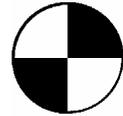




Highway Division

Project Delivery Leadership Team

Operational Notice



NUMBER PD- 01	SUPERSEDES August 1, 2000	EFFECTIVE DATE April 1, 2005	CANCELLATION DATE N/A
SUBJECT Project Delivery Business Line Leadership and Decision-making Structure		ISSUING BODY Project Delivery Leadership Team (PDLT)	

PURPOSE: To provide overall guidance and structure for the Project Delivery Business Line with respect to program delivery, leadership, and decision-making.

RATIONALE: The 2004 Strategic Realignment initiative further clarified the roles of the Regions, Technical Services, Office of Project Delivery (OPD), Highway Finance Office (HFO), and the Local Program with respect to project delivery. The initiative established a decentralized approach to project delivery in each region, while maintaining a centralized asset and system management emphasis in Technical Services, OPD, and HFO. The Regions are responsible for project delivery for in-source and outsource STIP, OTIA I & II, and OTIA III state bridge identified as cross over projects. Regions rely on area managers, technical center managers, project leaders, consultant project managers, and construction project managers to provide the operational leadership, accountability and direction necessary to deliver a quality program. Each region will rely on its Regional Technical Center to provide the technical resources in support of region operations, which includes: planning, project delivery, local program, and maintenance operations.

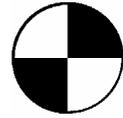
Technical Services is responsible to provide adequate technical training, technical policy and guidance, and mentoring to the Regions. Additionally, Technical Services will serve in a Quality Assurance role and work in partnership with the regions and OPD to support the regional Quality Control programs.

OPD is responsible to provide adequate project delivery / management tools and training to the business line. Additionally, OPD manages the Alternative Delivery Program, the OTIA III Bridge Delivery Program including delivery of construction projects, and provides administrative oversight for the OTIA I & II program.

STRUCTURE: The Project Delivery Leadership Team has implemented the following leadership and decision-making structure to align itself with the changes necessary to support project delivery. PDLT is the overall leadership and decision-making body for the business line and is chaired by the State Project Delivery Manager. PDLT works through the Statewide Area Managers Leadership Team to ensure that Project Managers, Project Leaders, and Consultant Project Managers have the proper skills, tools, and training to effectively deliver projects. PDLT's membership includes representatives from each region, the Technical Services Manager, the State Construction Manager, and the Local Program Manager. The leadership and decision-making structure is further broken down into policy leadership teams, which are chaired by the position with whom delegated authority rests to make decisions in the areas of assigned responsibility. The policy leadership teams are functionally oriented and will address issues for the business line in the following areas:



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- Technical
- Construction
- Local Program

PDLT will provide overall leadership for and accountability of the policy leadership teams by ensuring that the structure provides quality and timely decisions for the business line, that the teams are focused appropriately, and that process improvements are implemented consistently throughout the state. Operational Notices, which can be drafted from the policy leadership teams or directly from PDLT, will be issued from PDLT.

Additionally, Statewide Technical Discipline Leadership Teams are also established for:

- Bridge
- Environmental
- Right of Way
- Traffic
- Roadway
- Survey
- Access Management
- Geo-Hydro

The Technical Discipline Leadership Teams (DLT) will provide, recommend, and/or evaluate statewide standards and procedures in support of regional delivery and asset management requirements. DLTs will be responsible for the issuance of **Technical Bulletins**, which will serve as technical guidance for the technical centers.

The latest versions of Operational Notices and Technical Bulletins can be found at:
<http://intranet.odot.state.or.us/opd/>

RESPONSIBILITIES: Highway Division personnel whose duties involve project delivery are expected to understand and comply with the principles and details set forth in this notice. Relevant feedback, including problems of interpretation or discrepancies should be reported to the Office of Project Delivery.

FUNCTIONAL ROLES:

The Project Delivery Leadership Team – provides overall direction for the Project Delivery Business Line and guidance to the leadership teams. PDLT serves as the link to the Highway Division Management Team and works with the leadership teams to insure quality decisions and implementation accountability occur throughout the business line. PDLT is the issuing body for Project Delivery Operational Notices.

The Policy Leadership Teams – act as the primary forums for issue identification and resolution, decision-making, and process improvements for assigned area of responsibility. Provides the appropriate management link and oversight to the various functional teams throughout the business line, such as the Technical Center Managers, Project Leaders Team, Consultant Project Managers, and the Construction Project Managers Team. The leadership teams are responsible to insure that their problem-solving and decision-making processes include an appropriate level of business line interaction.

The Discipline Leadership Teams – acts as the primary forums for developing and implementing the appropriate technical standards and procedures for each discipline within the technical center, through *Technical Bulletins*. A major emphasis is to be placed on supporting regional delivery.

Area Managers and Technical Center Managers – insure that decisions from leadership teams, statewide discipline teams, and PDLT are implemented consistently throughout assigned program areas. Communicate all Operational Notices and Technical Bulletins to staff using established monthly meeting schedules and/or special informational meetings as appropriate. Serve as a focal point for project management and delivery issues to be raised and resolved from project delivery staff. Area Managers are in a unique position to provide guidance to Project Managers, Project Leaders, and Consultant Project Managers on matters pertaining to the efficient delivery of projects. As such, they are organized to meet at the statewide level and provide a link to each of the functional groups listed above.

Chief Engineer & Technical Services Manager

- Is responsible for the overall quality of engineering products delivered for the agency.
- Approves all engineering standards, practices and procedures in compliance with Federal and State statutes, rules and regulations.
- Approves and executes the award of construction contracts (by delegated authority from the Director).
- Establishes and maintains management systems that monitor and predict system needs and performance in the areas of bridge, traffic, pavements, slides, rockfalls and safety. Makes this information available to all system users that would include, but not be limited to maintenance, operations, planning and project delivery business lines.

- Ensures training, technical advice and consultation services are available for the agency.
- Resolves major design issues, resulting from conflicting standards, needs, public desires, and technical limitations; and, approves major exceptions to design standards and guidelines.
- Establishes and maintains a quality assurance program for all technical disciplines within technical services. Evaluates performance and provides feedback to regions, consultants, and local governments as a result.
- Oversees the agency's construction program and authorizes and approves expenditures thereof.
- Is directly responsible for managing the agency's stewardship role with FHWA and serves as the primary point of contact to FHWA for the agency.
- Is required to be a registered engineer in the state of Oregon.
- Chairs the Technical Leadership Team.
- Appointing authority for Technical Services

Section Manager

- Provides leadership for the Section and each program area.
- Provides statewide oversight of each program area to monitor consistency in application.
- Sets policies and direction of the Section and each program area by defining how the Section and each program meets the customer's and ODOT's needs and then working with the employees to define the policies and standard operating procedures.
- Updates and maintains standards, policies, procedures and practices within the discipline and approves any exceptions thereof.
- Determines priorities, develops and implements strategies to deliver Technical Service's work program.
- Provides technical training, advice, and consultation for the associated discipline.
- Establishes and maintains management systems that monitor and predict system needs and performance in the associated discipline. Makes this information available to all system users that would include, but not be limited to maintenance, operations, planning and project delivery business lines.

- Establishes and maintains a quality assurance program for the agency in the associated discipline. Evaluates and reports in-house, outsourced, and local government technical performance as a result.
- Leads unit in developing and maintaining cooperative work relationships with other ODOT program units and regulatory agencies.
- Serves as a member of the Technical Services Management Team, the statewide Technical Leadership Team, and chairs the appropriate Statewide Discipline Leadership Team; actively participates on these teams by influencing or directing decision making by using or providing technical and professional expertise. This includes completing special assignments, coordinating with the Region, the unit and/or each program's activities with the teams.
- Required to be licensed in all appropriate technical fields.
- For Construction Section Manager Only:
 - ✓ Approves Major Construction Contract Change Orders and Claims Settlements over \$125,000
 - ✓ Approves Minor Construction Contract Change Orders over \$250,000.
 - ✓ Approves Construction Contract Time extensions over 30 days.
 - ✓ Approves all Construction Contract progress payments.

Discipline Manager

- This position resides in the region and its purpose is to manage, under the direction of a Technical Center Manager, a unit of specialists and discipline specific consultants. The management consists of planning, assigning, reviewing, approving, and overseeing work.
- Develops and maintains a quality control program for the unit. Takes appropriate action as needed to ensure quality products are continuously being delivered.
- Directly responsible and accountable to deliver technical products on time and within budget. Ensures standards, practices and procedures are followed or appropriate exceptions are obtained from Technical Services.
- Solves technical problems in a manner that meets the needs of the customer and the agency.

Region Project Delivery Manager (RPDM)

- The RPDM is directly responsible and accountable for project delivery within the region. This includes all project development and construction functions within the region.
- Provides direct supervision and leadership to Area Managers and the Technical Center Manager. Provides indirect supervision and leadership to Project Leaders, first line managers and employees within the Region's Project Delivery Program.
- Ensures that appropriate communication and collaboration are maintained (internally and externally) throughout the selection, development and construction of projects within the region.
- As the person with overall accountability in the Region for ensuring that Project Delivery program expectations are met, the RPDM is the Region's final point of escalation for technical and/or operational problem resolution in project delivery.
- Represents the overall interests of ODOT and/or the specific interests of the Project Delivery Business Team to region external stakeholder groups as needed by the area manager, the RPDM participates, leads, facilitates discussion, and promotes regional and/or local decision-making within external stakeholder groups. This work is done in consultation with the Region Planning Manager and is the basis for the transition between the Planning Business Line and the Project Delivery Business Line.
- Establishes and supports the business line strategic direction by serving as a core member of the Statewide Project Delivery Leadership Team. Also provides leadership to the Statewide Area Managers Leadership Team.

Region Manager (RM):

- Is responsible and directly accountable to the executive director of highways for all planning, project development, construction and maintenance operations within the region.
- In Regions 1 and 2 the RM provides direct supervision and leadership to the Project Delivery Manager, Region Maintenance Manager, Region Safety Manager and Region Planning Manager. He/she also provides indirect supervision and leadership to the remaining midlevel managers, front line managers, and employees within the region.
- Provides direct supervision and leadership to the Region 3, 4 and 5 Area Managers, Tech Center Manager, District Managers, Safety Managers and Planning Managers. Provides indirect supervision and leadership to the other regions' remaining front line managers and employees.
- Represents the agency to elected and appointed officials at the local, regional, state, and federal level, including the state Legislature, as well as the public; ensures their understanding of and support for region programs.

- Functions as a relatively independent arm of ODOT as a spokesperson for department policy within the Region.
- Leads the geographical region in working with officials and technical staffs of affected jurisdictions in the development of short and long-term transportation plans.
- Coordinates and builds consensus among various local and regional governments, business and industry, and special interest groups on transportation policies and projects within Region. Conducts and participates in public meetings and hearings.
- Appointing authority for the Region.

Area Manager (AM)

- Manages and leads all aspects of the Region's development and construction program within an assigned area.
- Is the central figure in managing and leading the complete project life cycle (cradle to grave ownership). This includes providing statewide leadership in the area of project management.
- Supervises and mentors Project Managers, Consultant Project Managers, and Project Leaders.
- Establishes and supports the business line strategic direction by serving as a core member of the statewide Project Delivery Leadership Team (PDLT) when called upon.
- Directs the preparation and administration of biennial and annual budget requests for the agency within the respective area. Serves as a member of the Area Commission and the Economic Revitalization Team in the respective areas. The Area Manager is the primary point of contact for external stakeholders in the area.
- Is responsible for delivering STIP projects in his/her area and promoting achievement of the region's construction program purpose. Manages the lifecycle of all STIP projects within his or her area from design through construction.
- Ensures delivery of area construction contracts, quality contract management decisions and proper contract documentation.
- Recommends final acceptance of projects.

State Project Delivery Manager

- Manages the Office of Project Delivery, which is the umbrella office for the Project Delivery Unit, Alternative Delivery Unit, and the Bridge Delivery Unit. This office focuses on process improvements for the entire delivery system including the in-house program, Alternative Delivery and Bridge Delivery programs.

- Is directly responsible for and accountable to the deputy director of highways for the efficient and effective delivery of the design-build form of project delivery within ODOT.
- Oversees and is responsible for the actions of the Bridge Delivery Unit, which is directly responsible for the successful delivery of the OTIA III State Bridge Program.
- Manages and leads all aspects of the Agency's project delivery business line. Responsible for information system investments and establishment of "best management practices" for the business line. Develops and implements the Project Delivery Academies and annual Business Line Forum. Monitors delivery system performance measures and produces internal and external reports such as the OTIA Monthly Report (G-Y-R), the Highway Construction Plan (HCP), and Quarterly Status Report (QSR). Responsible to ensure appropriate roles and responsibilities are established and implemented within the business line.
- Acts as the interface between project delivery and the other major business lines within the Division (Planning and Maintenance). Ensures that smooth transitions occur between these functions by initiating process improvement projects to minimize inefficiencies and unnecessary overlaps.
- Acts as the point of contact for implementation of legislation pertaining to the Project Delivery Business Line. Is also the positional leader of the Project Delivery Leadership Team, which is the statewide team responsible for oversight of the business line.
- Serves as a member of the Highway Division Management Team representing the Project Delivery Business Line.
- Provides operational management of the OTIA I & II programs. Chairs the OTIA Steering Group. Establishes necessary Operational Notices to ensure consistent program management decisions.
- Appointing authority for the Office of Project Delivery and delegated authority to develop and execute all contracting documents in support of the OTIA III State Bridge Delivery program and the Design – Build program.

OTIA III Bridge Delivery Unit Manager

- Manages the OTIA III State Bridge Delivery Program through a program management outsource contract with the Oregon Bridge Delivery Partners (OBDP).
- Provides contract administration functions for all OBDP activities through the Bridge Delivery Unit.
- Ensures the effective coordination of all OTIA III Bridge Delivery Program activities with Regions, Technical Services, other state and federal agencies and local governments.

Technical Center Manager (TCM)

- Is directly responsible and accountable to the Region Manager, Region Project Delivery Manager, or Bridge Delivery Unit Manager for delivering all Tech-Center projects on time and within budget that are consistent with the Agency's quality standards.
- Is responsible for ensuring that all technical aspects of projects are delivered within approved scope, schedule and budget.
- Provides engineering and professional technical support to maintenance, planning, operations, construction, local programs, project delivery (both outsourced and in-house programs).
- Ensures professional competency of staff through leadership, development and performance management.
- Oversees the work of staff in the use of statewide project planning, scheduling, and management systems; ensures proper use of performance measures and takes corrective action as needed to ensure program delivery.
- Works with the Office of Project Delivery's Alternative Delivery Unit to expedite consultant services requests; works with the ODOT Procurement Office to prepare work orders for consultant services and administers their execution.
- Establishes and supports business line strategic direction by serving in a statewide leadership role; serves as a member of the Technical Leadership Team (TLT) and various other groups and committees.
- Collaboratively develops statewide resource management and workload-leveling strategies and systems to continuously improve the ability to deliver Oregon's transportation program on time and within budget.
- Contributes to ensuring consistency and program integrity statewide.
- Serves in a lead role to assist the Region Project Delivery Manager, Region Manager, or Bridge Delivery Unit Manager in the development of strategies that coordinate various project planning efforts, ensures consistency among products, and mitigates organizational risks.
- Consults with the Area Manager concerning the development of final contract provisions, timelines, proposed staging and sequence of construction, and bid opening time.
- Is responsible for the development and implementation of a quality control program within the Tech Center. Monitors and takes corrective action as appropriate to stay within organizational quality standards.

- Collaborates and consults with Technical Services to ensure the region's or program's Tech Center is delivering high quality projects. Receives quality assurance performance input from Technical Services and takes action as necessary to improve technical performance.

Consultant Project Manager (CPM)

- Is fully responsible for leading and overseeing all activities necessary in the development and administration of out-sourced contracts.
- Provides first line managerial fiduciary responsibility for assigned projects.
- Functions as one of the organizational experts in the management of outsource suppliers; requires the use of engineering judgment and application of engineering principles in the areas of contract interpretation and claims management.
- Is integral in the development and implementation of the project delivery-outsourcing model (The Alternative Delivery Program).
- Represents the Highway Division Executive Deputy Director and the Chief Engineer, as well as the Deputy for Project Delivery and Region Manager as an ODOT expert in outsourcing highway construction projects to the engineering consulting and contracting communities and local communities. Is responsible for ongoing management of these relationships.
- Is required to use advanced engineering judgment and to apply engineering principles in highly complex and controversial contract management situations.
- Is directly responsible and accountable to the Area Manager for reviewing, approving and accepting work products from the agency's suppliers.
- Is required to be a registered engineer in the state of Oregon.
- Working with the state Design – Build Program in the Office of Project Delivery, is the primary region point of contact for the development and implementation of Design – Build solicitations and contract administration.

Project Manager (PM)

- Represents ODOT in the delivery of multi-million dollar in-house transportation construction projects.
- Is required to make urgent and high-risk decisions on behalf of the Engineer on a regular basis. This often times has a direct impact on the safety of the traveling public and the agency's financial commitment.

- Ensures appropriate representation for himself/herself and/or the staffs on the Region's Project Development Teams and maintains close working relationships with Project Leaders and Technical Staff.
- Is responsible for the contract administration of Commission Services construction contracts; is directly accountable to the Area Manager for successful delivery.
- Represents the Engineer on the project and has the authority to enforce the provisions of the contract.
- Manages a staff of engineers, technicians, surveyors, and clerical personnel who assist in the PM's role as contract administrator of ODOT construction contracts, as well as the construction management experts for the agency.
- Is a member of ODOT management teams at Area, Region, and statewide levels.
- Plans, prepares, analyzes, documents, and manages the Project Manager's Office fiscal budgets and cash flow for total workforce, facilities, vehicles, equipment, training, travel, and other resources necessary to deliver the assigned program of construction projects.
- Is required to be a registered engineer or land surveyor in the state of Oregon.

Project Leader (PL)

- Represents the focal point for in-house projects as he/she proceeds through the project development phase. Is responsible for all activities necessary to ensure that assigned projects are moved successfully through the Project Development process.
- Prepares and administers the PE budgets for ODOT's in-house program.
- Is directly responsible and accountable to the Area Manager for scope, schedule, and budget management of all assigned projects.
- Leads multiple teams working on routine to complex projects in various stages of development.
- Provides overall direction to project team members and coordinates the successful completion of the development phase of each assigned project.
- Forms and sustains close working relationships with Project Managers, District staff, Planning and Programming staff and Tech Center staff.
- Prepares and manages project work plans for all assigned projects.

Highway Division Finance Manager

- Plans and directs the financial operations of the Highway Finance Office of the Highway Division of ODOT.
- Is responsible for ensuring that the financial activities provide relevant, accurate and timely information to enable the Highway Division to effectively carry out its mission.
- Is responsible for developing and monitoring division budgets (limitations adopted biennially by the Legislature), monitoring expenditure levels on a regular basis against approved budgetary limitations, delivering quarterly operational reviews to the Oregon Transportation Commission, providing economic decision analysis for the division, and testifying before Legislative Committees and the Emergency Board concerning the status of ODOT construction projects.
- Is responsible for directing and coordinating the preparation, approval and programming (allocation) of all ODOT Federal Aid program monies, including the allocation of federal funds to city and county programs throughout Oregon.
- Is responsible for the management and development of the Statewide Transportation Improvement Program (STIP).
- Acts as Appointing Authority for the Highway Finance Office.

Local Agency Liaison (LAL)

- LALs represent the focal point for local agency programs and projects as they proceed from solicitation and selection through the project development and construction phases. Responsible for all activities necessary to ensure that assigned projects are moved successfully through the Project Development and construction process.
- LALs work with Local Agency Project Managers to ensure federally reimbursable process and regulations are met. LALs provide guidance to Local Agency Project Managers for project scopes, schedules, and budgets during project development.
- Implements the FHWA Stewardship agreement, ODOT is responsible for review and approval of local federal aid projects. LALs coordinate that review and recommend approval.
- Coordinates with ODOT, FHWA, local agencies and consultants on routine to complex projects in various stages of development.
- Provides overall direction to local agency and consultants.
- The LAL prepares and manages project work plans for all assigned projects.

Local Government Section Manager

- Manages the Local Government Section and oversees the Local Program. This office focuses on coordination and policy development with local agency groups and process improvements for local agency project development and delivery.
- Is directly responsible and accountable to the deputy director of highways for statewide local program coordination, policy development and training.
- Acts as the interface between the Local Program and the other major business lines. He/she ensures that coordination occurs between these functions by initiating process improvements to ensure federal stewardship responsibilities are met and to minimize inefficiencies and unnecessary overlaps.
- Serves as a member of the Highway Division Staff Team representing the Local Program.
- Appointing authority for the Local Government Section