



Managing Your RMP Project Successfully: BLM and Contractor Lessons Learned

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International



PRESENTATION OUTLINE

- Field Office Manager's Perspective
- BLM Project Manager's Perspective
- Contractor's Perspective



FIELD OFFICE MANAGER'S PERSPECTIVE

- Engage in Process
- The Project Manager is Your Lifeline
- Prioritize Workloads
- Provide Clear and Timely Direction
- Engage External Groups Early
- Keep the Politicals Informed
- Don't Sweat the Small Stuff
- Washington is Not Your Best Friend
- Types of Contracts – The Good, The Bad, and The Ugly



ENGAGE IN PROCESS

- With few exceptions none of us enjoy doing an RMP
- We have a tendency to let the staff “Do their thing”. After all they are the experts... (Remember - Their priorities may not be your priorities)
- Clearly state your vision for the ID Team
- Set the sideboards early
- Don’t leave it to happenstance
- “How did we get here?”



THE PROJECT MANAGER IS YOUR LIFELINE

- Talk Often
- Listen to Their Concerns
- When They Bring You a Problem, Solve It! Don't let it linger ...
- Make a Decision, Even If It's Right
- They Are Your Best Friend in This Effort (Maybe Your Only Friend)
- They Speak For You, Don't Let Them Take the Abuse

PRIORITIZE WORKLOADS

Push-Backs:

- We have to gather more data...
- We can't meet that deadline (What that means is I have other things that are more fun)
- I have promised to do ... for so-n-so
- I can't get my widgets done for the upcoming FY (need to pay attention to this one)
- Need more people and money if we are to do all this and stay on schedule (Standard answer when pushed and don't want to do it)



PROVIDE CLEAR AND TIMELY DIRECTION

- Remember stay engaged! It is easy to put it off.
- Listen to the available information and make the best decision you can given the circumstance. We never have all the information we want!
- Don't leave your team to their own devices. They will make a decision that you will have to live with!
- Any delay or change affects the bottom line (completion date).



ENGAGE EXTERNAL GROUPS EARLY

- Ask their opinion and concerns and then “LISTEN”!
- Make them part of the solution
- Remember most people don't buy “Trust us we know best – we are professionals”!
- Keep them involved. It is much harder in most cases for people in small counties to commit the time.
- Be accommodating. Remember, no one likes surprises. “Review the Draft of What, By When??”
- Don't be the “Bureaucrat”



KEEP THE POLITICALS INFORMED!

- Local, State, and Federal Congressionals
- Ask what they are interested in
- Keep them informed and up to date - Give them regular briefings that are short and to the point
- Make it a point to give them a “Heads Up” on issues
- ALWAYS tell the truth



DON'T SWEAT THE SMALL STUFF

- That is what your project manager is for
- Focus on the positive
- The bottom line is the schedule and the best product you can produce in that amount of time
- You can't make it "Bullet Proof"!



WASHINGTON IS NOT YOUR BEST FRIEND

- Don't ask, don't tell
- It may come as a surprise to you but their agenda is a little different than yours....



TYPES OF CONTRACTS

- The Good
 - The Contractor and the BLM “**work together**” to produce a quality product on time.
- The Bad
 - You don’t work together and have to redo everything and continually miss deadlines.
- The Ugly
 - You let the contractor do all the work. You aren’t engaged and the product is unacceptable and you get to do it all over again!

FIELD OFFICE MANAGER SUMMARY

- Engage in the process early on
- Listen to your Project Manager
- Stay engaged – as much as we would like it to, it won't run itself
- Keep the cooperating agencies involved – nothing worse than getting to the end and finding out they aren't with you
- Work with the contractor continually – there will be many issues and both of you need to be together
- It's your project, don't let someone else mess it up!

PROJECT MANAGER'S PERSPECTIVE

- Coordination
- Communication
- Inspiration/Leadership
- Time Management
- Adaptability
- Accountability



COORDINATION

- Multiple levels internal and external to BLM
 - Field Office
 - State Office
 - District
 - Washington Office
 - Cooperators
- The network is ever evolving
 - Staff change along with philosophy
 - Reviewers don't always timely weigh in
 - Maintain an active network
- Coordinate early and often



COMMUNICATION

- A successful RMP is dependent on
 - Communication that is timely, accurate, and useful
 - Promotes behavior sought in the ID Team
 - Maintains morale
 - Promotes “active” listening
 - Communication that maintains relationships
 - Contractor
 - Cooperating Agencies
 - ID Team
 - Public



INSPIRATION/LEADERSHIP

- The Project Manager is the mood setter
 - White Hat
 - Confident
 - Positive
 - Morale/motivation booster
 - Black Hat
 - Lacks confidence
 - Negative venting
 - Morale/motivation killer
 - Other Ways to Inspire/Lead
 - Set clear goals
 - Recognize contributions
 - Clear hurdles
 - Roll up your sleeves
 - Lead by example



TIME MANAGEMENT

- Balance the RMP workload with day-to-day workload
 - Project management efficiencies
 - Deadline efficiencies
 - Task completion efficiencies
 - Schedule management efficiencies



ADAPTABILITY

- Plan for the best, BUT
- Be flexible and adaptable
 - Changing circumstances
 - New requirements
 - Unforeseen challenges



ACCOUNTABILITY

- RMP success rests with the BLM
- BLM's level of effort will be tremendous
- BLM must provide direction to the contractor
- Provide Cooperator feedback



PROJECT MANAGER SUMMARY

- Bottom Line – RMP success does not happen by chance
- It relies on:
 - Coordination
 - Communication
 - Inspiration/Leadership
 - Time Management
 - Adaptability
 - Accountability

CONTRACTOR'S PERSPECTIVE

- Clear Decision Authority
- Timely Decisions and Direction
- Collaborate
- Follow Planning Sequence
- Understand Project Scheduling
- Understand The Triple Constraint
- Discuss Deliverables Before Starting
- Garbage In Garbage Out
- Maintain Administrative Record
- Leverage Team Member's Strengths
- Summary



CLEAR DECISION AUTHORITY

1. CO
 2. COR
 3. BLM Project Manager
 4. FO Manager
 5. Assistant FO Manager(s)
 6. District Manager
 7. SO Liaison
 8. WO Liaison
 9. Non-designated “managers”
-
- LL: Avoid Management By Committee



TIMELY DECISIONS AND DIRECTION

- Daily Decisions Are Required
- Decide Today, Don't Delay
- Revisiting Previous Decisions
 - Delays Schedule
 - Increases Cost
 - Reduces Quality

LL: Time = Money



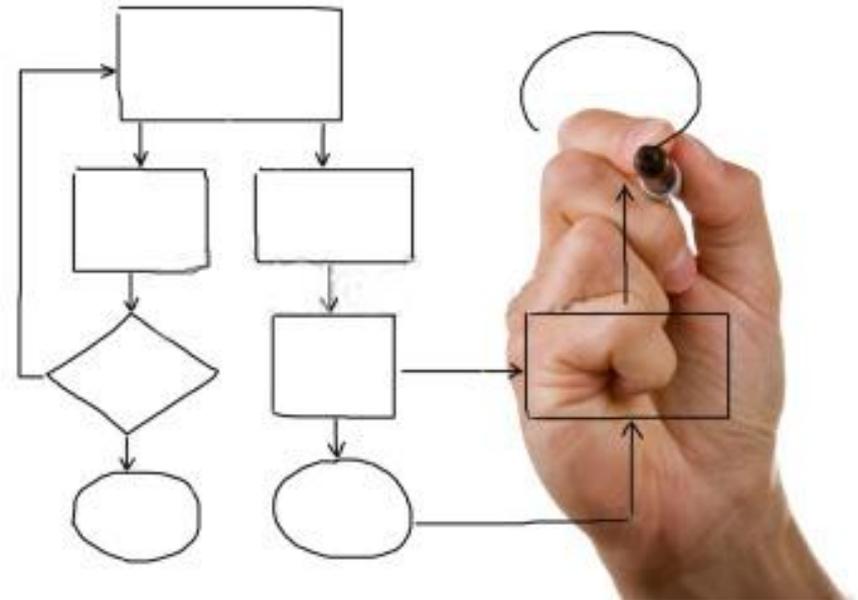
COLLABORATE

- Easy To Say, Difficult To Do Well
- Start Early And Meet Often
- LL: Contractor Can Help But BLM Has To Lead



FIRST DECISION: FOLLOW PLANNING SEQUENCE

- Begin Formulating Alternatives ONLY After You've Finished:
 - Scoping
 - Key Planning Issues
 - Planning Criteria
 - AMS/MSA
 - No Action Alternative
 - ACEC Nominations
 - Approach
- LL: Finish AMS First!



UNDERSTAND PROJECT SCHEDULING

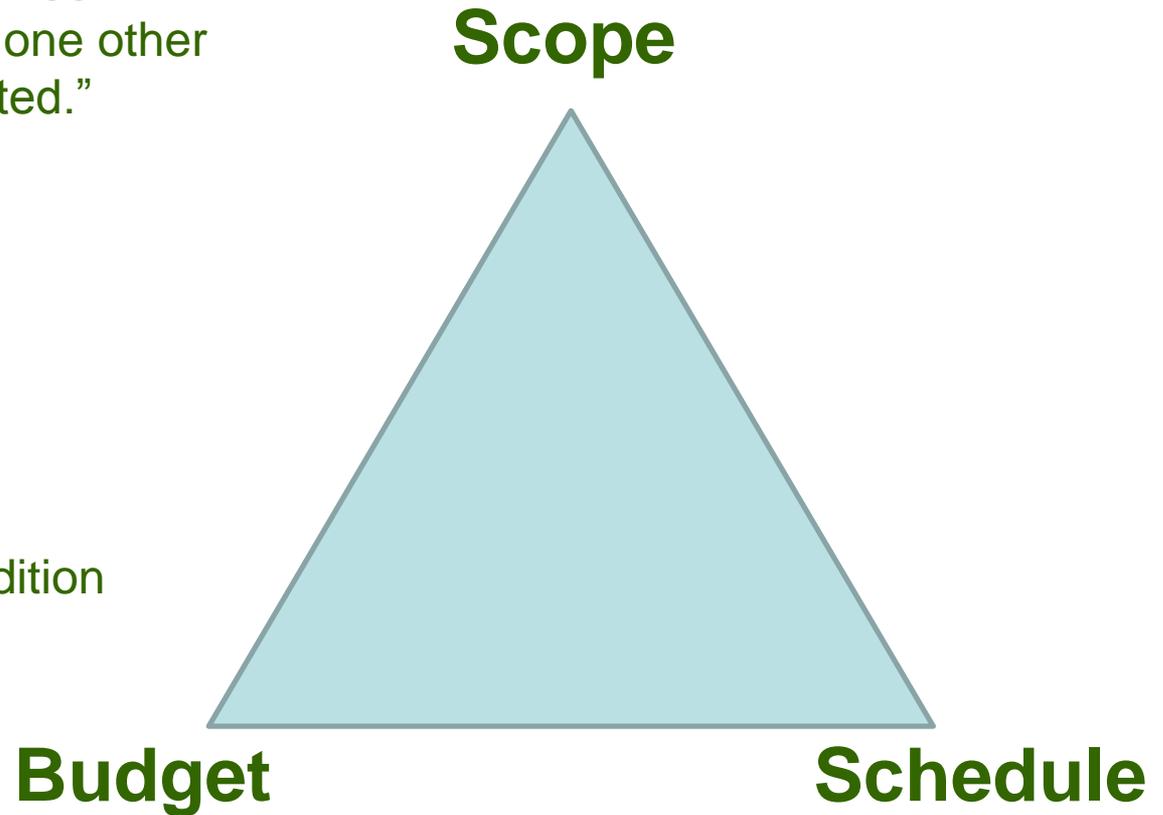
- Thousands Of Linked Tasks
- Missed Deadlines Have Ripple Effect
- Inform BLM of Consequences of Decisions
- LL: Schedule Slippage Is Not 1:1

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Monday	Tuesday	Wednesday	Thursday	Friday	Saturday/Sunday
2	3	4	5	6	7/8
9	10	11	12	13	14/15
16	17	18	19	20	21/22

UNDERSTAND THE TRIPLE CONSTRAINT

- LL: "... if any one of the three factors changes, at least one other factor is likely to be affected."



- Source: PMBOK Third Edition

DISCUSS PROJECT DELIVERABLES BEFORE STARTING

- What Is The Outline?
- What Are The Assumptions?
- What Do Figures Look Like?
- What Do Tables Look Like?
- What Is The Page Count?
- How Many Versions?
- Who Will Review?
- What Are The Requirements?
- Who Are The Authors?
- What Is The Style Guide?
- What Is The Purpose?
- What Is The Schedule?
- LL: Align Expectations



GARBAGE IN GARBAGE OUT

- BLM Specialists Are The Experts
- Contracts Are Primarily For Writers/Editors/Planners
- Garbage To Contractor = Edited/Formatted Garbage To BLM
- LL: Spend Time Upfront Or Spend More Time Reviewing/Revising



Maintain Administrative Record

- Build (Monthly) As The RMP Is Revised
- Include Collaboration (Not Just Deliverables)
- LL: Write The RMP Story For The Court



LEVERAGE TEAM MEMBER'S STRENGTHS

- **Contractor**
 - Managing Process
 - Writing/Editing
 - Logistical Support
 - Facilitation
 - Managing Comments
 - Maintaining Schedule
 - Strategy/Planning
 - Technical Adequacy Review
- **BLM**
 - Technical Expertise
 - Balancing Competing Demands
 - Preparing AMS/MSA
 - Evaluating ACEC Nominations
 - Identifying Key Issues
 - Identifying Management Concerns
 - Identifying Stakeholders
 - Complying with Policy/Directives

CONTRACTOR SUMMARY

- Clearly Establish The One Person In Charge
- Make Decisions Today And Stick To Them
- When In Doubt, Follow The Handbook
- Schedule Matters; Time = Money
- Scope, Schedule, And Budget Are Linked
- Avoid Disappointment – Align Deliverable Expectations
- Invest Time Up Front To Reduce Revision Time Later
- Tell Your Story Or Someone Else Will
- Engage The Contractor As A Partner

RMP REVISIONS TAKE TIME, ENJOY

Before



After



Thank You

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