

TOTAL SYSTEMS EDUCATION, LTD.

TSE013

MAKING VENDOR AND SUPPORT GROUP RELATIONSHIPS WORK



Course Description

How many of us and our cross-functional partners work on multiple projects, with multiple teams, with people outside our normal team (and control)? Some of these people are within our organization and some outside, but all have various, and sometimes conflicting priorities. AND WE STILL must maintain our daily responsibilities! This module picks up where the *Foundations of Project Management* leaves off, expanding upon the methods of negotiating and managing your relationship with your team, support groups, client, management, outside vendors, and interfacing projects. It introduces additional techniques for interacting with all Stakeholders needed for project success.

This module is for anyone who has completed *Project Planning and Control (The Foundations of Project Management)*, who wants and needs to transition to a *systematic approach* to Vendor and Support Group Management.

Once completed, participants involved with PMI® and the Project Management Institute's Project Management Professional – PMP program, are awarded 14 PDUs. Our Global R.E.P. number is 1270.

Upon completion of this course, each participant will be able to:

- Understand why tasks must be given to others outside their team;
- Decide on the best type of relationship model based on the work to be performed, the other party, and your ability to manage them;
- Be able to develop terms for basic Outside Contracts and Internal Service Level Agreements (SLAs);
- Critically review Contracts and SLAs to identify areas of risk and opportunity;
- Apply several techniques for managing outsourced work;
- Identify and Balance the cost, schedule, scope, quality, and risk tradeoffs faced when managing work being performed by others;
- Perform Earned Value Analyses (EVA) to determine the true status of “*in-Progress*”;
- Avoid, and when necessary, resolve problems via a step-by-step process.

Instructional methods for this two-day module are lecture, discussion, exercises, and workshops. Session also includes participant discussion and feedback of on-going single and multiple project situations.



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Course Outline

I. Introduction and Course Objectives

II. Team Structures

and the impact they have on teams!

- A. Hierarchy
- B. Matrix
- C. Cross-functional (Task Force)
 - Support Groups
 - Vendors (Outsourced)
 - Offshore Relationships
 - Remote Teams

Workshop 1: Demonstrate various communications channels

III. Working with Providers from Outside our Normal Team

- A. Why we ask others to do work?
- B. What can go wrong?
- C. What must we change to make things work?
or: Making Relationships Work!

IV. Service Level Agreements (SLAs) and Outside Contracts

- A. Contract Requirements
 - 1. Offer and acceptance
 - 2. Consideration
 - 3. Legal capacity
 - 4. Legal purpose
- B. Different Contract Types: *The Benefits and Problems*
 - 1. Lump sum/Fixed price
 - 2. Cost plus
 - 3. Time and materials
 - 4. Purchase order
- C. Agreements
 - 1. Scope Statements
 - 2. Statements of Work (SOW)
 - 3. Service Level Agreements (SLAs)
- D. Calling in Support Departments
 - 1. Legal
 - 2. Procurement
 - 3. Human Resources
 - 4. Others



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Course Outline Continued:

IV. Service Level Agreements (SLAs) and Outside Contracts – Continued

- E. Creating a Contract
 - 1. Accessing existing contract-development resources
 - 2. Typical contract components
 - Specifying who will do the work
 - General capabilities
 - Specific individuals
 - Required Meeting Attendance
 - Specification of Deliverables
 - Performance Measures – The Metrics
 - Penalty/Reward Clauses
 - Payment Basis and Timing
 - Withholding Terms
 - Other Terms and Conditions
 - Non-Disclosure of Proprietary Information
 - Use of Your Company as a Reference?
- F. Defining the Scope of the Contract
 - 1. Deliverable-oriented
 - 2. The “Devil is in the Details”
 - 3. Deliverables Tied to Dates and Payments
 - 4. The Exception Process
- G. Specific Offshore Contract Requirements
 - 1. Legal and Governmental Issues (Foreign Corrupt Practices Act)
 - US Government-mandated Secrecy
 - Payment of Local Officials
 - Getting Through Customs
 - 2. Cultural Issues
 - 3. Use of Local Personnel
 - 4. Housing and Security for Your Personnel
 - 5. “Specifying the Specifications”
 - 6. The Communications Process
- H. Negotiating and Closing the Deal

Exercise 1: Finding loopholes

Exercise 2: Writing a contract



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Course Outline Continued:

V. Managing Vendors and Support Groups

- A. Working Relationships
 - 1. Partnership vs. Adversarial
 - 2. What leverage do you have?

Workshop2: Relationships

- B. The Cost of Work Disruptions
- C. Management Strategies for Vendor and Support Group Relations
 - 1. Dividing the workload to facilitate work management
 - 2. Using templates to ensure project success
 - 3. Using single points-of-contact (SPOC) to improve communications
 - 4. Knowing how to apply formal problem solving techniques
 - o Identify the Real Problem (not just the Symptoms)
 - o Analyze the Problem
 - o Develop Alternatives
 - o Select and Implement a Solution
 - o Monitor the Success of the Solution
 - 5. When to require dedicated resources
 - o Contract Implications
- D. Invoice Management
 - 1. Typical failure points that weaken your ability to manage
 - 2. Tying payments to performance and deliverables vs. milestones
 - 3. Earned Value Analysis (EVA)

Exercise 3: Applying Earned Value Analysis

VI. Closing Out Procured Services Agreements

Transitioning the Project into an ongoing Process

- A. Maintenance
- B. Enhancements

VII. Conclusion

- A. Review Major Topics/Issues
- B. Participants Critique Class

