STATE OF OREGON
POSITION DESCRIPTION

Agency: Dept of Transportation
Division: Highway
This position description is for:
☐ A new position that is being established
☒ An existing position that is being revised
☐ No change – Annual review

SECTION 1. POSITION INFORMATION

a. Classification Title: PEM F
b. Classification No: X7010
c. Establish Date: January 1, 2018
d. Position No: 1719016
e. Working Title: Project Controls Office Manager
f. Agency No: 73000
g. Section Title: Project Development Section
h. Budget Auth No: 001307230
i. Employee Name: Vacant
j. Union Repr Code: N/A
k. Work Location (City – County): Salem-Marion
l. Supervisor Name: Tamira Clark

m. Position:
☐ Permanent
☐ Seasonal
☐ Limited Duration
☐ Double Fill

n. Position:
☐ Full-Time
☐ Part-Time
☐ Intermittent
☐ Job Share
☐ Academic Year

o. FLSA:
☒ Exempt
☐ Non-Exempt

If Exempt:
☐ Executive
☒ Professional
☐ Administrative

p. Eligible for Overtime:
☐ Yes
☒ No

SECTION 2. PROGRAM AND POSITION INFORMATION

a. Describe the program in which this position exists. Include program purpose, who is affected, size, and scope. Include relationship to agency mission.

The Oregon Department of Transportation exercises leadership and vision in promoting, developing and managing a statewide network of transportation systems and facilities. These systems and facilities provide access to Oregon for the State’s citizens and visitors, provides efficient movement of commerce, goods and services, ensures the safety of transportation systems users, and enhances Oregon’s competitive position in national and international markets. ODOT is a geographically-spread organization of approximately 4500 FTE with a $3.8 billion biennial budget.
The Statewide Project Delivery Branch (SPDB) has three sections and a branch that directly report to the Statewide Project Delivery Branch manager: Business Operations Section, Project Development Section, Construction Section and the Engineering and Technical Services Branch (ETSB) which consists of the following Sections: Bridge, Engineering Automation, Environmental, Geotechnical, Right of Way and Traffic-Roadway.

The SPDB and the ETSB provide leadership to the department’s transportation capital improvement program and ensure appropriate statewide consistency in project delivery and engineering/technical standards, policy, procedure, and practice. SPDB and ETSB reduce agency risk; ensure compliance through oversight of the project delivery work of the department including project development and construction; research and analyze best practices and trends; maintain key strategic relationships with regulatory agencies and other business partners; conduct value engineering and other review activities; develop tools, techniques, analysis and perform specialized and as-requested direct work in support to region project delivery for transportation infrastructure projects.

The Project Development Section of the Statewide Project Delivery Branch consists of the following offices and unit: Project Management Office (PMO), Project Controls Office (PCO), Programs Development Office (PDO) and Technology and Data Unit (TDU). The Project Development Section provides leadership to the department’s transportation capital improvement program to ensure the scopes, schedules, budgets and quality of projects delivered statewide, from project scoping through bid opening, meet Agency standards. The Section is responsible for developing, implementing and improving statewide standards of practice for project management and project development including transparency, efficiency and accountability measures.

b. Describe the primary purpose of this position, and how it functions within this program.

Complete this statement. The primary purpose of this position is to: Proactively lead and manage Project Controls, Project Analysis, Cost Estimation, Construction Contract Specifications, and Construction Contract Pre-Letting support to Region Project Delivery, and assure continuous improvement across the Agency in these program areas. The Project Controls Office Manager (PCO) is responsible to provide expertise, leadership and management of ODOT transportation project development operations functions including:

- Milestone reviews at Phase Gates for Project Initiation, Design Acceptance Packages (DAP), and Plans, Specifications & Estimates (PS&E);
- Project Analysis and Cost Estimating including Preparation of the Final Engineer’s Estimates
- Maintaining and Assuring Engineering and Professional Discipline Contract Specifications Standards
- Managing and Monitoring the Agency’s Project Change Management Request (CMR) Database
- Managing AASHTOWare Preconstruction and Estimation systems
- Procurement of construction contracts through Advertisement, Bid, Addenda, and Award

This position works closely with Region Managers, Area Managers, Technical Center Managers, the ODOT Project Delivery Branch Managers including the Chief Engineer, ODOT Procurement Office (OPO) Managers, and attorneys from the State Department of Justice to assure ODOT project development operations meet requirements for standards of practice and quality. The standards assure biddability, constructability and readiness to advertise and award to construction contractors. This position supervises a team of 12 professional engineers, civil engineering specialists, and operations policy analysts who work closely with ODOT Transportation Project Managers, Resident Engineers – Consultant Projects and Consultants to assure an efficient transition from region project development, through project phase gates, to construction contract procurement. The PCO staff serve as Agency experts in the areas listed above. The work of this position involves effective collaboration with the Federal Highway Administration (FHWA), legislators, consultants, contractors, local governments, developers, other key stakeholders and the ODOT Director’s office on politically sensitive issues affecting the Agency’s relationships and credibility around these topics.
SECTION 3. DESCRIPTION OF DUTIES

List the major duties of the position. State the percentage of time for each duty. Mark “N” for new duties, “R” for revised duties or “NC” for no change in duties. Indicate whether the duty is an “Essential” (E) or “Non-Essential” (NE) function – for ADA purposes.

The following are general requirements for performance of the duties listed below: maintains regular and punctual attendance; contributes to a positive and productive work environment; establishes and maintains professional and collaborative working relationships with all contacts.

Be a respectful member of a team, which includes communicating and working effectively and appropriately with a variety of individuals or groups with diverse cultural beliefs, values and behaviors.

Be responsible for achieving the Department’s Affirmative Action goals through recruitment, selection and retention of protected class individuals. Promote and support the value the Department places on Equal Employment Opportunity (EEO), Affirmative Action (AA), Diversity and Working Guidelines through individual actions and interactions with employees, applicants, stakeholders, community partners, and landowners.

<table>
<thead>
<tr>
<th>% of Time</th>
<th>N/R/NC</th>
<th>E/NE</th>
<th>DUTIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
<td>R</td>
<td>E</td>
<td>Project Controls Office Leadership, Management, &amp; Supervision</td>
</tr>
</tbody>
</table>

Develop and implement a vision for ODOT transportation project development controls and operations that will lead to a high functioning, efficient, quality delivery program from scoping through award to construction. Provide leadership for the Agency’s Project Development Improvement Initiative (PDII), and operationalize methods, procedures, policies and tools, to support Region project delivery.

Manage, supervise, lead, and direct the Project Controls Office (PCO), comprised of engineers, civil engineering specialists, and operations policy analysts responsible for assisting Region Project Delivery management and staff with transportation project development packages, quality assurance, specifications standards, project milestone reviews at phase gates: Project Initiation, Design Acceptance Packages (DAP), and Plans, Specifications & Estimates (PS&E) and phase gate exception requests, bid date scheduling, pre-lenting (project advertisements, addendas, bid postponements), Change Management Request (CMR) database, cost estimating, and procurement of construction contracts through advertisement, bid and award functions. Assure standards of practice are in place and implemented consistently across the State for the scope of services provided by the PCO.

Maintain a positive work environment. Ensure the delivery of assigned projects and programs through effective resource management. Develop staffing and resource management plans to address the high variability in workloads and forecasted increase in work volumes. Provide safe working conditions for employees. Ensure all PCO employees have professional development plans and receive applicable training. Develop and update position descriptions and complete performance appraisals for PCO employees on schedule. Be proactive to address behavioral issues and take appropriate disciplinary action when necessary. Ensure compliance
with Agency affirmative action plan. Survey and review customer satisfaction; evaluate and restructure the unit as needed; develop and evaluate performance measures.

Provide management expertise in construction contract procurement rules, requirements, processes and procedures.

Participate as a sponsor and serve on various statewide project delivery improvement initiatives and task forces.

Identify and formulate recommendations for potential legislative concepts and respond to legislative concepts, proposals and bills as requested.

Develop and administer the annual/biennial budget for the PCO with the Project Development Section Manager. Provide data for budget preparation and monitor and guide the application of the budget to Agency and Branch goals and objectives.

<table>
<thead>
<tr>
<th>20%</th>
<th>R</th>
<th>E</th>
</tr>
</thead>
</table>

**Project Controls & Project Analysis**

Develop, Implement and Manage ODOT Project Development Phase Gates. Work closely with ODOT’s Project Management Office to develop tools, manuals, checklists, process maps, databases, training and other means to assist ODOT Regions in understanding, implementing, tracking, measuring, and successfully performing phase gate responsibilities, and delivering phase gate products. Review and validate project packages (sets) in ProjectWise for completeness, baselining schedule and budgets of projects. Provide reports regarding the status of projects at phase gates. Provide timely response to Regions regarding phase gate concurrence or areas to be addressed. Work with the Project Delivery Branch and Region Project Delivery to assess and address continuous improvement of phase gate functions.

Develop and implement operational processes and procedures for project controls and procurement support to Regions for alternative contracting (design-build, CMGC, multi-parameter, and Indefinite Delivery Indefinite Quantity (IDIQ) construction contracting).

Manage the development and implementation of ODOT’s Project Analysis Unit. The PAU provides expert review for project scopes, schedules and budgets, including support to region project teams with cost estimating quality assurance and validation, schedule quality assurance and validation, risk management, value engineering and constructability, and quality assurance and provide recommendations to Region Project Delivery for particularly complex or challenging projects, upon request. Provide management of the matrixed PAU team of engineers, technical professionals, and operations analysts, in collaboration with other ODOT Project Delivery management staff. Manage the development and implementation of PAU guidance documents, tools, and training.

Work closely with PCO staff to schedule, baseline, manage, and coordinate construction bid dates. Develop performance measures for on-time delivery. Actively coordinate with other parts of the
Agency relating to bid date scheduling and management.

Coordinate with the Statewide Project Delivery Branch Sections, Project Management Office, Tech and Data Unit and the Programs Development Office for implementation of future programs that may be added to the Project Controls Office portfolio.

<table>
<thead>
<tr>
<th>20%</th>
<th>R</th>
<th>E</th>
<th><strong>Transportation Project Pre-letting</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Plan, assign and direct the work activities of the PCO staff responsible for AASHTOWare Preconstruction system administration and Design Quality Assurance (QA) for Plans, Specifications and Estimate (PS&amp;E) package submittals; performing high-level, fatal-flaw reviews of PS&amp;E submittals prior to advertisement; reviewing project addenda during advertisement; and all related PCO data systems and products; act as the Agency’s liaison and expert regarding these data systems and products; and provide guidance and training to field personnel, consultants, and local government staff in developing complete and high quality PS&amp;E submittals.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Manage pre-letting functions including scheduling PS&amp;E and bid let dates and ensuring PS&amp;E packages meet quality standards to allow projects to proceed to advertisement. Monitor the quality of PS&amp;E packages submitted for review and procurement and develop and implement systems for continuous improvement in direct collaboration with Region Project Delivery.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Responsible for all aspects of the work assigned to or related to the PCO QA and pre-letting staff, including ensuring that all project reviews are adequately staffed and completed on-time, within budget, and meet accepted engineering standards, practices, guidelines and policies.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Provide operational management and supervision of Pre-letting functions in coordination with the ODOT Procurement Office (OPO). Identify and develop practices to share procurement lessons learned.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>15%</th>
<th>R</th>
<th>E</th>
<th><strong>Transportation Project Cost Estimating</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Proactively lead the PCO cost estimating staff in the development and implementation of analytic functions, performance measures, and lessons learned associated with cost estimates from business cases, scoping estimates, programming estimates, project development estimates, construction estimates, region estimates, final engineer’s estimates, contract bids, construction contract change orders, claims, contract awards, value engineering, cost risk assessments, and related opportunities for continuous improvement in developing and managing STIP project costs.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Establish standards of practice for risk based cost estimating and develop statewide peer groups for professionals developing transportation project cost estimates. Ensure appropriate competencies and bench strength across the state.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Plan, assign and direct the work activities of the Cost Estimating work group, including licensed engineers, who are responsible for</td>
</tr>
</tbody>
</table>
reviewing Region project cost estimates, preparing the Agency’s Engineer’s Estimates and reviewing construction schedules prior to project advertisement; performing bid evaluations and making recommendations for award or non-award; managing the content and integrity of the Agency’s historical costs database; assisting with utilization of alternative contracting methodologies; and providing guidance and training to ODOT personnel, consultants, and local government staff in developing construction cost estimates and construction schedules.

Ensure cross-Project Delivery Section collaboration through efforts to implement the recommendations from the Cost Estimating Task Force and PCO Cost Estimating staff work efforts such as: development of standardized A&E Statement Of Work (SOW) language, Project Risk Management program risk registers and cost risk assessments, quality control and quality assurance processes and deliverables, scoping and STIP programming estimates, etc. Develop and maintain the statewide cost estimating template for the Agency. Require and manage PCO cost estimating training and expertise in AASHTOWare Estimation, HCCS and Preconstruction Systems.

Responsible for all aspects of the work assigned to or related to the PCO Cost Estimating staff, including ensuring adequate staffing, project reviews completed on-time, within budget and in accordance with accepted engineering cost estimating standards, practices, guidelines and policies, and findings are communicated and addressed with attention to professional courtesy.

<table>
<thead>
<tr>
<th>15%</th>
<th>NC</th>
<th>E</th>
<th>Transportation Project Specifications</th>
</tr>
</thead>
</table>

Responsible for supervisory management of professional engineers acting as specifications experts to support Region project delivery with contract specifications legal compliance. Responsible for Agency compliance with the Department of Justice/ODOT "Modified Exemption from DOJ Legal Sufficiency Review and Approval for ODOT Highway Construction Contracts."

Responsible for all aspects of the work assigned to or related to the Specifications Unit, including ensuring that all project reviews are adequately staffed, project reviews are completed on-time, within budget, and meet accepted engineering standards, practices, guidelines and policies.

Ensure PCO specifications policies, processes, procedures and practices are kept current, effectively managed and communicated, employ continuous improvement and staff regularly share lessons learned.

Plan, assign and direct the work activities of the PCO Specifications Engineers. Ensure collaboration and coordination with Specification Writers in ODOT Regions, partnering consultant firms, and local agencies preparing transportation plan sets for ODOT bid and award.
Ensure PCO staff provide expert guidance to licensed engineers responsible for creating and stamping specifications and special provision language. Ensure PCO specifications staff review new specifications and all special provisions for clarity of intent, constructability, and alignment with other sections of the contract documents. Assure PCO specifications staff maintain excellent working relationships with Region Project Delivery management and staff, OPO management and staff, and the Department of Justice.

Ensure competencies for specifications staff acting as the Agency’s professional experts regarding the creation of specifications (special provisions) for new materials and methods of contracting and/or construction; providing guidance in the creation of specifications utilizing alternative contracting methodologies; acting as the Agency’s liaisons between ODOT and DOJ on construction contracting issues; and in providing guidance and training to field personnel, consultants, and local government staff in developing specifications for unique work.

Responsible for ensuring the development, publishing and maintenance of the ODOT Standard Specifications for Highway Construction. Actively cooperate with American Public Works Association (APWA) to develop, publish and maintain ODOT/APWA joint Standard Specifications for Highway Construction.

Work closely with ODOT’s Construction Section, the Association of General Contractors (AGC) and other key stakeholders with updates to the standard specifications.

<table>
<thead>
<tr>
<th>10%</th>
<th>R</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Project Delivery Branch / Project Development Section Team Participation and Special Assignments**

Participate as a member of the Project Development Section management team. Duties of a team member may include preparing for the meetings; preparing, presenting and sponsoring action items and crew team proposals; implementing approved team proposals; giving open honest feedback during critiques; and compiling information at the request of ODOT up-line management.

Maintain strong partnerships, communication and collaboration with key business partners and stakeholders to ensure alignment and coordination with policy development and implementation. Participate on various statewide committees and teams dealing with construction specifications and standards, cost estimating, construction contract pre-letting, and other PCO functions, as the Agency’s representative. These teams may include members from the American Council of Engineering Companies, American Public Works Association, the Association of General Contractors of Oregon, the Federal Highway Administration, Department of Justice, League of Oregon Cities, the Association of Oregon Counties, material suppliers, project managers, bidders and others.

Unique assignments from Director, Operations Administrator, Delivery & Operations Division Manager, Statewide Project Delivery Branch Manager, Chief Engineer, and Project Development Section
Manager such as coordinating and responding to legislative inquiries, requests and bills, creating and updating Agency work plans, responding to Agency audits, etc.
Other duties as assigned.

100%

SECTION 4. WORKING CONDITIONS

Describe any on-going working conditions. Include any physical, sensory, and environmental demands. State the frequency of exposure to these conditions.
The position involves predominantly indoor office work with occasional statewide travel to attend meetings and to present training. The position requires the ability to prioritize one’s own work as well as that of the staff to assure the overall goals of the Unit, the Section and the Branch are satisfied. Occasional long hours and weekend work is necessary to meet critical deadlines. The work environment may at times be emotionally charged or stressful while negotiating and facilitating resolution of issues stemming from competing demands and schedules, and from working with legislative groups, special interest groups, local governments, consultants and the public.

SECTION 5. GUIDELINES

a. List any established guidelines used in this position, such as state or federal laws or regulations, policies, manuals, or desk procedures.
- ODOT Design Manuals
- ODOT Affirmative Action Plan
- Union Contracts (AEE & SEIU)
- Highway Design Manual
- ODOT Transportation Plan
- Project Delivery Guidebook
- PS&E Delivery Manual
- Oregon Standard Specifications for Construction
- State Laws
- ODOT Financial Management & Budgeting Plans
- Federal Highway Program Manuals & Policies
- Specification and Writing Style Manual
- American Association of State Highway & Transportation Officials (AASHTO) Design Manual
- AASHTO Roadside Design Guide
- Human Resources Rules, Policies, Practices and Procedures
- Purchasing Manual and Consultant Selection and Management Guidelines
- Oregon State Land Use Goals, Local Comprehensive Plans
- State Agency Coordination Program
- Oregon Highway Plan
State and federal laws, regulations and administrative rules all influence the actions of this position.

b. How are these guidelines used?
They guide the development and implementation of standards, decision-making and administration of work. A great deal of the incumbent’s work requires making “judgment calls” in an environment characterized by ambiguity or incomplete information. Flexibility in using a number of approaches and resources/guidelines to arrive at decisions is key to the incumbent’s success.
The State and federal laws, regulations and administrative rules are needed for management of project controls, phasegates, PS&E processes, public contracting, preparation of budgets, and management of personal service contracts with consultants and other agencies. The technical manuals are needed to ensure that proper engineering and policy development efforts are applied across the agency.

**SECTION 6. WORK CONTACTS**

With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact?

<table>
<thead>
<tr>
<th>Who Contacted</th>
<th>How</th>
<th>Purpose</th>
<th>How Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Highway Administration</td>
<td>Phone/In Person</td>
<td>Exchange information, obtain approval, answer questions, coordinate contracting process</td>
<td>As needed</td>
</tr>
<tr>
<td>Branch Manager</td>
<td>Phone/In Person</td>
<td>Provide information or obtain approval</td>
<td>Weekly</td>
</tr>
<tr>
<td>Section Managers</td>
<td>Phone/In Person</td>
<td>Exchange information or obtain approval</td>
<td>Weekly</td>
</tr>
<tr>
<td>Staff Engineers</td>
<td>Phone/In Person</td>
<td>Provide information or obtain approval</td>
<td>Daily</td>
</tr>
<tr>
<td>Area Managers</td>
<td>Phone/In Person</td>
<td>Gather project information and provide project resourcing and technical information</td>
<td>As needed</td>
</tr>
<tr>
<td>Transportation Project Managers and Resident Engineers</td>
<td>Phone/In Person</td>
<td>Gather project information</td>
<td>As needed</td>
</tr>
<tr>
<td>Chief Counsel</td>
<td>Phone/In Person</td>
<td>Obtain advice on law and contracts</td>
<td>As needed</td>
</tr>
<tr>
<td>Suppliers</td>
<td>Phone/In Person</td>
<td>Obtain information about new products</td>
<td>As needed</td>
</tr>
<tr>
<td>Contractors</td>
<td>Phone/In Person</td>
<td>Answer questions about specifications and project scheduling</td>
<td>As-needed</td>
</tr>
<tr>
<td>Other ODOT Sections</td>
<td>Phone/In Person/In Writing</td>
<td>To resolve project details. To discuss project details, employee development and special assignments or activities</td>
<td>Daily</td>
</tr>
<tr>
<td>Cities &amp; Counties</td>
<td>Phone/In Person</td>
<td>Assist and provide guidance with plan, estimate and specification preparation. Resolve and answer questions. Coordinate APWA/ODOT Joint Specifications.</td>
<td>As-needed</td>
</tr>
<tr>
<td>Consultants</td>
<td>Phone/In Person</td>
<td>Coordinate final specifications with plans. Resolve and answer questions.</td>
<td>As-needed</td>
</tr>
<tr>
<td>Legislature</td>
<td>In Person</td>
<td>To testify on proposed legislation</td>
<td>As-needed</td>
</tr>
<tr>
<td>Other Public Agencies</td>
<td>Phone/In Writing</td>
<td>Provide information</td>
<td>As-needed</td>
</tr>
<tr>
<td>Oregon Transportation Commission</td>
<td>Meetings</td>
<td>Exchange information</td>
<td>As requested</td>
</tr>
<tr>
<td>Director, Delivery &amp; Operations Manager, Region Managers, TS Section Managers</td>
<td>Phone/in person/email/meetings</td>
<td>Exchange information, respond to inquiries</td>
<td>Monthly</td>
</tr>
<tr>
<td>Other State, federal and local officials</td>
<td>In person/phone/meetings</td>
<td>Exchange information, respond to inquiries</td>
<td>As Needed</td>
</tr>
<tr>
<td>Legislators</td>
<td>In person/phone/meetings</td>
<td>Exchange information, respond to inquiries</td>
<td>1-2 times/month</td>
</tr>
<tr>
<td>Lobbyists</td>
<td>In person/phone/meetings</td>
<td>Exchange information, respond to inquiries</td>
<td>As needed</td>
</tr>
<tr>
<td>conferences</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultants</td>
<td>In person/phone/meetings Legislative sessions and conferences</td>
<td>Exchange information, contract management</td>
<td>Regular</td>
</tr>
<tr>
<td>Officials, staff and consultants from other states</td>
<td>In person/phone/meetings/email Legislative sessions and conferences</td>
<td>Exchange information, respond to inquiries</td>
<td>Intermittent</td>
</tr>
<tr>
<td>The press</td>
<td>In person/phone/meetings Legislative sessions and conferences</td>
<td>To assist with data and information needs</td>
<td>Intermittent</td>
</tr>
<tr>
<td>Private citizens</td>
<td>Phone/in person/email</td>
<td>Respond to inquiries</td>
<td>Monthly</td>
</tr>
</tbody>
</table>

**SECTION 7. POSITION RELATED DECISION MAKING**

**a) Describe the typical decisions of this position.**

For the PS&E contracting program, this position makes decisions regarding the development, adequacy and use of Construction Contracting processes and Specifications and the adequacy of technical design features incorporated into contract plans.

- This position has the responsibility to identify and authority to commit resources to project controls processes, tools, performance metrics analysis and reporting, and support statewide. These decisions impact the quality and timeliness of the completion of the construction contract documents. In exercising this authority, this position must be fully aware of and successfully balance the staffing and resource needs of statewide STIP and non-STIP priorities (including emergency and un-scheduled maintenance work).

- This position reviews and approves Construction Contracts Anticipated Item requests and Letters of Public Interest Findings. These approval decisions must adhere to ODOT, State and FHWA guidelines and can have a direct effect on project costs. In exercising this approval authority, this position must be fully aware of the public’s ability to review and challenge the Letters of Public Interest Findings when competitive bidding guidelines are not followed.

- This position also makes recommendations to the Statewide Project Delivery Branch Manager, Technical Services Manager/Chief Engineer and Project Development Section Manager regarding statewide project development and project package related policy and procedures (project controls/phasesgates), and award of construction contracts.

**Contracting Decisions:** Federal and State Transportation dollars, must be utilized within the available time period; otherwise, there is a risk of loss of availability of funding to the Agency. Timely contract preparation and adherence to contract scheduling is necessary to prevent this.

**Utilization of Resources:** The improper utilization of resources may result in an inability to contract projects in a timely manner or affect quality management resulting in impacts to project costs and schedules, including construction contracts. Example: not putting the right priorities and resources on a project in a timely manner.

**b) Explain the direct effect of these decisions.**

These decisions affect the cost, safety, adherence to established design policies and overall effectiveness of completed projects.
Decisions can impact the costs, timeliness, efficiency and effectiveness of the agency, result in inconsistent contracting processes, and decrease highway safety.

Faulty decisions can result in projects being contracted too late in the year which can result in increased costs, work being carried over to the next construction season, resulting in a longer period of disruption to the traveling public.

SECTION 8. REVIEW OF WORK

Who reviews the work of the position?

<table>
<thead>
<tr>
<th>Classification Title</th>
<th>Position No.</th>
<th>How</th>
<th>How Often</th>
<th>Purpose of Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>X7014 PEM-G Statewide Project Development Section Manager</td>
<td>1131037</td>
<td>Performance Appraisals; Discussions</td>
<td>Weekly, Annually (performance), or as needed</td>
<td>Resolve questions, exchange information, assure quality and commitment to requirements of the position and update work plan and special work assignments</td>
</tr>
</tbody>
</table>

SECTION 9. OVERSIGHT FUNCTIONS FOR MANAGEMENT SERVICE SUPERVISORY (MMS) POSITIONS ONLY

a. How many employees are directly supervised by this position?  
   12

b. Which of the following activities does this position do?
   - Plan work
   - Assigns work
   - Approves work
   - Responds to grievances
   - Disciplines and rewards
   - Coordinates schedules
   - Hires and discharges
   - Recommends hiring
   - Gives input for performance evaluations
   - Prepares & signs performance evaluations

SECTION 10. ADDITIONAL POSITION-RELATED INFORMATION

ADDITIONAL REQUIREMENTS: List any knowledge and skills needed at time of hire that are not already required in the classification specification:

- Perform duties with a high degree of independence.
- Think strategically and work effectively in a political environment.
- Maintain regular and punctual attendance.
- Learn and work within specific Agency operations, policies and rules.
- Contribute to a positive, respectful and productive work environment and work collaboratively and respectfully with co-workers.
- Must possess and maintain a valid driver’s license along with an acceptable driving record.
- Establish and maintain professional and collaborative working relationships with all contacts.
- Adept project management skills and communication skills, to identify and resolve issues, are required, including to bring resolution to disputes and communicate project progress reports. This position also researches proposed legislation and prepares testimony.
- Experience supervising and leading diverse groups in a fast-paced environment.
- Experience in leading and managing organizational change.
- Experience giving presentations to government bodies and large stakeholder groups.
• Experience with standard accounting and financial tracking and reporting practices. Experience interpreting statutes and rules, developing the subsequent policies and procedures for leading implementation and change management.
• Experience solving problems in an environment heavily steeped in policies and standards.
• Able to follow-through on assignments with limited or incomplete information and/or direction. Kill in understanding, analyzing and preparing data and reports, including graphic communications within tight timeframes.
• Skill in understanding and utilizing quality management tools (customer feedback, strategic planning, benchmarking, process and results measurement).
• Skill in managing communications with legislative representatives, the media, state and local governments and agencies, industry partners, stakeholders, and the public.
• Skill in public speaking, negotiation, mediation, and creating collaborative work environments.
• Demonstrated customer services and satisfaction skills.

**Desired Attributes/Application Scoring Criteria for the Recruitment Announcement:**

1. Leadership, management and supervisory skills and experience directing the work of staff including professional engineers, technical professionals, and policy analysts working in the field of transportation project delivery.
2. Working knowledge and demonstrated skill in organizational development and change management.
3. Demonstrated skills and experience in bringing together diverse or opposing groups and working through diverse and sometimes antagonistic viewpoints to arrive at mutually acceptable solutions.
4. Demonstrated skills and experience in synthesizing diverse facts, opinions and materials to formulate decisions and directing actions to implement solutions.
5. Demonstrated skills and experience in transportation project management, development and construction including interpreting highway construction plans, specifications and estimates.

**BUDGET AUTHORITY:** If this position has authority to commit agency operating money, indicate the following:

<table>
<thead>
<tr>
<th>Operating Area</th>
<th>Biennial Amount ($00000.00)</th>
<th>Fund Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$2,500,000</td>
<td>General</td>
</tr>
<tr>
<td>Services &amp; Supplies</td>
<td>$1,200,000</td>
<td>Other</td>
</tr>
</tbody>
</table>

**Note:** If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit “Enter”.

**DESIGNATION OF NAME-BASED CRIMINAL BACKGROUND CHECK (CBC) REQUIREMENT:**

Review the criteria below. Indicate if the position is assigned these duties or responsibilities. If one or more boxes is checked yes, a CBC is required prior to filling the position.

The employee in this position…

1. Provides information technology (IT) services and has control over access to Department information technology systems that could allow the individual to harm these systems or the information contained within the systems. This relates to having responsibilities that involve development, programming, installation, maintenance or other technical aspects related to Department hardware and software. It is not intended to include positions with responsibilities that only utilize IT systems, such as entering and retrieving data. □ Yes □ No
2. Has responsibility for receiving, receipting, or depositing money or negotiable instruments. □ Yes □ No
3. Has responsibility for payroll functions. □ Yes □ No
4. Has responsibility for purchasing or selling property, or has access to private property in the Department’s custody (such as Right of Way and Facilities). It is not intended to include positions with responsibilities that may involve simply being on private property to perform certain duties. □ Yes □ No
5. Has access to personal identification information about employees or members of the public, including Social Security numbers, date of birth, driver license numbers, medical information, personal financial information or criminal background information. □ Yes □ No

**DESIGNATION OF NAME-BASED AND FINGERPRINT-BASED CRIMINAL BACKGROUND CHECK (CBC)**
**REQUIREMENT:**
Review the criteria below. Indicate if the position is assigned these duties or responsibilities. If one or more boxes is checked yes, both a name-based and a fingerprint-based CBC are required prior to filling the position.

The employee in this position...
1. Has tasks associated with the verification, data entry, or modification of driver identity information. □ Yes □ No
2. Has access to driver or customer systems that would permit the entry or modification of driver identity information. □ Yes □ No
3. Has tasks associated with taking, reviewing, or accepting photos for driver licenses and identification cards. □ Yes □ No
4. Is a supervisory or management position that can affect the work of employees who perform any of these tasks. □ Yes □ No

**CJIS**
5. Has unescorted access to unencrypted criminal justice information or unescorted access to physically secure locations or controlled areas. □ Yes □ No

---

**SECTION 11. ORGANIZATIONAL CHART**

Attach a current organizational chart. **Be sure the following information is shown on the chart for each position: classification title, classification number, salary range, and employee name and position number.**

---

**SECTION 12. SIGNATURES**

---

[Signatures and Dates]

---

Appointing Authority Signature   Date   Printed Name of Appointing Authority