

Concept Symposium 2006 Principles of Governance for Major Investment Projects

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**Improving Quality at Entry – Principles and
Procedures**

Concept Symposium 2006

Improving Quality at Entry - Principles and Procedures

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Up-front management of projects ...



... to improve quality at entry

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Quality at entry (QAE) matters

	Adequate QAE	Inadequate QAE
Satisfactory outcome	80 %	35 %
Un-successful	20 %	65 %

Source: L.G.Morra, U.R.W. Thumm, 1997 (n=1125)

QAE = f (identification, preparational, appraisal)

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1. Projects – success and failure

There is no shortcut to a successful project



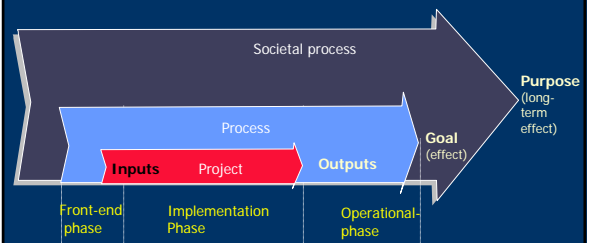
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Six controversial projects:

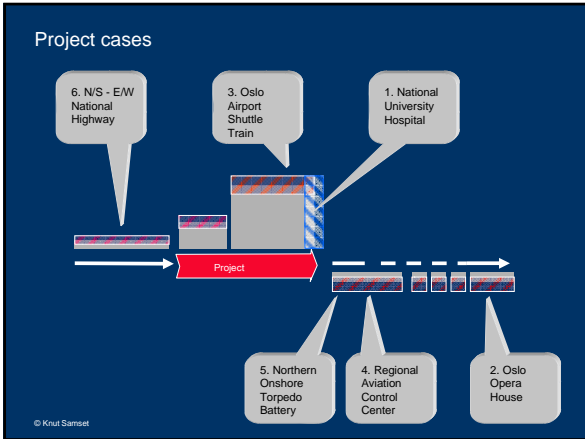
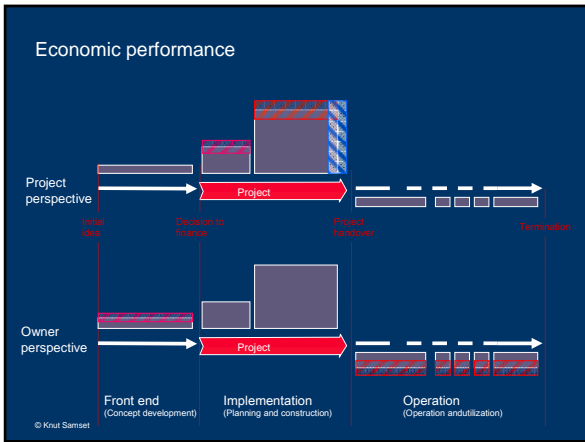
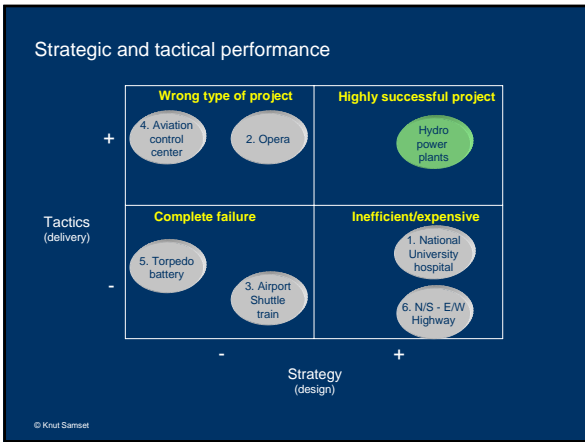
1. Central national hospital, Oslo [(in)significant cost overrun]
2. Oslo Opera House [no strategic perspective]
3. Oslo airport high-speed shuttle train [not financially viable]
4. Regional aviation control center [redundant]
5. Northern onshore torpedo battery [useless]
6. National N/S and E/W Highways [non-existent]

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Projects in context



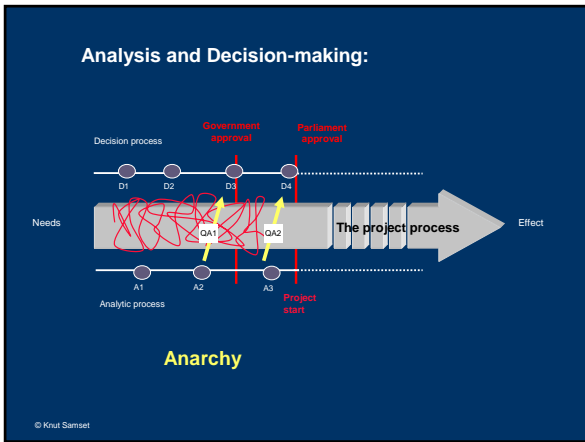
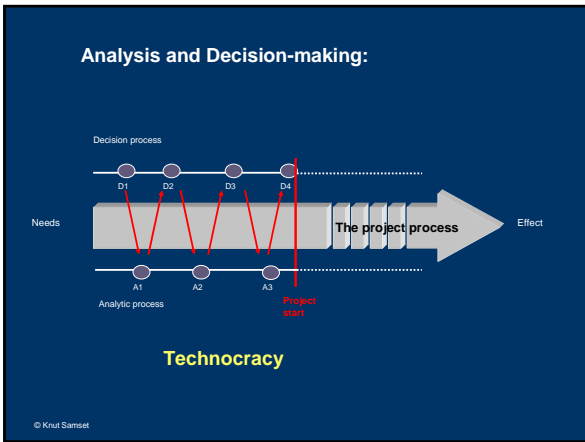
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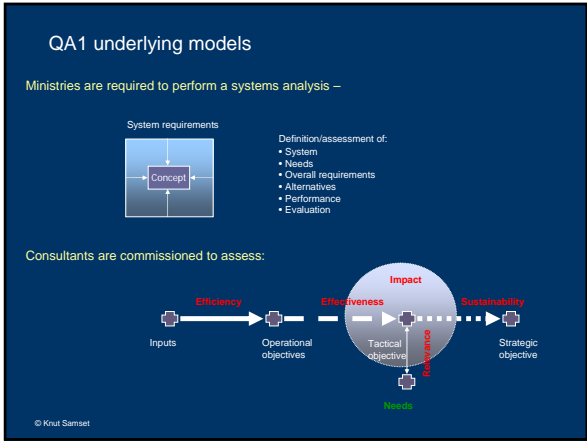
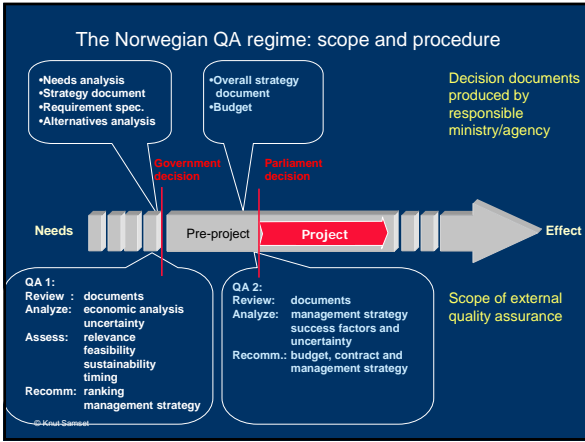


2. Quality Assurance and decision making

Facts do not cease to exist because they are ignored. (Aldous Huxley)

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A public review will commonly result in two alternatives that turn out to be almost identical, while the third alternative for some reason is unacceptable (G. Hernes)

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Project cases: possible conclusions from a QA1 screening

Assessment	1. National hospital	2. National opera	3. Airport train	4. Aviation control	5. Torpedo battery
• Relevance	+	-	+	-	-
• Sustainability	+	-	-	-	-
• Utility/cost	+	-	-	-	-
• Uncertainty	+	+	-	-	-
• Efficiency	+	+	+	+	+
• Ranking	-	+	-	-	-
Analyses done ?					
• Needs analysis	+	-	+	+	-
• Strategy	+	-	+	-	-
• Alternatives	-	sites, only	-	-	-

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- ### The results ?
1. Increased awareness of QAE in public sector
 2. Improved procedures and practice in public sector
 3. Trickle-down effects in private sector
 4. More realistic budgets
 5. Better choice of concepts
 6. Better budgetary compliance
 7. Higher utility/cost ratio
 8. More successful projects
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