

## **Summary Observations: NMSU Engineering, Design and Construction Department**

**To:** Glen Haubold

**From:** Bob Casagrande

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### **Executive Summary**

#### **Improvements noted:**

EDC is now bundling the JOC projects in a trial with Basic IDIQ. Basic will have a PM on campus who will report directly to the department Executive Director. JOC will manage projects from initial programming to construction completion. JOC will provide a written projects update report to Executive Director Thursday of each week.

PDC has finalized several procedures with respective forms and checklists to set-up projects, transition projects to construction and monitor projects. PDC has also identified the standard requirements for project record submittals.

Estimate and project workload data is now compiled and tracked weekly. Executive director developing additional KPIs will provide these data out to the group and other stakeholders

There is better utilization of the Assistant PMs. The two assistant PMs will focus on preparing project files and documentation in AiM and monitoring flow through the NMSU system to ensure continuity and continued forward progress.

The Executive Director is getting out of the office more, has a better handle on the project flow and is spending more time with the assistant directors and project managers.

Steps have been taken to bring more qualified JOCs

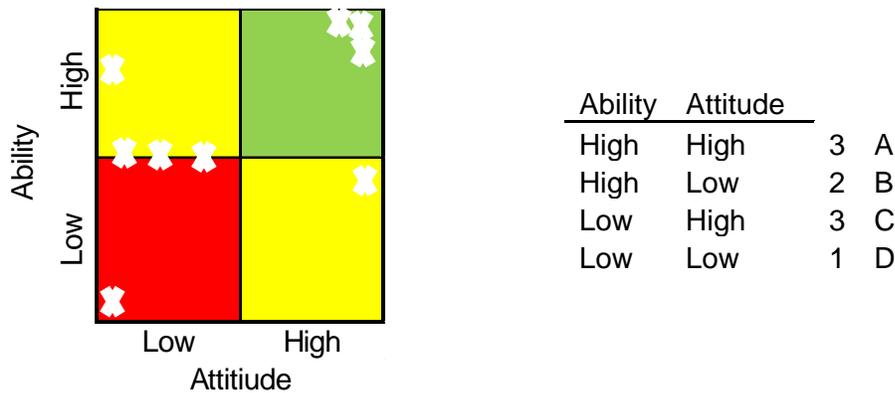
#### **Recommendations:**

The JOCs should be involved in programming and should provide the preliminary budget. An issue was discovered in complex projects. If a schematic design is needed to provide a detailed estimate then an agreement should be initiated for the design portion, or NMSU engineers should prepare the design. The cost is to be borne by the client. This will eliminate the delays caused by trying to speculate the costs of more complex project elements, *e.g.*, installing additional fume hoods in existing buildings.

The project managers are fairly competent with varying degrees of proficiency. Additional training can help; however, the PDC must become more team oriented in conjunction with a more positive attitude. Several staff members are reluctant to embrace change regardless of the

potential efficiency improvement, often being apathetic or in several cases offering condemnation. This negativism must change in order to effect positive conversion. The leadership team must work together to realign attitudes.

When evaluating the staff in the PDC department, specifically the ADs, PMs and APMs; there are 3 rated A, 2 rated B, 3 rated C and 1 rated D. The ratings are based on ability and attitude. The As rate high in both areas, the Bs are high in one and low in the other, The Cs are below acceptable levels in one or both areas and the D is incompetent with a vitriolic attitude. The department will not achieve its capacity with the C and D rated staff and efforts should be directed toward replacing them.



**Recommendation that were accomplished**

- Exec Director and the Asst. PMs are now managing projects to keep in touch with the process and help reduce the workload
- A project management check list was developed
- Executive director has adopted a Management by Walking Around (MWA) style.
- Executive director is more involved in high profile projects.
- Asst. Directors are more involved in communication with PMs regarding their projects

**Original Assumptions with revisions**

1. Not all of the PDE staff are capable and desirous of positive change.
2. Proficiency deficiencies can be corrected with additional training once the more pressing issues are resolved.
3. The workload is not beyond the capacity of the number of FTEs in the dept.
4. Senior management has demonstrated support of PDE staff, this remains true.
5. The Asst. PMs do not yet have the skills to manage projects alone, this remains true.

**Observations of additional correctable items**

- Lack of effective decision making
- Lack of KPIs and performance measurements
- Budget estimates with high unfavorable variances from detailed estimates
- Lack of understanding of form usage

- Tabling issues until more time is available
- No current customer satisfaction survey
- Communication to users should be from PMs not CMS

## **Observations of Staff and Processes**

### **PMs**

- Need more training on processes
- Some rarely walk projects
- Some do not see pay apps
- PMs are not as cohesive as CMs group
- PMs lack follow through, they do not submit complete and thorough docs.

### **CMs**

- Construction Dept is cohesive; they work well and cover each other.
- CMs want to be notified of projects, claim they don't have time to look at website every day to see projects ready for review. (this should not be supported)

### **Estimates/Budgets**

- Need better budget estimates. Too many projects with detailed estimates higher than 130% of budget estimate.
- There should be a budget confirmation once detailed costs are known. Confirmation should be before index.
- AIM is not user friendly, heavy data entry with limited reports.
- Change orders, not all PMs are getting them from CMs. PMs should have approval or notification status,

### **Process**

- PMs need to reject projects that are not viable, eg insufficient funding
- Schedules not in hand off package, GC usually does the schedule. Start and end dates are known but not necessarily the schedule.
- Forms: need electronic forms with signature ability
- Lots of forms
- Process time for PMs is 2-3 months per project.
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### **Misc**

- Where are checks and balances? How are incomplete submittals getting through Jean, Scott and Jack?
- Lack of accountability and consequences
- The PMs and CMs also do projects in Carlsbad, Alamogordo, Clovis and other places. They like to mix it up. Each city should be assigned to a particular PM/CM for efficiency and consistency.