

Project Management Bootcamp

INDOT employees ranging from deputy commissioners to project managers all responsible for the delivery of our capital program went to camp recently — *Project Management* Bootcamp, that is. New and seasoned employees attended the two-day session, held in February and April at the Indianapolis Traffic Management Center.

Why conduct a project management bootcamp? INDOT's 2013 Goal 2 will answer this question:

Implement employee training and organizational changes to improve INDOT's project management core competency. Create, communicate and deploy a consistent method to successfully manage projects agency-wide.

With more than \$1 billion planned in construction projects for calendar year 2013, it's critical to align INDOT's goals and values with the professional development of a segment of our workforce to establish a strong project management culture. High-performing organizations put fewer dollars at risk by ensuring on-time project delivery, consistent practices and processes, and a continual drive for alignment.

INDOT project managers received the same training as their peers in the private sector, and were introduced to industry tools and practices that will help create effective project managers. While working toward project management *excellence*, each participant is *accountable* for making improvements. Each was required to send the Commissioner their top three things they will do differently as a result of the training.



From left, Central Office Utilities and Railroad Manager Kenny Franklin, State Construction Engineer Greg Pankow and Fort Wayne District Project Manager Doug Burgess are focused on Project Management Bootcamp training April 12.

By the comments from bootcamp participants on the following page, we are well on our way to reaching agency Goal 2.



Crawfordsville District Project Manager Ellie Dieckmeyer

I've been a project manager for about six years, so not a rookie, but still found the training very beneficial. Many "reminder tips" were helpful in keeping me organized and on top of the project. One item that I implemented immediately after the training was getting other areas, such as design and construction, involved in the process earlier. With this new method, all are involved in the project kickoff meeting, and we're on the same page with our vision for the project. I was reminded it's not good to make decisions in a vacuum.

Intelligent Transportation Systems Field Engineer Tim Wells

I liked the fact that this training was 100 percent based on project management and that the executive staff is committed to improvements in managing projects. Additionally, there were many tools that were provided as part of the training—one that I particularly liked was an Excel spreadsheet that aided with organization. There were many nuggets of helpful information throughout the training, including the emphasis for project managers to have a strong influence and ownership to move the project along with a sense of urgency.

Fort Wayne District Project Manager Doug Burgess

The training was a great opportunity to understand the consultant's perspective on projects. Although the consultant's approach to project management is similar to the process for an INDOT project, a high priority for them must be profitability. Understanding their need to be efficient while meeting contract obligations is the basis for my communications, requests for information and follow-up to resolve issues. In the end, we're expected to provide the most cost-effective design, on schedule and of the highest quality possible. With a better understanding of both INDOT and consultant goals, objectives and tendencies, we'll continue to be considered among the best.

Construction Technical Support Manager Director Michelle Gottschalk

The training has great potential to be very useful for young project managers and project managers who have previously had minimal guidance in the project management process. It provided many realistic tools for mastering the art of successful management practices. The program also stressed the importance of project managers to act as more than just managers. Project managers must also be leaders, accepting project ownership and transforming the project dynamic through the process of endorsement: seeking team input, incorporating ideas and committing to the decisions made. The course reminded us all of the importance of setting specific, measureable and attainable goals, both for the project team members, and for the project as a whole. For me, as a personnel manager in particular, it was also important to be reminded of the importance of rewarding success in my office through recognition of employee accomplishments. I believe there is no greater motivator for the future (and no better ingredient for success) than to be recognized for the good that you do today.