Project Management
Program Overview

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Project Management Office
Agenda

- Organizational Structure
- Project Manager Assignments
- Leadership and PM Culture
- PM Framework and Support Systems
- Organizational Benefits
Organizational Structure

- Matrixed and Projectized
- Program delivery decentralized to Districts for execution
- Central Office supports Districts in implementation by:
  - Developing statewide policy
  - Managing statewide programs
  - Providing specialized technical expertise
- Dedicated Project Managers reside in Districts’ Project Management Office (PMO)
- Dual-Hat PMs report to Functional Managers
Project Management Office

• Objective for PMO was to establish expectations, standards, and improve project team performance

• Outlined clear expectations for Project Manager
  – **PM is either the person that accomplishes the task or ensures that someone on the Team accomplishes the task.**

• Established a support structure for Project Managers

• Streamlined and standardized

• Provided structure for utilizing PM tools and techniques
Project Manager Assignments

- **Project Category used in determining PM’s role:**
  - Dedicated (full time) or Dual-Hat (part time)
  - Cradle-to-grave or Phased

- **Factors considered in assigning PM to project:**
  - Project Category and requirements
  - Experience, competencies and results
  - Resource availability
  - Succession planning
Leadership and PM Culture

• Roles, responsibilities, requirements and authority are defined and communicated
  – Commissioner – Department Policy Memorandum on PM
  – Chief Engineer – PM Policy
  – PMO Director – PM Procedures

• Performance expectations and measurements are linked to DOT’s mission and the delivery of the program

• DOT’s performance and individual project progress are transparent to public in a real-time Dashboard
# Leadership and PM Culture

## Policy for Application of Procedures

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R = Required  
C = Consider
Leadership and PM Culture

http://dashboard.virginiadot.org/
PM Framework and Support Systems

• PMO
• Implementation of aggressive performance metrics
• PM-centric forum for:
  – Policy, Procedures, Processes and Templates
  – Tools (integrated Project Manager, Dashboard, Project Cost Estimating System, MS Project, Primavera)
PM Framework and Support Systems

• Training
  – Transportation Construction Management Institute
  – Project Management Development Program
  – Transportation Project Management Institute
• Certification desirable, encouraged, and funded
• Communities of Practice for practitioners
• Lessons Learned
Organizational Benefits

- Transparency and trust
- Accountability and performing project teams
- Standardized processes and improved reliability/predictability for program delivery
- Single source for all project information, cradle to grave
Organizational Benefits