

## **WSDOT INTERNAL WORK PLAN:**

### **MANAGEMENT RECOMMENDATIONS FROM JLARC REPORT OVERVIEW OF WASHINGTON STATE DEPARTMENT OF TRANSPORTATION CAPITAL PROJECT MANAGEMENT**

#### **Recommendation 1**

**The Washington State Department of Transportation should extend the application of Managing Project Delivery, the Project Delivery Information System, and the Primavera Project Planner for the Enterprise tools and put management steps in place to confirm their adoption.**

WSDOT should set additional standards to enforce adoption, provide further training, create checklists and templates, and confirm actual use of tools and practices. Special consideration should be given to reviewing methods at Washington State Ferries (WSF) Terminal Engineering as model practices for consideration in other areas.

#### **Agency actions**

- January 2005: Developed a project management website to communicate and share project management information and processes.
- January 2005: Established a task force consisting of senior managers from each of the regions and WSF to review and develop a plan to address and implement the recommendations. The task force is refining the Managing Project Delivery process to incorporate a large number of the recommendations from this report.
- January 2005: Solicited assistance from the consultant who assisted in the development of WSDOT's Managing Project Delivery process to develop a project management on-line guide. This web-based guide will contain the tools, templates, and exemplary practices found around the state. This will standardize the process, terms, application, tools, and templates and make them available to all project managers and teams both internal and external to WSDOT. The development of this on-line project management guide is scheduled for completion by June 30, 2005.
- February 2005: Shared the JLARC review of capital project management recommendations and the managing project delivery process revisions with each of the regions at their annual design and construction conferences and at the statewide project engineers meeting.

Once the project management guide is put into place, an executive order will be issued requiring its use on capital projects. The order will give direction to add the review of project management plans to the current process reviews for both design and construction of capital projects.

## Recommendation 2

The Washington State Department of Transportation should develop a plan and timeline for implementing recommendations issued by Gannett Fleming in Appendix 3 of this report. These recommendations center primarily on the following issues:

- **Using existing exemplary practices in place at some projects to develop minimum standards and/or templates** for risk quantification; risk-based cost contingencies; project hand-off protocols; status report contents; cost forecasting; and construction schedule monitoring.
- **Improving the clarity of project communication by documenting terms and definitions**, such as uniform project identifiers, financial terms often used interchangeably, roles and responsibilities of project engineers across all stages of the projects, and the individual roles and responsibilities of other project team members.
- **Confirming the consistency and currency of reporting information**, including ensuring that various reporting systems are reconciled and information is kept up-to-date

### Agency actions

	Gannett Fleming Recommendation	Project Management on-line Guide	Information posted on Project Management website	Comments
1	Adopt and implement risk management standards	July 2005	July 2005	
2	Consider risk specific cost contingencies			Begin consideration and evaluation July 2005, estimate for completion January 2006
3	Project handoffs	July 2005	July 2005	
4	Review WSF project management software			Begin evaluation July 2005, estimate for completion January 2006
5	Review master deliverable list and WSF work breakdown structure			Begin evaluation July 2005, estimate for completion January 2006
6	Revise the WSDOT Construction Spec 1-08.3			Currently under revision with industry, August 2005
7	Require Project Delivery Information System (PDIS) for all highway projects	July 2005	July 2005	Currently all Nickel projects and all new starts are in PDIS
8	Include construction phase details in PDIS development schedules	July 2005	July 2005	

	Gannett Fleming Recommendation	Project Management on-line Guide	Information posted on Project Management website	Comments
9	Require that project engineers have demonstrated knowledge of scheduling theory and practices			How training and project management certification is addressed in other state transportation agencies is currently being investigated. Policy and process expected to be in place by July 2005.
10	Develop a strategy for improving the ability to share and integrate capital project data housed in numerous independent automated systems. In the interim, continue investigating opportunities to improve interfaces between IT systems.			Currently developing a data warehouse concept to minimize and eliminate duplicate entry into multiple systems. The schedule data mart is expected to be complete by July 2005 and additional data marts completed as budget and resources are available
11	Maintain original and revised schedule and budget values to gain an appropriate perspective of baseline performance	July 2005	July 2005	
12	Establish a clear discipline for the use of work item numbers (WIN) and program item numbers (PIN) in defining projects, and explore opportunities for using technology to link departmental definitions with funding definitions.			The final project definition identifies each program item number (PIN) to be used in the work order number (WIN). We are currently developing a crosswalk to reconcile existing projects in the various software and reporting systems. August 2005
13	Adopt an updated standard glossary of project management terms for use by the whole department	July 2005	Draft April 2005	
14	Identify effective project and regional reports being used at WSDOT that can be adopted statewide.	July 2005	July 2005	Incorporated in the tools provided in the on-line project management guide.

	Gannett Fleming Recommendation	Project Management on-line Guide	Information posted on Project Management website	Comments
15	Ensure web page information is current and accurate through regular updates.	July 2005	July 2005	Content directed by the on-line project management guide and the executive order.
16	Standardize fiscal reporting on internal reports to include the status of total project budget, costs, and forecasts	July 2005	July 2005	Content directed by the on-line project management guide and the executive order.
17	Expand web page reports to include status of selected schedule milestones of interest to external stakeholders	July 2005	July 2005	Content directed by the on-line project management guide and the executive order.
18	Consider using earned value and other measures of project trends in standard reports			Pilots currently underway at WSF and Urban Corridors Office.
19	Examine the character of executive-level and project-level reporting information to ensure there exists a consistent and efficient relationship	July 2005	July 2005	
20	Expand project managers responsibilities	July 2005	July 2005	Executive order July 2005
21	Require immediate application of Managing Project Delivery (MPD)	July 2005	July 2005	Executive order July 2005
22	Require project teams to document specific roles and responsibilities of key staff and support functions	July 2005	July 2005	
23	Review the current quality management practices for opportunities in which a broader quality assurance discipline may improve project performance	July 2005	July 2005	

### Recommendation 3

**The Washington State Department of Transportation should conduct an assessment of the effectiveness of current information systems and options for addressing any deficiencies.**

The assessment should be focused on identifying key capital business and analytical processes, and demonstrating to what extent they are supported by automated systems.

#### Agency action

WSDOT has requested \$715,000 for the '05-'07 budget cycle to complete this assessment. Implementation cannot begin without an approved budget.

### Recommendation 4

**The Washington State Department of Transportation should conduct an analysis to develop criteria for extending Cost Risk Estimating and Management (CREM) analyses to a wider universe of projects.**

From this analysis, specific criteria should be developed for identifying projects most likely to benefit from analyses by CREM staff and consultants.

#### Agency action

The CREM office is currently in the process of developing a policy for the assessment and management of cost and schedule risk within WSDOT. This policy will establish criteria for project types and project delivery stages when a risk assessment workshop will be mandatory or advisable. It will further outline how to incorporate the principles of risk assessment and management into all project types across all project delivery stages. In addition, the policy will set standards for the mitigation and management of risks throughout a project's life cycle. These standards will allow the agency the ability to measure the performance of our risk assessment and management program.

In addition to policy development, the CREM office, in coordination with WSDOT Program Management, is initiating a programmatic risk assessment of the Nickel Program. Whereas individual project risk assessments allow project teams the ability to better communicate and manage project delivery, this effort will enable the agency to do the same at the program level. It will also allow the agency to predict the overall amount of program uncertainty (traditionally called contingency) in each of the upcoming biennia, should current budget, delivery commitments, and project delivery rates remain constant. The following is a work plan for policy development and programmatic risk assessment as described above:

<b>Work Item</b>	<b>Expected Completion Date</b>
Development of draft policy	February 2005
Headquarters internal draft review	March 2005
Regional review	April 2005
Review/incorporate regional comments	May 2005
Issue instructional letter	July 2005
Issue <i>Design Manual</i> chapter	As appropriate

## Schedule for Implementing All Recommendations

Project Name: WSDOT Project Management																	
Task Name	Schedule Start	Schedule Finish	% Complete	2005													
				2004		Qtr1			Qtr2			Qtr3		Qtr4		Qtr1	
				Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Implement JLARC Recommendations</b>	<b>12/20/04</b>	<b>12/30/05</b>	<b>24.94%</b>														
<b>Project Management web site</b>	<b>12/20/04</b>	<b>07/01/05</b>	<b>70%</b>														
Create site and go live	12/20/04	12/20/04	100%														
Revise site	12/20/04	07/01/05	70%														
<b>Project management on-line guide</b>	<b>01/18/05</b>	<b>06/30/05</b>	<b>45.11%</b>														
Glossary of terms Task 1	01/18/05	03/29/05	90%														
Revise MPD Process	01/18/05	01/31/05	100%														
Develop MPD steps 1 & 5 Task 2	02/01/05	03/31/05	95%														
Develop MPD steps 2, 3 and 4 Task 3	04/01/05	06/30/05	25%														
<b>JLARC Recommendation # 1</b>	<b>01/21/05</b>	<b>06/30/05</b>	<b>50%</b>														
<b>JLARC Recommendation # 2</b>	<b>01/21/05</b>	<b>12/30/05</b>	<b>21.04%</b>														
GF 1,3,7,8,9,10,11,13,14,15,16, 17,19,21,22	01/21/05	06/30/05	45%														
GF 6, 12	01/21/05	08/15/05	60%														
GF 2,4,5	07/01/05	12/30/05	0%														
<b>JLARC Recomendation #3</b>	<b>09/30/05</b>	<b>09/30/05</b>	<b>0%</b>														
<b>JLARC Recomendation #4</b>	<b>01/21/05</b>	<b>06/30/05</b>	<b>45%</b>														

