



# SC Task Management

## Revision and Approval

Revision	Date	Nature of Changes	Approved By
0	03-30-2021	Original Issue	Michael Francis

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## Background

This process establishes Structure Construction (SC) roles, responsibilities, and procedures for Task Management of all Work Breakdown Structure (WBS) activities required for delivery of transportation structures.

Task Management is defined in Deputy Directive [\(DD\) 93-R1](#), *Task Management*, as the assignment of individuals (Task Managers) to manage the production and completion of a discrete deliverable, or work package, on a project within a defined schedule and support budget.

SC policy is to actively manage WBS Task 275 through the life of a project using VISION and through effective communication with the project manager, project liaison engineer, and other parties affecting or influencing the resourcing of WBS Task 275, Construction Engineering, and General Contract Administration of Structures Work.

SC also supports Task Managers of other WBS tasks during planning, design, and construction of projects by providing an estimate of resources required to complete activities supporting WBS tasks. The “Resource Summary” tab for each project in VISION provides a list of WBS tasks and the associated project phase that may involve SC participation for the duration of the project.

## Process Inputs

1. Project workload resource estimates (work plans) requests or draft Division of Engineering Services (DES) Service Agreement

2. Project calendar baseline and updates
3. Staff assignments

## **Procedure**

1. All work associated with this process is charged as (1) [Project Direct – Construction](#), and (2) [Project Direct – Preconstruction](#)
2. References and utilities for managing project resources:
  - a. [VISION](#) tool and VISION Support (online guidance-click on “?” icon in upper right, once VISION is open)
  - b. [Project Management Manual](#), Chapter 6, *Task Management*
  - c. [Workplan Standards Guide](#)
  - d. Deputy Directive [DD-93-R1](#), *Task Management*
  - e. Project Management Directive ([PMD](#)) -01. *Project Management Definitions* and [PMD](#) -03, *Project Management Roles*.
  - f. Project Resource and Schedule Management ([PRSM](#))
  - g. SC Project Management Branch (PMB) Desk Manual (working document for OA use)
  - h. Bridge Construction Memo, ([BCM](#)) C-6, *Required Documents to be Submitted During Construction*.
3. Area Construction Manager (ACM):
  - a. Review references and utilities listed in previous item no. 2 to perform project resourcing tasks.
  - b. Participate in District Resource Meeting as needed.
  - c. Work with District counterparts and Project Managers (PMs) to identify SC’s services and risks associated with projects not being adequately resourced.
  - d. Identify and assign Bridge Construction Engineer (BCE) to projects in area.
  - e. Ensure BCEs receive training to actively perform task management.
  - f. Work with staff to resolve resource related conflicts.
  - g. Actively manage projects in area by monitoring VISION and discussing with BCEs when it appears resources, calendars, and/or records are not submitted or being kept up to date.
  - h. Elevate to DES Deputy Division Chief for Program/Project Management and Office Engineer projects that are not being adequately resourced.

4. Bridge Construction Engineer:
  - a. Review references and utilities listed in item no. 2 to perform project resourcing tasks.
  - b. When assigned to a project and/or when requested, create and submit an initial project resource estimate using the resource estimating tools in VISION.
  - c. Generate a project working calendar in VISION.
  - d. Submit to SC HQ when resource estimate is complete.
  - e. Monitor VISION and/or PRSM to verify status of resource allocation.
  - f. If resource allocation is inadequate, notify PM and discuss solution.
  - g. Revise resource estimate when project or conditions change; provide justification and submit to SC HQ or project manager.
  - h. Monitor VISION and/or PRSM to verify status of revised resource request.
  - i. Make staff assignments before start of construction.
  - j. Maintain project working calendar throughout life of project.
  - k. On a regular basis, monitor time charges and communicate resourcing status/issues with the ACM and PM as project progresses.
  - l. Work with SC HQ PRSM liaison, aka, Task Manager Alternate (TMA) to manage projects in PRSM.
  - m. When requested, respond timely to task and resource inquiries from HQ and other entities.
  - n. Coordinate with Task Managers of other WBS tasks to ensure SC is adequately resourced to provide support work for those tasks.
5. Senior Bridge Engineer (Specialist):
  - a. When assigned by ACM, assist BCEs in task management roles.
6. Structure Representative (SR):
  - a. When requested, provide input to BCE on resource questions during project resource estimating or revision.
  - b. Use the VISION web tool to submit project status initial and final data in accordance with [BCM C-6](#), *Required Documents to be Submitted During Construction*, in a timely and accurate manner.
    - i. Note that Attachments 1- 4 of BCM C-6, provide additional guidance and examples on required documents to be submitted.
  - c. Monitor project resource expenditures in VISION as the project proceeds and notify the BCE if resources are expected to exceed resources provided.
  - d. Charge time accurately and timely.

7. Assistant Structure Representative (ASR):
  - a. When requested, provide input to BCE and SR on resource questions during project resource estimating or revision.
  - b. Charge time accurately and timely.
8. SC HQ Office Associates:
  - a. Review *SC PMB Desk Manual* and references and utilities listed in item 2 to perform project resourcing tasks.
  - b. Review resource estimates when submitted to SC HQ by the BCE in VISION.
  - c. Submit the resource estimate to the Project Liaison Engineer (PLE) through VISION.
  - d. Check status of resource request to ensure resource is allocated.
  - e. Assist with VISION related issues and training.
9. SC HQ Project Management Branch Chief:
  - a. Serves as Task Manager Alternate for WBS 275.
  - b. Provides PRSM support and technical assistance as required.
  - c. When needed, working with PMs, PLEs and others to resolve resource conflicts in PRSM and re-allocate resources as requested and with authorization of TM.

## **Process Outputs**

1. Resource estimates
2. Project working calendar

## **Attachments**

None