

PWA TEMPLATE REVISIONS



Project Management Office

April 2020

Presentation Agenda

- **Overview**
- **Details**
- **Change Management**
- **Tips**
- **Resources**



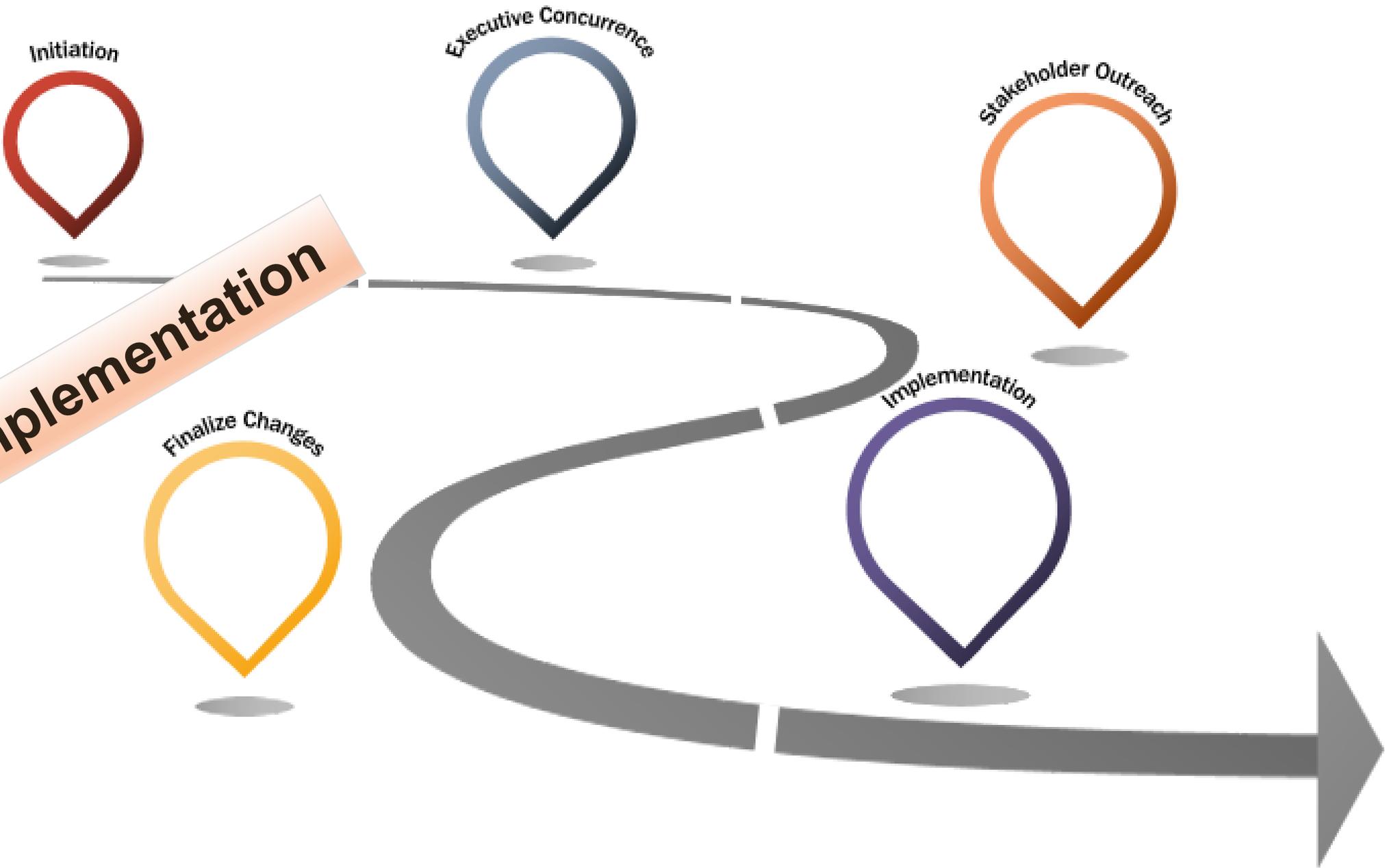
Questions we will answer...



- **WHY** did PMO do this?
- **HOW** did we do approach the revisions?
- **WHAT** changed?
- **WHEN** is it effective?
- **WHO** should care?
- **WHERE** to go for more information?

Overview

Path to Implementation

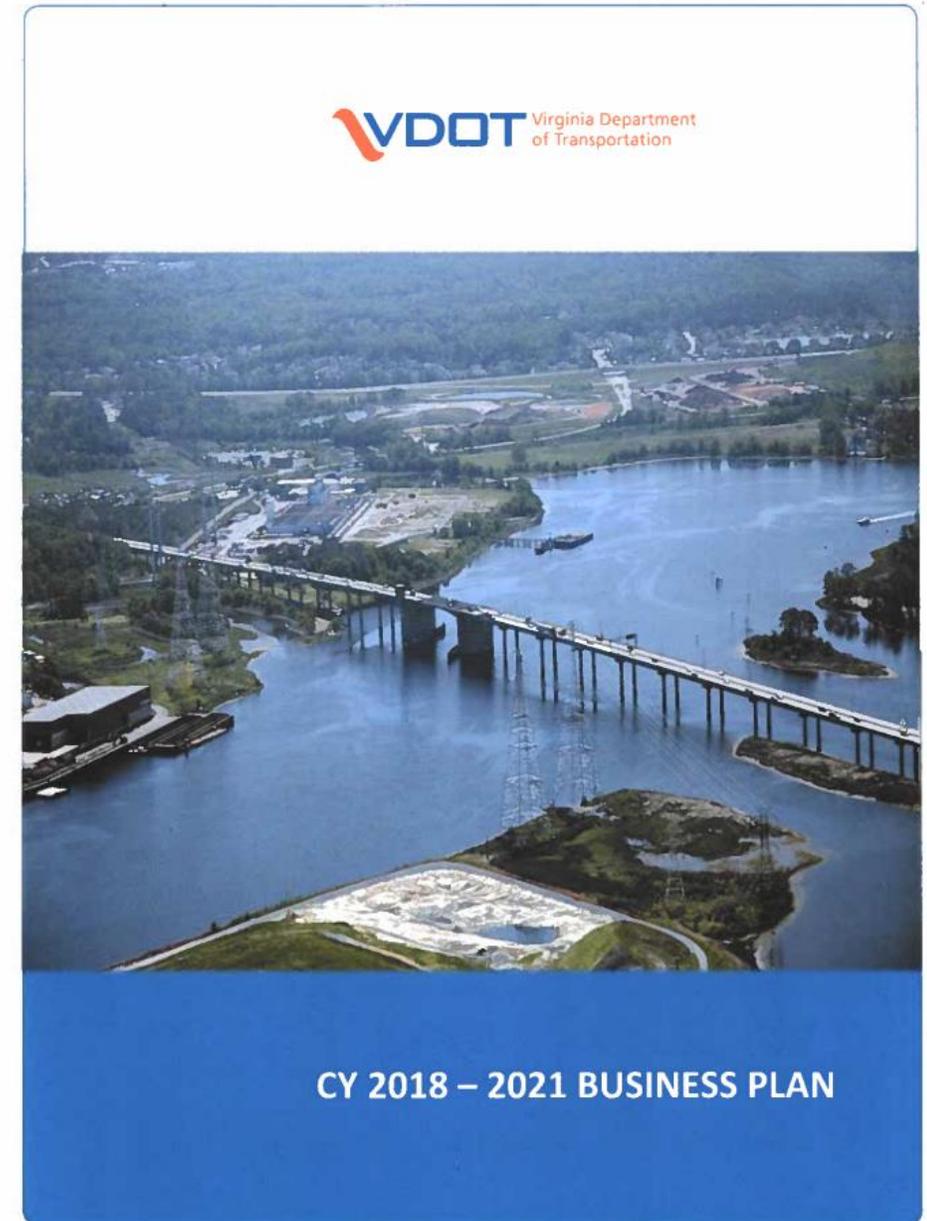


Initiation

PMO Initiated this effort that was incorporated into Commissioner's Business Plan

Goals

1. **Revise PWA templates**
2. **Clarify policies and procedures**
3. **Implement changes prior to next SYIP projects entering system (Spring 2020)**



Ground-breaking Data Analysis

- Partnered with UVA to conduct unprecedented, comprehensive data analysis
- Considered only UPC's after November 2015 (when existing 54 templates were implemented)
- Thoroughly cleansed data set for 75th percentile calculations
- 4,978 projects, 122,020 tasks



Guiding Principles with Executive Concurrence

1. **Balanced driving Project Development with current realities**
2. **Based task durations on actual historic durations (75th percentile), proofed with Common Sense**
3. **Extended Local templates to match VDOT**

Overarching Goal

Improve accuracy of the SYIP



Extensive Stakeholder Outreach

Many months long effort where PMO worked with...

- **Local Assistance Division**
- **Local Assistance Division Working Group**
- **Local Assistance Division Locality Stakeholder Group**
- **Other VDOT Divisions**
- **VDOT Communities of Practice**
- **VDOT Program Investment Managers (PIMs)**
- **VDOT District Project Development Engineers (DPDEs)**

Final Changes

During Stakeholder Outreach, our goals were to...



Allowed us to further refine PWA templates to meet established goals

Implementation



March 13, 2020

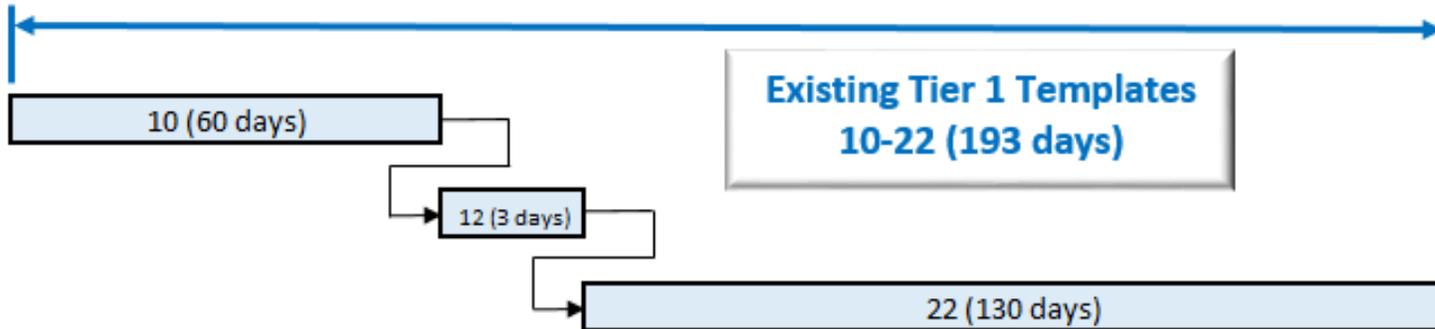
Details

What is PWA (Project Web Application)?

- **Server based, enterprise wide scheduling application**
- **MS Project schedules – dynamic and logic based**
- **All VDOT and Locally administered projects have a PWA schedule**
- **PWA is the source of all project dates in all VDOT systems**
- **PWA dates drive the SYIP**
- **PWA schedule is **THE** project schedule**
- **All projects use an project template**

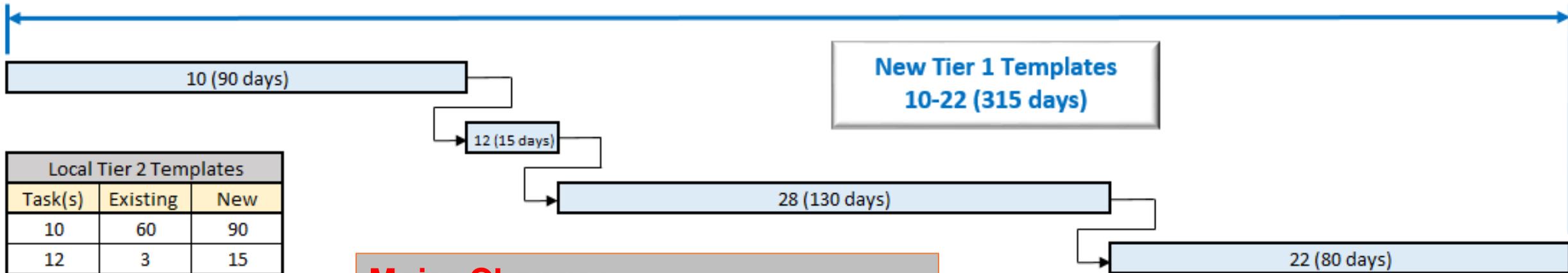
LAP Templates

Initial Baseline (1) Details



Task Key

- Task 10 = Project Agreement
- Task 12 = PE Authorization
- Task 28 = Consultant Procurement
- Task 22 = Scoping



Local Tier 2 Templates		
Task(s)	Existing	New
10	60	90
12	3	15
28	0	130
22	250	170
10-22	313	405

Major Changes

1. Added more time
2. Added Consultant Procurement

Note all durations in working days

Extended Local Templates to match VDOT time spans

Task Spans	Tier 1				Tier 2			
	VDOT		Local		VDOT		Local	
	Existing	New	Existing	New	Existing	New	Existing	New
Scoping Phase - Local Projects Agreement (10) to Scoping (22)	n/a	n/a	193	315	n/a	n/a	313	405
Scoping Phase PE Authorization (12) to Scoping (22)	237	225	133	225	293	315	253	315
Total Project Development PE Authorization (12 End) to Award (84 End)	1070	843	623	843	1162	1177	806	1177

NOTE: All durations in working days

Change Management

Project Management



Project Manager's and Project Coordinator's main job is to control this triple constraint

Threats to Budget, Scope, and Schedule

- Political indecision**
- Changing priorities, objectives, and success criteria**
- Inexperience / lack of knowledge and skills**
- Bureaucratic inertia**
- Staff turnover**
- Stakeholder involvement**
- Unanticipated and/or Unaccounted Risks**

Risk Response Strategies

Acceptable Options

1. Escalate
2. Avoid
3. Transfer
4. Mitigate
5. Accept

Denial is not an acceptable option!



New Guidance PMO-22.0



Project Management Procedure

SUBJECT: CHANGE MANAGEMENT (SCOPE, SCHEDULE, AND BUDGET)	NUMBER: PMO-22.0
RESPONSIBILITY: PROJECT MANAGER/PROJECT COORDINATOR	EFFECTIVE DATE: April 7, 2020
	SUPERSEDES: n/a
STATE LOCATION AND DESIGN ENGINEER APPROVAL	Susan H Keen ^{2020.04.07} 14:49:09-04'00' <hr/> State Location and Design Engineer

Read this

The budget, scope, and schedule of any project are inherently interdependent. Before changing any one of these three project components, impacts to the other two should be carefully considered. This document outlines Change Management procedures for when a project's budget, scope, or schedule adjusts. Dashboard business rules describe how it measures the status of active projects to evaluate performance.

GENERAL INFORMATION

Scope

Scoping is a process that defines the project's purpose and need, along with the proposed solution. Additionally, project specific risks should be qualitatively evaluated and then quantitatively reflected in a revised schedule and estimate that become the Schedule and Budget Baselines to which project performance

VDOT PM-102

Change Control Form

Use this form!

It protects
everyone,
especially PM
and PC

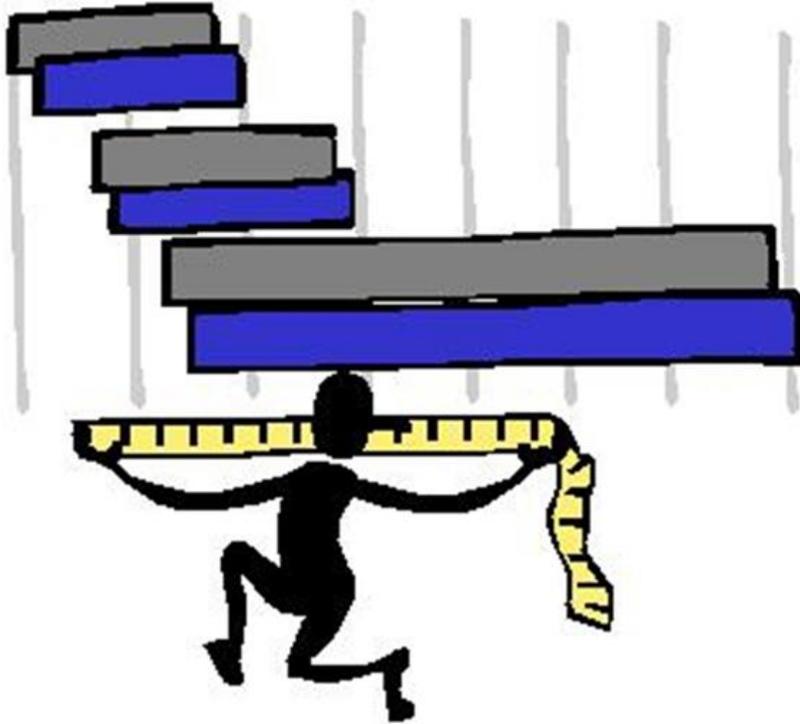
PROJECT UPC	PROJECT NUMBER	PREPARED BY	DATE
NAME OF PERSON INITIATING CHANGE		ORGANIZATION NAME (ID AS INTERNAL OR EXTERNAL)	
ORGANIZATION ADDRESS			
TELEPHONE NUMBER	E-MAIL	TIER 1 or 2	
LAST PROJECT PLAN UPDATE	CURRENT PROJECT PLAN STATUS		
DESCRIPTION OF CHANGE			
<input type="checkbox"/> Change Impact <input type="checkbox"/> Scope <input type="checkbox"/> Budget <input type="checkbox"/> (out of threshold) <input type="checkbox"/> Schedule <input type="checkbox"/> (out of threshold) <input type="checkbox"/> Quality <input type="checkbox"/> Resources <input type="checkbox"/> Other ()	DETAIL BREADTH OF CHANGE TO PROJECT COST, INCLUDING ORGANIZATIONAL RESPONSIBILITY DETAIL BREADTH OF CHANGE TO PROJECT SCHEDULE, INCLUDING ORGANIZATIONAL RESPONSIBILITY DETAIL BREADTH OF CHANGE TO PROJECT TECHNICAL SPECIFICATION, INCLUDING ORGANIZATIONAL RESPONSIBILITY		
<input type="checkbox"/> Change Accepted		<input type="checkbox"/> Change Rejected	
Recommended by Project Manager		Date:	
Approved by Project Sponsor		Signature _____ Date:	
*Approved by:		Signature _____ Date:	
*Tier 1 - District Project Development Engineer approval; Tier 2 - State L&D Engineer approval.			

7 Things to know about Dashboard

1. Local Projects are on it
2. Dashboard metrics matters
3. PWA is where Schedules live
4. PWA is THE Project Schedule
5. PCES is where Estimates live
6. Baselines – Scoping
7. Which Tasks are Tracked



What are Project Baselines?



A baseline is a snapshot of the schedule that is frozen at specific time or event.

Actual dates are compared to baselines to evaluate performance as the project progresses.

Important PWA Baselines

Initial Baseline (a.k.a. Baseline 1)

- Captured at project initiation
- Is the Template schedule

Scoping Baseline (a.k.a. Baseline 2)

- Captured at close of Scoping
- Estimate and downstream Schedule should be adjusted (prior to close of Scoping) to account for project specific challenges or opportunities



Which Tasks are Tracked on Dashboard



Reference

VDOT PMO Task and Scheduling Guide

Initial
Baseline (1)

Scoping
Baseline (2)

PWA Task Number – Description

10 - Project Agreement

12 - Authorize PE

22 - Project Scoping

47 - Approve Willingness

49 - Adopt Location/Design

52 - Authorize RW and UT Funds

69 - Acquire RW

70 - Obtain Environmental Permits

67U - Utility Relocation by Others

80 - Advertise Project

84 - Award Contract

Dashboard Tasks on Local Templates

Task Number	Task Description	In Local Templates
10	Project Agreement	Yes
12	Authorize PE	Yes
22	Project Scoping	Yes
47	Approve Willingness	No
49	Adopt Location/Design	No
52	Authorize RW	Yes
69	Obtain RW	Yes
70	Obtain Env Permits	Yes
67U	Utility Relocation by others	No
80	Advertise Project	Yes
84	Award Contract	Yes

VDOT Districts can add additional tasks into a project, if desired

How can you change a project's baselines?

- **Criteria and Procedures detailed in PMO-22.0 Change Management Procedure**
- **Work closely with VDOT staff to evaluate your situation**
- **All rebaseline requests need to be submitted by VDOT District Project Development Engineer (DPDE) to PMO Director**



Tips

- **Cooperative partnership between Localities and VDOT Project Coordinator is essential to project success**
- **PM / PC job is to run project within PM Iron Triangle (Budget, Scope, and Schedule)...you can't do this if you don't actively practice appropriate Change Management**
- **Identify and promptly address project risks**
- **Utilize PM-102 (or local equivalent) to document and control Change Management**



The Importance of Scoping (Task 22)



- **Ensure project is properly scoped**
- **Approved PM-100 (or Local Scoping Report) basis for Change Management**
- **Closing Scoping (Task 22) sets Schedule and Estimate baselines that remain through Award**
 - **Make sure Project Schedule is as desired**
 - **Make sure Project Estimate is uploaded and recommended into PCES – System within fourteen (14) days**

Resources

Resources



Staff



District Resources

- **Project Coordinators – critical relationship for Localities**
- **Project Managers**
- **PWA District Schedulers**
- **Programming Investment Manager (PIM)**
- **District Project Development Engineer (DPDE)**

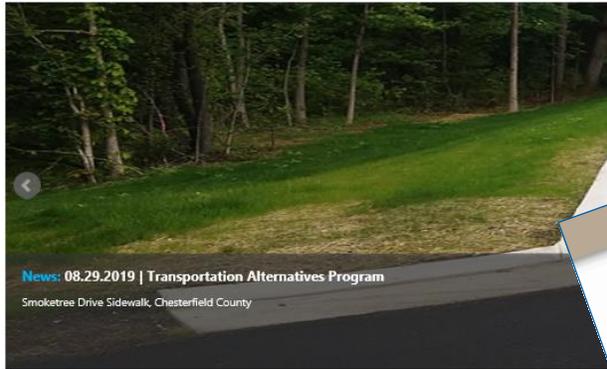


Local Assistance Division



HOME | BUSINESS | DISTRICTS | CONSTRUCTION | MAINTENANCE | OPERATIONS | PROJECT DEVELOPMENT | RESOURCES

LOCAL ASSISTANCE

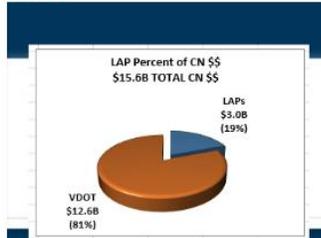


News: 08.29.2019 | Transportation Alternatives Program
Smoketree Drive Sidewalk, Chesterfield County

QUICK ACCESS



PERFORMANCE REPORTS

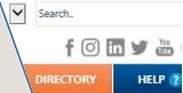


Performance Chart 2

As of October 31, 2019, the LAP program accounted for 19% of construction dollars and 42% of construction projects.

PART 2
Project Management
Chapter 12
Project Development

Locally Administered
Projects (LAP) Manual



FORMS

MANUALS & CORPORATE DOCUMENTS

USEFUL LINKS

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[Browse Organizational Chart](#)

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[Browse Organizational Chart](#)

Project Management Office – webpage

Project Management Office

The Project Management Office is responsible for providing technical project management and engineering support to project managers for preliminary engineering projects in VDOT's Six Year Improvement Program (SYIP). We focus on people, processes and tools, defining and maintaining best management practices through policies and procedures, tools and techniques, and relevant project management training.

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Information You Can Use

- [Electronic Plan Submission Process Flow Chart](#)
- [PMO Forms](#)
- [PMO Instructional and Informational Memoranda](#)
- [Project Development Process](#)
- [Project Development Schedule Templates](#)
- [Project Management Institute](#)
- [Project Management Policy Links](#)
- [Project Tasks and Scheduling Guide](#)

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HIGHWAY SAFETY

VDOT Online Forms

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- 1.) [Automated PM Forms](#)
Information for accessing PM-104, PM-105, PM-120, PM-130, PM-131 & PM-150 in iPM.
(321927 bytes)
- 2.) **PM-100** [Scoping Report](#)
Rev. 10/24/19 Documentation of Project Scope
(64817 bytes)
- 3.) **PM-102** [Project Change Control](#)
Rev. 10/24/19 Used to document changes to Scope, Cost, and Schedule after the project had been scoped.
(58202 bytes)

[Project Life Cycle Processes Flowchart](#)

[Department Policy Memorandum](#)

[Project Management Policy](#)

**PMO Website
“Project Management Policy” link**

Development Phase

Scoping	Change Management Policy
Project Scope	Change Management
Project Development Budget/Estimates	Detailed Design
Project Development Schedules	Field Inspection Team meeting
Risk Management	Final Design & RW Acquisition
Project Management Plan	Right of Way Submission
Project Communication Plan	Pre-Advertisement Conference
Financial Management Plan	Prepare For Advertisement
Preliminary Design	Advertisement
Public Hearing Team Meeting	Pre-Ad Construction Schedule Development
Public Hearing	

Construction Budget Development & Management

Post Award Construction Schedule Management

Pre Construction Conference

Formal Partnering Meetings

Progress Meetings

Closeout Phase

[Project Closeout](#)

Requirements

[Project Management Requirement Matrix](#)

Reference

[Project Development Process](#)

“THE FIRST RESPONSIBILITY OF A LEADER
IS TO DEFINE REALITY.

THE LAST IS TO SAY THANK YOU.

IN BETWEEN,

THE LEADER IS A SERVANT.”

-MAX DE PREE



*Thank
you*

