PWA TEMPLATE REVISIONS
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 (75\textsuperscript{th} 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

Major Changes
1. Added more time
2. Added Consultant Procurement

Note all durations in working days
## Extended Local Templates to match VDOT time spans

<table>
<thead>
<tr>
<th>Task Spans</th>
<th>Tier 1 (Existing)</th>
<th>Tier 1 (New)</th>
<th>Tier 2 (Existing)</th>
<th>Tier 2 (New)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scoping Phase - Local Projects Agreement (10) to Scoping (22)</td>
<td>n/a</td>
<td>n/a</td>
<td>193</td>
<td>315</td>
</tr>
<tr>
<td>Scoping Phase PE Authorization (12) to Scoping (22)</td>
<td>237</td>
<td>225</td>
<td>133</td>
<td>225</td>
</tr>
<tr>
<td>Total Project Development PE Authorization (12 End) to Award (84 End)</td>
<td>1070</td>
<td>843</td>
<td>623</td>
<td>843</td>
</tr>
</tbody>
</table>

**NOTE:** All durations in working days
Change 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)
RESPONSIBILITY:
PROJECT MANAGER/PROJECT COORDINATOR
NUMBER:  PMO-22.0
EFFECTIVE DATE:  April 7, 2020
SUPERSEDES:  n/a

STATE LOCATION AND DESIGN ENGINEER APPROVAL
Susan H Keen 2020.04.07 14:49:09-07'00"
State Location and Design Engineer

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
Use this form!

It protects everyone, especially PM and PC
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

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

Reference
VDOT PMO Task and Scheduling Guide
## Dashboard Tasks on Local Templates

<table>
<thead>
<tr>
<th>Task Number</th>
<th>Task Description</th>
<th>In Local Templates</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Project Agreement</td>
<td>Yes</td>
</tr>
<tr>
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<td>Authorize PE</td>
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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
District Resources

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

Good Communication Skills are the Key to Success
Local Assistance Division

Locally Administered Projects (LAP) Manual

PART 2
Project Management

Chapter 12
Project Development
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
VDOT Online Forms

Perform a new search

Click the name of any document listed below to open that document

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)
“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