

NDIA PMSC Strategic Plan

March, 2009

Strategic Areas	Objectives	Strategies	2009 Actions
Customer/ External	Lead the continuous improvement of the application of EVM	Reach agreement with stakeholders on the definition of efficient and effective EVM (Industry, DOD, Intel, Civilian agencies)	Communicate, in accordance with PMSC Communication Plan, to other parties that PMSC is the source for establishment and <u>interpretation of the EVM guidelines.</u>
		Identification of community leadership with establishment of two-way communication process	
		Assist civilian agencies in EVM maturation	Establish a relationship and get on the agenda to present to the CFAs (CAO and CIO Council, PM Committee)
		Establish <u>policy/practice for reciprocity</u>	
		Transfer current focus from EVMS to the real (acquisition-related) problems (root Causes) responsible for cost/schedule growth	Conduct or support a study to examine why programs fail in terms of cost and schedule growth
		Develop EVM guidance and EVM "Best Practices" that provide risk mitigation of root causes for cost/schedule growth (e.g., poor acquisition planning, requirements definition, etc)	
	Provide an independent voice for Industry	Identify and collect data/metrics necessary to document/support industry issues/positions in a non-attributive fashion	Develop a secure and not widely accessed data repository
			Define a limited and meaningful set of metrics that all members can populate
			Identify choke points as it relates to getting subcontractors validated
		Act as a clearinghouse for Industry in the collection and resolution of EVMS interpretation and implementation issues and disseminate these to all PMSC industry members	Establish a better process for gathering and <u>acting on clearinghouse input</u>
			Maintain data base of issues – identify resolution and positive results
			Document all resolutions (positive and negative). Provide a forum to answer concerns, issues -- e.g. FAQs
	Encourage partnership/ collaboration with government	Provide a forum for building strong government/industry working relationships	Establish NDIA PMSC EVM learning objectives for the Federal Acquisition Certification requirement
Establish a Government and Industry EVMS management group consisting of PMSC, OMB, DOD, and representatives from major agencies, Gov't training organizations, Program Management, and other associations			
Attract industry and Government senior officials		Directly engage with other parts of OSD <u>Leadership</u>	
		<u>Participate or jointly sponsor DCMA conferences</u> Participate in PEO /Industry Conference	

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Internal	Reinvigorate industry self-governance	Identify and publish best practices for self governance	Outline what it will take to give the Government the confidence that we can self-govern
		Establish metrics to measure progress and success	
		Engage CEOs to heighten their awareness and understanding of issues, challenges, and initiatives	Present EVM at annual CEO Summit
		Encourage CEO participation in OSD and Civil Agency dialogue	
	Maintain the PMSC Guides	Reevaluate guides for improvement opportunities and to identify gaps. (Do our stakeholders like them? Accept them? Can we integrate them with other PM disciplines?)	
	Create schedule and solicitation process for input on new documentation required		
	Ensure EVM integrates with other program management disciplines	Solicit the and participation of the Risk & Opportunity Management, Systems Engineering, Cost Estimating, Scheduling, and Subcontracting communities; interact with them regularly to define/enable improved integrated program management	Participate with international counterparts to jointly move toward common EVM standards (including ANSI/EIA 748) to the extent practical
		Obtain cost metrics demonstrating efficient EVM by integrating EVM with other PM processes	
		Expand contacts with systems engineering community in an effort to tie EVM content to technical performance measures.	
		Establish regular interfaces and/or participation with related NDIA committees and divisions (ICPM, Systems Eng, Small Business , Procurement, et al.)	Meet with NDIA leadership to establish collaboration
	Create a NDIA Forum for collaborative communication and discussion of current issues/proposed solutions and utilization improvements		
	Improve operation of Working Groups	Develop an improved CONOPs	Improve Working Group participation and efficiency
			Create outreach program to industry showing PMSC is the SME for EVM
Be proactive to promote and/or further define the best practices we have developed and ensure that as Industry we are following them.			
Conduct research and publish white papers		Build on the recent Navy study that segregates cost growth into two pieces; changing system requirements 14% vs. cost growth (efficiencies and technical challenges)	
Review training materials on EVM from all types of training organizations to ensure there is a common understanding of the EVM principles and guidance			
Use Working Groups as means to grow future leaders of PMSC		Create outreach to students and industry in an attempt to highlight career path with the emphasis to address the resource shortage in scheduling and EVM fields	
		Seek informational opportunities	

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Growth	Expand collaboration with other industry associations	Evaluate and define the PMSC position on international goals and participation	Support the ISO Standard for EVM?
		Identify target industry organizations and establish an EVM presence with other industry associations (AIA, NCMA, INCOSE, etc)	Present guides, fully supported by the requirements in OMB A11, Part 7, requiring their use, at all conferences and other forums.
			Develop a "Road Show" on what PMSC is and why we are relevant . (Where will this road show be taken and by whom)?
	Increase collaboration with key government agencies and policy makers in the area of EVMS and Program Management	Work educational initiative with Government and Academic institutions to develop curricula and train graduates in the key program management/EVMS processes	Establish academic relationships to include EVM courses in University level offerings
			Identify key stakeholders in all procuring agencies and commands and reach out to those focal points to offer training and understanding of Guides/ANSI
		Participation in PM CAIWG – creating awareness and understanding	Promote recognition of our industry ownership, our leadership, expertise and our guides
	Ensure Government CFAs communicate and identify issues and concerns		
	Expand membership to include additional disciplines (PMs, Scheduling, Contracting, etc.)		