



Project Management for Contract Managers

Russ Blaine

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Hi.



Why are we here?

A Simple Thesis:

A course of study in Project Management will improve the quality of service provided by Contract Managers

PMs/CMs need each other! Mutual empathy is good.

PM rigor requires improved knowledge, skills, abilities.





Next Stop?

Putting Project Mgt
To Use



Relevance to CM



Fundamentals



What is project management?

The body of knowledge concerned with principles, techniques, and tools used in planning, control, monitoring, and review of projects

BusinessDictionary.com



Another view...

The application of knowledge, skills, tools, and techniques to project activities to meet the **project** requirements.

Project Management Institute



And what is a project?

It's a temporary endeavor undertaken to create a unique product, service or result.



Project Management Institute



Defining a project: Ingredients

Objectives

Deliverables

People/Team

Procurement!?

Stakeholders

Sequence/Flow

Tasks/WBS

Quality Standards

Duration

Success Criteria

Budget

How might you learn about Project Management?

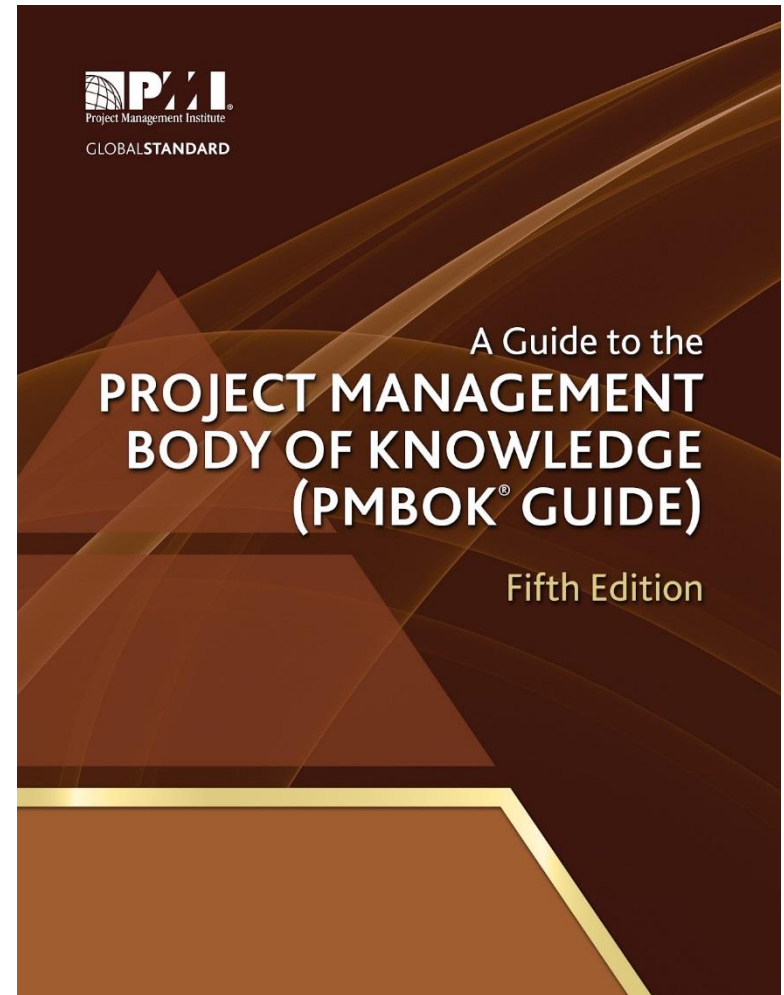


One approach to Project Mgt...

PMI Lexicon:

- **Process Groups**
- **Knowledge Areas**
- **Processes**

Very PMP-focused!



Disclaimer: I'm not affiliated with PMI! I'm not advocating for PMI! This is but one PM approach.



“Groups” are Phases



Components of Project Mgt...



Process Groups

Knowledge Areas	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Project Integration Management	Develop Project Charter	Develop Project Management Plan	Direct and Manage Project Work	Monitor and Control Project Work Perform Integrated Change Control	Close Project or Phase
Project Scope Management		Plan Scope Management Collect Requirements Define Scope Create WBS		Validate Scope Control Scope	
Project Time Management		Plan Schedule Management Define Activities Sequence Activities Estimate Activity Resources Estimate Activity Durations Develop Schedule		Control Schedule	
Project Cost Management		Plan Cost Management Estimate Costs Determine Budget		Control Costs	
Project Quality Management		Plan Quality Management	Perform Quality Assurance	Control Quality	
Project Human Resources Management		Plan Human Resources Management	Acquire Project Team Develop Project Team Manage Project Team		
Project Communications Management		Plan Communications Management	Manage Communications	Control Communications	
Project Risk Management		Plan Risk Management Identify Risks Perform Qualitative Risk Analysis Perform Quantitative Risk Analysis Plan Risk Responses		Control Risks	
Project Procurement Management		Plan Procurement Management	Conduct Procurements	Control Procurements	Close Procurements
Project Stakeholder Management	Identify Stakeholders	Plan Stakeholder Management	Manage Stakeholder Engagement	Control Stakeholder Engagement	

A sample process...

Inputs

- .1 Project management plan
- .2 Requirements documentation
- .3 Risk register
- .4 Activity resource requirements
- .5 Project schedule
- .6 Activity cost estimates
- .7 Stakeholder register
- .8 Enterprise environmental factors
- .9 Organizational process assets

Tools & Techniques

- .1 Make-or-buy analysis
- .2 Expert judgment
- .3 Market research
- .4 Meetings

Outputs

- .1 Procurement management plan
- .2 Procurement statement of work
- .3 Procurement documents
- .4 Source selection criteria
- .5 Make-or-buy decisions
- .6 Change requests
- .7 Project documents updates



A brief commercial break...

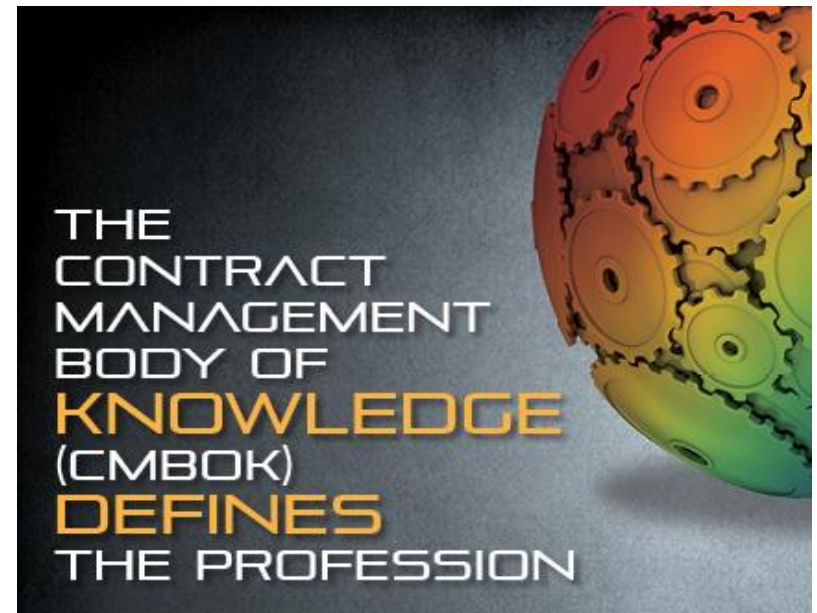
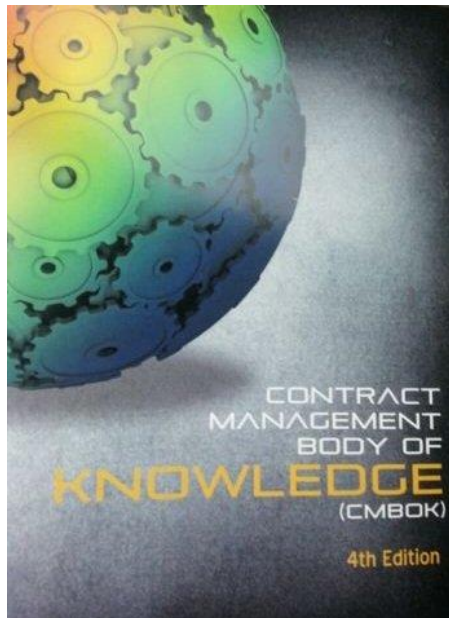
Hi.



*Still with me?
I have two points.*

First: Next year's NES - Project Management??

Second: NCMA has a pretty awesome BOK too...



Contract Management Body of Knowledge (CMBOK)

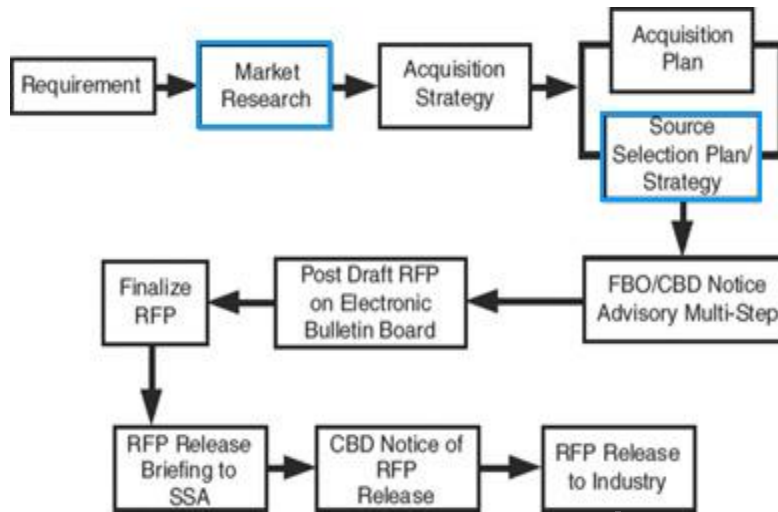
Outline of Competencies

1.0	2.0	3.0	4.0	5.0
Pre-Award	Acquisition Planning and Strategy	Post-Award	Specialized Knowledge Areas	Business
1.1	2.1	3.1	4.1	5.1
Laws & Regulation	Acquisition Planning, Market Research, & Marketing	Contract Management	Research & Development	Management
1.2	2.2	3.2	4.2	5.2
Contract Principles	Drafting Solicitations	Quality Assurance	Architect-Engineer Services & Construction	Leadership Skills
1.3	2.3	3.3	4.3	5.3
Standards of Conduct	Responding to Solicitations	Subcontract Management	Information Technology	Marketing
1.4	2.4	3.4	4.4	5.4
Socioeconomic Programs	Cost & Price Analysis	Contract Changes and Modifications	Major Systems	Operations Management
1.5	2.5	3.5	4.5	5.5
Contract Types	Negotiation	Transportation	Service Contracts	Financial Analysis
1.6	2.6	3.6	4.6	5.6
Contracting Methods	Source Selection & Contract Award	Contract Interpretation & Disputes	International Contracting	Accounting
1.7	2.7	3.7	4.7	5.7
Contract Financing	Protests	Contract Closeout	State & Local Government	Economics
1.8		3.8	4.8	5.8
Intellectual Property		Contract Termination & Excusable Delay	Supply Chain Management	Information Science/Technology
			4.9	
			Government Property	
			4.10	
			Other Specialized Areas	

Which knowledge areas would benefit by PM rigor?



PM applied to CM...

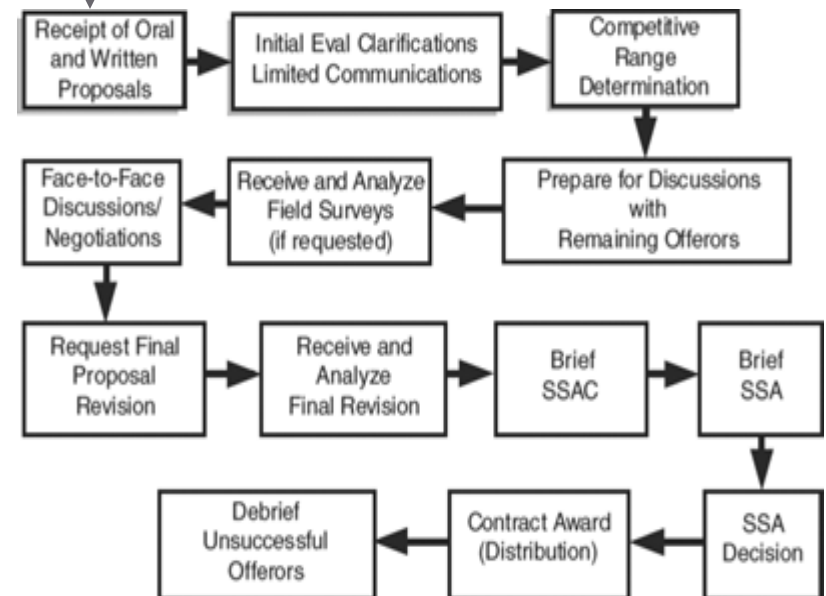


Needed:

- Acq Planning
 - Reqt
 - Specs
 - Schedule
 - Mkt Research
 - Cost Est.
 - Risks
- SOW/PWS
- Procurement Strategy

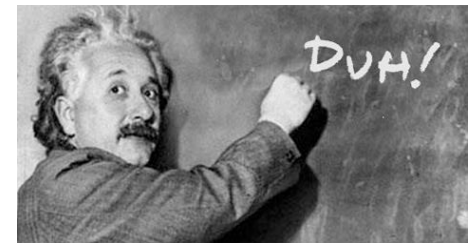
Outputs:

- Sect L
- Sect M
- WBS
- Drafts...feedback
- Questions
- Industry Day
- RFP
- Proposals
- Negotiations
- Award
- ... Protest?



Are there benefits to....

- A source selection (ahem...project) plan?
- A shared understanding of structured tasks?
- A schedule?
- Known use of resources?
- Common knowledge of quality expectations?
- A comm plan?
- Known risks and approaches?
- Knowing who's who in the zoo?



What's next?



Commit to improvement.

Take action.



Immediate actions!

- Google “Project Plan Template” – use one! (cdc.gov...go!)
- Pick 3 areas – plan for 10 minutes, write it down!
- Contact 3 stakeholders tomorrow
- Publish a clarifying message/email; integrate!
- Begin concluding meetings with AIs/Deliverables
- Develop a WBS for a major contracting activity
- Discuss “risks” with a PM; share perspectives
- Google “project integration” – read for 10 minutes
- Make a list of quality checks req’d for a major contract activity. Can you improve the process?
- Google “NCMA project management – read!



Longer term...

- Commit to NCMA's '16 NES...**now**
- Amazon... books... read/listen
- Cross-association local meetings
- Obtain formal education on PM
 - Universities
 - DAU/FAI/Your Company/2nd Party
- Consider certification
 - Preparation is challenging!
 - Various methods



Recap...

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Questions? Discussion?

Feedback?

