# Welcome
## 2011 Project Delivery Training

- Focused through Transportation Area Offices
- Open to all OpCo & project offices
- Area Managers' standard monthly training days & Training Coordinators with:
  - Noontime Cafés – 1 hour
  - Basic training – 4 hours
- PM Certification – PMADC re-evaluating
- This course includes 2 Jeopardy quizzes

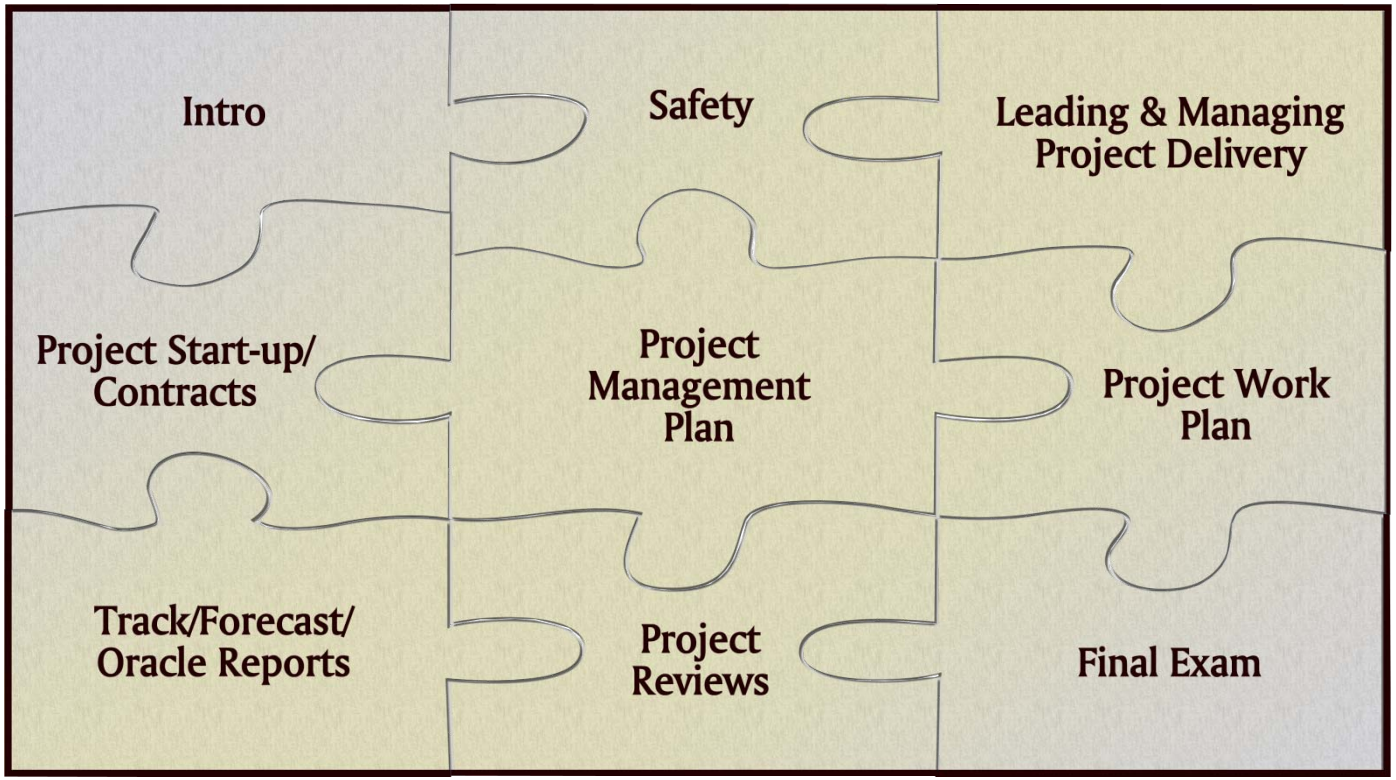
Parsons Brinckerhoff, Inc.

# Introduction

## Project Delivery Basic Training

February 2011

# Project Delivery Basic Training



# Agenda

- Introduction
- Section 1 – Safety
- Section 2 – Leading & Managing Project Delivery
- Section 3 – Project Start-Up/Contracts
- Section 4 – Project Management Plan
- Section 5 – Project Work Plan
- Section 6 – Track/Forecast/Oracle Reports
- Section 7 – Project Reviews
- Section 8 – Final Exam

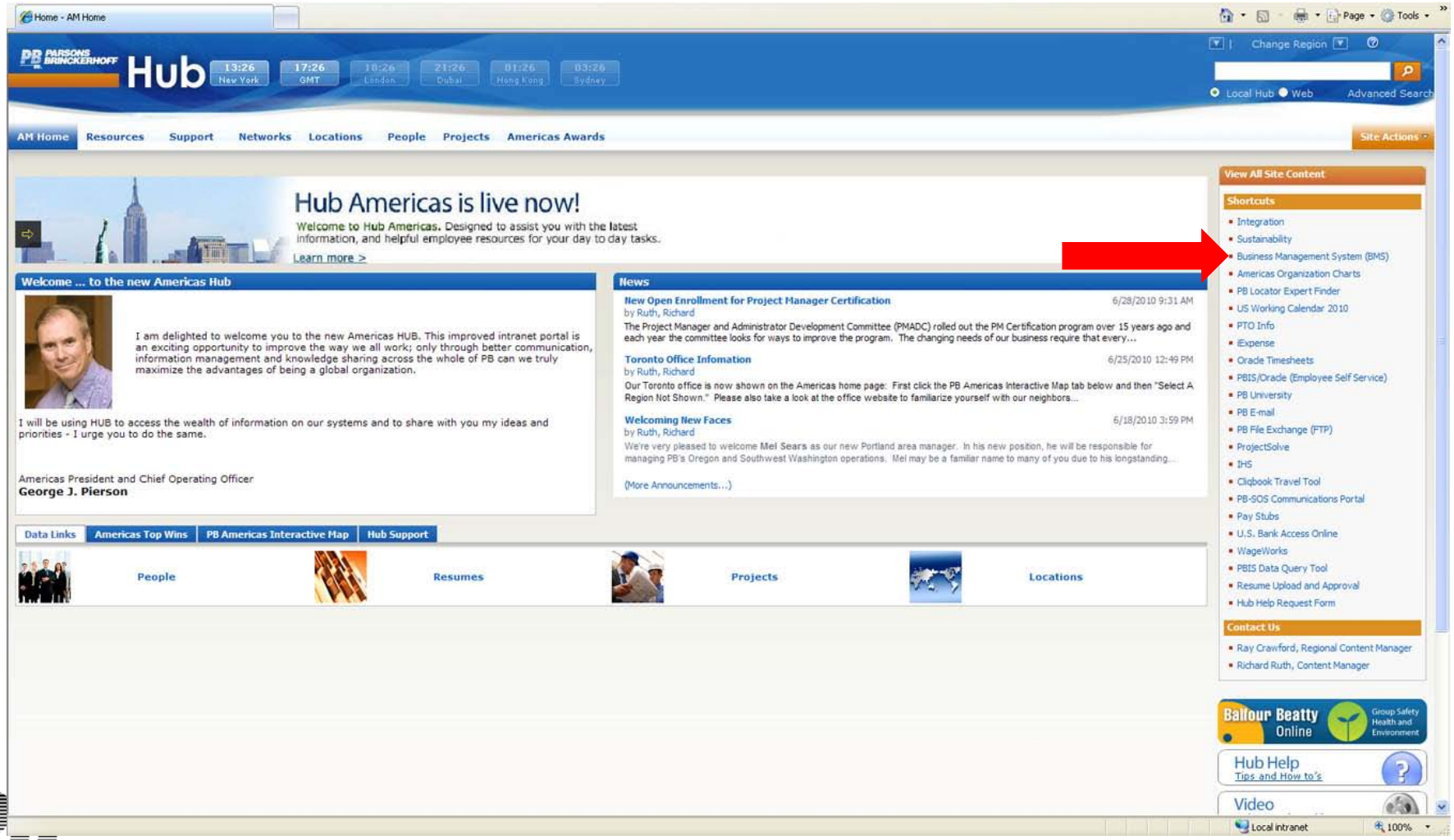
# Course Objective

- To provide a four hour summary of the PB Way of delivering projects following the policies and procedures of the PB Americas Business Management System (BMS)

# Introduction Objectives

- Identify the “PB Way” of delivering projects
- Provide an **overview** of the **Delivery Team** responsibilities
- Explain:
  - The Business Management System (BMS) contains project delivery policies and procedures
  - What the Project Management Resource Center (PMRC) is
  - PM leads the project delivery team
  - The majority of PB projects are small
  - PM reporting & support matrices
  - PB PM themes
  - Profile of a top performing PM

# Finding the BMS on the HUB



# Finding the BMS on the HUB

Home - Business Management System (BMS)

PB PARSONS BRINCKERHOFF Hub

13:27 New York | 17:27 GMT | 18:27 London | 21:27 Dubai | 01:27 Hong Kong | 03:27 Sydney

Change Region

Local Hub Web Advanced Search

AM Home Resources Support Networks Locations People Projects Americas Awards

AM Home > Support > Business Management System (BMS)

## Welcome to the BMS Home Page...

The Americas' Business Management System (BMS) describes the routine business operations related to the Americas organization, and contains man performance of activities. ***The system applies to all Americas projects and tasks performed by all Americas employees.*** Currently releas in the document library located to the immediate right of this pane. For BMS FAQs, please scroll to bottom of this screen.

## Important Announcements

*****Revised BMS Procedures and Pre-Proposal Documents***** 4/28/2010 11:20 AM
by Tallent, Lisa

Please be advised: We have revised three BMS procedures, in addition to the MS 201 Pursuit Proposal, and the MS 201 Go/No-Go Evaluation Opportunity Summary and Legal Affairs Policy 3.9 (posted on the Legal Department site). These changes reflect....

**October 2009 Release of Revised BMS** 4/28/2010 11:20 AM
by Tallent, Lisa

The latest release of BMS was approved by George Pierson, President and COO of Americas, in October 2009. Please browse through the BMS doc changes, highlighted in bold text throughout documents.

## BMS Training and Support

* BM 100 defines Americas' policy for quality assurance and is the backbone of the Business Management System (BMS). It also contains PB's core values, vision statement, link to the ethics policy, and Americas' policies on quality, environment, and safety and health. Mandatory online BM 100 training is offered via PB University (code AM-BM100).

* Project Delivery (PD) and Quality Management (QM) training modules are also available via PB University. Search for codes AM-PD200 and AM-QM200 in the site's course catalog to locate.

***For questions or assistance with implemention of the BMS, please contact your local office BMS Manager or Coordinator.***

## Quicklinks to BMS Documents

Name
- Business Management (BM 100)
Administration (AD)
Environmental Management (EM)
Finance (FD)
Human Resources (HR)
Information Technology (IT)
Legal Department (LD)
Marketing and Sales (MS)
Project Delivery (PD)
Quality Management (QM)
Safety Management (SA)

## Recent BMS Updates

**Human Resources**

HR 301, PB Recruitment Handbook
Rev 3, 6/2010; 7 new appendices also added

HR 212-01, Request for Leave-Extension Form
Rev 3, 6/2010

**Administration**

AD 202 Appendix E, Group Meetings
Rev 2, 5/2010; revised travel booking fee schedule

AD 210-01, Daily Trip Record
Rev 3, 4/2010

**Project Delivery**

PD 201-01, Agreement Reservation Form
Rev 2, 5/2010; revised to change "LBE" to "AM"

**Revised to Include Inter-American Development Bank (IDB) Requirements:**

MS 201, Pursuit Proposal Management
Rev 3, 3/2010

MS 201 Appendix A, Inter-American Bank Project Proposal Procedures **NEW**
Rev 0, 3/2010

MS 201-01, Go-No-Go Evaluation Opportunity Summary
Rev 3, 3/2010

LD 201, Legal Review During Pursuits and Contracts

## View All Site Content

**Documents**
- Directory of BMS Documents
- Misc Printable Policies & Certifications
- Training Materials
- Management Review Material

**Lists**

**Discussions**
- Discussion Area for Improvements

**Sites**

## BMS Process Contacts

Actions

| Role | Contact |
|---|---|
| Quality Management | Crawford, Ray |
| Finance | Sheridan, Patrick G. |
| Project Delivery | Fuhrman, Russ |
| Human Resources | Schwartz, Edward |
| Safety | Devens, Ted |
| IT | Frazer, Frank |
| Administration | Puccino, Suzanne |
| BMS HUB Site Content Admin | Tallent, Lisa |
| EMS Coodinator | Crawford, Ray |

## Shortcuts

- Quality Americas
- PB University

## Discussion Area for Improvements

Subject

PB Vision Statement- employee ownership

Do you have suggestions to further improve the BMS? Did you find a grammatical error in a document? Please post here.

Add new discussion

Local intranet 100%

# Project Management Resource Center (PMRC)

- http://pmrc.onepb.net
- Contents:
  - Oracle/PBIS Data (Certification, Licenses, Education, Resume, etc.)
  - Relocation Preference (No / Yes – Where?)
    - Preference, not Commitment
  - Actions:
    - **Verify Personal Data**
    - **Identify your Relocation Preference**

# Risk Management

- Integral to all Stages of Project Delivery
- PD 203 Project Risk Management
- Risk Management Information System (RMIS)
  - http://endenrmis

# Who & Why?

- Intended audience
  - Junior PMs
  - PMs new to PB
- Initial presentations audiences – all PB PMs
  - Why?  To get feedback to help improve it!

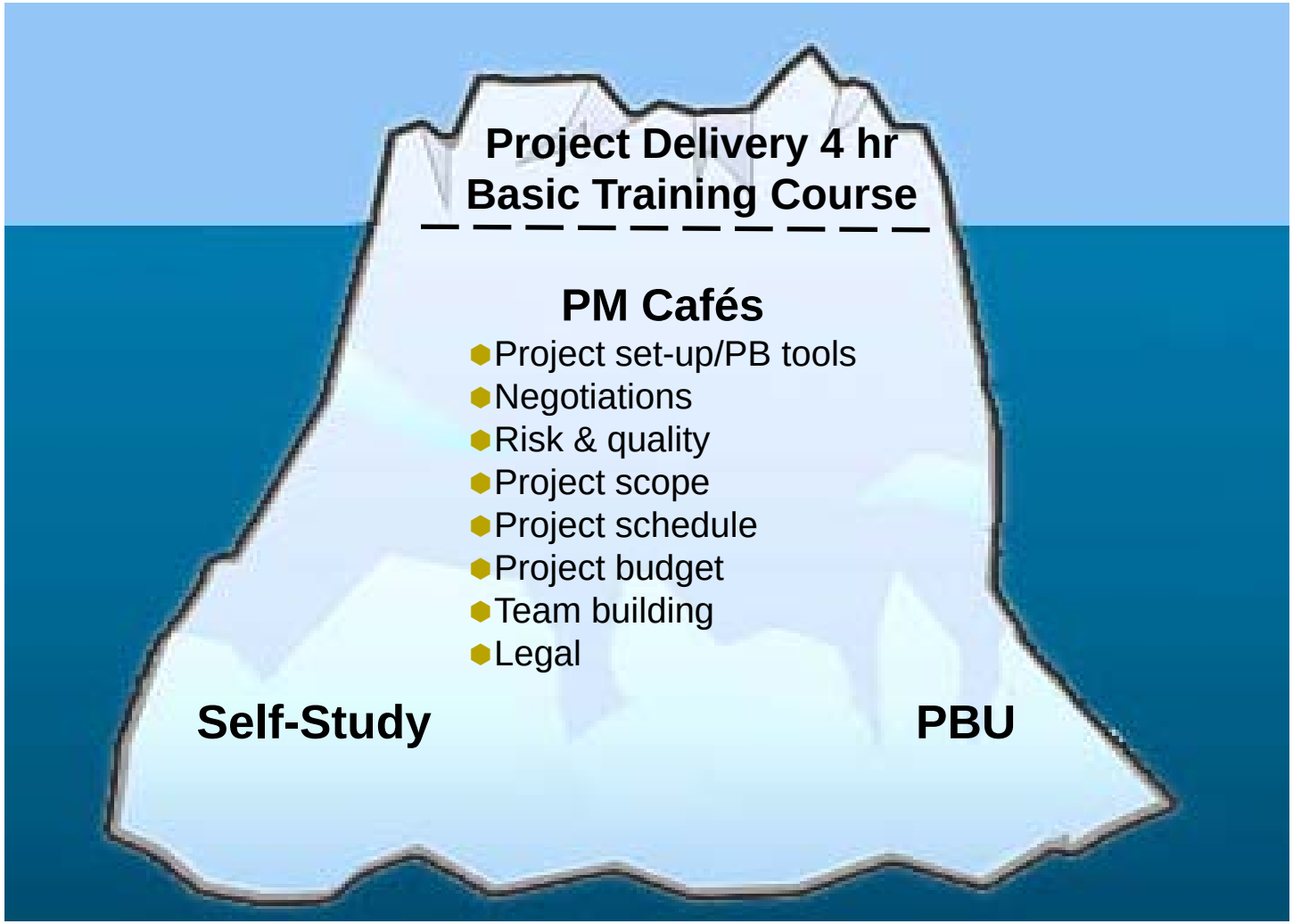
# PB = Project Management

# PM Leads Project Delivery

# Profile of a Top Performing PM

- What we aspire to be!
- Supports and holds team members accountable
- Accountable for his/her professional development
- Invoices always submitted expeditiously
- Leads the team in project delivery
  - On or ahead of schedule
  - On or under budget
  - On or over the margin target
  - With high quality product
  - With a satisfied client

# PB Project Delivery Training



# PB Americas Project Starts < $1M

2009

- 86%

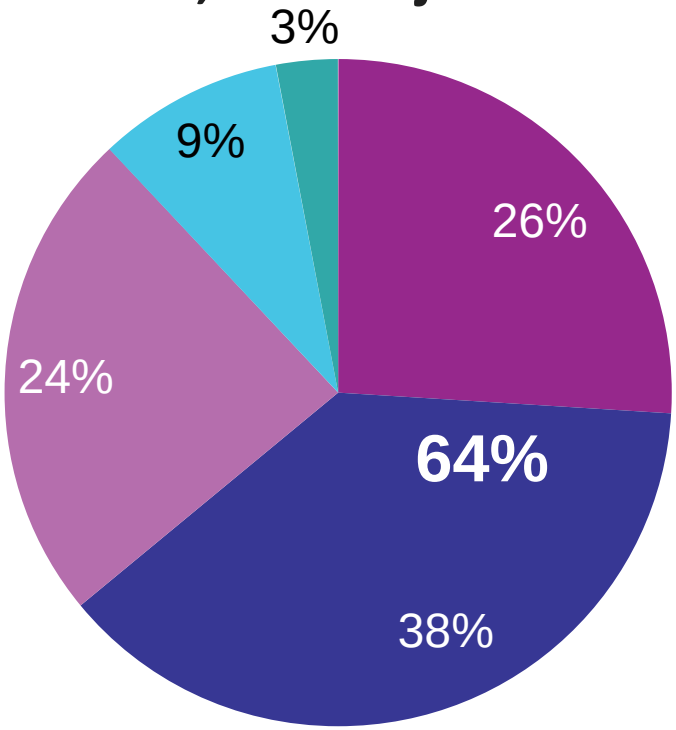
2010

- 89%

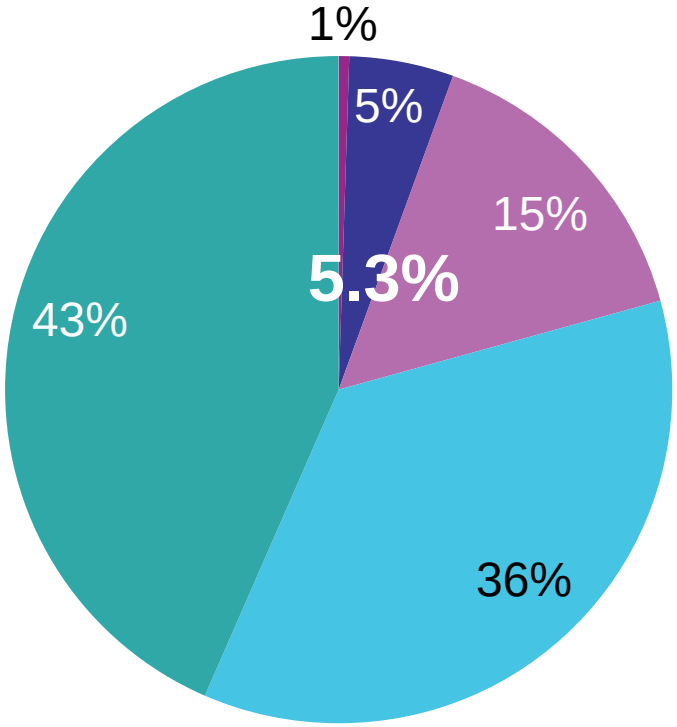
# PB Americas Active Projects Profile

March 2010 - Transportation/Construction Services, Power & Federal

**2,143 Projects**

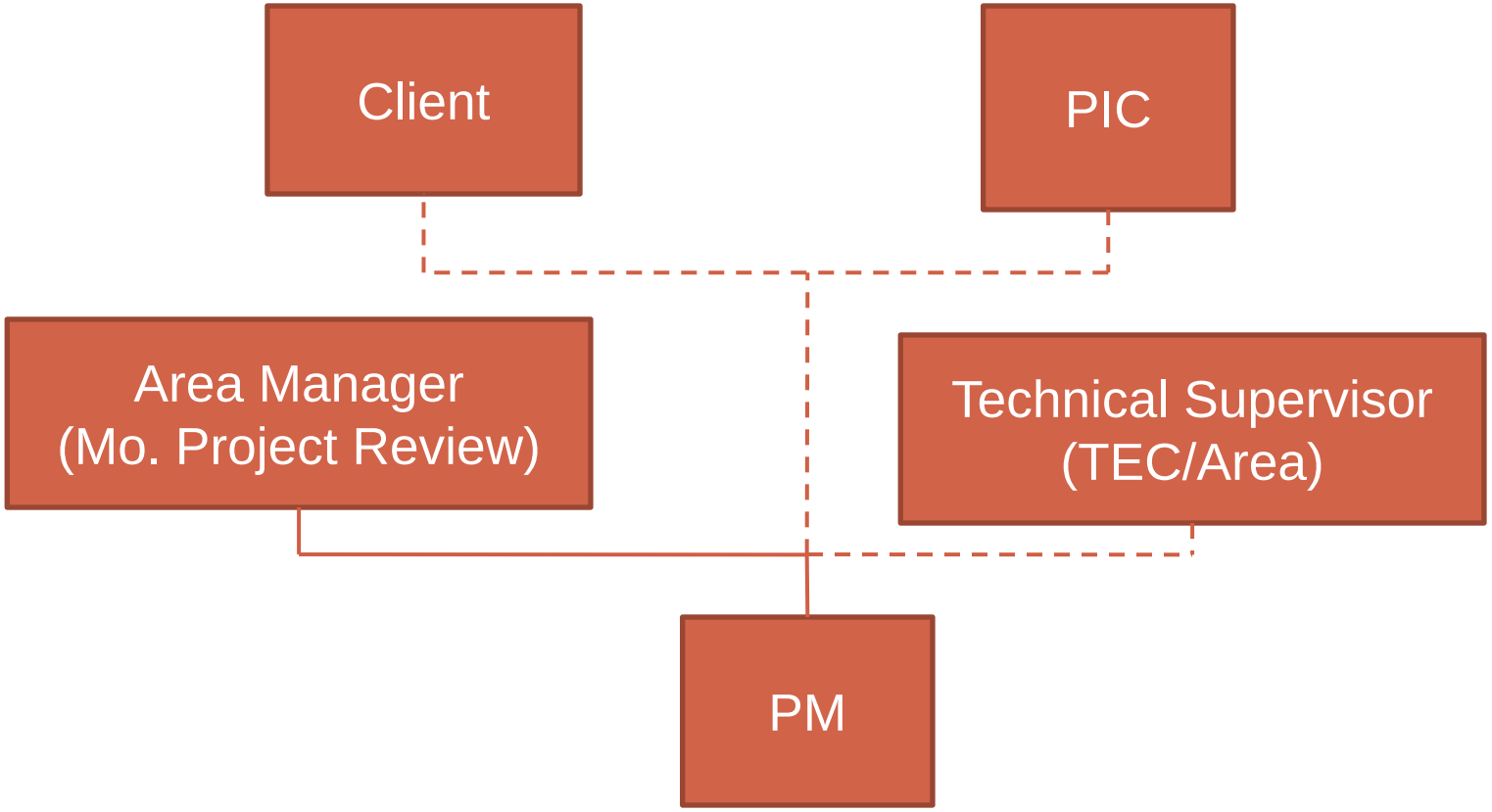



**$6.2B Revenue**

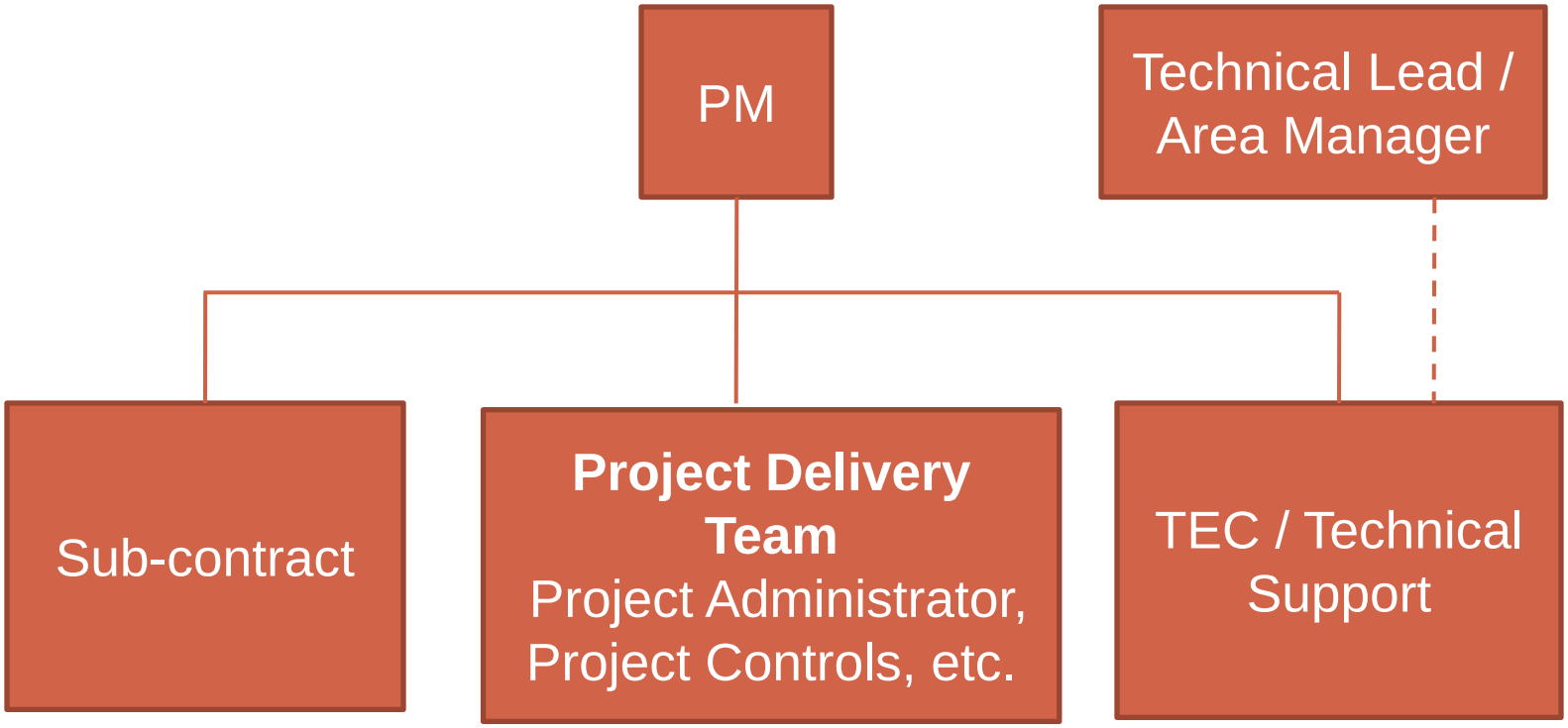



< $100K  $100K - $1M  $1M - $5M  $5M - $20M  > $20M

# PM Reporting Matrix



# PM Support Matrix



# Project Management Balance

**Project Delivery**

**Profitability**

**Client Satisfaction**

**Billability**

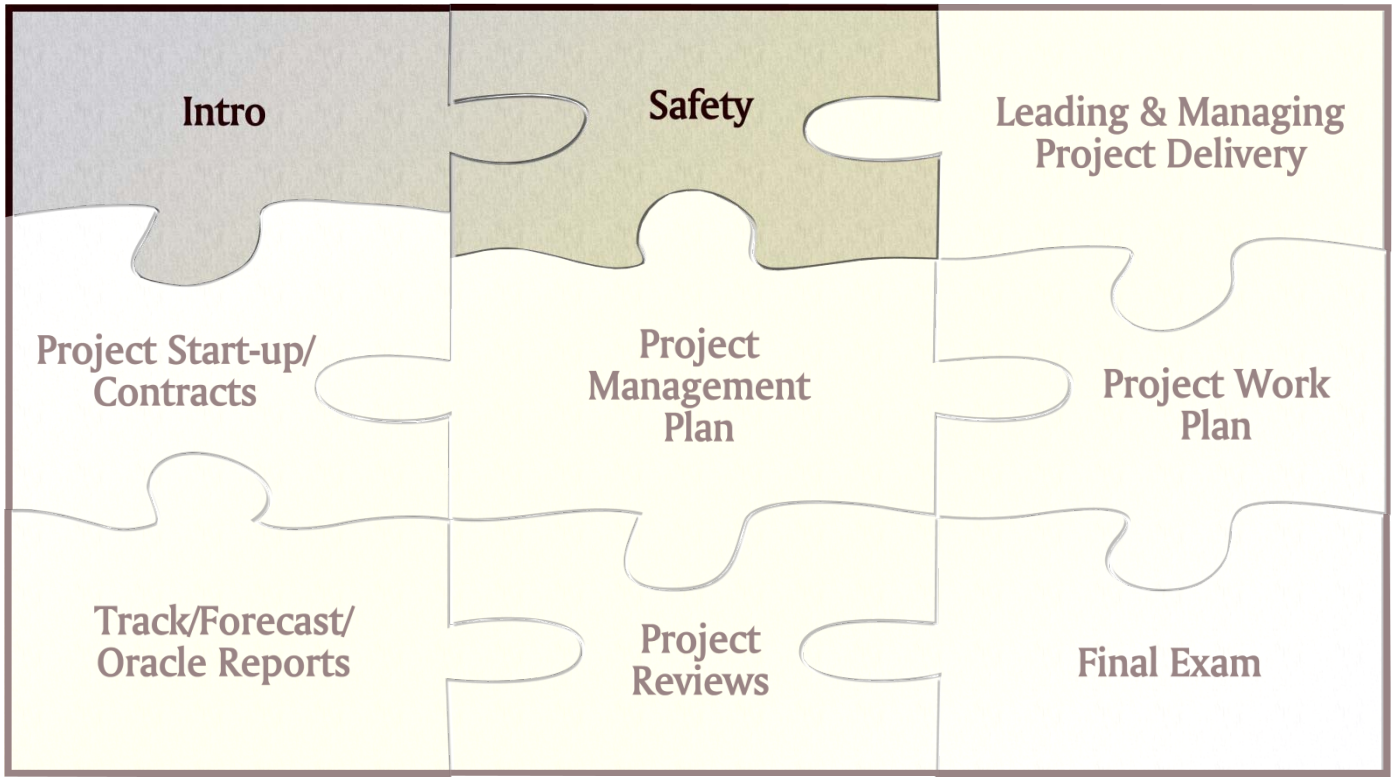
# PM Themes

- PM takes charge of project delivery
- Read the contract
- Don’t start work without a contract / modification
- Safety is part of all phases of project delivery
- Know the limit of your delegated authority
- Use / follow Business Management System
- If it isn’t in Oracle/PBIS, it doesn’t exist
- Balancing objectives
  - Quality
  - Margin
  - Client Satisfaction
- Process invoices expeditiously
- Keep cost at completion updated
- If rework is required – do it and report it

# Reference Documents and Additional Training

- Business Management System (BMS)
  - PD 200 Project Delivery
  - BM 100 App. D Delegation of Authority Matrix
  - SA 200 Occupational Safety & Health
  - PD 203 Project Risk Management
- PB University
  - Skillsoft proj_05_a01_bs_enus Managing Projects within Organizations
- All PM Cafés

# Agenda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