



# PROJECT MANAGEMENT TECHNIQUES FOR DBE AND OJT SUPPORTIVE SERVICES

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Virtual Symposium



# Overview

- Introduction to Project Management
- Project Management Process Groups
- Project Management Processes
- Review
- Questions

# Learning Outcomes

- Understand the process of project management
- Recognize the value what the process can bring to your work on projects:
  - On-the-Job Training and Supportive Services
  - Disadvantaged Business Enterprise Supportive Services
- Accomplish and improve your supportive services programs through effective project management
- Share insights and ideas about how to manage a project
- Help you be a better project manager

# Painting a Portrait of Project Management

Bit by bit,  
Putting it together...  
Piece by piece-  
Only way to make a work of art.  
Every moment makes a contribution,  
Every little detail plays a part.  
Having just a vision's no solution,  
Everything depends on execution..."

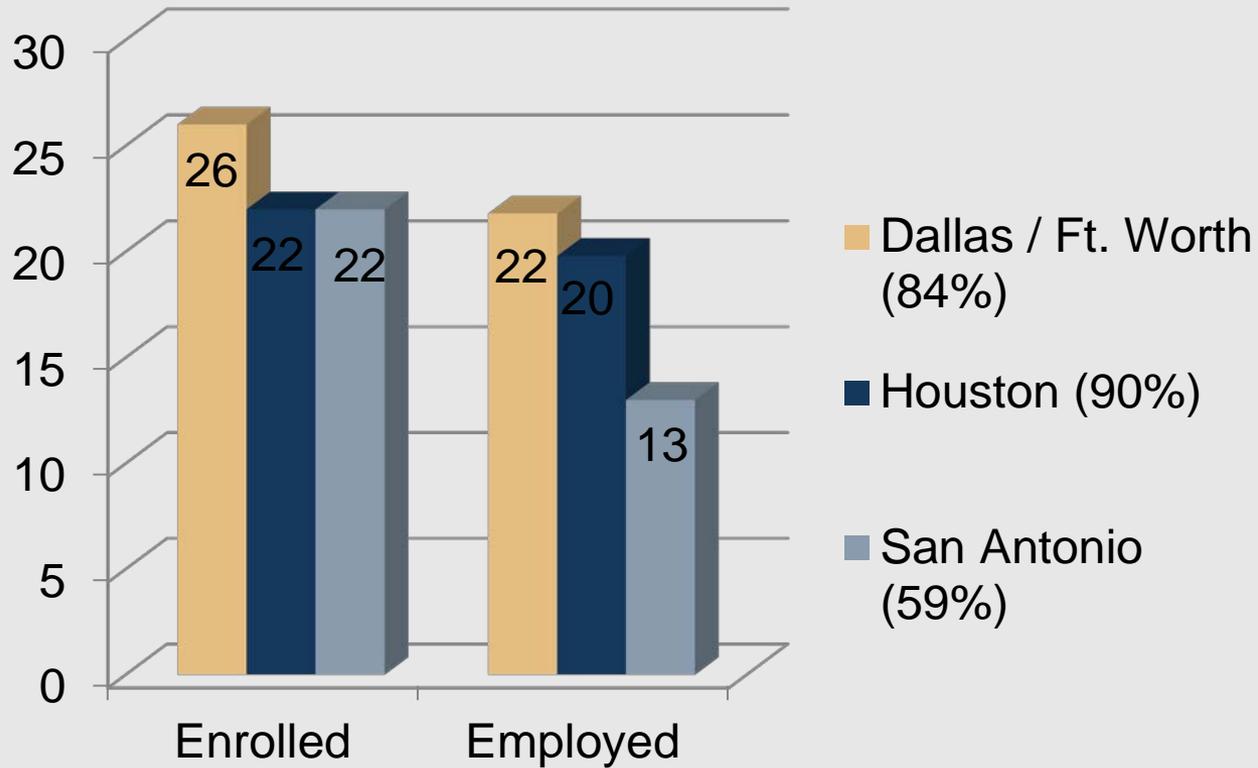
by Steven Sondheim

# Texas Construction Career Academy - OJT/SS Program



# Performance Measures

## Enrolled / Employed



%

# Understand What “Success” Means

- Product and Project Quality
- Timeliness
- Budget Compliance
- Customer Satisfaction
- Purpose Behind the Project:
  - Employment, Training, and Career Opportunities (OJT/SS)
  - Procurement Opportunities (DBE/SS)

# What is a Project?

## Definition

- Is a temporary endeavor with a beginning and an end
- Creates a unique product, service, or result
- Something that is unique from usual business activity

## Supportive Services

- One time funded endeavor with beginning and an end date
- The supportive services project is not the usual service of the state transportation agency
- Plan is to create a supportive services product or service

# What is Project Management?

- “Application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” PMBOK
- Accomplished through application and integration of project management processes, which are categorized into five Process Groups:
  - Initiating (Start)
  - Planning (Plan)
  - Executing (Do)
  - Monitoring and Controlling (Check and act)
  - Closing (End)

# Project Management Process Groups

Initiate

Plan

Execute

Monitor  
&  
Control

Close

# Managing a Project

- Identifying requirements
- Addressing needs, concerns, and expectations of the stakeholders
- Setting and maintaining active communications with stakeholders
- Balancing the competing project constraints

# Balancing the Competing Project Constraints



# Process Management Processes

Initiating	Planning	Executing	Monitoring and Controlling	Closing
Develop project charter	Develop project management plan	Direct and manage project work	Control scope	Close project or phase
Identify stakeholders	Define scope	Acquire project team	Control schedule	Close procurements
	Create WBS	Manage project team	Control procurements	
	Develop Schedule	Manage communications	Control risks	
	Determine budget	Conduct procurements		
		Manage stakeholder engagement		

# Actions Involved in the Initiating Process Group

- Initial scope is defined
- Initial financial resources are committed
- Internal and external stakeholders who will interact and influence the overall outcome of the project are identified
- Project manager will be selected
- Information is captured in the project charter and stakeholder register

# Actions Involved in the Planning Process Group

- “Entails walking through the project and getting it organized before actually doing the work” (Mulcahy, 2013)
  
- Scope
- Time
- Costs
- Communications
- Human Resources
- Risks
- Procurements
- Stakeholder management
  
- Output: Project management plan and project documents

# Actions Involved in the Planning Process Group

- The project scope statement includes:
  - Description of the project scope
  - Project deliverables
  - Project constraints
  - Project assumptions
  
- Work Breakdown Structure (WBS):
  - Is an important document that illustrates how each piece of the project contributes to the whole in terms of team performance, responsibility, budget, and schedule
  
  - Break down a project into pieces you can plan, organize, manage, and control

# Actions Involved in the Executing Process Group

- The purpose of project executing is to complete the project work as defined in the project management plan and to meet project objectives
- Achieve project deliverables within the project's planned budget and schedule
- The focus is on managing people, following processes, and communicating according to the plan

# Actions Involved in the Executing Process Group

- Acquire Project Team
- Build and maintain a cohesive team
- Develop and maintain cordial relationships
- Project Managers play a variety of roles:
  - Motivator
  - Coach
  - Peacemaker
  - Conflict resolver

# Actions Involved in Monitoring & Controlling Process Group

- Measure the performance of the project against the project management plan and approving change requests
- Determine variances
- Control scope, schedule, and costs to their baselines
- Use milestones as a project control tool
- Replan and make updates to the project management plan
- Control procurements through actions like reviewing, approving, and paying invoices

# Actions Involved in the Project Closing Process Group

- Confirm all project requirements have been met
- Obtain formal sign-off and final acceptance of the project
- Make final payments and complete costs records
- Gather final lessons learned
- Complete procurement closure and project closure
- Create a final report of project performance
- Archive project records
- Evaluate customer satisfaction

# Responsibilities & Competencies of the Project Manager

## ▪ Responsibilities:

- Satisfy the following needs: task needs, team needs, individual needs
- Link between the strategy and the team

## ▪ Competencies:

- **Knowledge** - what the PM knows about the project management
- **Performance** - what the PM is able to accomplish while applying his or her project management knowledge
- **Personal** - how the PM behaves when performing the project (personal effectiveness)

# Interpersonal Skills of a Project Manager

- Leadership
- Team building
- Motivation
- Communication
- Influencing
- Decision making
- Political and cultural awareness
- Negotiation
- Trust building
- Conflict management

# Problems on Projects

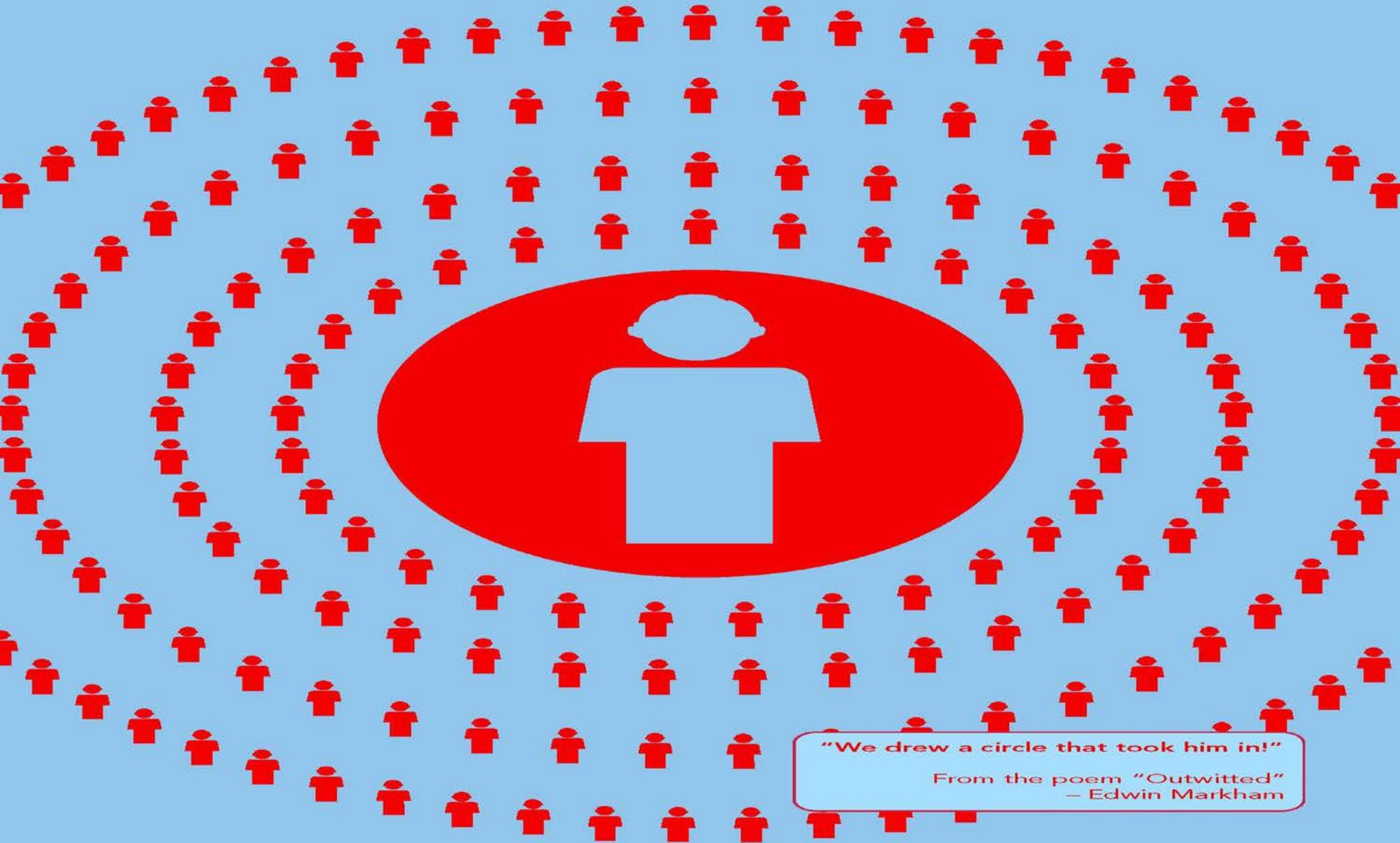
- Cost or schedule overruns
- Unrealistic schedules
- Excessive changes to the scope or schedule
- Communication problems and increased conflict
- People on the team are unsure of what needs to be done
- Excessive rework
- Too many project meetings

(Mulcahy, 2013)

# Review

- Understand the project management processes
- Understand who the stakeholders are and what they want, and keep them interested and involved in the project
- Understand what “success” means
- Plan, plan, plan
- Use lessons learned on your project
- Control the project to the project management plan
- Manage the change request process
- Understand the procurement process and manage procurements
- Celebrate!

# Project Management Creates a Lasting Legacy



"We drew a circle that took him in!"

From the poem "Outwitted"  
– Edwin Markham

**Questions?**

# References

- *A guide to the project management body of knowledge (PMBOK Guide)*. (2013). Project Management Institute.
- Meredith, J. & Mantel, S. (2009). *Project management - a management approach*. John Wiley & Sons, Inc.
- Mulcahy, R. (2013). *Rita Mulcahy's PMP exam prep*. RMC Publications, Inc.

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