**Enhanced Project Management**

**Program Management Plan**

**Project Management Office**

**Version 0-3-6**

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# **Program Summary**

## This document describes the plan for managing the Enhanced Project Management Program. This Program consists of several projects related to enhancing project management at MnDOT. The Program goal is to put in place the organization, methodologies, and systems to support continuously improving portfolio, program, and project management and to change the culture of MnDOT to that of a project management organization.

## The projects are brought together under one program to achieve the following results that would be difficult to achieve if managed independently:

## Scope control to ensure all necessary work is included in one and only one project

## Logical sequencing of projects to put in place basic processes first and grow from there

## Controlled implementation to avoid overwhelming users

## Unified communications to make it easy for others to understand the limitations of and connections between projects

## The means for the MnDOT community to provide input on component project development without needing to track with each project individually

## Consistent language between projects to avoid confusing contradictions in terms

## Complimentary methods and tools to avoid duplicating effort

### Program Organization

**The following organization chart and role descriptions indicate how the Program will be managed.**



### Policy & Oversight Committee

* Provide input to the Executive Sponsors on policy issues
* Provide input on the direction of the Program and priorities
* Meet regularly as scheduled by Program Manager
* Note – this group consists of high level managers from different work areas.

Executive Sponsors

* Set Program goals
* Validate objectives, schedules, and resource commitments
* Authorize budget
* Make policy decisions
* Debriefed monthly by Program Sponsor, Program Manager, and others as invited

Program Sponsor

* Preview objectives
* Provide resources to the Program
* Review and approve Program Management Plan
* Preview requests for Executive Sponsor direction
* Determine magnitude of changes and issues to elevate to Executive Sponsors
* Participate in Program Policy & Oversight Committee meetings, Executive Sponsor meetings, and Program Coordination meetings

Program Manager

* Set objectives that meet Program goals
* Identify projects, project sponsors, and project managers
* Recommend project management strategies including stakeholders to include on project teams
* Manage scope, schedule, resources, and risks between projects to ensure Program objectives are met
* Represent the Program state wide
* Debriefed with monthly reporting by project managers and provide monthly program status reports
* Organize and lead Policy & Oversight Committee meetings, Executive Sponsor meetings, Program Coordination meetings, and Program Team meetings.

Program Advisory Committee

* Take information to their district or division to share with their staff
* Discuss proposed information with district or division to get input from project managers and functional groups.
* Bring concerns to the Program Advisory Committee meetings.
* Review and comment on Program objectives, plans, status, and proposed changes
* Review and comment on component Project Charters, scopes, schedules, Project Management Plans, stakeholder participants in projects, monthly updates, and proposed project changes.
* Participate in monthly Program Advisory Committee meetings
* Note – we want to make sure input is systematic and we think that this is best developed by the district organization. The goal is that issues are discussed in the district and then carried to this advisory committee.
* Note – we took PMs off of this list so that all districts would get similar representation. We will involve PMs on the individual project advisory teams.

Program Coordination Team

* Composed of Program Manager, component Project Managers, and Program support staff
* Meet monthly to prioritize and coordinate efforts

Project Managers

* Lead individual component projects
* Participate in Program Team meetings and in other Program meetings as requested by the Program Manager

Program Communications Specialist (assigned from Program Support Staff)

* Help coordinate the message
* Coordinate communications efforts for all projects in the program
* Maintain project management website
* Schedule, prepare agenda for, take notes at, and prepare minutes for program meetings

### Project Organization

Projects in the program will be organized in a consistent manner with the following roles. Details and variations for each project will be documented in the respective project management plan.

Project Sponsor

* Review and approve Charter, Scope, and Project Management Plan
* Help Project Manager resolve issues that go to higher levels

Project Manager

* Develop the Project Charter (with guidance from Sponsor)
* Assemble Project Advisory Team (with input from Program Advisory Committee)
* Scope the project (with input from Project Advisory Team)
* Develop a resource loaded schedule in P6
* Develop a Project Management Plan (including scope, schedule, team organization, communications plan, risk register, and consultant needs)

### Manage the project through implementation

### Report monthly to Program Manager on project status

### Project Advisory Team

### Provide input on the scope and project management plan

### Provide input regarding the direction for the project

### Review the proposed products, services, or results and provide input into applicability and usefulness

### Consists of upper level staff and practitioners with a special interest or knowledge related to the project

### Project Production Team

### Develop the products, services, or results to fulfill the scope of the project

* Consists of staff specifically dedicated to the activities of the project

**Component Projects**

The list of all projects that comprise the program is maintained in the Enhanced Project Management Program Tracking.xlsx file. Broadly, the program consists of developing the following:

* Introductory Project Management Training – introduction to project management processes, leadership, and risk.
* Core Competencies – identify project management skills that require development.
* Targeted Project Management Training – alternative course options, advanced courses, on the job training, and coaching for project management.
* Project Manager Career Path – develop opportunities for PMs from different backgrounds and a means to stay in the profession and get promoted.
* Transportation Project Management Standards – defines how project management processes will be applied to different scales of transportation projects and provides norms for project team management.
* Project Management Process Guidance – consists of subprojects to provide guidance on scoping, scheduling, cost estimating/cost management, and risk, as well as the overall transportation project development process.
* Primavera P6 – deploys Primavera P6, defines standards, transfers projects to P6, provides resource loaded schedules, replaces functionality of PPMS.
* Resource Center Development – puts in place support and coaching functions for project management at the regional level.
* PPMS Replacement – Phase 2 of the P6 project is to provide the database functionality of PPMS and phase out the old system.
* Project Management Information System – develops and connects systems to provide access to project information.
* Transportation Program Management Standards – develops processes and tools for managing programs.
* Enterprise Project Governance – develops portfolio framework for MnDOT projects, expands program and project management standards to include non-transportation projects.

**Program Schedule**

Individual project schedules will be kept in P6 and a program view will be used to manage resources. The high level schedule for the program includes:



Dotted fill in bars indicates the projects have not yet been scoped.

**Program Communications**

. Program documents will be kept on the network drive at the following location \\AD\CO\TechSupp\Data\ OPMTS Project Management\Projects and Initiatives\Program Management\.

Stakeholder communications for the program as a whole will be managed according to the Program Communications Plan. The communications methods are summarized here.

|  |  |  |
| --- | --- | --- |
| **Method** | **Purpose** | **Frequency** |
| Policy & Oversight Committee Meetings | Keep upper level staff aware and get input | Quarterly |
| Executive Sponsor Meetings | Keep sponsors aware and get direction | Monthly |
| Program Advisory Committee Meetings | Provide detailed information and opportunity for input to broad group | Monthly |
| Program Coordination Team Meetings | Coordinate program activities | Monthly |
| Project Management Video Conference | Keep PMs abreast of developments | Monthly |
| PCMG/CMG Meetings | Keep group abreast of developments and seek input and volunteers | Periodically |
| Operations Division Video Conference | Keep group abreast of developments | Periodically |
| Group Visits | Inform groups, answer questions | As invited |
| PM Forum | PM Community involvement | Semi-annually |
| Email Group | Provide information to PMs directly | As needed |
| Website | Provide information to all | Continuously |
| Program Progress Report | Provide regular update on activities | Monthly |

**Risk Management**

Program risks are tracked in the Enhanced Project Management Program Tracking.xlsx file.