What Makes a Successful Project Performance from the Project Manager (PM) Perspective

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OVERVIEW

- Market Research Responses
- Price and Technical Proposal
- Components of a Successful Project
- Top Ten List - Project Management Success Elements
- Resources for doing business with Denver Service Center (DSC)
- Questions
Market Research Responses

- Respond to Capacity to Act as Prime Contractor
- Not a vehicle for subcontractor interest
  - Use FedBizOps vendor function once construction Request for Proposal (RFP) announcement is published
  - National Park Service cannot provide subcontractor interest to awarded Prime
Construction Technical & Price Proposal

- Read Request for Proposal (RFP) Thoroughly
  - Division 1 – project management, scheduling, submittals, compliance, seasonal work, ongoing Park operations, etc.
  - Divisions 2-49 – these are requirements, not suggestions

- Follow the RFP requirements in developing your Technical Proposal
  - The Technical Evaluation Panel follows the Selection Criteria in the RFP

- Pricing must be complete and responsive
COMPONENTS OF A SUCCESSFUL PROJECT

- On-time Completion
- Completed within available funds
- Adheres to Contract Requirements
  - Read Division 1 – schedule updates, reporting, Quality Control (QC), etc
  - Spec Section Requirements – Submittals, Preparatory Meetings, Special Testing, etc
- Product meets contract intent (function and quality)
PROJECT MANAGEMENT SUCCESS ELEMENTS

TOP TEN LIST

1. Know the scope (contract) from the start and keep reviewing the scope throughout the project
2. Honest representation and management of project schedules
3. Understand Denver Service Center workflows and processes
4. Bill on time / Regular schedule
5. Present innovative approaches and solutions to problems
6. Open and positive communication – Project Team
7. Remain professional at all times
8. Provide timely and appropriate responses to Request for Proposal (RFP) and don’t just pass through quotes from subs
9. Proper management of subconsultants/subcontractors
10. Understand National Park Service expectations for quality
KNOW THE SCOPE FROM THE START AND KEEP REVIEWING THE SCOPE THROUGHOUT THE PROJECT

- Solicitation documents including amendments
  - Visit site and present questions during solicitation
- Request for Information (RFI) clarifications
- Contract modifications
- Federal Acquisition Regulation (FAR) clauses
- Prepare for each element of work (proactive)
- Closeout (inspections, documentation, punchlists)
HONEST REPRESENTATION AND MANAGEMENT OF PROJECT SCHEDULES

- Plan the work / work the plan
- Detailed baseline schedule
  - Demonstrate understanding of project requirements
- Realistic durations that consider resources
- Accurate and coordinated look ahead schedules
  - Stay ahead of project activities (Request for Information (RFI)s and submittals in advance of work for construction projects)
- Monthly updates and schedule meetings
UNDERSTAND DSC WORKFLOWS AND PROCESSES

- Denver Service Center (DSC) Workflows website
  - Design [http://www.nps.gov/dscw/design.htm](http://www.nps.gov/dscw/design.htm)

- Use of SharePoint sites for projects
  - Structured in accordance with DSC Workflows

- Typical DSC project team structure (4 person)
  - Contracting responsibilities: Contracting Officer (CO) and Contract Specialist (CS)
  - Technical responsibilities: Project Manager (PM) and Project Specialist (PS)
Construction

1 Pre-Construction Activities

1.1 SharePoint Project Website
1.2 Permits
1.3 Accident Prevention & Blasting Safety Plans
1.4 Div 01 Management Plans - Electronic
BILL ON TIME / REGULAR SCHEDULE

- Do you want to get paid?
- Ensures financial tracking of project remains current
- Honest & accurate billing
  - Coordinate with Construction Management Representative (CMR)
- Include Certified Payroll
PRESENT INNOVATIVE APPROACHES AND SOLUTIONS TO PROBLEMS

- YOU ARE THE EXPERTS!
- Minimize cost, time, and other impacts to project
- Value engineering opportunities (construction)
OPEN AND POSITIVE COMMUNICATION

- Participation in weekly progress meetings
- Clearly written emails
- Availability
- Always call first
- No surprises
- Stick to facts
- Minimize risk
REMAIN PROFESSIONAL AT ALL TIMES

- Kindergarten rules
- It’s just business
- Integrity
- Respect
PROVIDE TIMELY AND APPROPRIATE RESPONSES TO REQUEST FOR PROPOSALS (RFPs)

- Don’t just pass through quotes from subs without review
- Meet deadlines in RFP
- Provide adequate backup/support for proposal
PROPER MANAGEMENT OF SUBCONSULTANTS/SUBCONTRACTORS

- Project safety
- Control of project (cost/scope/schedule/quality)
- Coordinate work between disciplines/trades
UNDERSTAND NATIONAL PARK SERVICE EXPECTATIONS FOR QUALITY

- **Design:**
  - Meets scope requirements
  - Coordinated
  - Constructible

- **Construction:**
  - Meets scope requirements
  - Approved equals
  - Inspection and approval by Government representatives
  - Quality Control responsibilities (inspections, accessibility, testing, submittals, Request for Information (RFIs), etc.)
RESOURCES FOR DOING BUSINESS WITH DENVER SERVICE CENTER (DSC)

- DSC Workflows
- Links in project SharePoint sites
  - http://cadd.den.nps.gov/standards.html
- Project Management Institute (PMI) links
- Federal Acquisition Regulation links
  - https://www.acquisition.gov
QUESTIONS