Roles and Responsibilities in Project Delivery
Welcome

“If you always do what you’ve always done, you’ll always get what you’ve always got.”

-Tony Robbins
Objectives for the Day

- Understand the role of the Project Manager and Project Team
- Learn what a Matrix Organization is and how it will operate for NCDOT
- Better understanding of communication for projects
- Identify an effective Issue Resolution Process
- Set groundwork for 2-Day PM Training
Agenda

Welcome & Introductions
Session 1: Integrated Project Delivery at NCDOT
Session 2: NCDOT Project Team and the Matrix Org
Session 3: Improving Project Delivery
Lunch
Session 4: Project Delivery Roles at NCDOT
Session 5: Project Team Communications & Issue Resolution
Final Feedback & Wrap-up
Adjourn
Introductions
Session 1: Integrated Project Delivery (IPD) at NCDOT

Roles & Responsibility Training
NCDOT Program Delivery

Project Managers
(Constant communication, coordination, and reporting)

Project Team

- Division staff
- Roadway Design
- Hydraulics
- Geotechnical Engineering
- Structures
- Location and Surveys
- Right of Way
- Environmental Analysis
- Photogrammetry
- Construction
- Traffic
- Utilities
- Consultants
- Contract Services
Secretary Trogdon on IPD

Priorities for NCDOT were defined over two years ago, including improvements to the project delivery process and overall program delivery.

November 2018: “This process will require each of us to be fully invested in developing and implementing an Integrated Project Delivery process that will serve this Department well into the future.”
“A good plan violently executed now is better than a perfect plan executed next week.”

- General George S. Patton
## Integrated Project Delivery

<table>
<thead>
<tr>
<th><strong>Project Delivery</strong></th>
<th>A CULTURE where we PROMISE WHAT WE ARE GOING TO DO and DELIVER WHAT WE PROMISE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision</strong></td>
<td>Developing IPD Business Practices that can withstand changing workforce dynamics and transportation needs well into the future</td>
</tr>
<tr>
<td><strong>Commitment</strong></td>
<td>Implementation of transparent, repeatable and accountable processes that are effective and efficient</td>
</tr>
<tr>
<td><strong>Delivery Improvement Key</strong></td>
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</tr>
</tbody>
</table>
Integrated Project Delivery Means…

**Divisions Engineers are project owners** Project Managers and technical staff work with Division Engineers to meet established goals.

*Project Managers are responsible for scope, schedule, budget and ensuring quality.*

**Technical units provide technical support** to effectively and efficiently deliver projects.

*Technical units are responsible for maintaining internal technical expertise.*
Roles & Responsibilities Introduction
# Goals of the Roles & Responsibilities for Project Delivery Document

<table>
<thead>
<tr>
<th>Implement</th>
<th>Ensure</th>
<th>Achieve</th>
<th>Establish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement an integrated approach toward project delivery and management</td>
<td>Ensure project delivery and management processes are repeatable and regularly evaluated for improvements in collaboration with the Department’s technical units</td>
<td>Achieve efficiency, consistency, a customer service culture and extraordinary stakeholder communication</td>
<td>Establish principles and implement techniques to manage project risks proactively and identify opportunities to advance projects</td>
</tr>
</tbody>
</table>
## Roles & Responsibilities Document Review

<table>
<thead>
<tr>
<th>Section</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 1</td>
<td>Project Delivery in a Matrix Organization</td>
</tr>
<tr>
<td>Section 2</td>
<td>Roles and Responsibilities of Project Teams</td>
</tr>
<tr>
<td>Section 3</td>
<td>Project Management Plan Guidelines</td>
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<tr>
<td>Section 4</td>
<td>Project Reporting</td>
</tr>
<tr>
<td>Section 5</td>
<td>External Stakeholder Coordination and Agreements</td>
</tr>
<tr>
<td>Section 6</td>
<td>Project Development Filing System</td>
</tr>
<tr>
<td>Section 7</td>
<td>Key Performance Indicators</td>
</tr>
</tbody>
</table>
Session 2: NCDOT Project Team & the Matrix Organization

Roles & Responsibility Training
NCDOT Project Manager and Matrix Organization

Technical manager provides technical staff for project team (internal or external)

Project Manager focuses on scope, schedule, budget, quality along with their team

Represents a team member from a Technical Unit assigned to a project
What is a Matrix Organization?
The Matrix Organization Structure

**What**
- Multidisciplinary team with members drawn from various technical units
- Two chains of command, one functional, one project
- Built around the project

**Why**
- Manage large/complex programs with limited resources
- Individual technical departments not staffed to do in-house production for large program

**Critical Success Factors**
- Active/strong support by top management
- Commitment from technical unit management to success
- Successful project comes first
- PMs have strong communication skills

*From LC Struckenbruck, The Matrix Organization, Project Management Quarterly*
Matrix Organization Provides…

- Development of Project Managers
- Clear Project Objectives
- High Morale
- Efficient Use of Resources
- Retention of Disciplinary Teams
- Project Integration

Source: Struckenbruck, LD The matrix organization, Project Management Quarterly
“There is a difference between knowing the path and walking the path.”

Morpheus

THE MATRIX ORGANIZATION
Matrix Organization Exercise

**FORM GROUPS**
- Instructions
- Break into assigned groups - these will be your groups for the day so stay together

**GROUP DISCUSSION: 5 minutes**
1. Each group quickly selects a “facilitator/recorder” and “presenter”
   *Watch your time*
2. List the specific benefits to NCDOT of the matrix organization approach
3. List 2 challenges of implementing the matrix organization at NCDOT and recommendations for overcoming each

**REPORT OUT**
- Gather as a class to discuss results
Session 3: Improving Project Delivery

Roles & Responsibility Training
NCDOT Key Performance Indicators

Major Milestones
- Major Project Milestones
- Project Start Date
- Final Environmental Document Completion
- Right-of-Way Plans Complete
- Let

Environmental Document Completion Targets (avg)
- Categorical Exclusions: < 12 months
- Env. Assessments: < 24 months
- Env. Impact Statement: < 36 months

Success Rate > 90%
Section 7

7. Key Performance Indicators

7.1. Introduction

The success of any project requires each team member to understand the key performance indicators, why each team member’s timely contributions are required and how working together is essential to ensure that these objectives are achieved. As project manager you are ultimately responsible for ensuring that the project team achieves the key performance indicators. This requires the project manager to provide regular communication with all stakeholders both internal and external. It requires the project team to utilize creative problem-solving skills as each project will come with its own unique set of challenges. Finally, it requires each project manager to provide mentoring to develop and encourage project team members who may put the team at risk of achieving the key performance indicators.

7.2. Key Performance Indicators

7.2.1. STIP Project Start Date Success

Metric Definition – Percentage of STIP and Bridge projects with Notice to Proceed milestones completed as compared to the planned milestones at the start of the fiscal year.

Reporting Period – July 1 to March 31 each fiscal year

Target – Greater than 90%

7.2.2. Final STIP Environmental Document Success

Metric Definition – Percentage of STIP and Bridge projects with the final environmental document milestone completed as compared to the planned milestones at the start of the fiscal year.

Reporting Period – July 1 to March 31 each fiscal year

Target – Greater than 90%

7.2.3. STIP Right of Way Plan Success

Metric Definition – Percentage of STIP and Bridge projects Right of Way plan milestones completed as compared to the planned milestones at the start of the fiscal year.

Reporting Period – July 1 to March 31 each fiscal year

Target – Greater than 90%

7.2.4. STIP Let Success

Metric Definition – Percentage of STIP and Bridge projects let and awarded as compared to the planned milestones at the start of the fiscal year.
7.2.5. Non-STIP Project Success

Metric Definition – Percentage of non-STIP projects let on schedule as compared to the planned let milestones at the start of the fiscal year.

Reporting Period – July 1 to March 31 each fiscal year
Target – Greater than 90%

7.2.6. Environmental Document Completion Time

Metric Definition – Average months to complete a final environmental document.

Reporting Period – Rolling twelve-month period
Target – Categorical Exclusions less than 12 months
  Environmental Assessments less than 24 months
  Environmental Impact Statements less than 36 months
Achieving Key Performance Indicators and Performance Measures requires...

- Knowledge of KPIs by entire team
- Accurate and complete schedule (MS Project)
- Regular communication by PM to all stakeholders
- Timely & creative problem-solving
- PM proactively assures all team members deliver their contribution
“Project Management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.”
from the PMI Institute PMBOK Guide

Project Management involves…

- planning, coordinating, tracking, controlling
- project scope, schedule, budget, quality
- **PLUS** risk, change, communications
- from inception through close-out

Roles and Responsibilities in Project Delivery
NCDOT Project Team

- **Project Manager** leads the Team, coordinates technical studies, is responsible for project decisions
- **Team members** are both technical specialists in areas such as engineering, environmental and other areas consultants support project managers with production and ensuring project scope, schedule, budget and quality

- Represents Team members
NCDOT Project Delivery Guiding Principles

- Know your Area of Responsibility
- Prepare a Project Management Plan
- Establish Functional and Effective Technical and Stakeholder Teams
- Manage Project Risks to Scope, Schedule and Budget; Measure Progress; Communicate
- Document and communicate important decisions and issues
- Be Proactive
- Ensure Customer Satisfaction
- Make Decisions
If you can’t describe what you are doing as a process, you don’t know what you are doing” – W. Edwards Deming, American Engineer
Plan the Work...Work the Plan

Initiate / Align  | Plan  | Execute  | Monitor & Control  | Close

Organize for Success  | Develop Project Mgmt. Plan, Work Plan  | Direct & Manage Project Work, Communication  | Monitor deliverables, schedule, cost, quality  | Completion or Transition

“Failing to plan is planning to fail.” – Winston Churchill
NCDOT Project Delivery Exercise

- Instructions
- Work with your assigned group

GROUP DISCUSSION: 5 minutes

1. Select a “facilitator/recorder” and “presenter”
2. Describe briefly the most important current issue of NCDOT project delivery and what changes would be beneficial

REPORT OUT

- Gather as a class to discuss results
Questions & Comments on Sessions 1, 2 & 3
Session : 4
Project Delivery Roles at NCDOT

Roles & Responsibility Training
NCDOT Project Team Organization
Project Team Accountability Ladder

Things happen because of you (accountability, proactivity)

Things happen to you (unaccountability, reactivity)

Use to: Evaluate, Choose, Act

Roles and Responsibilities in Project Delivery

Make it Happen – Implement Solutions
Find/Create Solutions
Own It – Take a Position
See the Opportunity – Acknowledge Reality
Wait & Hope
“I Can’t” - Excuses
Blame Others
Unaware - Denial of Situation

“I Can’t” - Excuses

Unaware - Denial of Situation
Project Manager
A DAY IN THE LIFE... OF A PM.

SURE; I’LL JUST WAVE MY MAGIC WAND AND MAKE THAT HAPPEN...
Project Manager Roles

PM role includes...

- Develop and LEAD project team to meet project objectives and stakeholder expectations
- Review work products
- Solicit input then MAKE DECISIONS

REMINDER: The PM LEADS in these Roles. Consultant PM and Project Team provide production work.
## NCDOT ROLES AND RESPONSIBILITY MATRIX – Project Manager

<table>
<thead>
<tr>
<th>Role: Core Project Management</th>
<th>Produces</th>
<th>Accountable for</th>
<th>Authority for</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planning:</strong> Overseeing project scoping/developmental planning as assigned; Develop Project Management Plan</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Executing:</strong> Managing Project to meet cost, scope, schedule, quality</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Managing Project to meet cost, scope, schedule, quality; (2) Project Status Reports; Managing project to attain project goals and achieve customer satisfaction; Maintaining project files and records</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Monitoring and Controlling:</strong> Monitor, evaluate and report progress of project schedule and project expenditures. Conduct regular project status, design reviews; Initiate formal process for change management</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Risk:</strong> Identify and Manage Project Risks; Early ID and resolution of project issues</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Quality:</strong> Ensuring PEF /Technical Units meeting NCDOT quality standards.</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Role: Leadership</th>
<th>Produces</th>
<th>Accountable for</th>
<th>Authority for</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Establishing/Leading Project Team:</strong> Consultant Procurement Agreements</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure project team is well organized and working well</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negotiating technical resource needs; Conducting consultant procurement/ negotiation; Providing input for evaluation of team members’ performance</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Role: Stakeholder Interface</th>
<th>Produces</th>
<th>Accountable for</th>
<th>Authority for</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stakeholder Interface:</strong> Coordinating/communicating with project customers, technical teams; Conducting public involvement, stakeholder coordination; Reporting project status to their manager and project team; Resolving and/or elevating project issues; Ensuring timely resolution of conflicts</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Project Manager Roles

- Project Planning
  - Project Management Plan, Project Scoping

- Project Executing, Monitoring/Controlling
  - Scope, Schedule, Budget, Change Management
  - Status Updates, Reporting, Project Files

- Risk Management

- Quality Management

Core Project Mgmt

Roles and Responsibilities in Project Delivery

Project Manager R&R Matrix Handout
Top 2% of PMs have superior relationship & communication skills along with a positive attitude.

(PMI PMBOK Guide)
Project Manager Roles

As the Stakeholder interface, provide:

- Constant and effective communications on major issues
- Conflict resolution
- Coordination

Roles and Responsibilities in Project Delivery

Sections 1.5, 2, 5
GOOD LEADERS DO NOT TAKE ON ALL THE WORK THEMSELVES; NEITHER DO THEY TAKE ALL THE CREDIT.

Retired USMC warrant officer Woody Williams
The difference between success and failure is a great team!
<table>
<thead>
<tr>
<th>Roles and Responsibility Matrix - Technical Units</th>
<th>Produces</th>
<th>Accountable for</th>
<th>Authority for</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technical Unit Head</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Initiate</strong>: Planning, allocating, controlling technical resources; Committing technical task production resources</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Execute</strong>: Completed technical tasks within the project’s cost, scope, schedule and quality requirements;</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Lead production of assigned project tasks to meet scope, schedule budget; Providing technical area’s assistance to project managers in project scoping, design, and construction</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Approving Design Exceptions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Quality</strong>: Technical task production audits/evaluations for quality assurance/quality control within their functional specialty; Timely and thorough reviews when requested.</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Monitoring and auditing technical task production; Developing and enforcing quality control and quality assurance procedures</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Non-project specific</strong>: Optimizing use of technical area resources; Maintaining quality of functional area products and processes; Training technical staff and maintaining their technical expertise</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Leading functional area technical managers and technical staff</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Technical Manager</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Initiate</strong>: Negotiating and developing cost, scope and schedule for their technical portion of project. Assigning technical staff to project team.</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Execute</strong>: Plans for technical tasks within project cost, scope, schedule, quality. resource needs; Other contract technical tasks assigned; Information and assistance to PM for scoping projects;</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Cost, scope, schedule, quality associated with technical tasks; Other contract technical tasks assigned; Acquiring, managing, coordinating consultant activities within their area of responsibility</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Ensuring technical tasks are conducted as identified in project management plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Quality</strong>: Professional/technical quality of work consistent with applicable policies, procedures, and standards</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Communication</strong>: Adequate and timely notice to other technical units and project manager of any necessary changes to project cost, scope, schedule, quality; Reporting status of work on regular basis to PM</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Technical Staff</td>
<td>Produces</td>
<td>Accountable for</td>
<td>Authority for</td>
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</tr>
<tr>
<td><strong>Execute</strong>: Technical tasks completed based on established policy, procedures, standards, and as identified in the project management plan; Technical tasks status reports; Information and assistance to technical managers for scoping projects</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivering assigned technical task within the cost, scope and schedule; Assuring transfer of information from technical staff to technical staff across units as required to complete project work; Reviewing and coordinating their direct consultant’s work for tasks assigned by the technical unit</td>
<td></td>
<td>X</td>
<td></td>
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<tr>
<td>Technical decisions to accomplish technical tasks within scope, schedule, budget</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Quality</strong>: Professional/technical quality of work consistent with applicable standards;</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Communications</strong>: Adequate &amp; timely notice to Technical Manager of necessary changes to project cost, scope, schedule</td>
<td></td>
<td></td>
<td>X</td>
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</tbody>
</table>
NCDOT Technical Units Roles/Responsibilities Review

- Work with PM as a customer
- Allocate & commit technical resources
- Develop cost, scope, schedule for discussion with PM
- Provide advice to PM
NCDOT Technical Units Roles/Responsibilities Review

**Execute**
- Complete technical tasks to the agreed scope, schedule, cost, & quality requirements
- Coordinate with PM and consultants
- Make things happen
- Approve design exceptions

**Quality**
- Deliver quality work; timely reviews
- Monitor/audit work performed
- Develop/enforce quality procedures for technical unit work
NCDOT Technical Units
Roles/Responsibilities Review

Communications

- Communicate and coordinate with PM as a customer
- Provide advice, guidance, recommendations
- Adequate/timely notice of changes
- Regular status reporting
- Interface with other technical team members
Other NCDOT Roles & Responsibilities

Project Development Committee
Division Staff
Project Management Supervisor
Professional Engineering Firm
Appendix A
<table>
<thead>
<tr>
<th>NCDOT Roles and Responsibilities Matrix</th>
<th>Produces</th>
<th>Accountable for</th>
<th>Authority for</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Development Committee:</strong> Director of Technical Services, Division Engineers, PMU Manager, Director of Highway Operations, Professional Services Management Unit Manager (non-project specific)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard for project development processes within matrix organization; Amendment to R&amp;RPD Section 2</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Providing leadership across the Department to ensure project teams are functioning within the matrix organization.</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Holding the appropriate Technical Unit Head, project managers, and project teams accountable for project delivery; Revising programs and projects priorities; Resolving issues between functional units</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td><strong>Division</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality: Quality Assurance review of project documentation to ensure plans and specifications incorporated meet intent of project purpose and need.</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Communications: Communicating local information to the project manager that could impact the scope, schedule and budget of the project</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Support: Provide assistance to the project manager/technical units regarding local stakeholder concerns and input</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Approval: The Division Engineer is the final decision-making authority for issues that cannot be resolved at the project manager/technical staff level with local stakeholders and for program related issues.</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td><strong>Professional Engineering Firms</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiate: (1) Information/assistance to PM and TM for scoping projects; (2) Cost, schedule, professional services estimates. (3) Developing/negotiating cost, scope, schedule for technical task(s), plans, and reports production.</td>
<td>x</td>
<td>(1)(2)</td>
<td>x</td>
</tr>
<tr>
<td>Execute: (1) Project Management Services; Technical recommendations and solutions; Technical task(s), plans, and reports as assigned; Status reports;(2) Transferring across technical units necessary to complete assignments; Compliance with consultant agreement (3) Technical decisions to accomplish technical task(s)</td>
<td></td>
<td>x</td>
<td>(1)</td>
</tr>
<tr>
<td>Quality: Professional/technical quality of work</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Communications: Adequate and timely notice to technical and project managers of any necessary changes to project cost, scope, schedule, and quality, and changes to the PEF agreement.</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td><strong>Project Management Supervisor (non-project specific)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unit’s program goals, objectives, schedules, budget, projects, program status/evaluation reports, policies/procedures and standards for developing project management plans</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Unit’s program goals, monitoring/evaluating program mgmt. process, ensuring effective communication, provide leadership/coordination and mentoring project managers</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Managing assigned projects, approving/prioritizing projects, approval of PMPs, assure transfer of information</td>
<td></td>
<td>x</td>
<td></td>
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</tbody>
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Team Building vs Team Alignment

**Team Building**
Building a collaborative and cooperative environment where team members work together effectively

**Team Alignment**
Ensuring each team member understands and is working toward project goals and objectives

Empower team participation; openly confront & resolve issues
Building the Team: “None of us is as smart as all of us.” - Ken Blanchard

- Project Manager Initiates Project, Team Building Begins
- Yes, External
  - Determine PEF Contract(s) or Procurement
  - PEF Selection / Negotiate Scope, Schedule, Budget
  - Feed to Project Schedule
- Decision on Internal, External Resources
- Yes, Internal
  - Reach out to Technical Unit Head(s)
  - PM Provides Scope and Schedule, Receive Feedback on Availability to Meet Requirements
  - Negotiate Scope, Schedule & Staffing with Technical Manager(s)
  - Document Final Scope, Schedule, Staffing
  - Begin Team Alignment

Roles and Responsibilities in Project Delivery

49
Team Building

What
Proactively bringing together a diverse set of individuals and developing them into a motivated team

Why
To achieve improved teamwork, enhanced interpersonal skills, improved overall project performance

Project Manager and Technical Unit Behaviors
• Open/effective communication
• Manage conflict in constructive manner
• Encourage collaborative problem-solving
• Empower and coach team members
• Trust building

Roles and Responsibilities in Project Delivery

The strength of the team is each individual member. The strength of each member is the team.
Phil Jackson

It is amazing what you can accomplish if you do not care who gets the credit.
Harry S. Truman
Team Building Exercise

GROUPS
• Instructions
• Work with your assigned group

GROUP DISCUSSION: 10 minutes
1. Each group selects a “facilitator/recorder” and “presenter” Watch your time
2. How are project teams currently formed? What communications occur?
3. What improvements can be made in that process?

REPORT OUT
• Gather as a class to discuss results
Session : 5
Project Team Communication and Issue Resolution

Roles & Responsibility Training
Roles and Responsibilities in Project Delivery
Project Communications

KEY: Communication among all spokes

Roles and Responsibilities in Project Delivery
Project Team Communication Methods

20% of projects are unsuccessful due to ineffective Communications – PMI

- **Written (Passive)**
  - For Documenting
  - Email
  - Reports

- **Verbal (Active)**
  - For Understanding/Solving Problems
  - Face to Face meetings
  - Telephone
  - Webinars
Project Team Communication Methods

Verbal (Active)
- Face to Face meetings
- Telephone conference
- Webinars
- Telephone

It's More Than Words…

- Body Language 55%
- Voice Quality 38%
- Words 7%
Project Team Communication Methods

Active Listening

- Pay attention
- No judgement
- Listen to the last word

LISTEN

- Acknowledge
  - Validate
  - Positive Reinforcement

Reflect

- Seek to understand
  - Avoid jumping to a response

Explore

- Summarize
  - As appropriate, suggest solutions or alternatives

Respond
Communication Plan

Who

• Project Team, Internal Stakeholders
• External Stakeholders, Public, Media

What

• Project Working Information
• Public information

Internal Communication Aspects

Operating Guidelines
• Time, frequency, location team meetings
• PM prepares for, facilitates meetings
• PEF does legwork for PM/Technical Units

Team Protocol
• Key decision makers & authority levels
• Identify who involved in project
• Communication methods
• Document management

Reporting
• Required reports
• Responsible parties
Roles and Responsibilities in Project Delivery

The point is, a project has skyrock
Team Meetings

- Parameters for Team Meetings set in Communication Plan
- Team Meeting Guide provides Standardized Approach (Section 1.7.3)
- Define for all meetings:
  - Purpose
  - Desired Outcome

Eight Rules of Effective Meetings

1. Email agenda 24 hours in advance
2. Start and finish on time
3. Stay on topic; be brief and concise
4. Share all relevant data
5. No distractions from mobile phones
6. Listen to and respect other people
7. Agree to actions and responsibilities
8. Send out timely meeting minutes

“Time isn’t the main thing. It’s the only thing.” - Miles Davis
Issue Resolution
Project Authority

Division Engineer
- Final decision-making authority
- Address issues not resolved at the PM/Technical staff level
- Included in issues with stakeholders
- Handles issues regarding the Program

Project Manager
- Resolve or elevate project issues and conflicts as necessary
- Manage project within established Scope, Schedule, and Budget
- Negotiate technical resource needs
- Retaining consultants and negotiating contracts

Technical Units
- Commit task production resources to project
- Identify quality standards
- Approve design exceptions
- Coordinate with consultants on technical work
- Provide direction to technical staff
Keys to Successful Issue Resolution

- Be open-minded about possible solutions
- Control emotions and behavior
- Be aware of and respectful of differences
- Listen and pay attention to feelings being expressed

Focus on managing and resolving issues in a positive way
NCDOT Issue Resolution Process (Escalation)

Roles and Responsibilities in Project Delivery

Level 1: Technical Issues
- Between technical units and/or consultant staff, PM informed

Level 2: Cost, Scope, Schedule, Quality, Contractual
- Within Project Team, PM actively involved in resolving

Level 3: Cost, Scope, Schedule, Quality, Contractual
- Moves outside Project Team, PM lead role in resolving
- PM coordinate resolution with Unit Heads or Technical Services Chief, may move to Chief Engineer
  - If legal - involve Assistant AG

Level 4: Policy/Legal
- PM coordinate resolution with Unit Heads or Technical Services Chief, may move to Chief Engineer
  - If legal - involve Assistant AG

Document all Issues Levels 2-4

R&R Section 1.3
“Exploiting Opportunity” Steps for the Project Team

Technical Units/PEFs bring recommended solutions to the PM

1. Define the Issue
   - Start with a succinct factual issue statement including fixed parameters (with backup)

2. Determine the Causes
   - Cause/effect analysis: causes = obstacles
   - Critical to assure addressing cause, not symptom

3. Generate Ideas
   - Be open minded on solutions; consider brainstorming or mind mapping if complex

4. Select the Best Solution
   - Consider trade-off analysis

5. Take Action
   - Create Action Plan to implement solution

“Results are gained by exploiting opportunities, not by solving problems.”  
- Peter Drucker

‘Steps’ from “Project Management Skills for New and Aspiring Project Managers” website
Issue Resolution Exercise

- Instructions
- Break into assigned groups
- Each group is provided a case

GROUP DISCUSSION: 10 minutes

1. Review scenario; quickly select a “Presenter” and a “Facilitator/Recorder” Watch you time.
2. Discuss the case and use Exploiting Opportunity Steps on the previous slide to outline the process and who should be involved

REPORT OUT

- Report out as a class
Questions and Comments from Sessions 4, 5
What do you need to be successful in your project delivery role?
Wrap-up
2-Day Project Manager Training
NCDOT PM Training – Project Management 101
Day 1
Welcome & Introductions
Session 1: What is Happening in North Carolina?
Session 2: Working Through Transitions
Session 3: Understanding & Working with Consultants
Session 4: Breakout Session – NCDOT Process Improvements
NCDOT PM Training – **Project Management 101**

**Day 2**

*Session 1: Being a Successful Project Manager*

*Session 2: Quality*

*Session 3: Risk and Change Management*

*Session 4: Partnering and Working as a Team*

*Session 5: Communications*
Thank you!