



UDOT PM Program Introduction

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Overview

- Beginnings PM program
- PM responsibilities
- Organizational fit of Project Management



PM Inception

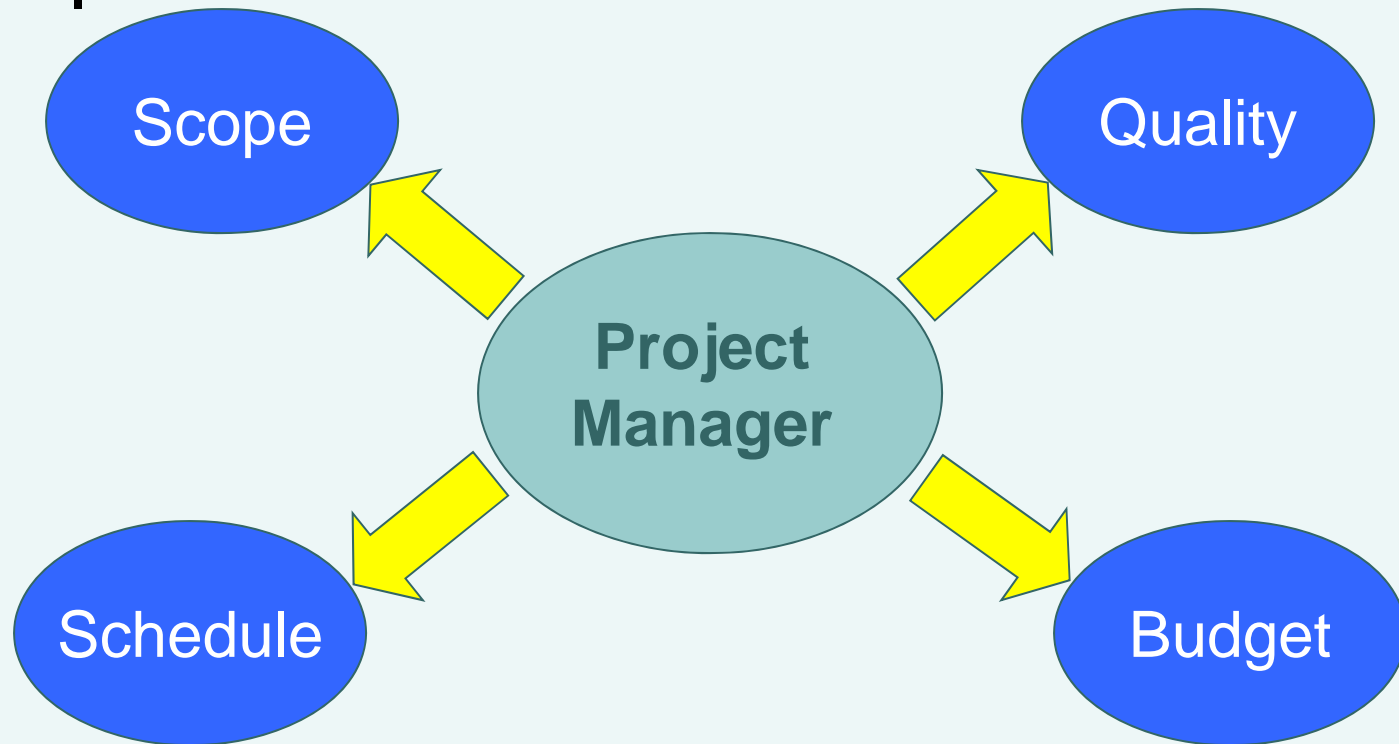
- Mid 1990's
 - Implemented response to audits
 - Way to improve delivery of Program
- Drivers – Our Word is Our Bond
- On Time, On Budget
- Decisions closer to communities
- Most work done in house



UDOT Now

- Consulted out
- Projects match Legislative Tempo
- Need for speed –
- Including User costs as part of Project Costs

PM base responsibilities



- Responsible for Project from the “Cradle to the Grave”
- From Funding to 1 year into Maintenance



PM Model Brings

- “Cradle to Grave” Single point of Responsibility
- Construction and Maintenance Issues back to Design
- Commitments Tracked through Projects



PM Level of Detail

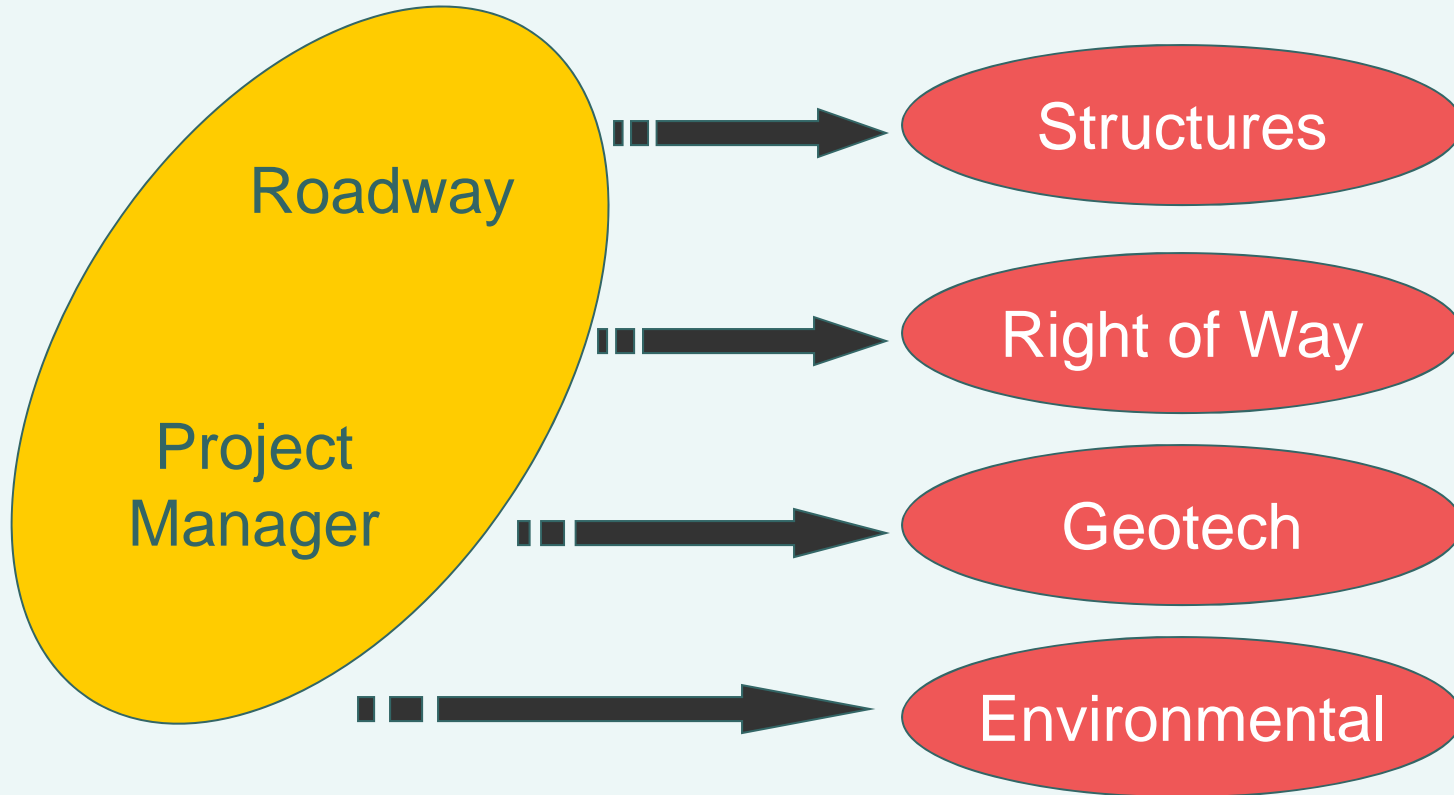
- Not the Smartest person in the room
 - Use the power of teams
- PM vs. Functional Management
 - Use experts to design pieces
 - Use functional managers to monitor and direct workforce
 - FMs responsible to follow process



Department Organization

- Decentralized
 - Roadway Design
 - Project Management
- Remained Centralized
 - Structures
 - Right of Way
 - Geotech
- Hybrids
 - Hydraulics
 - Environmental
- Still Central - Roadway and PM Groups for Standards, Policy, Procedure, and Q/A

Coordination with Functional Managers and Central Groups





“The Consultant Model”

- The Consultant Model
 - Negotiate hours, budget, and schedule
 - Functional or Central delivers
 - PM interaction
 - Limited to problems
 - “Fire and Forget”



“Consultant Model”

- Works well for projects designed by UDOT personnel
- Now 92% of design outsourced to consultants
- Harder with mixed teams of UDOT and Consultants
- Need to use consultants drives desire to use “Full Service Consultants” – “Turnkey” project management
- FM or Central helps PM with
 - Scope for specialty service
 - Evaluation of RFP
 - Negotiations
- **My Wish – that we had Recognized that we would use consultants as extensively and had planned accordingly**



Phase Leader

- Phase Leader is Functional Manager designated to help PM oversee part of project
 - What are phases?
 - a defined project delivery phase (concept/environmental, design, or construction.)
 - The phase leadership role allows the PM to focus more on project scope, schedule, budget, and quality and less on technical issues.
 - A good example of the phase leadership role is assigning a Resident Engineer (RE) during the construction phase to lead the inspection and oversight team.



Program Managers

- Senior PM
- Responsible for delivering Region Program
- Quarterly Region Program update meetings (RPDU)
- Senior leaders review status of program



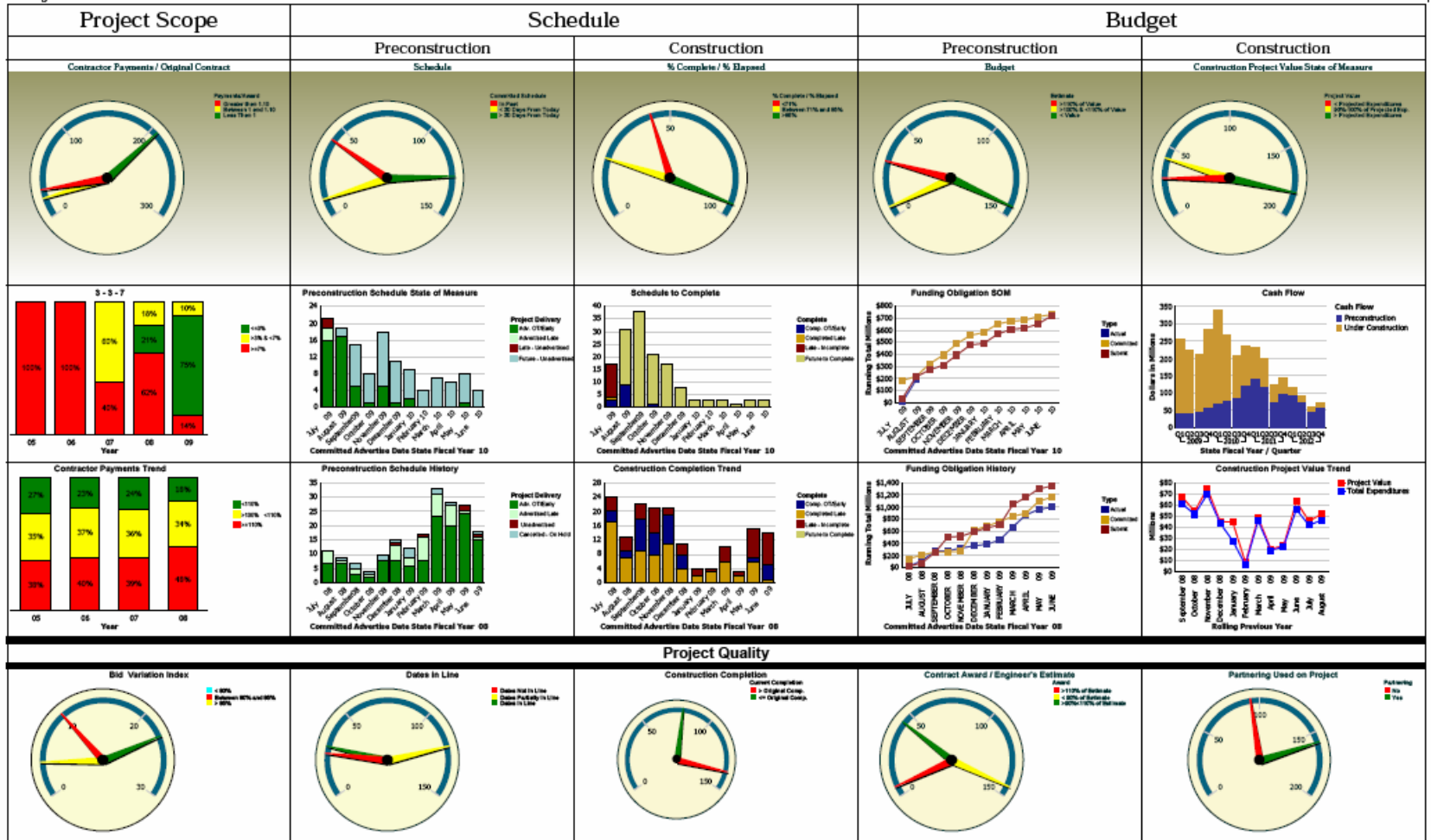
Performance Management

- Multiple Dashboards
 - Executive Level
 - Region Level
- Real-time Data
- Extensive Drill-downs
- Used at Leadership Review Meetings

Performance Management



Select Region Select PM Select RE





ePM System

- Tool not a task
- Minimal PM input for management
- Oracle Database
- Populates data warehouse
- Data Quality issues



ePM Is UDOT's Program & Project Management Tool

○ What ePM Does

- Manages Statewide and Region Programs
- Manages STIP Projects
 - Activities
 - Resources
 - Budgets
 - Actual Costs
- Manages Contracts for Consultant Services
- Tracks Right-of-Way Acquisitions
- Provides Data for Management Reporting



PM Autonomy

- Project vs. Program
 - Daily conflict- (eg.- Value engineering decisions)
 - Healthy part of process improvement
 - Don't take personal
- Individuality vs. Organizational Responsibility
 - Innovation is good
 - Consider program implications



Good Luck!

- Project Management is exciting and rewarding
- Many great leaders were PMs
 - John and Carlos were both PMs
- Lots of great help
 - Manuals
 - ePM
 - Lori's Group
 - Region Program Managers