

Project Management: Day to Day

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Overview

- What is a Project
- Product Management
- Science
- At Home
- The Balancing Act

A Project

- A temporary endeavor
- Undertaken to create a unique product, service or result

Project Management

- Application of knowledge, skills, tools and techniques
- to project activities
- To meet project requirements

Product Manager

- Shepherd novel products through FDA regulatory approval and DoD acquisition process
 - DoD IP and DoD development
 - DoD IP licensed to Industry
 - Non DoD IP developed by Industry
- Soft and Hard PM Skills Required
- Work out of the US Army Medical Materiel Development Activity – Pharmaceutical Project Management Office (PMO)

Product Types

- DoD IP and DoD development
 - Total project responsibility
 - Significant soft and hard skills required
- DoD IP licensed to Industry
 - No direct control over development
 - Customer stakeholder, sometimes support development
 - Strong soft skills needed
- Non DoD IP owned by Industry
 - Nearly all soft skills

Soft Skills

- Stakeholder management
- Integrated Product Team management
 - Stovepipe environment
 - No direct control over functional team members
- Negotiating requirements and scope
 - Business requirements
 - Military requirements
- Securing resources
- Communication, communication, communication

Hard Skills

- Document generation (requirements, scope, planning, risk, lessons learned, etc.)
- Analysis (requirements, project task, schedule, budget, risk, etc.)
- Tracking and controlling (schedule, budget, resources, scope, etc.)
- Presentations (to General level Command, Congress, scientific meetings, etc.)

PMO

- USAMMDA Pharmaceutical Systems PMO
- Product Managers Handbook
- Chain of Command support for IPTs
- Camaraderie
- Education

Managing Science

- “But you can’t plan science”
- But you can
 - Plan experiments (initiate, plan, budget)
 - Write protocols (plan, document, risk analysis)
 - Document changes to protocols (plan, document, risk mitigation)
 - Implement and monitor the protocols (execute, control resources)
 - Collect the data (execute, document)
 - Write and publish reports (closing, lessons learned)
 - Use past projects to plan future research (lessons learned)
 - Have an idea of what you want to do next whether the experiment works, or not (plan, program management)

Science

- Scale back the PM tools used for individual experiments – use only what you need
 - Document your plans
 - Ensure someone else could complete the project
 - Help management understand why
 - Justify your budget
- Groups of experiments = Programs
 - Apply additional tools as needed
 - Increase stakeholder comfort
 - Increase research budget

Projects at Home

- Projects are everywhere
- Increase or decrease control based on:
 - Size of project
 - Cost of project
 - Importance of completing project on time
 - Importance of accurate budgeting

Kitchen Remodel vs. Tomato Garden

- Kitchen remodel
 - Performed once every 15+ years
 - Need to order components weeks to months in advance
 - High cost (\$10K's to \$100K's)
 - Inconvenient process (eating out/microwaving food, paper plates, maybe no fridge)
 - External contractors (or marriage councilors)
 - Acquiring loan prior to work initiation – difficult to acquire additional funding during work process

Kitchen Remodel vs. Tomato Garden

- Tomato garden
 - Initial preparation, annual updating
 - Supplies readily available
 - Low cost (a few \$100's)
 - Hard schedule constraints (growing season)
 - Still might need marriage councilor
 - Funding readily available or can scale back project scope (fewer plants, no raised beds)

The Balancing Act

- Understand what is important to individual stakeholders
- Balance risk with constraints
 - Less planning = more risk of not meeting stakeholder desires
 - Tighter budget = more time to plan, understand where scope can be scaled back
 - Less time = try and ensure flexibility in budget or scope
- It is ok to make changes – document and gain stakeholder buy-in where appropriate

PM is Everywhere

- PM is just a set of tools
- Learn your strengths and strengthen your weaknesses
- Reality check
- Keep the end in mind

THE END