



# Project Delivery Notes

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Construction • Design • Engineering Services • Environmental • Project Management • R/W and Land Surveys

Rick Land, Chief Engineer

## The Project Delivery Vision— Looking Forward

One of the five Strategic Goals of the Department is *Delivery*, "Efficiently deliver quality transportation projects and services." This is the role of the Project



Delivery Program, also referred to as the Capital Outlay Support (COS) Program. Approximately one-half of the department's employees are engaged in the delivery of transportation projects. Together, we work hard to develop and deliver transportation improvement projects that help keep California's traveling public moving. With the support of other functional areas in the Department, we are a critical part of California's economic recovery and quality of life.

As we move forward, continuing to "improve mobility across California," we need to stay focused on continuing to improve how we work together and deliver quality transportation projects as efficiently as possible.

Our vision for Project Delivery continues to be "efficient, effective project delivery with teamwork". Looking back at the first Project Delivery Notes (PDN) publication (available on the Project Delivery website at: <http://pd.dot.ca.gov/>), I defined the specific parts of that vision to make sure we all understand what we are trying to achieve.

Looking forward, I believe the greatest opportunity we have to improve efficiency, effectiveness, and, in particular, teamwork is through a cultural shift from a "functional" mindset to a "project" mindset. What I mean by this is that instead of aligning with the functional unit to which one is assigned, commitment of the team member is to the project on which one is working.

We have strong, capable functional units, and the technical expertise within those units is top-quality. Yet, we can improve efficiency and effectiveness through better communication between units; through this teamwork we can prioritize



those tasks associated with the functional unit, that are required to deliver the project, keeping in

mind that to deliver means getting the project open to traffic. As I pointed out in the initial PDN, teamwork is the most important part of the Project Delivery vision; so important that I dedicated the second PDN (also available at: <http://pd.dot.ca.gov/>) to teamwork. But to be a successful team we must all work towards the same goal – delivery of the project.

Having a commitment to this common goal of teamwork will encourage project team members to communicate across functional lines, as the successful delivery of one's functional unit's tasks is no more important than the delivery of other func-

tional units' tasks. Ensuring that risks and challenges that could impact a project's successful delivery are communicated to and addressed by all team members will definitely help improve efficiency. This emphasis on project teamwork will allow for better coordination of the work to be done and thereby reduce delays and the need for re-work.

It is clear to see how a project-focused mindset can lead to improved teamwork and communication, which in turn will lead to improved management of project schedules and scope. But what about managing the cost to deliver the project? That is addressed through the successful implementation of task management, the subject of the PDN #3 (see <http://pd.dot.ca.gov/>).

While task management also improves schedule and scope management, it is key in the management of project costs. As mentioned in the third PDN, "Task Management is not the same as supervision." Managing the cost of tasks performed is also a project-focused activity, not a functionally-focused activity; particularly when task managers are responsible for products delivered by other functional units.



I encourage you to go back and re-read the prior Project Delivery Notes publications with a "project" mindset, and see how this can lead to

improved teamwork and efficient, effective project delivery.