Washington State Department of Transportation

WSDOT Enterprise Project Structure (EPS) / Work Breakdown Structure (WBS) Guidelines

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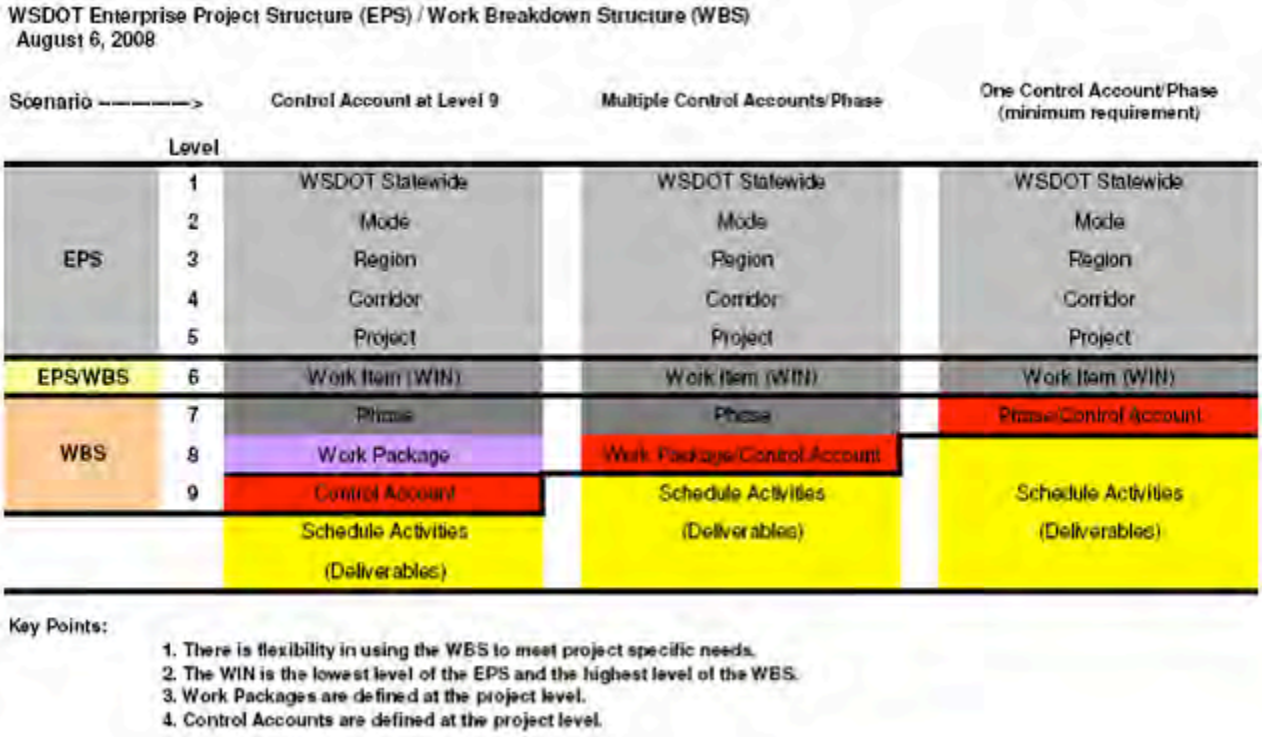
There are nine (9) levels currently defined in the WSDOT EPS/WBS. These levels provide a hierarchical coding structure and organization to the data used by Project Management. The EPS defines how each project fits within WSDOT and is used for roll-up/summary reporting and high level management. The WBS defines how work on specific projects is categorized, managed and reported. The nine levels are as follows:



Level 1: Statewide WSDOT – This level is a statewide roll-up of all projects across the state, regardless of funding source.

Level 2: Mode – This is a roll-up of all projects within a particular mode. The WSDOT modes that have been identified for use in the Project Management and Reporting System (PMRS) are: Highways, Washington State Ferries (WSF) and Rail.

Level 3: Region – This is a roll-up of all projects physically located within a specific region. Regions can overlap geographically in the case of Urban Corridors and the Northwest Region. This would be specific to where the project is located and not which region is responsible for delivering it. In the case where one region is responsible for delivering a project located in another region that would be identified using the project code for "Management Region". According to the Project Control and Reporting Manual, the region responsible for delivering an entire project or phase of a project is called the Management Region. Not all modes will have regional breakdowns. In those cases, there would be only one region for a mode, which would be referred to as "Statewide".

Level 4: Corridor – This is a roll-up of all projects on a major corridor or other major grouping of projects. The title of this level has not yet been finalized. Corridors can be defined in a multitude of ways. I-405 is an example of a corridor. Again, this is specific to where the project is geographically located. Regions have the flexibility to define corridors as appropriate to meet project management and reporting needs.

Level 5: Project – A project is a temporary endeavor undertaken to produce a product or service for an end-user. With this definition, a WSDOT Project for highway work would consist of all of the work needed to produce the highway (product) that the people of Washington (end-users) will eventually be able to use. In the case of a highway widening project, that would include the design, environmental, right-of-way, utilities and construction work needed to widen the highway so that someone could drive on it. This definition is not constrained by funding source. The funding sources are tracked as elements of the project using activity codes or prorating, depending on the funding involved. A project can be either a combination of PINs and WINs or a single PIN and WIN.

Level 6: Work Item Number (WIN) – The Work Item (WIN) of a project represents a cost control element used in the Capital Project Management System (CPMS) to describe how and when the planned work is to be executed on a project. The Work Item (WIN) contains details about the schedule, cost and workforce for each phase. The WIN level of the WBS is the schedule file or folder level within Primavera Scheduler.

Level 7: Phase – The Phase of a project represents where the project is in its life cycle. Typical WSDOT phases are Preliminary Engineering, Right-Of-Way and Construction.

Level 8: Work Package – The Work Package represents specific groupings of work within a Phase. For example, within the PE phase the project may have Project Management, Roadway Engineering and Environmental Engineering. Work Packages are specific to each project and can be further broken down as necessary. Within each Work Package there will be internal or external agreements defining the work to be performed by a WSDOT Specialty Office, Consultant or Contractor. The agreement defines a specific scope of work for a specific dollar value in a specific timeframe. All work performed for a project should be performed under an agreement. Each organization or group that will contribute to the design of a project, for example, should have an agreement with the Project Manager (PM) as to what will be provided, by when and how much it will cost.

This effort will evolve over time, becoming more specific as the project evolves. At first, it may simply be a high-level estimate developed by the PM or Service Providers (WSDOT Specialty Office, Consultant or Contractor), such as right-of-way or environmental. As the scope is refined, the performing organization provides the PM with a more detailed estimate of effort, cost and time. This serves as the basis for the internal agreement, which should be documented.

Level 9: Control Account – The Control Account is used for defining a specific scope of work for which a cost and schedule is associated. Control Accounts are usually organized by Service Provider, funding source, or some other logical breakdown of the work, depending on the type of organization performing the work. At this level of the WBS the lower levels diverge depending on what mechanism is being used. The costs for a control account are usually defined further by resources, materials or bid items. The schedule is divided into the tasks and subtasks needed to deliver the scope associated with the control account. See the Control Account Guidelines for more information.

Note:
There is a separate document under development explaining how the WSDOT Master Deliverable List (MDL) fits into the new project management and reporting structure.