Bridging the Gap Between Project Management and Contract Management
The PM and the CO…

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ABSTRACT

In Government contracting, the relationship between the Acquisitions Office and the Program Management Office (PMO), can often be an onerous one. With each potentially having differing goals and objectives, clear communication and partnering can be complex and often nonexistent. In this workshop, we will discuss the responsibilities of both parties, as well as some best practices for ensuring collaboration and mutual goal-setting while ensuring appropriate utilization of funds.
Why We Should Care

Program Team - Worst Case

Scope, Schedule, & Budget

Stakeholders Pulling in Different Directions

Program Team - Best Case

Scope, Schedule, & Budget

Stakeholders Working to Same Direction
Contents

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• Summary/ Q&A/ Wrap-up
History of Project Management

• Historical definition: The act of assembling people to systematically achieve a shared goal

The Great Pyramid of Giza, 2550 BC

The Great Wall of China, 206 BC

The Industrial Revolution, 1750-1850

The Transcontinental Railroad, 1896
History of Project Management

- Introduction of Modern Project Management

Harmonogram, 1896

Gantt Chart, 1912

Term Coined, 1954

Critical Path Method, 1957

PERT, 1958

WBS, 1962

Waterfall Method, 1970
History of Project Management

• Growth of PM Application and Guidance
  • 1956: AACEI Formed
  • 1977: PM Software Emerges (Artemis, Oracle)
  • 1986: Capability Maturity SW
  • 1988: EVM Integrated into PM
  • 1996: PRINCE2 in UK
  • 2001: Agile PM
  • 2006: Total Cost Management (framework)
  • 2008: SaaS-Based PM Emerges
  • 2009: PM Names in Top 5 In-Demand Skills
  • 2010: The Cloud Spurs Virtualized Workforce
  • 2012: Mobile Applications Trend
Why Do We Need PM?

- What does a PM do?
  - Responsible for leadership of the project from inception to completion
  - Leads the project team
  - Negotiates relationships, facilitates and manages personalities
  - Act as strategic leaders
  - Uses data and information to make decisions
  - Keeps focus on goals and objectives – big picture
  - Ensures documentation of the creative and technical processes
  - Captures lessons learned for future projects
Why Do We Need PM?

• PMI Definition of PM: The application of knowledge, skills, tools, and techniques to project activities in order to meet the project requirements.

• Another Definition of PM: The management of stakeholders’ expectations regarding a project’s cost, scope, and schedule.
  • For a Government PM, who are the primary stakeholders?
Role of the PM

• In Government Contracting:
  • Accomplish program objectives for development, production and sustainment to meet user’s operational needs
  • Accountable for credible cost, schedule and performance reporting to the Milestone Decision Authority (MDA)
    • Design acquisition programs
    • Prepare programs for decisions
    • Execute approved program plans
  • Ensure the acquisition program requirements and actions relating to Government/Contract management are anticipated, addressed and performed within and for their program
Role of the Contracting Officer

• In Government Contracting:
  • Contract Surveillance - First and Foremost
    • Ensuring performance of all necessary actions for effective contracting
    • Ensuring compliance with the terms of the contract
    • Safeguarding the interests of the U.S. in its contractual relationships
  • Expected to utilize “sound business judgment”
  • Leads the procurement team
  • Only official authorized to obligate the Government (except as delegated)
  • Responsibilities begin with receipt of the procurement package through final acceptance, final payment, and contract closeout
  • Evaluation of proposals, contract negotiations, contractor selection, contract award
  • Post award responsibilities outlined in FAR Part 42 (Contract Administration and Audit Services)
  • Monitors contract cost / schedule with tools such as EVM and keeps PM informed when variances occur
Where Are These Roles Defined?

• DAU: A Guide for DoD Program Managers, December 2014

• Department of Defense COR Handbook, March 22, 2012
Acquisition Planning, Team, PM/Contracting Interface

- Acquisition planning begins with requirements determination
- The Acquisition Team brings together the various disciplines required for a successful contract
- For PM managed programs, the Acquisition Team should involve both the program office and the contracting office
- Contracting office team members should be identified early to help guide market research, contract type, development of the RFP, and evaluation of proposals
Improving Communication

• Open and honest communication within the Acquisition Team is critical for program success
• Informal communications between team members is encouraged
• Formal communications is primarily between the contracting officer and the contractor
• COR provides clarification and guidance on the terms of the contract – should seek technical expertise / contracting officer guidance when in doubt
PM/COR

• Project Management Client Oriented Results Model
• Involves managing projects from the client’s perspective
• Involves:
  • Viewing requirements from the client's perspective
  • Effectively discuss risk with your client
  • Managing change gracefully
  • Directing client expectations
  • Understanding client motivation
  • Improving client communications
PM/COR Five Client-Relations Competencies

• The 5 Client-Relations Competencies that a project manager must consistently demonstrate when interacting with clients
  • Honesty
  • Capability
  • Vision
  • Listening
  • Managing Expectations
PM/COR Five Client Focus Areas

• The components of the project life-cycle that most concern and motivate the client
  • Profitability/Affordability/ROI
  • Requirements
  • Risk
  • Change
  • Politics
For More Information on PM/COR

• Understand the PMI Talent Triangle
  • Technical Project Management
  • Leadership
  • Strategic and Business Management

• Course offering through Prodevia Learning
  • 25 PMI PDUS
  • PMI Global Registered Education Provider
  • www.prodevia.com
Anecdotes

• Sharing anecdotes from presenter, and within room
• Discussion of what ‘could have been done’
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