

# **Oregon Department of Transportation**

## **Guidelines For Project Teams**

**November 1997\***

(Revised November 1999)



DATE: November 17, 1997  
TO: ODOT Project Delivery Staff  
FROM: Project Selection & Delivery Business Line Team

SUBJECT: Guidelines for Project Teams

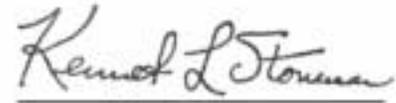
This document supersedes the *September 1996 Project Team Policy Paper*. It is the product of a small group of staff that spearheaded a very worthwhile effort to provide the Department with current guidelines that will be implemented on all internally managed projects. It was shaped by the actual learning experiences from the *September 1996 Project Team Policy Paper*.

It is our expectation that project teams will be formed as appropriate to enable the delivery of the Statewide Transportation Improvement Program. This is a challenge that demands our very best collaborative skill and energies in reaching consensus with internal and external partners, stakeholders and regulatory agencies. These guidelines will help us to better understand the process the Department is committed to following.

Should you have additional process questions, please consult with your manager or a Project Selection & Delivery Business Line Team member.

  
Steve Macnab,  
Region 4 Manager

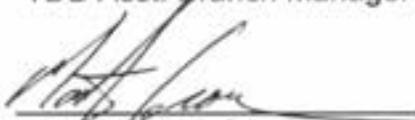
  
Terry Shike,  
Bridge Engineer

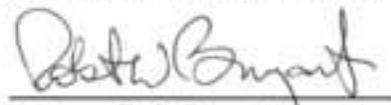
  
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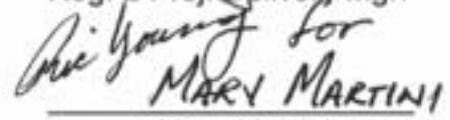
  
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WGB

file:

# Preface

## **Edward Deming:**

“Effective Work is not possible without understanding how it relates to **the whole**”

## **Peter F. Drucker:**

The purpose of business is:

“to create a **satisfied customer**”

“to deliver all of the parts of the enterprise in the **service of the customer**”

## **Who is the Customer:**

The one “Next In Line”

# Preface

## *New Rules*

Products and Services are Customer-Driven

Continuous Process Improvement  
(Monitoring and correcting  
problems when they occur)

Concurrency  
(include downstream customer's  
concerns and needs early in process)

## *Project Team Management*

Team Management encourages communications and cooperation across the organization.

*The purpose of PT's is to focus on and manage critical process issues that cut across the organization and to make technical decisions.*

## *PT members have two responsibilities:*

Manage the project delivery process and produce the deliverables defined by the team.

# OREGON DEPARTMENT OF TRANSPORTATION

## **GUIDELINES FOR PROJECT TEAMS November, 1997\***

### **VISION STATEMENT**

The **guidelines** envision leadership and management of the whole project through the Project Team (PT) with involvement of stakeholders and development staff. Effective communication between all team member and stakeholders is an essential element that results in a project that meets the needs, is delivered on time, and is within budget.

### **INTRODUCTION**

This paper addresses the development of projects that are in the current Statewide Transportation Improvement Program (STIP). It may also address projects that are being defined and selected for a new STIP.

Every project in the STIP will have a Project Leader (PL) and a Project Team (PT). All projects will be developed through this team process.

Project management and design decisions belong with the Project Team. Technical unit managers will relinquish project-specific decisions to the Project Team.

Establishing the project Business Plan date, authorized project construction budget, and the overall scope of the project are outside of the authority of the PL and PT.

### **CRITICAL ELEMENTS OF PROJECT MANAGEMENT**

Basic elements of project management include:

- A designated Project Leader (PL) responsible for project delivery, according to Business Plan date, authorized construction budget, and scope of the project.
- Project Team (PT), is responsible for delivering project components according to work plans, budgets, schedules, project decisions, and technical excellence
- Clearly defined roles, responsibilities and authorities of PL's and PT's.

## **PROJECT TEAMS**

To ensure that the appropriate technical issues are addressed in decision processes in a timely manner, each project in the STIP will have a Project Team assigned. The composition of this team will vary from project to project, consistent with the size and complexity of the project. The Project Team is the appropriate group to establish project strategies, resolve project issues, and ensure informed consent from project participants and stakeholders. It is expected that they will meet regularly to achieve these ends.

## **PROJECT LEADER**

The Project Leader must have expertise in managing projects and should have this role exclusively. The person assigned to this position must have skills in scheduling, budgeting, and team management. They must be able to successfully negotiate work items and schedules with all parties involved in developing the project. They must have skills and experience in recognizing conflicts before they become problems. They must be able to successfully lead negotiations among those having different stakes in the outcome of identified conflicts. Public speaking abilities and a willingness to work extensively with local jurisdictions, other agencies, and the public are essential elements of project management.

## **ROLES AND RESPONSIBILITIES**

### **Project Leader Role**

Assemble a Project Team and, as needed, one or more resource teams. Prepare and manage a master project development work plan including budgets and schedules. Provide overall direction and coordination for successful completion of each assigned project. Hold team members accountable for work. Negotiate with resource providers to resolve issues of inadequate performance. Involve and inform project customers and stakeholders regarding project activities, status, and issues. Solicit input from customers and stakeholders and bring those issues to the Project Team for resolution.

## **Project Leader Authority**

The Project Leader (PL) has overall authority for the following project decisions, as delegated by Region Management:

1. Select the initial Project Team and Resource Team members from available ODOT, consultant and local agency staff, with concurrence from the TSRM, Region and/or Area Management.
2. Approve or challenge workplans submitted for specific project development tasks to ensure that they are consistent with the master workplan.
3. Challenge technical results of design and analysis prepared by Project Team and Resource Team members.
4. Negotiate changes to the Business Plan target delivery date, programmed construction cost, preliminary engineering budgets and project scope with Region Management, with prior approval by the Project Team.
5. Represent the Project Team in Region Management decision and strategy sessions.
6. Approve construction features negotiated during the right-of-way acquisition process, with input, as appropriate, from the Project Team.

## **Project Leader Responsibility**

1. Deliver the project as scoped on schedule and within budget.
2. Prepare and manage a master project development workplan that coordinates individual work tasks, schedules and budgets for each project development task.
3. Create, manage and update the master project schedule.
4. Assemble the Project Team, and schedule, coordinate and chair team meetings.
5. In collaboration with the Project Team, add and remove Project Team and Resource Team members.
6. Inform Region Management on project status at critical points of development.
7. Represent the Project Team on project scope, business plan target delivery date, programmed construction cost and preliminary engineering budgets, in Region Management decision-making.
8. Be the spokesperson for the project during project development.
9. In collaboration with the Project Team, identify potential project stakeholders and develop and implement a Stakeholder Involvement Plan
10. In collaboration with the Project Team, identify issues that must be resolved and lead the team to develop a strategy for successful resolution.
11. Ensure that timely project decisions are made.
12. Ensure that project decisions comply with applicable policies, statutes, rules, permit conditions and local ordinances, and implement ODOT and local plans.
13. Propose exceptions to policies and design standards, with Project Team approval, to the appropriate agency authority and/or through the appropriate public processes.
14. Document all team decisions, distribute project information, and keep the project team and other resource team members informed of project status and issues.
15. Be engaged in the construction or implementation phase of the project, to get feedback on the quality of the project and participate in decision-making regarding changes to the project during construction or implementation.

## **PROJECT TEAMS**

### **Project Team Member Role**

Belong as a decision-making and working member of a Project Team to ensure a high quality and timely project.

### **Project Team Member Authority**

The Project Team is responsible for project management decisions, technical quality of the project and for assisting the Project Leader in successful development of the project. Project Team members have the authority:

1. To make decisions specific to the project, including project approach and schedules.
2. To recommend protocols, solutions, or applications of standards or proper courses of action.
3. To make technical decisions based on adequate personal expertise or expertise from resource team input.

### **Project Team Member Responsibility**

1. Recommend to the Project Leader additional resource areas that should participate as members of the Project Team. Recommend a larger resource team as needed to provide technical support at appropriate points in the project.
2. Advise the Project Leader regarding project consistency with applicable laws, regulations and policies.
3. Where irreconcilable conflicts arise, recommend to the Project Leader modification of the project Business Plan date, authorized project construction budget, or the scope of the project.
4. Assist in preparation of a project development work plan to contain the following: name of the team member assigned from each resource area; description of work tasks, levels of effort, budget and schedule for the resource area's participation in developing the project.
5. Negotiate with the Project Leader any changes in project development schedule and budget to keep the master project schedule on track.
6. Inform the Project Leader of unforeseen issues that might impact the project scope, schedule, and budget.
7. Represent and lead his/her resource group and be responsible for ensuring the technical support and technical excellence of the work effort by that resource group.
8. Participate as a decision-making member of the Project Team to ensure a high quality and timely project.
9. Identify issues that must be resolved and help the Project Team to develop a strategy for successful resolution.

## **Project Team Composition**

A Project Team may be composed, as appropriate, of the following:

1. ODOT Project Leader
2. ODOT Construction Project Manager, Assistant PM, Project Coordinator or designee
3. ODOT District or Area Maintenance Manager or designee
4. ODOT Roadway Engineering Designer or Design Team Leader
5. ODOT Region Environmentalist or Environmental Project Manager (if applicable)
6. ODOT Bridge Engineering Designer or Design Team Leader (if structural design is needed)
7. ODOT Traffic Services Team member
8. ODOT Region Right-of-Way Agent (if right-of-way or easements are needed)
9. ODOT Transportation Planner/Analyst (if major transportation alternative analysis is needed)

**(The following may be added to the Team at the discretion of the initial Project Team)**

10. Other ODOT staff, as needed (i.e. Aviation, Bicycle/Pedestrian, Transit, Traffic Safety, Freight, Rail Crossing, Planning, etc.)
11. Local City and/or County Public Works, Planning or Community Development Department representatives
12. Other Federal, State or Local public agency representatives

Membership in the Project Team should be reviewed to ensure that no member has a potential conflict of interest and that the composition of the Team represents the best interests of the larger public.

Membership must be carefully planned to bring appropriate perspectives to the decision process. Teams larger than seven members may be too large to effectively manage the project.

In addition, a broader resource team or teams may be identified that would provide expertise necessary to advance the project.

It is intended that the core Project Team will be a small management group that provides overall strategy and direction to the project. A resource team may be large, depending upon the project, but is expected to attend meetings only as required.

Resource team members within their group will have the same role, authority, and responsibility as Project Team members, except for the decision making authority.

## **DECISION RESPONSIBILITY**

- The Project Team is responsible for arriving at decisions within its authority through a consensus model.
- Within the framework of the approved scope, schedule, budget, and business plan, decision authority for project management and project design resides with the Project Team. Region and Technical Services management, TAC's, CAC's, and members of the resource teams are advisory to the Project Team.

## **PROJECT LEADER AND TEAM PERFORMANCE EXPECTATIONS**

### **❖ SCOPE**

- All projects will be scoped consistent with project categories and Transportation Operations guidance.
- All project teams will use the scoping report and prospectus (parts 1 – 4) as the main project source documents.

### **❖ SCHEDULE**

- All State STIP projects will have an actively reviewed and managed schedule in AMS.
- Project Leaders will begin the workplanning process 1 year prior to scheduled start date.

### **❖ BUDGET**

- Preliminary Engineering budgets must be accurate and consistent with project scope, schedule and regional direction.
- All projects will have a completed part 4 entered into the project workplanning template.

## **RELATIONSHIP OF PT TO OTHER PROJECT COMMITTEES / TEAMS**

The Project Team is intended to provide a core management team for each project. Other project committees/teams that affect project development include:

**Technical Advisory Committee** - This is a group of technical advisories for ODOT, affected agencies and jurisdictions, and other technical stakeholders in the project. Their role is to advise on technical issues from their perspective. This is an advisory group to help identify and resolve issues.

**Citizens Advisory Committee** - This is a group of non-technical stakeholders, whose role is to advise on non-technical issues in the project area. These issues may be political, environmental, “community sensitive”, or other local issues that should be considered to develop a project that meets local needs. This is an advisory group that makes project recommendations.

**Region Management Team** - This is a decision-making body that represents Region policy. This group has authority to expand projects in scope or budget and to recommend changes in

scheduling the Statewide Transportation Improvement Program or the Business Plan. This team concurs in design exceptions recommended by the Project Team. The Technical Services Resource Manager in each region is responsible to approve or deny exceptions. Region management has a responsibility to negotiate with Technical Services any proposed changes to the Business Plan date, project construction budget, and scope of the project with the Project Leader prior to implementing them.

**Resource Team** - This is a group of technical personnel within ODOT who are not decision-making members of the Project Team, but are responsible for specific technical tasks or are advisors in their areas of expertise as needed.

**Area Commission on Transportation (ACT)** – formed from local government and community participants to serve in an advisory role to the Oregon Transportation Commission. Primary purpose to identify and prioritize transportation needs and recommend transportation solutions within a geographic area.

**Community Solution Team (CST)** – formed from state agencies that service a geographic area to provide a comprehensive problem-solving forum. Issue resolution usually involves considering such elements as economic development, housing, environment, land conservation, and transportation. These are community-based solution teams and are a top priority for the Governor and ODOT.