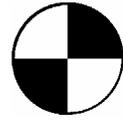




Highway Division Project Delivery Leadership Team Operational Notice



NUMBER	SUPERSEDES	EFFECTIVE DATE	CANCELLATION DATE
PD-09	N/A	May 1, 2001	N/A
SUBJECT		ISSUING BODY	
Efficient Use of Construction Resources		Project Delivery Leadership Team (PDLT)	

PURPOSE:

The purpose of this notice is to outline a routine annual resource planning process to be followed by Area Managers, Project Managers and Technical Services Resource Managers to:

1. Identify available construction staff resources during times when construction duties are lessened (non-peak times), if a construction office has that sort of work load fluctuation;
2. Provide a mechanism to shift available construction personnel to other project delivery work where additional resources are needed; and
3. Describe the roles and responsibilities of the Project Manager (PM), Technical Services Resource Manager (TSRM), Area Manager (AM), and employee with respect to participation in this resource planning process.

It is the intent of this notice to fully utilize available resources and to ensure that staff members can be fully engaged throughout the year, serving critical project delivery business needs.

The priority for reassignment of personnel is as follows:

1. Region state STIP work
2. Statewide STIP work
3. Local Program work with approved IGAs

BACKGROUND:

Highway construction, by its nature is seasonal with a busy summer season and excess staff capacity during the winter season. Within ODOT, construction offices often hire temporary help to accomplish the summer workload. Conversely, during winter, some of the construction crew needs additional work to keep productively busy. Construction crew members are often loaned to other offices during the winter season. Some of the work opportunities may include maintenance, survey, winter construction, utility coordination, and other specialties generally in Regions.

Currently, there is no formal statewide process for managers to identify their respective workloads, indicate excess capacity or need and provide matching opportunities for one another. This Operational Notice establishes the process of matching construction resources with project development activities. This issue was raised by the Standing Committee on Construction and has been worked in conjunction with the Standing Committee on Project Development.

ASSUMPTIONS:

Resource management and keeping everyone productively employed is a Departmental responsibility. The following set of assumptions is included in the process described below for identifying opportunities for construction crew members to work in Technical Services.

- Roadway Engineering is not expected to accommodate all staffing needs, they are responsible for their employees.
- Likewise, Regions are responsible for their employees.
- The effort to keep all employees working productively is cooperative and department-wide.

RATIONALE:

This notice requires that PMs and TSRMs prepare information to allow effective utilization of construction resources during construction off-peak windows. The information developed will allow underutilized personnel to be tasked to other project delivery activities that meet their skills and abilities.

Employees should be transitioned into work assignments long enough to meet the requirements of the work; however, a balance should be maintained so as not to create difficulties as they transition back to normally-assigned duties.

PROCESS:

The following matrix describes the steps, timeline and responsibilities necessary to create a Resource Matching Plan for each region. It is intended to facilitate the efficient use of construction resources during off-peak construction periods.

PROCESS STEP	TIME WINDOW	PM Responsibility	AREA MANAGER Responsibility	TSRM Responsibility
1. IDENTIFY AVAILABLE RESOURCES AND RESOURCE NEEDS	April – June	<p>Forecast resource requirements for next 18 months</p> <p>Identify crew members that can be deployed to other work assignments during construction off-peak times.</p> <p>Identify employees' skills and abilities.</p> <p>Identify specific times when employees are available for reassignment.</p> <p>Identify potential alternate assignments.</p>	<p>Ensure the process is initiated and followed.</p>	<p>Identify Regional and statewide design, survey, or other technical service resource requirements for next 18 months.</p> <p>Compare available resources to work requirements.</p> <p>Identify resources that will be needed, when, and for how long.</p> <p>Specifically, identify skills and abilities needed for preliminary engineering work. Share with AMs/PMs.</p>

PROCESS STEP	TIME WINDOW	ACTION
2. DEVELOP RESOURCE MATCHING PLAN	July – Sept	Conduct a Regional meeting of all AMs, PMs and Region TSRM to match available resources to work (region level). Identify whether employees will be working through a Developmental or Rotational assignment. Document. Review plan with crew.
3. IMPLEMENT RESOURCE MATCHING PLAN	Oct – Mar	IMPLEMENT PLAN <ul style="list-style-type: none"> • PMs and TSRMs communicate monthly on status of work assignments
4. EVALUATE THE PROGRAM	April	DEBRIEF MATCHING PROGRAM <ul style="list-style-type: none"> • Identify training needs • Identify process improvements Begin planning process for the next year's resource planning cycle.

Key Staff Roles in Resource Leveling:

Project Manager (PM)

- Assesses specific work needs within the construction crew: nature of work, project, amount and time needed.
- Identifies availability of staff to provide assistance during off-peak times. Indicates specific employee skill sets and specific times when employees are available.
- Maintains up-to-date employee training plans.
- Provides up-to-date employee training and development opportunities so that employees have needed skill and experience.
- Communicate monthly with TSRM on status of work assignments.

Technical Services Resource Manager (TSRM)

- Identifies specific work assignments needing additional staff and skill sets needed to complete the work. Matches work requirements with available staff.
- Assesses and identifies where and when additional staff is needed, and length of the assignment. This assessment will include specific details regarding the qualifications necessary to complete the work.
- Coordinate all TSRMs to ensure statewide needs are met.
- Communicate monthly with PMs on status of work assignments

Area Manager (AM)

- Responsible for process implementation.