

## **CHAPTER 7 – RESPONSIBILITIES AND ROLES OF PROJECT MANAGERS**

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## Introduction

The Project Manager (PM) is responsible for the success of their project. A successful project meets the project objectives, on time, within budget and at an appropriate level of quality. To accomplish the objectives of a successful project, PMs must have a clear understanding of their responsibilities and roles.

Florida Department of Transportation (FDOT) managers and staff have a fundamental responsibility for proper stewardship of state resources. Resources use must be consistent with FDOT's mission and in compliance with laws, rules, regulations and procedures. Waste, fraud, unauthorized use of public funds and mismanagement must be avoided. FDOT employees must ensure that resources are used efficiently and effectively to achieve the intended results. Detailed information on PMs' financial responsibilities is included in Part I, Chapter 10, Work Program and Project Funding, and Part I, Chapter 14, Consultant Contract Management.

## Areas of Responsibilities

Project Managers responsibilities are described in the following list:

- **Scope:** The scope defines the project objectives. The PM must follow the scope carefully to ensure that it is met and that only work defined in the scope is undertaken. Work beyond that authorized in the scope is known as “scope creep,” and it is unnecessary and expensive.
- **Contract:** The PM **must** responsibly manage contracts to ensure that all contract provisions are completed. If there is not a formal contract, such as for in-house projects, there is an implied contract with the management of the FDOT. It is the role of the Project Manager to meet the contract objectives.
- **Cost:** Keeping cost within the budget is a primary responsibility of the Project Managers. They should also ensure that the invoiced costs have been incurred and that they are in compliance with the contract.
- **Time:** Completing the work on time is another major responsibility of the Project Manager.
- **Quality:** The Project Manager must deliver a product of a quality that meets or exceeds the standards of the Department and the profession.
- **Risk:** There is some risk associated with all projects. The Project Manager, whether consultant or FDOT, must be aware of risks and work to reduce or eliminate unacceptable risk to the project. Risk management is an important and often-overlooked role of the Project Manager.
- **Communication:** The Project Manager must communicate effectively to be successful. All communications skills are important: writing, speaking, conducting meetings, interpersonal exchanges and listening.

- **Human Resources:** The largest single expense of most projects is usually labor, so the efficient and effective use of staff should be a concern of Project Managers. Project Managers must always be concerned about development of the project staff and delegate effectively so that people can grow professionally. Staff development is a particular concern for consultant PMs. Not all FDOT PMs have personnel responsibilities; nevertheless, they should be concerned about the development of less experienced people assisting them. The development of consultant personnel is also in the interest of the FDOT and should be encouraged by the FDOT PM.

All these responsibilities are addressed in detail in other chapters of this handbook. This chapter summarizes the respective responsibilities and roles of the FDOT Project Manager and the consultant Project Manager.

These responsibilities apply to all Project Managers, whether they are FDOT or consultant, who are managing any phase of a project: Planning, Project Development and Environment (PD&E), Design, Right of Way, Construction or Maintenance. The PM is at the hub of concern and accountability. Figure 1, **Project Manager's Accountability**, illustrates this concept. It is apparent that the roles of Project Managers differ in the various project phases. Specific roles and responsibilities are discussed in detail in Part II of this handbook.

Figure 1  
**Project Manager's Accountability**



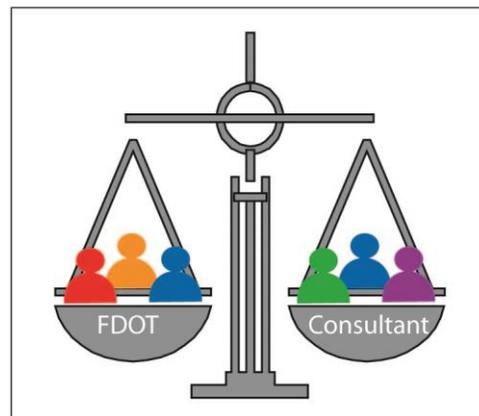
## Consultant Projects

When a project has a Department and a consultant Project Manager, both are equally responsible for the success of the project; however it is important that each one's responsibility and role be clearly defined. **Figure 2**, Project Manager's Responsibility, depicts the importance of both Project Managers. The FDOT Project Manager is accountable to the management of the Department for the success of the project. The PM must take ownership of the project. The FDOT PM must have a drive to succeed (discussed in Part I, Chapter 1) and manage from a "big picture" view of the project. The FDOT PM must understand that the consultant was hired because of expertise and resources available to do the job. The consultant PM must accept professional responsibility for the project and, therefore, should have the authority to match that responsibility.

The consultant PM must fulfill the scope of services and other contract requirements on time, within budget and of an acceptable quality. In addition to contractual responsibilities, the consultant PM has certain business responsibilities to his/her firm related to both profitability and obtaining future work. The consultant PM also has professional obligations and responsibilities that must be fulfilled. The PM should aggressively pursue the project to completion and not wait for specific instructions from the FDOT PM at each step of the way.

Both the FDOT and the consultant Project Manager have specific roles to play in the fulfillment of the responsibilities discussed above. Their roles are illustrated in Figure 3, **Respective Roles of Project Managers**.

Figure 2  
**Project Manager's Responsibility**



**Figure 3  
Respective Roles of Project Managers**

	<b>FDOT PM MUST</b>	<b>Consultant PM MUST</b>
<b>SCOPE</b>	<ul style="list-style-type: none"> <li>◆ Develop the scope of services. Coordinate input from support services and the project team.</li> <li>◆ Know and understand the scope.</li> <li>◆ Be accountable to management for the success of the project.</li> <li>◆ Approve modifications to the scope and update the document.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Completely understand and fulfill the scope of services.</li> <li>◆ Not work beyond the scope of services.</li> <li>◆ Be accountable to both FDOT and firm management for the success of the project.</li> </ul>
<b>Contract</b>	<ul style="list-style-type: none"> <li>◆ Thoroughly know and understand the contract and fulfill all contractual obligations.</li> <li>◆ Understand fiduciary responsibilities to ensure proper expenditure of public funds and to ensure that contracted services are delivered.</li> <li>◆ Review deliverables, progress reports and other project monitoring tools to identify problems early.</li> <li>◆ Take decisive action if monitoring indicates a problem: work products are deficient, the consultant is not responsive or the project is significantly behind schedule.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Thoroughly know and understand the contract and fulfill all contractual obligations.</li> <li>◆ Fulfill all contract requirements on time, within budget and of an acceptable quality.</li> <li>◆ Ensure that all progress reports and deliverables are submitted on time.</li> <li>◆ Advise FDOT of contractual problems on a timely basis and propose reasonable solutions.</li> </ul>
<b>Cost</b>	<ul style="list-style-type: none"> <li>◆ Stay within the budget; be concerned about total costs, including design, right of way, construction and inspection services.</li> <li>◆ Process appropriate changes in the contract amount.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Complete the project within established budget.</li> <li>◆ Meet the profit objectives for the project set by firm management.</li> </ul>
<b>Time</b>	<ul style="list-style-type: none"> <li>◆ Approve any change in project schedule.</li> <li>◆ Be concerned with schedule linkages to other projects in the work program.</li> <li>◆ Identify actions required by FDOT management and ensure timely completion.</li> <li>◆ Ensure that Department review commitments, as defined in the contract, are met.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Meet all schedule requirements.</li> <li>◆ Know which activities are on the critical path and manage these activities aggressively.</li> <li>◆ Update schedule as needed.</li> </ul>

(continued)

Figure 3  
**Respective Roles of Project Managers**

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<b>SCOPE</b>	<ul style="list-style-type: none"> <li>◆ Develop the scope of services. Coordinate input from support services and the project team.</li> <li>◆ Know and understand the scope.</li> <li>◆ Be accountable to management for the success of the project.</li> <li>◆ Approve modifications to the scope and update the document.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Completely understand and fulfill the scope of services.</li> <li>◆ Not work beyond the scope of services.</li> <li>◆ Be accountable to both FDOT and firm management for the success of the project.</li> </ul>
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Figure 3 (continued)  
**Respective Roles of Project Managers**

	<b>FDOT PM MUST</b>	<b>Consultant PM MUST</b>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>◆ Ensure that staff is available to perform the project and to review the project team.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Ensure that the necessary human resources are available to perform the project.</li> <li>◆ Ensure that the key staff members work on the project as proposed to the FDOT.</li> <li>◆ Delegate effectively. Coach and train others to become Project Managers.</li> </ul>

## Working Together

The FDOT PM and the consultant PM must function as a team. The responsibilities and roles of both Project Managers must be clearly defined and understood in order to promote teamwork. The overall objective of both PMs is to manage a successful project, but each must respect his/her counterpart's unique organizational responsibilities.

Successful Project Managers adjust their methods of operation and management style to complement the methods and style of their counterpart. The consultant PM must spend the time necessary to ensure that there is a mutually comfortable level of understanding of the technical issues. If the consultant PM is not familiar with FDOT procedures, the FDOT Project Manager must spend more time helping the consultant Project Manager gain knowledge and understanding about the Department. Both Project Managers must work to build trust and foster a productive relationship. [Rule 60L-36.003, Florida Administrative Code](#), contains requirements concerning relations with regulated entities, such as consultants under contract. Specifically covered in this rule are offers of employment, receipt of gifts and financial interests.

Relationships are frequently determined by personalities. Sometimes personalities clash. Both Project Managers must be willing to work to overcome potential personality clashes. Communication is essential. Each Project Manager must be forthcoming with concerns about his/her counterpart. There are two sides to every issue, and one party is not always right. There needs to be some give-and-take in any relationship. Be willing to compromise on those issues that do not jeopardize the statutory responsibilities of the FDOT PM or the success of the project. It is not necessary to like the other individual, but it is essential to have a productive, working relationship. The success of the project, being paid for with public funds and for public use, is ultimately the most important consideration.

If a productive relationship is not possible, then the consultant Project Manager has a responsibility to recognize the situation and to work with the firm's management and the FDOT to find an acceptable replacement consultant Project Manager. Although this course of action may be painful, in severe cases it may be the only solution that will allow the firm to complete the project without damaging future business relationships. If the consultant does not take the initiative in such a severe case, the FDOT Project Manager should discuss the situation with the district management. If necessary, either the FDOT Project Manager or a more senior FDOT manager should meet with the firm's principal in charge of the project and request that appropriate action be taken.