholes are being repaired first and then less significant potholes are being repaired. In addition to the third party contractor, AIM Roads crews (both night shift and day shift) have been dispatched to perform pothole repairs on multiple locations including: Highway #1, Highway 97, Highway 97 W, Highway 97 S and downtown Vernon. In addition – pavement patching work is being conducted by a third party contractor to repair whole sections of road that contain numerous potholes.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report.

Name: Paul Primas Contractor Signature: Paul Primas

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: Alex O'Brien MOTI Signature: Alex O'Brien

Date: January 28, 2020

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

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SECTION 1: TRACKING DETAILS

NCR #: 19-08W

Service Area: SA13 - Okanagan-Shuswap

Name of Contractor: AIM Roads Inc

Date: January 31, 2020

Prepared by: Alex O'Brien

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

Hwy 97B, Black Rd, Grandview Bench Rd, Deep Creek Rd, and Mallory Rd were the locations in Audit 19-22W. Compliance with PM 3.01.2-3, the bare to -9°C spec, was assessed over 48hrs after the last measurable snowfall in the area. Black Rd, Grandview Bench Rd, Deep Creek Rd, and Mallory Rd were not in a bare state.

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☐ Deadline for correction:

NO ☐ MOT accepts the non-conforming product/service

Reason:

N/A ☒ Reason: Opportunity to rectify has passed. It snowed the following day on January 10th.

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: Paul Primas

Date accepted by MOT: MOT Representative: _____

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: February 10, 2020

NON-CONFORMANCE REPORT



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The original AIM Roads submission of this NCR (sent on February 10, 2020) was not accepted by the MOTI. The deadline for submission for the updated and revised corrective action plan was changed to February 19, 2020.

4B) Root Cause Analysis: (Why did the non-conformance occur?)

The training process to ensure that Foremen were aware of this MOTI specification was poorly implemented. There was a general lack of awareness of this specification among employees which corresponded to an operations plan not being put together to strive for compliance. Internal resources inadequate to perform QC inspections on roads across the service area after winter storm events.

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

Senior foremen will ensure that the PM3.01.2-3 specification is communicated to their foremen and other relevant employees. The senior foremen will develop an operations plan to target roads (on a priority basis) to move towards compliance. A new QHSE Manager was hired on February 12, 2020, part of his focus will be ensuring that MOTI specifications are met. In addition there is currently an open position for an additional QHSE Supervisor position. These additional resources will be available in the future to help perform QC inspections on roads across the service area after winter storm events.

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report.

Name: _____ Paul Primas _____ Contractor Signature: _____ Paul Primas _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: _____ Alex O'Brien _____ MOTI Signature: _____ Alex O'Brien _____

Date: February 18, 2020

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

NON-CONFORMANCE REPORT



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SECTION 1: TRACKING DETAILS

NCR #:

KOD W201920 NCR02

Service Area: SA08 - South Okanagan

Name of Contractor: Click to choose MC

Date: December 12, 2019

Prepared by: Kylee O'Dell

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

The Maintenance Contractor has not fulfilled the contractual requirement for work reporting/submissions (Maintenance Agreement, "Records and Reporting", Section 15.5 (b)) for the months of May, June, July, August and September 2019.

The Ministry has had ongoing discussions with the Maintenance Contractor, but past timelines provided to the Ministry by the Maintenance Contractor for submission of the reports have repeatedly failed to have been met. Because of this, the Ministry has been unable to reconcile that Quantified Work claimed by the Maintenance Contractor for Year 1 of Quantified Plan.

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☐ Deadline for correction:

NO ☐ MOT accepts the non-conforming product/service

Reason:

N/A ☒ Reason: The Maintenance Contractor must complete and submit the work reporting for the aforementioned outstanding months no later than January 10, 2020.

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____

Date accepted by MOT: _____ MOT Representative: _____

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: January 10, 2020

NON-CONFORMANCE REPORT



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4B) Root Cause Analysis: (Why did the non-conformance occur?)

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: _____ Contractor Signature: _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: _____ MOTI Signature: _____

Date:

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

NON-CONFORMANCE REPORT



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SECTION 1: TRACKING DETAILS

NCR #: SS21/17-01-
2020-01_____

Service Area: SA08 - South Okanagan

Name of Contractor: Click to choose MC

Date: January 17, 2020

Prepared by: Stevan Sobat

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

PM 3.03.2-1; PM 3.03.2-2; Pm 3.03.2-4

The snow has not been removed from sidewalk on Skaha Bridge within 24 Hrs after snow storm.

The snow has not been removed from curb on Tulameen River Bridge for 6 days

Accumulation of snow/ice has not been removed from Arch Truss on Tulameen River Bridge for 6 days

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☒ Deadline for correction: January 20, 2020
NO ☐ MOT accepts the non-conforming product/service
Reason: _____
N/A ☐ Reason: _____

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____

Date accepted by MOT: _____ MOT Representative: _____

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT:

NON-CONFORMANCE REPORT



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4B) Root Cause Analysis: (Why did the non-conformance occur?)

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: _____ Contractor Signature: _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: _____ MOTI Signature: _____

Date: _____

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

NON-CONFORMANCE REPORT



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SECTION 1: TRACKING DETAILS

NCR #:

KOD W201920 NCR03

Service Area: SA08 - South Okanagan

Name of Contractor: Click to choose MC

Date: February 6, 2020

Prepared by: Kylee O'Dell

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

During a snow event, multiple classification of sides roads were documented by the area managers as exceeding the accumulations specification (PM3.01.2-1) in the Keremeos Area. Roads reviewed included Sheep Creek, Green Mountain Road, Upper Bench Road, Ashnola Road, Barcello Road, and 8th Avenue in Ollala.

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☒ Deadline for correction: February 8, 2020
NO ☐ MOT accepts the non-conforming product/service
Reason:
N/A ☐ Reason:

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____

Date accepted by MOT: MOT Representative: _____

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT:

4B) Root Cause Analysis: (Why did the non-conformance occur?)

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4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: _____ Contractor Signature: _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: _____ MOTI Signature: _____

Date: _____

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR

NON-CONFORMANCE REPORT



Ministry of
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SECTION 1: TRACKING DETAILS

NCR #: KOD-W201920-
NCR01

Service Area: SA08 - South Okanagan

Name of Contractor: Click to choose MC

Date: December 12, 2019

Prepared by: Kylee O'Dell

SECTION 2: DESCRIPTION OF NON-CONFORMANCE

Quote the contractual requirement which is not being met and/or the relevant section of the QMS. Also quote location of non-conformance, e.g., highway number, foreman area, when applicable

Based on findings from an office audit, the Maintenance Contractor was not able to provide evidence that they are complying with their quality program/system (outlined in their LAOP). Compliance was investigated for three different activities, three different foremen areas and three different service providers (2 subcontractors, 1 AIMRoads crew). The attached email outlines the findings from the meeting and the missing information from each activity.

The Ministry feels compliance is not being met in the overall quality program/system. Based on findings from the Summer 2019 audits, there is a continuation of identified issues in (1) QA/QC record generation for both internal and subcontracted work, (2) compliance to frequencies outlined in the LAOP for both internal and subcontracted work, and (3) a disconnection between requirements from the subcontractors and systems to ensure these quality requirements, and Ministry Specifications around which the quality system is developed, are being met.

The Ministry expects review of QA/QC for both internal maintenance activities and subcontracted activities.

SECTION 3: REQUIRED CORRECTION

Does Contractor have to re-do/do the work? Select N/A if non-conformance is not curable or opportunity to rectify has passed.

YES ☐ Deadline for correction:

NO ☐ MOT accepts the non-conforming product/service

Reason:

N/A ☒ Reason: The contractor has already advised of the corrective actions required for grading and delineator installation. However, the Ministry expectation is a comprehensive review of the quality management system to identify systemic issues that are causing the trend of systemic non-compliance be emerging. The Ministry expects response to this NCR by January 7, 2020 (unless another date is mutually agreed to by both parties).

Signatures upon completion of required correction:

Contractor representative confirms correction complete. Contractor Signature: _____

NON-CONFORMANCE REPORT



Ministry of
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Date accepted by MOT:

MOT Representative: _____

SECTION 4: ROOT CAUSE ANALYSIS & CORRECTIVE ACTION PLAN

4A) Deadline for submission of corrective action plan to MOT: January 7, 2020

4B) Root Cause Analysis: (Why did the non-conformance occur?)

4C) Corrective Action Plan: (How will the contractor prevent re-occurrence of the non-conformance?)

Signatures:

Contractor representative commits to implementing the corrective action plan and confirms that the plan is intended to prevent the re-occurrence of the Non-conformance identified in section 2 of this report..

Name: _____

Contractor Signature: _____

MOT representative accepts the corrective action plan. Acceptance does not negate the contractor's responsibility to perform the services in accordance with the contract requirements.

Name: _____

MOTI Signature: _____

Date:

INSTRUCTIONS:

SECTION 1, 2 AND 3 TO BE COMPLETED BY MOT

SECTION 4 TO BE COMPLETED BY THE CONTRACTOR