

Memorandum

*Serious drought.
Help Save Water!*

To: DEPUTY DISTRICT DIRECTORS, Construction
DEPUTY DIVISION CHIEF, Structure Construction
CONSTRUCTION MANAGERS
SENIOR CONSTRUCTION ENGINEERS
RESIDENT ENGINEERS

Date: July 10, 2014

File: Division of Construction
CPD 14-6

From: MARK LEJA, Chief
Division of Construction



Subject: GUIDANCE FOR THE WORK BREAKDOWN STRUCTURE AND WORKPLAN STANDARDS GUIDE

This directive informs construction staff of revisions to the Work Breakdown Structure (WBS) included in the newly revised *Workplan Standards Guide for Capital Outlay Projects Release 11.0* (WSG). This directive also provides an implementation plan for using the WBS revisions for on-going and new projects.

The revised WSG provides for statewide uniformity in developing project workplans for capital projects. The WBS is used throughout the project life cycle to describe discrete work elements of the total work. The WBS is product-oriented, with levels descending from Level 0 through 8 that describe activities required to produce the WBS element. The WSG states that Level 5 is the minimum level of detail required to plan, schedule, and manage capital projects.

A “Lead Function” is identified by the WSG as the organizational unit responsible for managing all aspects of a WBS component. The construction units in the regions and districts have Lead Function responsibility for the following Level 5 WBS activities:

- 270, Construction Engineering and Contract Administration.
- 275, Construction Engineering and General Contract Administration of Structures Work
- 280, Administration of Permits, Licenses, Agreements or Certifications (PLACs) and Environmental Stewardship.
- 285, Change Order Administration.
- 290, Resolve Contract Claims.
- 295, Accept Contract/Prepare Final Construction Estimate and Final Report.

The WSG includes revisions to all WBS activities for which the construction units are the Lead Function. These changes include: eliminating all of the construction units’ Level 7 WBS activities; reorganizing most WBS activities into logical functional groups; creating new Level 6 WBS activities for the reorganized activities; and improving activity and subtask descriptions.

The revised WBS compresses the activities while allowing enough detail to accurately resource activities and effectively manage the work.

It is imperative that task managers develop reasonable project WBS element budgets and ensure that these budgets are monitored and managed. For those activities where construction is the Lead Function, task managers must accurately estimate resources to the WBS activity level as prescribed by their district or region.

The revised WSG will be effective as of July 1, 2014. All projects, with some exceptions, must be updated to reflect the new structure by January 10, 2015. Projects exempt from the updating requirement are those that are over 50 percent complete or will be completed before January 1, 2015 (as established by June 30, 2014). The Division of Project Management is providing similar direction to the district project managers and support units.

To assist with construction support cost management and to forecast rational resource budgets, task managers may use the Construction Resource Estimating Norms (CNorms) worksheet which complements the revised WSG. The CNorms worksheet is an optional tool to prepare construction project resource budgets; therefore, districts or regions are permitted to use a different method or tool to estimate project resources.

The revised WSG and WBS activities will help achieve the objectives identified in Project Delivery Directive 11, "Management of Capital Project Support Budgets"; Deputy Directive 41-R2, "Caltrans Charging Practices"; Construction Procedure Directive 13-3, "Construction Support Planning, Managing, and Charging Practices"; and Construction Procedure Directive 14-5, "Construction Resource Estimating Norms (CNorms)."

The revised WSG is available at:

http://onramp/hq/pm/dpmwp/content/WPS/Documents/WSG_v11.0_2014.pdf

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