

Session 12

Cheryl Doherty

Florida's Turnpike Enterprise

Scheduling Assessment

Topic Description

A Scheduling Needs Assessment Study was undertaken to assess current scheduling procedures across the State. This presentation will highlight the recommendations that were developed by the scheduling assessment task team based on the findings and observations in the study. The focus of the presentation will be geared towards how scheduling recommendations will benefit project managers.

Speaker Biography

Ms. Doherty currently serves as Project Manager in PBS&J's General Engineering Consultant program for the Florida's Turnpike Enterprise. She has approximately 12 years of experience consisting of project management, highway and drainage design, and environmental permitting. Ms. Doherty received her Bachelor of Science in Civil Engineering from the University of Central Florida in Orlando. She is a registered Professional Engineer in the State of Florida, as well as a registered Project Management Professional.

Session 12

Lou Reis

FL. Dept. of Transportation

Scheduling Assessment

Topic Description

The first half of this presentation will be a summary of the Scheduling Assessment its findings and observations, as well as those recommendations made.

The second half of this session will be an overview of the Department's new Consultant Evaluation Process by Kurt Lieblong.

Speaker Biography

Mr. Reis is currently the State Project Management Engineer. He has been with the Department for approximately 20 years. Prior to this position he was the State Project Development Engineer in the Environmental Management Office, and a Project Manager in District 5 Project Development and Environment Office. Mr. Reis received his Civil Engineering degree for Louisiana Tech University, and is a registered Professional Engineer in the state of Florida.

Scheduling Review



Louis G. Reis, P.E.

Florida Department of Transportation
State Project Management Engineer

History

- Initial discussion on need for a review started in the spring of 2005 by meeting with districts
- A meeting was held at the Project Management Conference in the Summer 2005



Data Gathering

- Questionnaire sent out in the summer 2005
- Results were compiled and used to develop interview questions
- Interviews in the Districts and CO were held in the Fall of 2005



Interviews

- Work Program
- Scheduling
- Planning
- EMO
- Design
- ROW
- Project Management
- Professional Services
- Construction
- Maintenance
- Administration / Management





Interviews

- Questions focused on:
 - How are schedules developed
 - How are schedules used
 - How does a PM manage their project schedules
 - What is reported
 - Opportunities for Improvement
 - Best practices



Interviews

- Closed out each District visit with Management
 - Meeting Production
 - Primavera is tool used for reporting
 - Other tools used for project management



Findings and Observations

- Little consistency in how Districts develop schedules
- Each District has their own templates
- PM's feel schedules are too detailed
- PM's feel schedules are not detailed enough
- PM's not involved in development of template during initiation



Findings and Observations

- Production Schedule controls project as opposed to issues and complexity
- Inconsistency in project scoping
- Not all phases are included in project schedule
- There is a need for training in scheduling

Findings and Observations

- We are meeting Production!



Best Practices

- A great working relationship between Scheduler and PM
- A schedule through the entire life of a project (PD&E through Maintenance)
- Integrating schedules for project acceleration
- Development of forms to document major schedule changes
- Well documented scheduling procedure
- Use of scheduled activities to trigger project closing
- Some Districts have comprehensive project scoping process
- Interesting “work-arounds”



Opportunities for Improvements

- Training
- Heavy reliance on “District experts”
- Need to link project phases
- Better communication with staff on schedule changes
- Improve coordination with Consultant Project Managers
- Need for standardized schedule templates
- Greater use of Primavera functionality

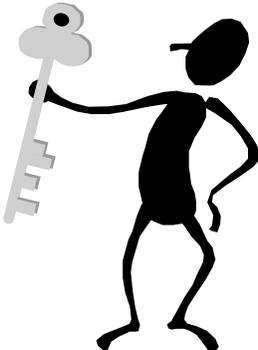


Recommendations

- Advisory Team Review of “Findings and Observations”
 - Teleconference
 - Meeting
- Developed Recommendations
- Prioritized Recommendations
- Developed Implementation Strategies

Recommendations

Cheryl Doherty, PE, PMP
Design Project Manager
Florida's Turnpike
Enterprise



Recommendations

- Training
 - Basic CPM
 - FDOT Scheduling w/ introduction to Primavera
 - Primavera for Project Managers
 - Advanced Primavera (P3e/c)





Recommendations

- Develop Standardized Templates
 - Planning (IJR, IMR, Master Planning)
 - PD&E
 - Design
 - ROW
 - Construction (Template for the determination of contract duration)



Recommendations

- Improve PM access to Primavera
 - Empower PM to better use the Department's scheduling tools and improve overall project management



Recommendations

- Designate Central Scheduling Coordinator
 - Formally identify a Central Office person who would be responsible for improving coordination with the Districts.
 - Designate a single district-wide scheduling coordinator to work with the CO
 - Goal: Bring consistency to statewide scheduling practices



Recommendations

- Create District Database Administrator (DBA)
 - Utilize in-house staff or use consultants
 - Assist District Schedulers in managing schedule data in Oracle database
 - Improve reports available to PM's



Recommendations

- Develop Scheduling Guidelines
 - Establish a central location to serve as a clearinghouse of information.
 - Establish scheduling handbook/guidelines



Recommendations

- Improve Consultant Involvement in Scheduling



Recommendations

- ERC Automatically Update Schedules
 - Update the project schedules as review activities happen.



Recommendations

- Improve Project Scoping Process
 - Develop a standard scoping process.
 - Insure all candidate projects have been adequately scoped and are documented prior to entering the Work Program.
 - More accurate project costs
 - More accurate scheduling





QUESTIONS

