

/s/ Paula J. Hammond
Secretary of Transportation

Date: July 1, 2008

Project Management

I. Introduction

The Washington State Department of Transportation (WSDOT) has refined its project management process for delivering Capital Transportation Projects. This process includes “best practices”, tools, templates and examples and will enhance the communication process for both pre-construction and construction project management. The process, tools and templates can be found at: <http://www.wsdot.wa.gov/Projects/ProjectMgmt>

This process is supplemented by Secretary’s Executive Order 1042.00 which implements the Project Management and Reporting System (PMRS) to assist with managing and reporting the status of Capital Transportation Project delivery.

II. Supersession

This Secretary’s Executive Order supersedes and replaces *Project Management* Executive Order 1032.00 dated July 1, 2005.

III. Purpose

WSDOT Management Principle: *Delivery and Accountability*

We shall manage the resources taxpayers and the legislature entrust to us for the highest possible return of value. We shall be disciplined in our use of both time and money. We shall account for our achievements, our shortcomings, and our challenges to citizens, to elected officials, and to other public agencies.

<http://www.wsdot.wa.gov/accountability/mgmtprinciples.htm>

IV. Secretary's Executive Order

This Secretary's Executive Order directs WSDOT employees to deliver Capital Transportation Projects consistent with the principles and practices of the department's project management process. The project management process is defined at <http://www.wsdot.wa.gov/Projects/ProjectMgmt/>. Use of PMRS provides managers with tools to assist with making effective and efficient business decisions based on management of project scope, schedule, and cost.

V. Information to Carry Out this Executive Order

Please refer to the project delivery information, tools and templates published on the *Project Management Online Guide*: <http://www.wsdot.wa.gov/Projects/ProjectMgmt/>.

Direction and resources to manage and report on project delivery are available in the Secretary's Executive Order [*Project Management and Reporting System \(PMRS\)*](#) E 1042.00.

The following clarifies the requirements for executives, project managers, project team members, and others in the department who participate in project management:

A. Executives and Senior Managers

The following responsibilities must be measured as part of an executive and/or senior manager's performance expectations:

1. Ensure that the project managers they appoint possess the project management knowledge, skills and abilities required to deliver Capital Transportation Projects. In doing so this will be measured as a part of the project manager's performance evaluation.
2. Know the status of all of the projects assigned to them.
3. Plan for and provide appropriate resources to implement project management.
4. Review and endorse project management plans for each project.

B. Project Managers

The following responsibilities must be measured as part of a project manager's performance expectations:

1. Plan for and provide appropriate resources to implement the project management process.
2. Lead the project management process consistent with the principles and practices defined on the Web site and the *Project Management Online Guide*. <http://www.wsdot.wa.gov/Projects/ProjectMgmt/>
3. Use the Project Management and Reporting System (PMRS) to manage and report business decisions related to project scope, schedule, risk, and cost.
4. Develop, document, use, and maintain a project management plan for each project assigned.
 - a. Perform the roles and responsibilities as defined in the project-specific project management plan.
 - b. Develop and execute internal agreements with all parties contributing to project scope, risk analysis, schedule and cost; including the design team and specialty groups.
 - c. Use PMRS to manage and report on scope, risk analysis, schedule and budget as defined in the [*Project Control and Reporting Manual*](#): M 3026.01 and the following:
 - 1) As they occur, all proposed project changes that break the approval threshold must be submitted through the project control process using the appropriate Project Change Request Form (PCRF).
 - 2) Schedule progress and key milestones must be kept up-to-date and reported compared to the planned baseline schedule.
 - 3) All project status reports must include at a minimum the status of the total project budget, costs, and forecasted cost-to-complete.

C. Project Team Members

The following responsibilities must be measured as part of a project team member's performance expectations:

1. Follow the project management process consistent with the principles and practices defined on the Web site and *Project Management Online Guide*.
<http://www.wsdot.wa.gov/Projects/ProjectMgmt/>
2. Perform the roles and responsibilities as defined in the project-specific project management plan.
3. Endorse the work plan.

D. Specialty Groups (Region and Headquarters)

The project manager works with a variety of specialty groups at region and Olympia headquarters. Some examples include Environmental, Bridge and Structures, Materials, and the Geotechnical Services.

The following responsibilities must be measured as part of a specialty group manager's performance expectations:

1. Follow the project management process consistent with the principles and practices defined on the Web site and *Project Management Online Guide*.
<http://www.wsdot.wa.gov/Projects/ProjectMgmt/>
2. Develop and execute an internal agreement to provide scope, schedule, risk analysis, and cost to the Project Manager.
3. Provide the project manager with a scope, schedule and estimate for the tasks assigned as identified in the PMRS procedures and processes.
4. Endorse the project management plan.
5. Perform the roles and responsibilities as defined in the project-specific project management plan.
6. Use Project Management and Reporting System (PMRS) to manage and report business decisions related to project scope, schedule, and budget.

E. Headquarters Design, Project Control and Reporting, and Construction

Review the Project Management Plan as part of the normal process reviews for preconstruction and construction documents.

VI. WSDOT Assistant Secretary of Engineering and Regional Operations

The Assistant Secretary of Engineering and Regional Operations is responsible for periodic review and updates to this document. All executives are responsible for informing the Assistant Secretary of Engineering and Regional Operations of changes needed for the maintenance of this document.



Americans with Disabilities Act (ADA) Information

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