Project Management Program Overview

October 5, 2009
Sidonia Detmer, PMP
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

Project Management Procedures and Checklists	Project Category				
	I	II	III	IV	V
Project Scope and Team Meeting	R	R	R	R	R
Project Development Schedules	R	R	R	R	R
Project Development Budget/Estimates	R	R	R	R	R
Preliminary Field Inspection Team Meeting	C	C	R	R	R
Public Hearing Team Meeting	C	C	R	R	R
Public Hearing	C	C	R	R	R
Field Inspection Team Meeting	C	C	R	R	R
Pre-Advertisement Conference	C	R	R	R	R
Prepare for Advertisement and Contract Execution	R	R	R	R	R
Construction Budget Development & Mgmt	R	R	R	R	R
Pre-Ad Construction Schedule Development	R	R	R	R	R
Post Award Construction Schedule Mgmt	R	R	R	R	R
Pre Construction Conference	R	R	R	R	R
Progress Meetings	C	C	R	R	R
Financial Management Plan	C	C	C	R	R
Risk Management Plan	C	C	C	R	R
Project Communication Plan	C	C	C	C	R
Project Management Plan	C	C	C	C	R

R = Required   C = Consider

Leadership and PM Culture

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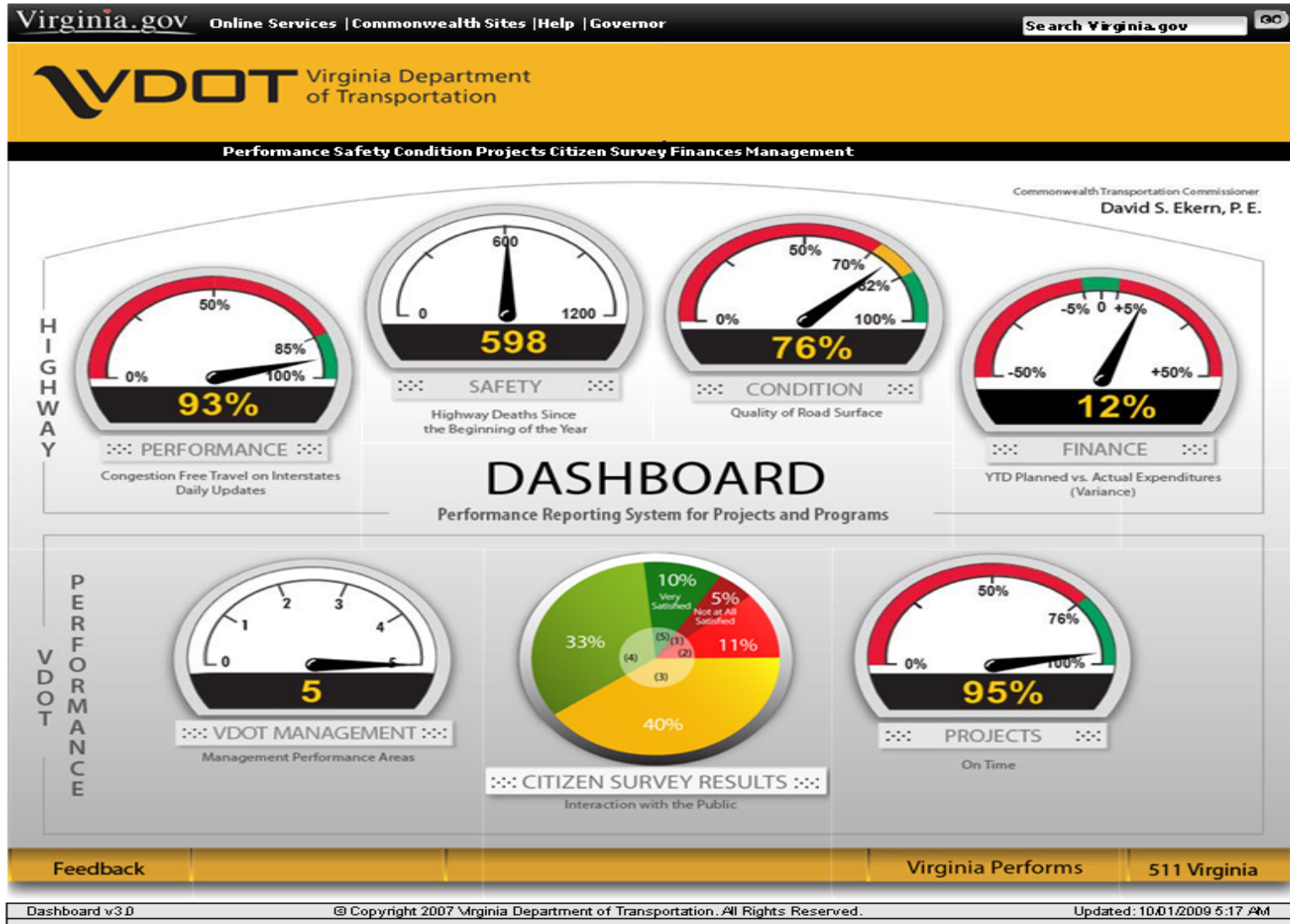
PM Framework and Support Systems

- 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