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. State Resource 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 is not acceptable and must be avoided. FDOT employees must ensure that resources are used efficiently and effectively to achieve the intended results.

Areas of Responsibilities

PM's responsibilities are described as follows:

Scope: The scope must clearly define 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 PM to meet the contract objectives.

Cost: Keeping cost within the budget is a primary responsibility of the PM. It is important to 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 PM. This involves monitoring the project schedule, coordinating any updates, managing setbacks, and working with the consultant to ensure project success.

Quality: The PM must deliver a product of a quality that meets or exceeds the standards of the Department and the profession.

Risk: All projects have risks. The PM must be aware of risks and identify response strategies to reduce or eliminate unacceptable risks to the project. Risk management is important throughout the life of a project.

Communication: The PM 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 the PM. The PM 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 staff assisting them. The development of consultant personnel is also in the interest of the FDOT and should be encouraged by the FDOT PM.

These responsibilities apply to all PMs, 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.

Consultant Projects

When a project has a Department and a consultant PM, both are equally responsible for the success of the project; however, it is important that each one's responsibility and role be clearly defined. The FDOT PM is accountable to the management of the Department for the success of the project. The FDOT PM must take ownership of the project. The FDOT PM must have a drive to succeed 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 their firm related to both profitability and obtaining future work. The consultant PM should aggressively pursue the project from beginning through completion and not wait for specific instructions from the FDOT PM at each step of the way.

Working Together

The FDOT PM and the consultant PM must function as a team. The responsibilities and roles of both PMs 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 their counterpart's unique organizational responsibilities.

Successful PMs 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. Equally, if the consultant PM is not familiar with FDOT procedures, the FDOT PM must spend time helping the consultant PM gain knowledge and understanding about the Department. Both PMs must work to build trust and foster a productive relationship, while following the Department's ***Ethics Policy (Topic 001-010-020)*** and ***Rule 60L-36.003, Florida Administrative Code***, concerning relations with regulated entities.

Relationships are frequently determined by personalities. Sometimes personalities clash. Both PMs must be willing to work to overcome potential personality clashes. Communication is essential. Each PM must be forthcoming with concerns about their counterpart. 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 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 PM has a responsibility to recognize the situation and to work with the firm's management and the FDOT to find an acceptable replacement consultant PM. 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 PM should discuss the situation with the district management. If necessary, either the FDOT PM 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.

Both the FDOT and the consultant PM have specific roles to play in the fulfillment of the responsibilities previously discussed. These roles are illustrated in the following tables.

Roles of FDOT Project Manager

	FDOT PM MUST
SCOPE	• Develop the Scope of Services. Coordinate input from support services and the project team. • Know and understand the Scope. • Be accountable to management for the success of the project. • Approve modifications to the Scope and update the document.
CONTRACT	• Thoroughly know and understand the contract and fulfill all contractual obligations. • Understand fiduciary responsibilities to ensure proper expenditure of public funds and to ensure that contracted services are delivered. • Review deliverables, progress reports and other project monitoring tools to identify problems early. • Take decisive action if monitoring indicates a problem, i.e., work products are deficient, the consultant is not responsive, or the project is significantly behind schedule.
COST	• Stay within the budget. • Be concerned about total costs including design, right of way, construction and maintenance services. • Process appropriate changes in the contract amount.
TIME	• Approve any change in project schedule. • Be concerned with schedule linkages to other projects in the Work Program. • Identify actions required by FDOT management and ensure timely completion. • Ensure that Department review commitments, as defined in the contract, are met.
HR	• Ensure that staff is available to perform the project and to review the project team.

Roles of Consultant Project Manager

	CONSULTANT PM MUST
SCOPE	• Completely understand and fulfill the Scope of Services. • Not work beyond the Scope of Services. • Be Accountable to both FDOT and firm management for the success of the project.
CONTRACT	• Thoroughly know and understand the contract and fulfill all contractual obligations. • Fulfil all contract and requirements on time, within budget and of an acceptable quality. • Ensure that all progress reports and deliverables are submitted on time. • Advise FDOT of contractual problems in a timely manner and propose reasonable solutions.
COST	• Complete the project within established budget. • Meet the profit objectives for the project set by firm management.
TIME	• Meet all schedule requirements. • Know which activities are on the critical path and manage these activities aggressively. • Update the schedule as needed.
HR	• Ensure that the necessary human resources are available to perform the project. • Ensure that the key staff members work on the project as proposed to FDOT. • Delegate effectively. Coach and train others to become project managers.