

# Project Management Isn't Just for Project Managers – Five Tips for Project Team Members



**MWH**<sup>®</sup>

***BUILDING A BETTER WORLD***

# Presentation Objectives

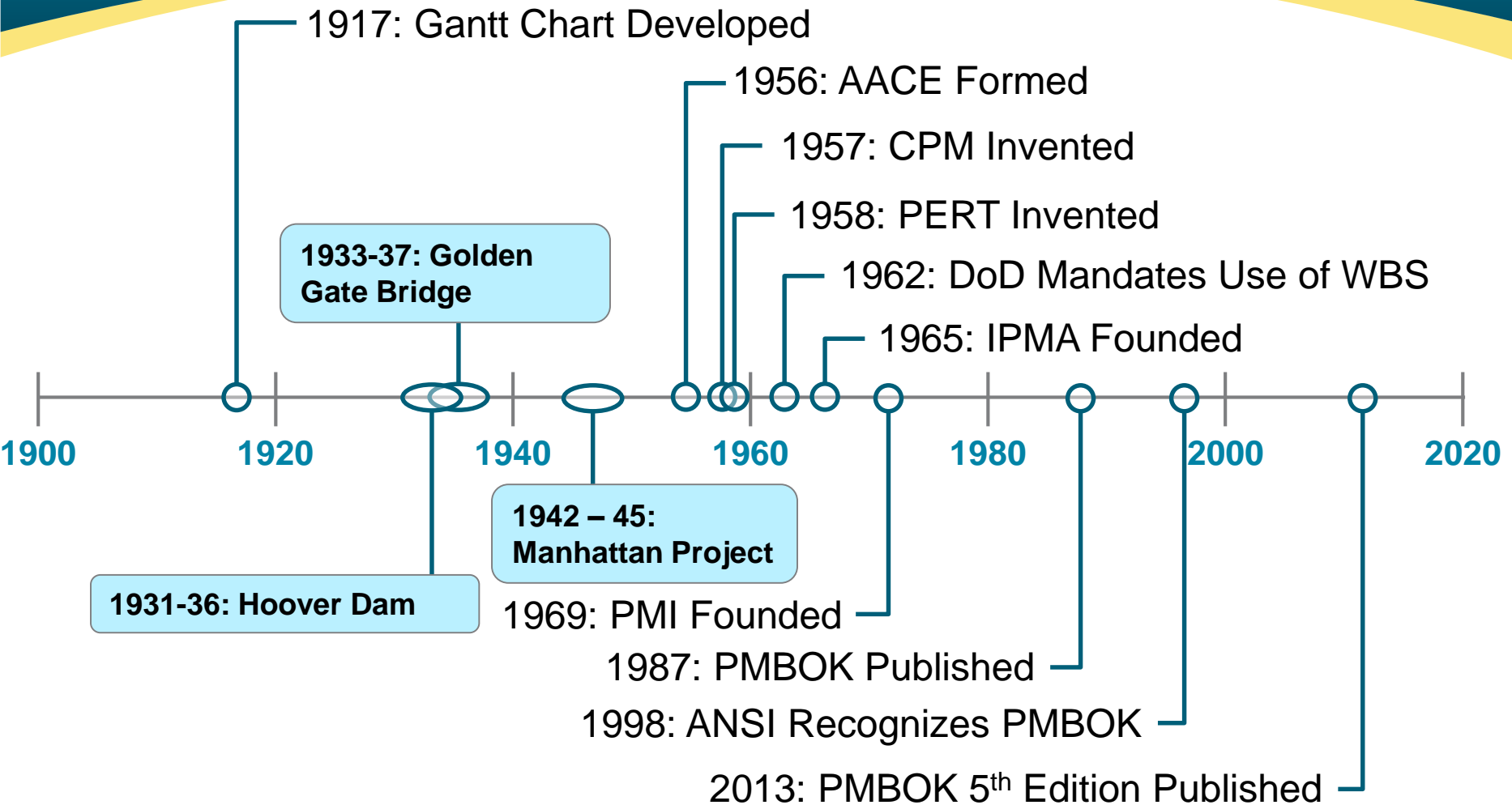


**Discuss Common  
Impediments to  
Effective Project  
Delivery**



**Offer Suggestions for  
Effective Participation by  
Project Team Members**

# The Evolution of Project Management





# Why is Project Management so Complicated?

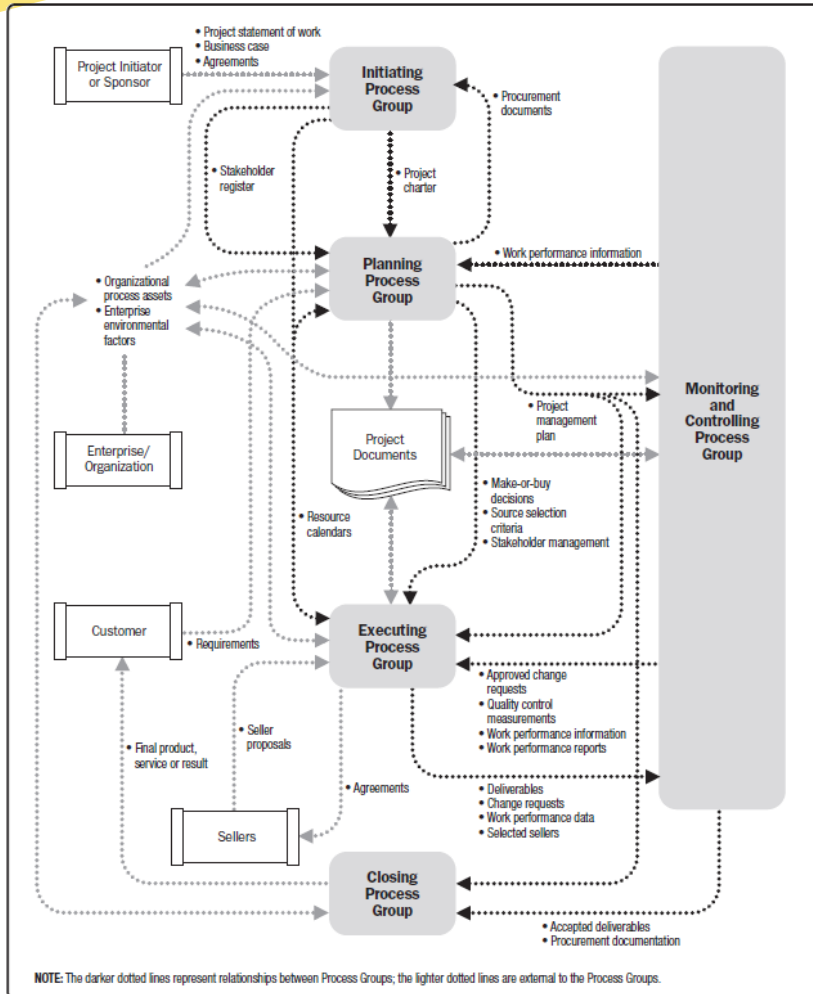
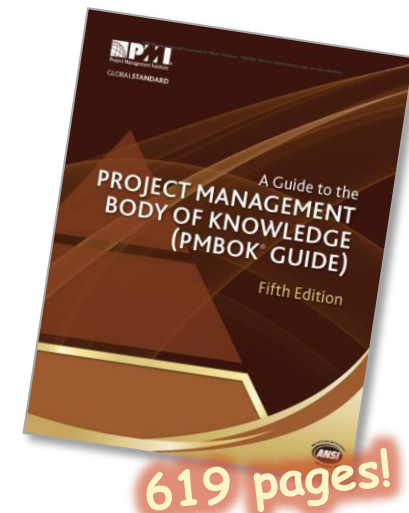


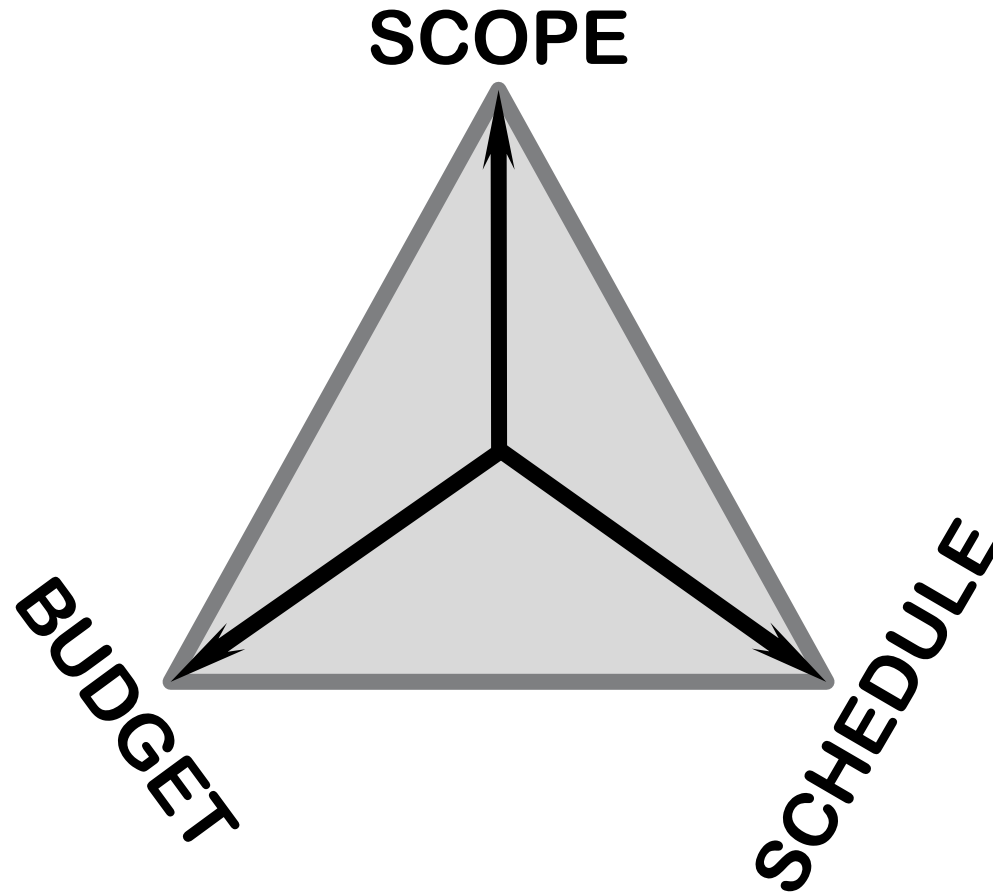
Figure 3-3. Project Management Process Interactions

## PMI's PM Knowledge Areas

1. Integration
2. Scope
3. Time
4. Cost
5. Quality
6. Human Resource
7. Communications
8. Risk
9. Procurement
10. Stakeholder

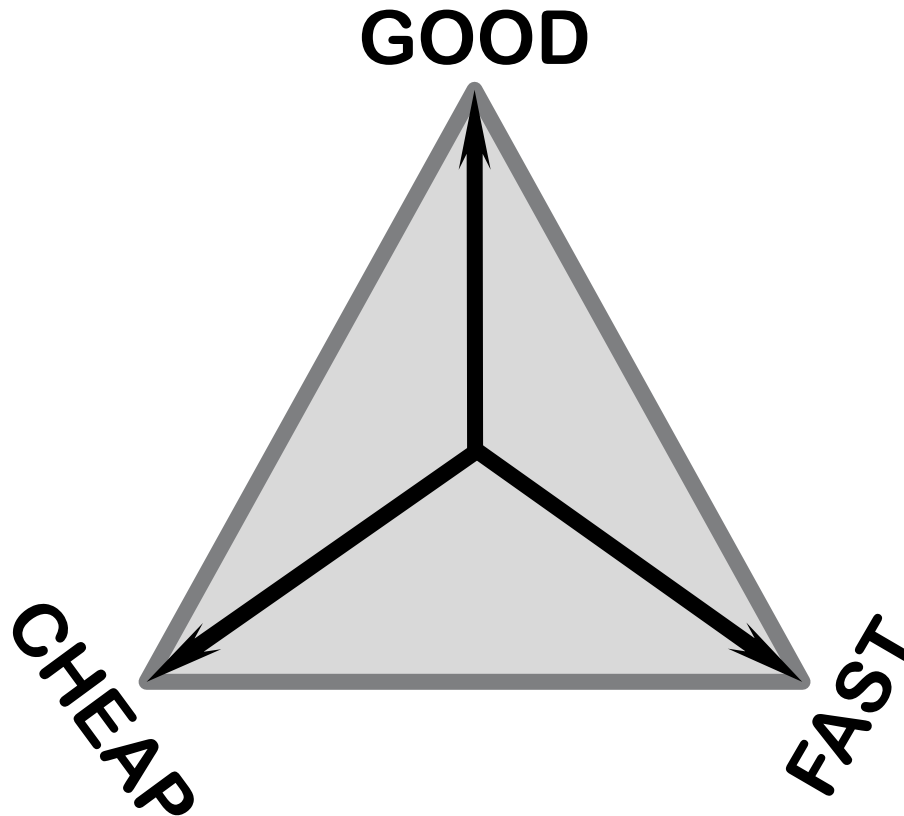


# Tip #1: In the end, it's all about Scope, Schedule and Budget



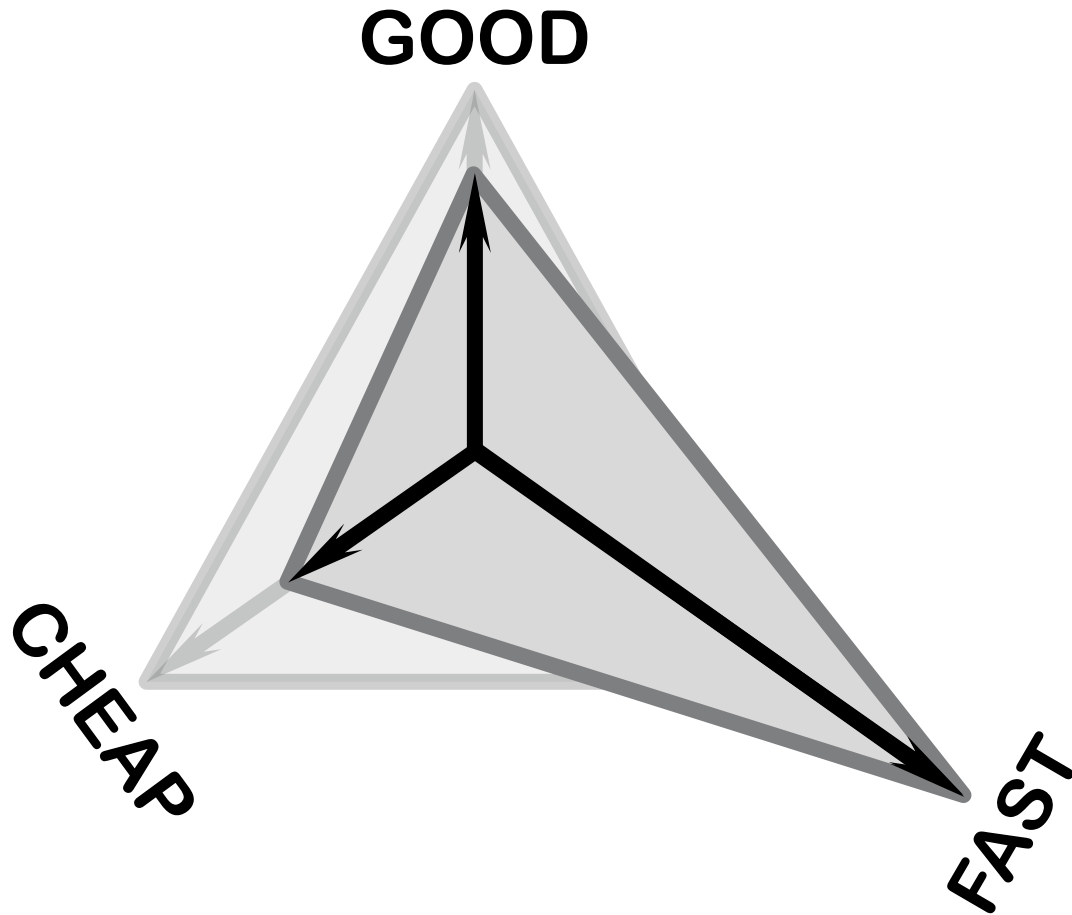
**The “Iron Triangle”**

# Tip #1: In the end, it's all about Scope, Schedule and Budget



**Pick Two**

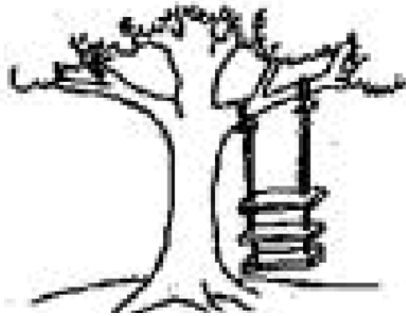
**Pulling one leg of the triangle impacts at least one of the other legs**



**Pick Two**



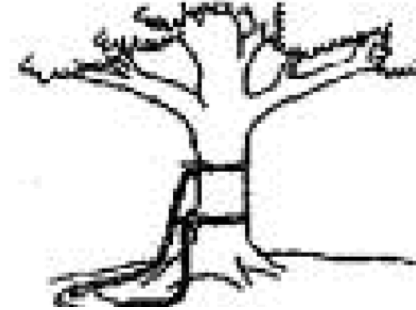
# The project is done. It's not what I wanted.



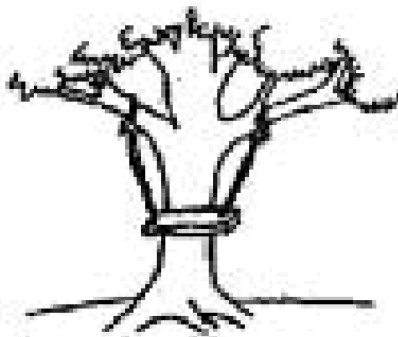
As described in the RFP



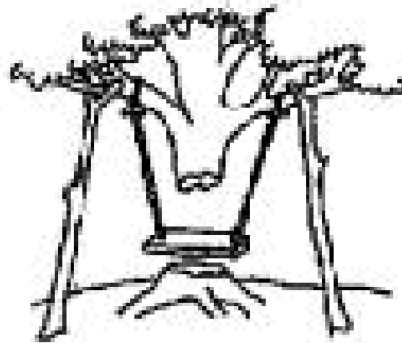
As proposed by the consultant



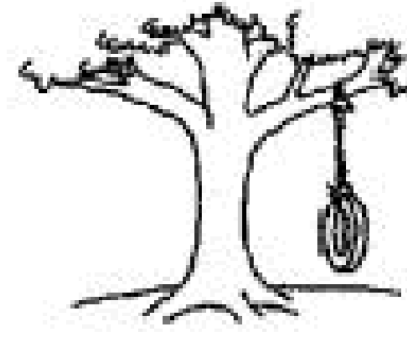
As shown in the Construction Documents



As built by the Contractor



As corrected by change order



What the client really wanted



## Tip #2: Read (or better yet, write) the Scope of Work



- If the scope of work isn't right, then the budget and schedule aren't right, either.
- If you don't understand the scope, then it's likely that others don't either.
- Butt in! If your offer to help review or write the scope of work is rejected, be afraid.



# What did you say?

Use of acronyms jargon by project managers impedes communication among project team members and stakeholders.

- Earned Value (EV)
- Estimate to Complete (ETC)
- Estimate at Complete (EAC)
- Physical Percent Complete (PPC)
- Work Breakdown Structure (WBS)
- Level of Effort (LOE)
- Risk
- Risk Register
- RACI (responsible, accountable, consult and Inform)
- Change
- Activity
- Critical Path
- Gantt Chart
- Critical Path
- Stage Gate
- Bottom-Up
- Top-Down
- Constraint
- Quality Management

## Tip #2: Learn the Lingo



- PM jargon was not developed to confuse or exclude others, but to improve communication through the use of consistent, precise definition of terms.
- Ask your project manager or project management office (PMO) for a glossary – different organizations may have slightly different terminology.

# What's left on your task?

The response to this simple but imprecise question can have many different answers:

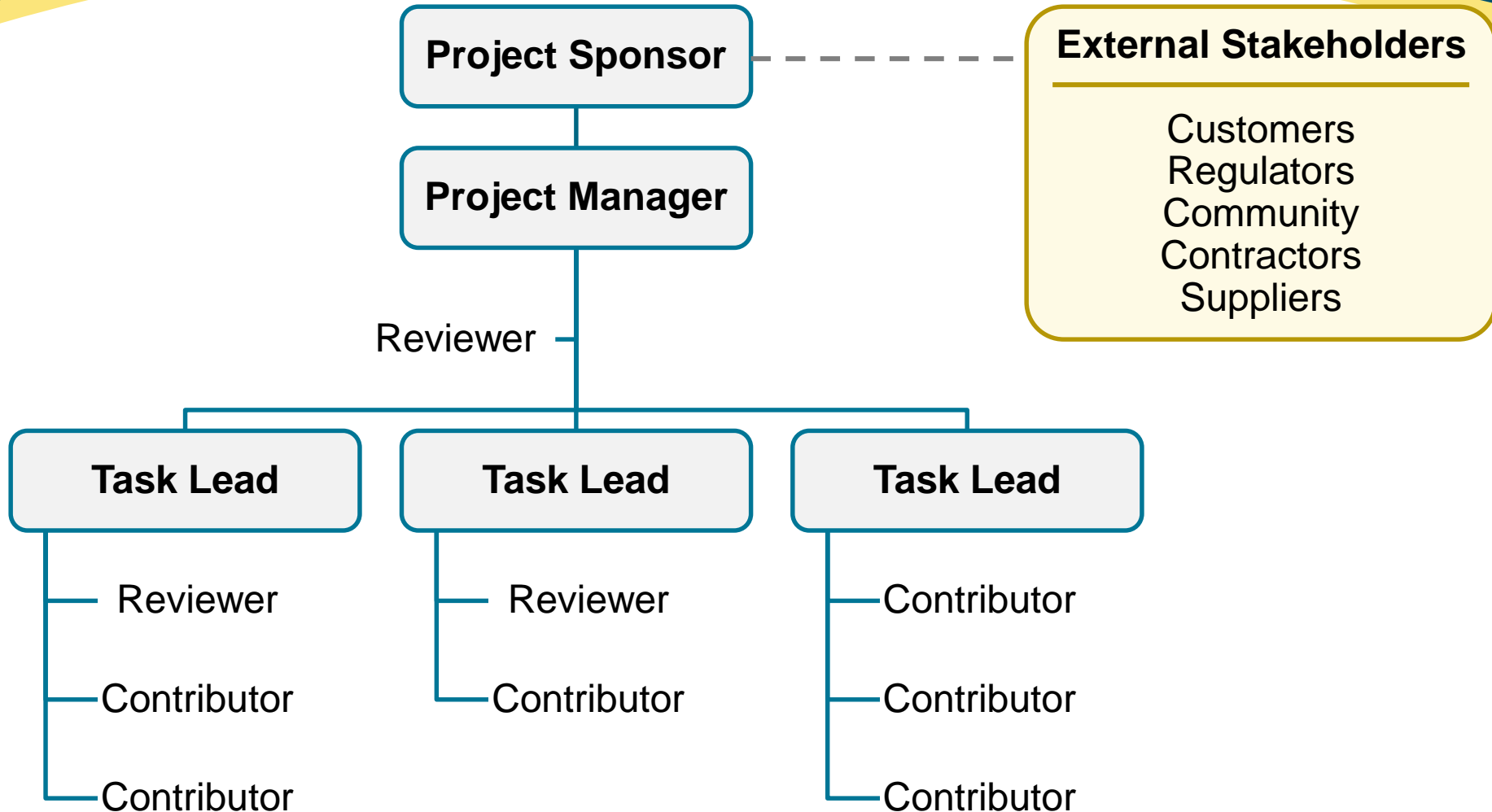
PM Term	Definition
Remaining Budget	Approved budget minus actual cost-to-date
Remaining Value	Budgeted cost of remaining activities
Remaining Schedule	Time between today and the scheduled date for task completion
Remaining Activities	List of activities described in the scope of work that are not yet completed
Estimated Cost-to-Complete	Estimated cost to complete remaining activities
Estimated Schedule-to-Complete	Estimated time to complete remaining activities



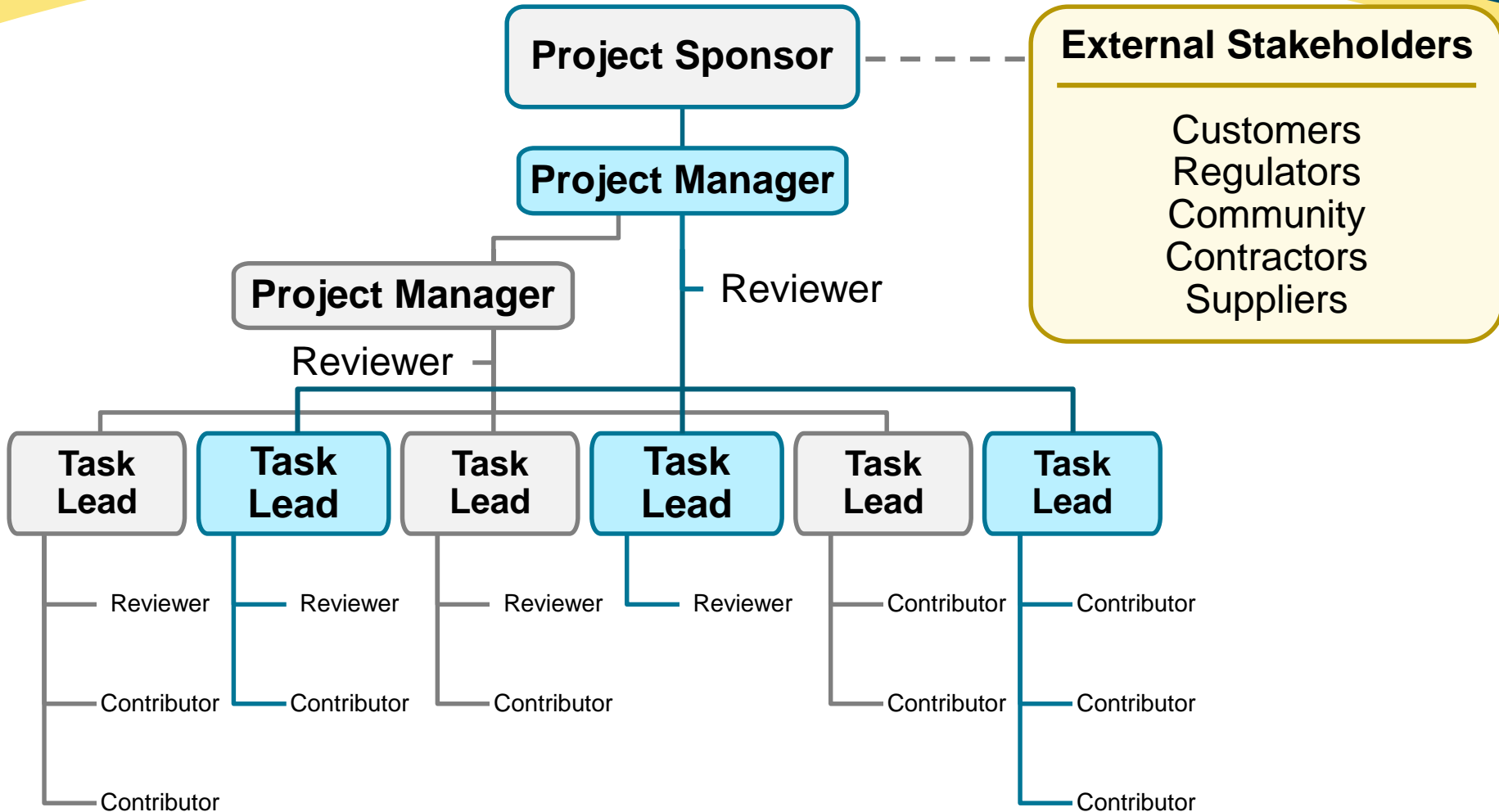
# I was supposed to do what?

- I thought someone else was doing that.
- We both did that?
- Who do I talk to about that?

# Typical “PMI” Project Organization Chart



# Typical Consultant-Led Planning or Design Project Organization Chart



# Tip #4: Know Your Role...

... and the roles of your team members

- Responsibilities may be formally or informally assigned, and will likely change

**Mouse River Enhanced Flood Protection Plan  
Broadway Storm Sewer Lift Station**

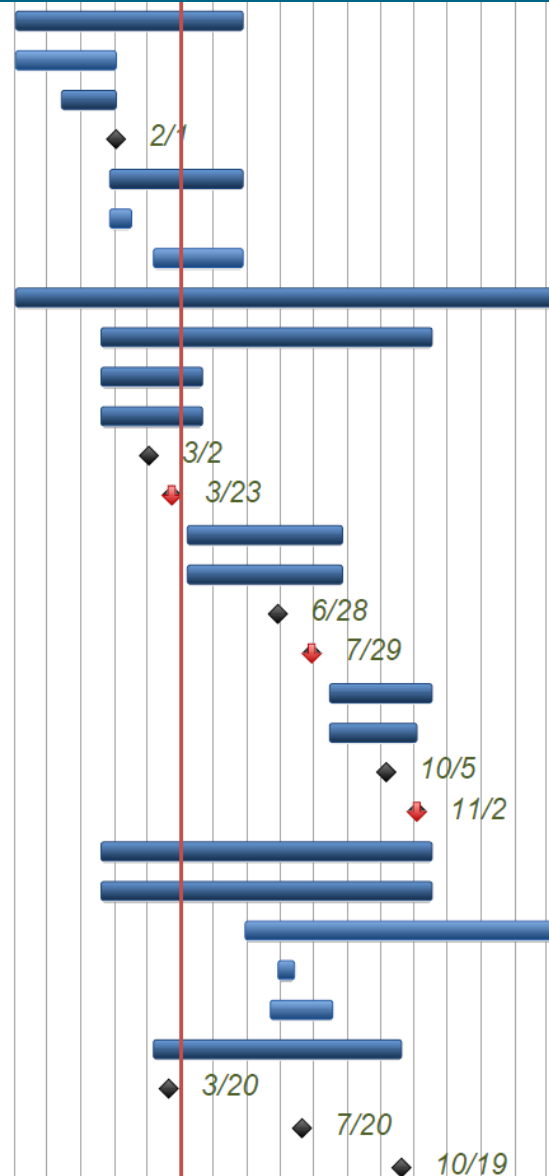
**MWH Design Team**

Role	Discipline									
	PM	PTL	Structural	Architectural	Hydraulics & Pumps	Mechanical (Piping, Gates, Screens)	Electrical	I&C	Building Mechanical	BIM/CAD
<b>Lead</b>	Mark Graham (SEA-5)	David Sudiby (DEN-1)	John Hamm (DEN-1)	Shana Wygonik (TAM-1)	Christopher Michalos (DEN-1)	David Sudiby (DEN-1)	Keith Smith (IWA-1)	Brad Sauder (CLE-1)	Matthew Reagan (CLE-1)	Robert Marr (DEN-1)
<b>Support</b>	Tom Bailey (SEA-5)	N/A	Jeremy Welles (DEN-1)	Shyamli Gupta (PUN-1)	Connie Adera (DEN-1)	Connie Adera (DEN-1)	Shubhangi Dawande (PUN-1) Kunal Shingane (PUN-1)	Jeremy Adkins (CLE-1)	N/A	N/A
<b>BIM/CAD</b>	N/A	N/A	Shyamli Gupta (PUN-1)	Shyamli Gupta (PUN-1)	Aniket Manjrekar (PUN-1)	Aniket Manjrekar (PUN-1)	Aniket Manjrekar (PUN-1)	Ashwini Adhyapak (PUN-1)	Virendra Naik (PUN -1)	Bill Vogel (FTL-1)
<b>QC</b>	Angie MacKinnon (PMCL) (LAS-1) Bob Armstrong (PIC) (DEN-1)	Gary Hoornaert (CHI-4)	John Tehaney (SAC-1)	Eugene Minick (CLE-1)	Wade Moore - Modeling Tino Senon - Pumps Gary Hoornaert - Pumps, Gates, Screens	Jeff Mohr (PAS-1)	David Wilcoxson (WCK-1)	Savvas Savvas (CLE-1)	Susan Braat (CLE-1)	
<b>Engineer of Record</b>			Jed Iverson (DEN-1)	Shana Wygonik (TAM-1)	Christopher Michalos (DEN-1)	Christopher Michalos (DEN-1)	Keith Smith (IWA-1)	Brad Sauder (CLE-1)	Matthew Reagan (CLE-1)	



# Tip #5: Focus on the Future

<b>2</b>	<b>PRELIMINARY DESIGN</b>
2.1	Review 30% Predesign
2.2	Supplemental 30% Design Report <i>Submit Final SBODR</i>
2.3	CFD and Physical Modeling CFD modeling Physical Modeling
<b>3</b>	<b>FINAL DESIGN SERVICES</b>
3.1	Engineering Design, Calculations, and Design Report
	<b>60% Submittal</b> 60% Design Management <i>60% to HEI</i> <i>Deliver 60% Design Report to SRJB</i>
	<b>90% Submittal</b> 90% Design Management <i>Submit 90% to HEI</i> <i>Deliver 90% Design Report to SRJB</i>
	<b>100% Submittal</b> 100% Design Management <i>Submit 100% to HEI</i> <i>Deliver 100% Design Report to SRJB</i>
3.2	Construction Drawings
3.3	Preparation of Project Manuals/Specifications
3.4	Permitting Assistance and Agency Coordination
3.5	Geotechnical Review of Final Design
3.6	Operations and Maintenance Manual
3.7	Opinion of Probable Construction Cost (OPCC) <i>Deliver 60% OPCC</i> <i>Deliver 90% OPCC</i> <i>Deliver 100% OPCC</i>



# Tips for Project Team Members

- #1 It's All about Scope, Schedule and Budget
- #2 Learn the Lingo
- #3 Know Your Role
- #4 Read (or Better Yet, Write) the Scope of Work
- #5 Focus on the Future

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