

Overall Program Delivery *(continued from page 3)*

- Attended SCR Pre-Contract Engineering Activities monthly review meeting.

Southwest Region

- Continued work on the Project Controls Pilot Program for Coastal Projects. The proposed pilot would include improvements to scheduling specifications, implementation of electronic document control and the use of computers for the field data access and management. The pilot program proposal is currently under WSDOT management review.
- Attended Southwest Region Design Construction Conference.

Urban Corridors Office (UCO)

- Continued work on the UCO PC&R Business Plan including Risk Management, project review of content and format, business practices, document control and organizational structure and coordinating with the SPMG headquarters and Tier 2 and Tier 3 staff. ♦

Quality Management

Northwest Region

- Participated in project quality audit for SR 900/SE 78th Vicinity to Newport Way. ♦

Project Management & Reporting System (PMRS)

Statewide

- SPMG Tier 2 and Tier 3 staff continued to support to the PMRS data gathering and system definition efforts. Specific activities included scheduling and conducting one-on-one and small group interviews of WSDOT end-user staff to determine their needs relative to PMRS. The input gathered from the interviews will be used to develop configuration documents that will assist in configuring each software package and aid in the integration with existing WSDOT systems. Information is being gathered from regional offices as well as headquarters and specialty groups. Tier 2 and Tier 3 staff also continue to serve as resources to the regions on SPMG related efforts. ♦

Mark your Calendar

Steering Team Meeting – April 17th

April EOC Meeting – Canceled

PM Academy Pilot – April 16th to April 19th and April 23rd to April 26th

Common Acronyms

EVMS – Earned Value Management System
 FIRS – Financial Information Retrieval System
 PDIS – Project Delivery Information System
 PMP – Project Management Plan
 PMRS – Project Management & Reporting System
 PS8 – An element of PDIS used for scheduling
 QPR – Quarterly Project Reviews
 SPMG – Statewide Program Management Group
 WBS – Work Breakdown Structure

Key Contacts

WSDOT

Keith Metcalf – Director, Project Control & Reporting Office, 360-705-7130

Tier 1 Team

Bob Berg – SPMG Program Manager, 360-705-7354
 Greg Jones – PMRS Manager, 360-705-6863
 Tony Morris – Phase 2 Implementation Manager, 360-705-7346
 Ken Hartley – Project Manager, PM Academy, 360-705-7343
 Dawn Gamler – Contract Administrator, 360-705-7895
 Travis Sayers – Project Administrator, 360-705-6974

Tier 2 and 3 Team

Geoff Baillie – Urban Corridors Office, 206-768-5781
 Brantley Bain (WSDOT) – North Central Region, 506-667-2903
 Fred Bullen – Southwest Region (Tier 3), 360-905-1542
 Calvin Cox – South Central Region, 509-577-1952
 Cathy Hastie – Southwest Region, 360-905-2025
 Ava Isaacson – Olympic Region, 360-570-6625
 Phil O'Dell – Northwest Region, 206-440-4728
 Kirby Wallace (WSDOT) – Eastern Region, 509-324-6105

Helpful Links

Transportation Resource Manual:
<http://www.1leg.wa.gov/JTC/TRM/>

For Further Information Contact: Keith Metcalf, 360-705-7130
 SPMG Web Site: www.WSDOT.Wa.Gov/projects/delivery/spmg



SPMG Overview

The Statewide Program Management Group (SPMG) is a team of consulting firms in the transportation industry who were selected by WSDOT in the fall of 2005 to assist the agency in delivering its \$16 billion Capital Construction Program on time and under budget as committed to the Legislature and the public. Under WSDOT executive leadership, the SPMG is moving forward with implementing key measures to maximize program delivery success. Key activities currently underway include the design and implementation of

the Project Management & Reporting System (PMRS), establishment of a Project Management Academy for training WSDOT program delivery staff and the implementation of industry best management practices through deployment of SPMG Tier 2 (regional support) and Tier 3 (area or project specific support) staff within WSDOT offices statewide. WSDOT continues to take a strong ownership role in each of these areas. This newsletter is one of many methods used to communicate the progress of program delivery improvement activities throughout the agency.

Team Building – Credit, Accountability and Responsibility

Bob Berg – SPMG Program Manager

In attending recent Quarterly Project Review meetings, I see an interesting dynamic occurring. Projects achieving their planned milestones are driven by high performance teams led by individuals who accept the responsibility for successful completion. If you are struggling with team performance, please consider the methods you use to motivate your team. Here is an example drawn from real life.

Abraham Lincoln stood next to Lt. Gen. Ulysses S. Grant on a bluff overlooking the James River just south of Cold Harbor, Virginia. It was June 21, 1864 and Grant had just been routed by Robert E. Lee's Confederate Army in one of the bloodiest battles of the American Civil War. Loss of life on the Union side was 13,000 soldiers. Lee's Confederate Army, outnumbered 2:1, had suffered losses of only 2,500. Grant commented in his memoirs that this was the only attack he wished he had never ordered.

Grant said to President Lincoln, "...I have not done as well with this army as some of your people in Washington would have assumed. I have read the papers. Most of them criticize you for what this army has not been able to accomplish."

Lincoln replied, "I do bear the responsibility. No one lets me forget that. The victories are yours, certainly. The failures are mine."

Team Building continued on page 2



High achievement always takes place in the framework of high expectation"

Charles Kettering, Automotive Inventor

Featured Activity

The Eastern Region has implemented an effort to use rugged laptop computers in the field. The objective of the effort is to make field inspection staff more efficient by providing access to information electronically. Examples of electronic information include plans, specifications and reports and other reference material as well as the ability to pose questions and get responses via e-mail to resolve issues in a timely manner avoiding work delays. A key part of the effort is the use of electronic forms that are completed in the field. Because WSDOT has already initiated this effort, there are potential benefits to the PMRS development efforts. Lessons learned with both the hardware and software use will be valuable information as we continue to design and implement similar features. For information related to this effort contact Tony Morris in the SPMG Project Office at 360-705-7346. ♦

Team Building (continued from page 1)

As a Project Manager, please consider two fundamental rules for team building, one that contains a similar philosophy for giving credit, distilling accountability and bearing the responsibility for results as follows:

1. Hold your people accountable but help them succeed.
2. Give credit in public, critique in private and shoulder the responsibility for team performance.

Like President Lincoln, you set the leadership tone for your team as its PM. Setting and communicating high expectations and measuring progress helps a team excel. This leads to developing an ingrained consciousness for high performance in your staff. Lincoln accomplished this by taking the heat in public, criticizing Grant in private and maintaining his confidence that the Union Army would eventually succeed.

When your people succeed, you have succeeded too. Show them how to deal with success and failure. The best way is through even-handed coaching and mentoring, loyalty to your people and fairness in your dealings with them. Also, find ways to celebrate successes.

Stretch your people with assignments that are new and challenging, ones that they may only be 80% able to accomplish on their own but, with the right help, will succeed. If they fail, deal with that in private; when they succeed, praise them in public.

After Lincoln left that windy bluff, what do you think Grant said when he returned to his staff? ♦

Current Activities

1. Project Management Plan (PMP)

Northwest Region

- Reviewed PMPs for multiple projects and developed recommendations relative to the quality of the plans, awareness and commitment of the project team.

South Central Region

- Reviewed and provided comments on the draft PMP for the I-90 Snoqualmie Pass East Hyak to Keechelus Dam Project.

Rail

- Continued working with staff to finalize PMP outline for rail projects.

2. Scope Management

Olympic Region

- Continued review and refinement of scope/change management process guidelines.

3. Work Breakdown Structure (WBS)

Statewide

- Continued efforts to resolve MDL and work op code issues to facilitate cost tracking and earned value.

4. Schedule Management

Olympic Region

- Continued work on development of environmental schedule.
- Continued development of schedule performance reports.
- Participated in coordination and development of Belfair Bypass project schedule.
- Prepared time determination analysis for a project in the region.
- Assisted with the conversion of GEC schedule information to required PDIS data.

South Central Region

- Participated in the I-90 Project master schedule kickoff meeting and reviewed scheduling and reporting specifics with GEC schedule support.
- Provided support in establishing Primavera access rights plans and recommendations and prepared sample reports for I-90 Project.
- Attended Primavera P5 training for I-90 Project Office.
- Continued SPMG Tier 2 support to I-90 Project Office including coordination for project schedule configuration, development, implementation and staff training.

Southwest Region

- Reviewed the contractor's asphalt oil escalation proposal on the I-5 Salmon Creek Project.
- Continued review of the contractor's latest revised baseline schedule on the Lewis and Clark Bridge Painter Project.
- Provided project schedule updates to the scheduler for the Geotechnical Services Division.

5. Document Control

Urban Corridors Office (UCO)

- Received Alaskan Way Viaduct's (AWV) proposed approach to document management system and its requirements.

Olympic Region

- Continued work on the development and implementation of a document control system to be rolled out prior to the 2007 construction season. Coordinated with the PMRS team on selected technology providers.

6. Cost Management

Olympic Region

- Continued work on a time impact analysis related to a potential claim issue in the region.

Southwest Region

- Developed and distributed region-wide workforce tracking report and graphics and verified information with area engineering offices.
- Continued refinements and updates to cash flow aging spreadsheets for multiple area engineering offices.

Urban Corridors Office (UCO)

- Continued work with the SR 509 project staff to figure out traffic analysis requirements based on the revised phasing plan (a response to RTID funding limits).

7. Risk Management

Urban Corridors Office (UCO)

- Continued with the development of risk management policies and procedures.

8. Earned Value Management System

Northwest Region

- Mentored design team leaders on creating resource loaded schedules and the basics of earned value management techniques.
- Worked with program management staff to develop and communicate a uniform understanding of budget terms for progress reporting as a transition to earned value management.

Olympic Region

- Continued implementation of the regional earned value initiative kicked off in January. Key activities included completion of earned value workbooks, development of standardized earnings rules for measuring progress, demonstrations and training for project staff and development of strategies for incorporating specialty groups into earned value management.

9. Cost Estimating

Northwest Region

- Began an assessment of the region's current processes and practices for the preparation of engineer's estimates and proposed improvements.

Southwest Region

- Continued work in determining administrative versus job cost percentages for future estimating purposes.

Urban Corridors Office (UCO)

- Continued the development of guidelines for programs and projects regarding the process for development and approval of cost estimating templates for consultant agreements.

10. Quarterly Project Reviews (QPR)

Northwest Region

- Attended multiple weekly regional confidence report meetings in preparation for upcoming QPR.

Olympic Region

- Provided project updates in support of upcoming QPR.

Southwest Region

- Provided project updates in support of upcoming QPR.

Urban Corridors Office (UCO)

- Attended monthly meetings and provided support of upcoming QPR including the incorporation of comments from last quarter's QPR.

11. Safety and Health Program

Southwest Region

- Attended region-wide safety meeting.

12. Change Management

- No activity for this issue.

13. Contract Administration

- No activity for this issue. ♦

“ We must encourage sharing of success between the regions by lateral communications.”

Keith Metcalf, PC&R

Overall Program Delivery

Northwest Region

- Continued review of agency project management on-line guide and project delivery information with regional staff to assess the level of implementation.
- Continued assisting staff throughout the region on project delivery issues.
- Worked with the management team to create a survey intended to establish a baseline for project delivery in the region. The survey results will be used as a point of departure to assist the management team as they create plans for future enhancement of project delivery.

Olympic Region

- Continued work on regional Project Controls Initiative.
- Developed and co-presented project controls presentation at the Olympic Region Design Conference.

South Central Region

- Continued meetings with program management staff to initiate the SCR Tier 2 Work Plan including key activities and deliverables.
- Continued with the development of a Work Plan to support the Richland Field Office and I-90 Project Office. Also met with specialty groups including real estate and environmental to determine the level of support required.
- Reviewed the PDIS Design Progress Score Card report developed in the North Central Region and forwarded to SCR program management for review and consideration.

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