TPP Division – Project & Portfolio Management (PPM)

Camille Thomason, P.E.
Field Operations Branch Manager
Successful projects don’t just happen... they’re managed!
1. Fundamentals of Project Management
2. Project Management at TxDOT
3. Services Offering
Fundamentals of Project Management

Project Management is the application of knowledge and skills to execute projects effectively and efficiently in order to meet the projects’ requirements.

**Process Groups**  
What Project Managers DO.
- Initiating
- Planning
- Executing
- Monitoring & Controlling
- Closing

**Knowledge Areas**  
What Project Managers need to KNOW.
- Integration Management
- Scope Management
- Time Management
- Cost Management
- Risk Management
- Quality Management
- Communication Management
- Stakeholder Management
- Resource Management
- Procurement Management
The PM Knowledge Areas are based on Project Management industry standards. PM training, tools, guidance and support services are organized by PM Knowledge Area.
Topics

1. Fundamentals of Project Management
2. Project Management at TxDOT
3. Services Offering
Project Manager is not necessarily a ‘title’ but a role with associated responsibilities that requires training, practice, and support like any other role.
Projects, both transportation and non-transportation are integral to the overall mission and day-to-day operations of TxDOT.
VISIÓN
To deliver Project and Portfolio Management value.

MISSION
To provide Project and Portfolio Management solutions, guidance, and leadership to deliver projects.

FOCUS AREAS & GOALS

Project and Portfolio Management
Position the PPM Team as the go-to resource for TxDOT Project and Portfolio Management needs.

Training
Broaden the Project and Portfolio Management Training Program to enhance PM skills.

PM Tools
Develop new and increase utilization of existing Project and Portfolio Management tools.

Elevating PM Discipline
Role model the discipline of Project and Portfolio Management.

Communication • Professionalism • Trust • Teamwork • Accountability • Integrity
Topics

1. Fundamentals of Project Management
2. Project Management at TxDOT
3. Services Offering
Services Offering

- PM Training Program (Learning Paths)
- Project Management Services
- Field Agents
- Project Management Tools
- Solutions Development
- Help Desk
The PPM Team is developing courses and creating learning opportunities to help advance and grow Project Managers within TxDOT.
**Project Manager Development**

- **Supporting elements contributing to development and stability**

- **Project Experience**
  - Gain relevant project experience while observing:
    - Good PMs
    - Bad PMs
    - Absent (No) PMs

- **PM Experience**
  - Develop/apply good practices
  - OJT (always learning)
  - Discipline/Structure
  - Self evaluation
  - Share knowledge

- **PM Training**
  - Terminology
  - Theory/Framework
  - General/Practical Examples
  - Industry Standards
  - Good Practices
Historically, there has been little to no training focused on the role, responsibilities, and development of Project Managers. Individuals go from working on projects to managing them with OJT only.
Project Manager Development

**Supporting elements contributing to development and stability**

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**Focus on developing and improving fundamental PM training.**
PM Training Program

- An investment
- Not a silver bullet
- Provides a solid foundation, based on fundamentals
The PM Learning Paths provide a **suggested sequence of courses** geared towards Transportation Project Managers, General Project Managers, and individuals seeking **PMP Certification**. Within the PM Learning Path, the courses are grouped by Project Management Practice Areas. PM Practice Areas cover **what a project manager needs to know** in order to successfully manage a project.
Within the PM Learning Paths, the courses identified as ‘Essential’ provide project managers with a general overview of the PM Practice Areas. Project managers who want to develop a more in depth understanding of a particular PM Practice Area may choose to enroll in the ‘Supporting’ courses.
Transportation Engineering – Fundamental Course Needs

Scope Management
- Case study based course covering different types of projects.

Schedule Management
- Update existing DES300: Primavera P6 Level 1 training
- Understanding and Applying Concept of Schedule Maturity
- Advanced Project Scheduling (CPM) for Transportation Projects

Cost Management
- Risk-Based Construction Cost Estimate Framework (Deliver Only)
- Three-Point Estimate for Transportation Projects
Transportation Engineering – Fundamental Course Needs

**Risk Management**
- Introduction to Risk Identification and Management

**Quality Management**
- Setting expectations and managing for quality deliverables. It requires understanding what types of deliverables are and how they are developed.

**Stakeholder Management**
- Based on case studies of successful and unsuccessful examples of transportation projects where the stakeholder management was key to gaining acceptance and support of the project. It is a key component throughout every stage of project development. The topic needs to be developed and delivered from the perspective of a project development basis.
PM Training Development – Transportation Learning Path

- New consultant hired
- Aggressive schedule to develop and deliver
- Peer Support Groups to support quality and direction
- Managed by TPP-PPM Training Program Manager
Why the Learning Path Structure?

TxDOT Employee: “I’m interested in learning more about project management. What kind of training is available?”

New Crossroads site provides:
- A clear answer to the question in one place
- Supporting explanation to identify an applicable learning path and plan
- A way to track progress along a path
Who is the training for?

A common question

• As more folks become acquainted with the web page and learning paths
• From individuals interested in additional training
• From managers interested in training plans for staff
Who is the training for?

- The answer may be obvious for some
- For others, there’s a need to think more about the purpose and need

- Is it reasonable to assume everyone lands on the same perspective?
- What lens do we typically look through when evaluating options?
  - Today’s snapshot, my tasks, my discipline, my district, my division, tasks of those I supervise, etc.
  - Project development, the project team, those with the responsibility to manage a team and ensure project completion
- Opportunity to look at existing and emerging roles, responsibilities, and working relationships on projects
What are the general circles of responsibilities?
One Circle of Responsibility

- The Administration
- District Engineers
- Division Directors
- TP&Ds,
- Some area engineers and section managers

**Group 1**
Agency/DDO Management and Administrative Responsibilities
Another Circle of Responsibility

Group 2
Technical/Discipline Expertise and Support Responsibilities

- Both district and division staff
- Those whose primary responsibility (hat) is to perform the work (designers, structural engineers, geotechnical experts, surveyors, etc.)
- Could include the non-technical support staff
- The largest group
- Applicable to non-transportation as well
A Third Circle of Responsibility

- A group representing individuals that have project management responsibilities for one or more projects
- **Within the context of TxDOT transportation projects**, these individuals:
  - Have project development experience gained through time in their career with responsibilities in Group 2
  - Are typically engineers or developing engineers
- The context is not limited to transportation and engineers
- Every division and office has projects of one kind or another in support of their function and operational requirements

**Group 3**
Project Management Responsibilities
Fourth Circle of Responsibility

- There are various project-based programs managed within divisions as well as districts
- TP&Ds have the ultimate responsibility of portfolio management for their districts
- With the recent implementation of the integrated portfolio models, individuals are being designated as portfolio managers with the responsibility of portfolio tool management and maintenance.
  - The role and associated responsibilities are still evolving.
- Other supporting roles include:
  - Scheduler
  - Controller
  - Etc.
4 General Circles of Responsibility

Group 2
Technical/Discipline Expertise and Support Responsibilities

Group 1
Agency/DDO Management and Administrative Responsibilities

Group 3
Project Management Responsibilities

Group 4
Program & Portfolio Management and Support Responsibilities
Group 2
Technical/Discipline Expertise and Support Responsibilities

Group 1
Agency/DDO Management and Administrative Responsibilities

Group 3
Project Management Responsibilities

Group 4
Program & Portfolio Management and Support Responsibilities
Courses are recommended for anyone who leads projects or supporting tasks; including, but not limited to:
- Existing and developing project managers, as well as
- Project team members including engineers and supporting technical staff across all disciplines.

Although discussion and examples may have an emphasis on transportation projects, the underlying concepts are applicable across all areas of work, both transportation and non-transportation.
Services Offering

- PM Training Program (Learning Paths)
- Project Management Services
  - Field Agents
  - Project Management Tools
  - Solutions Development
- Help Desk
- Provides **direct project management support** by working hand-in-hand with District Project Managers to enhance their project management skill set through demonstration and mentorship.

- Demonstrates **good practices and innovations** in project management by aiding to identify the appropriate tools and techniques for specific Districts and projects.

- This partnership creates a win-win situation where the Districts can get the PM resources needed during peak times, and can thus deliver more projects with allocated resources and funds.

- At the same time, the PPM Team is also able to gain feedback for continual development and refinement of the tools and processes developed within the office.
PPM Project Management Services

Districts utilizing PM Services

TPP - Project and Portfolio Management (PPM) Section

Revised: June 2016
40 Projects at $541 Million in Construction Cost
Project Management Models

**Traditional Model**
- SJT, ODA, PAR, LFK, WAC, PHR
  - Most closely resembles what project management is thought of in the district.
  - PMs responsible for coordination on all aspects of the project.
  - May or may not include development of scope and WA.
  - PM introduces tools and techniques that have been developed by the PPM Team.

**Support Model**
- BRY, ELP
  - Typically pairs PPM-PM with District PM.
  - PPM PM focus is on management aspects of the project while District PM focus is on technical aspects.
  - PM introduces tools and techniques that have been developed by the PPM Team.

**Mentoring Model**
- BMT
  - Pairs PPM-PM with less experienced District PM.
  - PPM-PM works to develop skill set of District PM through OJT and recommended classroom training.
  - Generally assumes same responsibilities as traditional model; but responsibilities are shared.
Services Offering

PM Training Program

Project Management Services

Field Agents

Project Management Tools

Solutions Development

Help Desk
The Field Agents are divided among all of the Districts, as well as 20-plus TxDOT Divisions

Communicates service offerings and activities.

Acts as the **single point-of-contact** for Districts and Divisions.

Conducts Quarterly Visits (at a minimum) with District TP&D and supporting staff.

Serves as **Deputy PM** on PPM managed projects.

Facilitates Risk Workshops

Maintains stakeholder management plans.

Supports Project Management **training, development and delivery**.

Facilitates Peer Exchanges (3-4 times a year).

**Rolls out and supports updates** to tools and guides.

Supports initiatives to **develop and improve** project management tools and guides.

Collects information on needs and requests for future development consideration.
PPM FIELD AGENTS

PRIMARY FIELD AGENTS

Janice Hillenmeyer (Lead)
CPD, GOV, IMD, GCD, PEPS
RTI, SCM, STR, TPP

(512) 831-6794

Amar Akram
CST, FIN, FOD, MNT, SSD

(817) 399-4311

LaTasha Brookins
CIV, CMD, MRD, OCC, TOD
TRF, TRV

(713) 802-5370

Linda Lindsay
AVN, BRG, DES, PTN

(713) 802-5509

Tony Schneider
ENV, HRD, ROW, RRD
TPP-LGPO, TPP-PI

(512) 416-2272

PPM Help Desk

(512) 416-3333
Field Agent Current Topics

- Rolling out the new *P6 Schedule Guide for Transportation Projects*
  - Complete Re-vamp
  - Simplified
  - Improved format
  - Clearer explanation
  - Easier to understand
  - Better supporting tables and graphics
  - Aligns with and compliments ongoing portfolio development efforts

- Continued Outreach to Divisions

- Next Peer Exchange – July 20 (BRY, LRD, SAT, YKM, and PAR)
Services Offering

- PM Training Program (Learning Paths)
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- Help Desk
Project Management Tools

- Guidance Documents
- Templates
- Samples

Primavera P6
Project Manager Level 1
Training Manual
(Version 10.0)

The Risk-Based Construction Cost Estimate Course
Offered by the TXDOT PMO

Response
(Plan to manage risk before it occurs)

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<th>Response Category</th>
<th>Urgency</th>
<th>Probability</th>
<th>Quality</th>
<th>Schedule</th>
<th>Cost</th>
<th>Severity</th>
<th>Safety</th>
<th>Congestion</th>
<th>Connectivity</th>
<th>Best-In-Class</th>
<th>Severity (A)</th>
<th>Severity (max)</th>
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<td>Develop escalation ladder</td>
<td>Mitigate</td>
<td>High</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>6</td>
<td>6</td>
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<tr>
<td>Initiate regular partnering and inter-agency coordination meetings</td>
<td>Mitigate</td>
<td>Medium</td>
<td>2</td>
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<td>1</td>
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Services Offering

- PM Training Program (Learning Paths)
  - Project Management Services
    - Field Agents
    - Project Management Tools
  - Solutions Development
- Help Desk
The Project Solutions team oversees the development of new initiatives and enhancement of current systems to support agency goals.

- Updates existing PM training
- Develops new PM training
- Develops new and improves existing PM tools, templates, and guidance
- Conducts best practices research
- Manages resource consultants supporting these efforts
Services Offering

PM Training Program (Learning Paths)

Project Management Services

Field Agents

Project Management Tools

Solutions Development

Help Desk
Contact Us

PPM Phone: 512-416-3333 (Help Desk)
PPM Email: PPM_Helpdesk@txdot.gov