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Draft ICPM Program Start Improvements—2/6/08

Outline

- **Assumptions for Improved Program Start Processes**
- **Program Start Activities**
- **Program Workshops and Phase Improvements**
- **Action Items**

Assumptions for Improved Start Processes

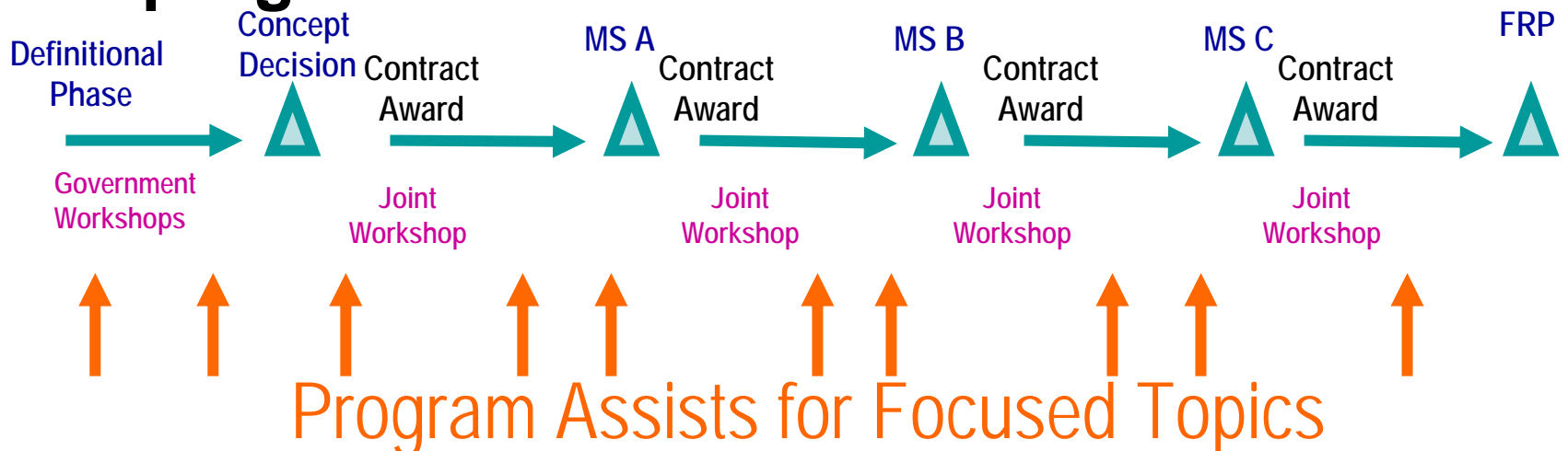
- **“It’s always too late in a program’s life cycle to inspect in strategy and structure”**
- **There are key points in the life cycle prior to Concept Decision through post Milestone C for program assists and interventions to leverage program success**
 - **Government/Contractor Alignment from ICD through production necessary—create joint plan, common contract interpretation, role clarification, etc.**
 - **Improving current processes will continue to contribute to Program Success**
- **Structured assists/interventions leverage success for the next milestone**

Program Start Background

- **Joint Government/Industry desire to start programs for success (Current DAU/Raytheon Post MS B Templates)**
- **Communications With the Contractor During Competitive Phases Currently Weak**
 - Barrier to Joint Government/Industry Interaction
- **Different Phases of Program Lifecycle w/different Needs**
 - Government only—Definitional Phase through ICD
 - Pre RFP(Gov./Industry) and Post RFP (Industry)
 - Post Award Activities
- **New Assists or Interventions at Key Events can improve probability of Program Success**
- **ICPM Potential Timeline--From Pre Materiel Development to post Milestone C**

Key Leverage Points

- **Program Startup Workshops**
 - After contract award
 - Initial alignment of government and contractor
 - Use of checklists / criteria to establish and measure the level of program maturity
 - From Concept Decision through LRIP
- **Assists—Coaching/assessments at key points in program**



ICPM Activities

- **Post Milestone B Award Workshops**
 - Develop Phase Related Templates/Methodology
 - Designate Pilots
 - Ensure Pre-workshop planning
 - Workshop contract inclusion
 - Obtain Feedback
 - What worked/didn't work
 - Metrics
 - Revise and implement workshop improvements
- **Develop and Pilot Workshops for Definitional Phase and Post MS A and MS C**
- **Improve Government and Industry Communication during Competition (pre-rfp/rfp/execution)**
- **Assist Visits**
 - Apply systemic root cause analysis to determine key assist points
 - Develop assist visit content and methodology

MS B Post Award Program Start Common Issues

Common Issues

- **Unrealistic expectation to begin “real work”**
- **Critical skills & resources not onboard**
 - **Both Government and Industry**
- **Integrated supplier start up plans weak/not in place**
- **Inadequate IMP/IMS**
- **Weak objective and verifiable requirements definition**
- **Lagging program tracking metrics**
- **Joint IBR planning not well laid out**

Program Leadership Fundamentals



Defense Acquisition University

Post Award Workshops

Program

- Educate government and industry teams on effective program phase startup actions
- Produce key program startup products

People

- Build an environment of trust, collaboration, teamwork and communication
- Establish the foundation to execute a successful program



Defense Acquisition University

Workshop Benefits

- **Shared perspectives on program goals, business processes and intended outcomes**
- **Positive environment of trust, collaboration, teamwork and openness**
- **Solid plan for moving forward at IPT Level**
- **Improved Expectations for Program Execution**
- **Sharing of best practices**
- **Does Not Compensate for Poor Contract/Precontract Preparation**
- **Data driven Program Management**

Reduced project risk

Increased probability of program success



Post MS B Workshop Module Overviews

Module Title:

Workshop Products Captured:

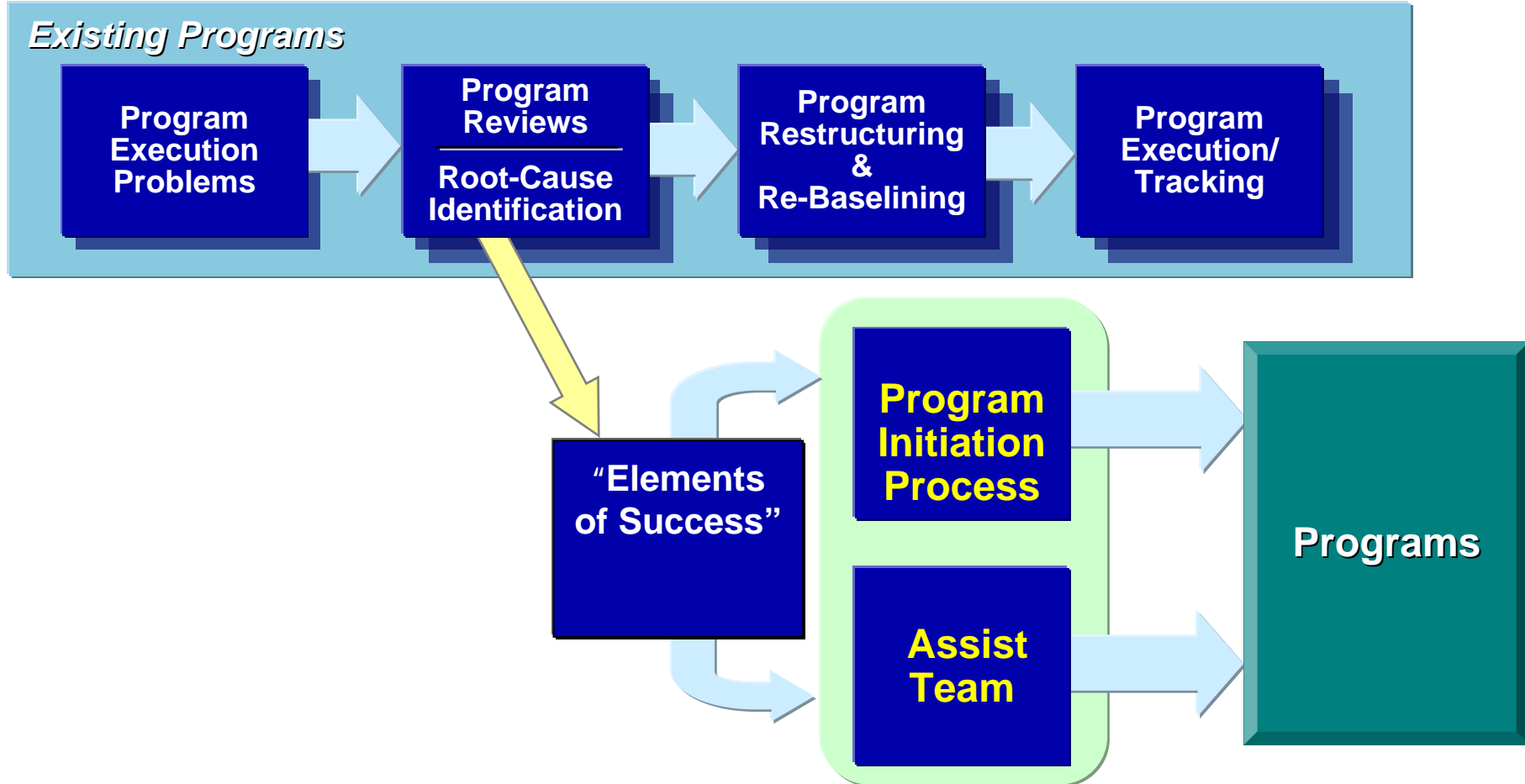
| | |
|--|--|
| Module 1: Workshop Orientation | Program Vision, Values, Mission, Goals List of Program Success Factors and Potential Problem Areas |
| Module 2: Program Startup Plan to Integrated Baseline Review (IBR) | Validated IBR Roadmap (Startup Plan) List of Action Items and POCs Program Analysis to Determine Maturity Level |
| Module 3: Contract Baseline & Change Management | Contract Point of Contacts List List of Issues That Need Clarification |
| Module 4: Industry Best Practices | Industry Best Practices Applicable to Program |
| Module 5: Integrated Product Team (IPT) Structuring & Chartering | IPT Charters, Integrated Master Sched. Team inputs to IBR Roadmap, CDRL & Risk |
| Module 6: Integrated Digital Environment (IDE) Briefing and Demo | Documented IDE (Portal) Process IDE Issues to be Resolved Communications Content and Scheduling |

| Module Title: | Workshop Products Captured: |
|----------------------------------|--|
| Module 7: Risk Management | Documented Risk Management Process List of Issues to be Resolved |
| Module 8: Program Metrics | High-Level Set of Program Metrics |
| Module 9: PMs' Wrap-up | PMs and Team Commitment to Work Together to Achieve Program Goals Agreed Actions Item List |
| | |

Nominal Program Startup Workshop

| | Day 1 | Day 2 | Day 3 | Day 4 | Day 5 |
|-------------|---|---|---|--|--|
| 8am | 1 Program Startup Workshop Orientation | 15 min morning kick-off | 15 min morning kick-off | 15 min morning kick-off | 15 min morning kick-off |
| 9am | | 3 Program Contract & Funding Baseline | 5 Program Strategy (Values, Vision Mission & Goals) | 8 IPT Structuring & Chartering | 9 Plan for Program Start-up Review Affirm Schedule, immediate priorities, & Parking lot |
| 10am | | | | | |
| 11am | | | Team Handbook Signing | | |
| 12pm | Lunch | | Lunch | | Lunch |
| 1pm | 2 Program Startup (Government & Industry Processes including structured checklists) | 4 Contract Change Management "Test the process on pending change" Include Conflict Resolution | 6 Program Metrics | 8 IPT Structuring & Chartering | |
| 2pm | | | | | 7 Program Risk and Opportunity |
| 3pm | | | 8b IPT Time | | |
| 4pm | | | | | 15 min wrap-up/next day |
| 5pm | Social Event | | | | |
| 6 pm | | | 15 min wrap-up/next day | | |

Assist Team Modes



Goal: Establish Process and Provide Hands-On Support for New Programs

DoD Root Cause Analysis

- **SSE/AS Identified Key Areas for Improvement**
 - Over 50 recommendations across the program acquisition lifecycle
 - Applies to both government and industry

| | Program Initiation | Acquisition Strategy Development | Transition to Execution | Program Execution |
|--|--------------------|----------------------------------|-------------------------|-------------------|
| Early Program Planning | √ | √ | | |
| Requirements Maturation | √ | √ | | √ |
| Organizational Effectiveness | √ | √ | √ | √ |
| Cost and Schedule Reasonableness | √ | | | |
| Communication | √ | √ | √ | √ |
| Validate Realism: Cost, Schedule & Technical | √ | √ | | |
| Contract Structure and Incentives | | √ | √ | √ |
| Gate Reviews | | √ | √ | |
| Realistic Capability Expectations | | √ | | |
| Gate Reviews | | √ | | |
| Value Added Oversight | | | | √ |
| Transition from DT to OT | | | | √ |
| Execute Plans | | | √ | √ |

Program Assessment Criteria Example

Program Risk Criteria: Program Application of an Integrated Master Plan (IMP)

| Risk Rating | Assessment Criteria | Current Program Risk | Program Goal Level | Planned Actions & Activities |
|-------------|---|----------------------|--------------------|--|
| 0 | The program plan is schedule based; an IMP has not been developed. | | | |
| 1 | The program has an IMP and has identified events & milestones. The IMP includes program/team accomplishments which specifically support the events and milestones. | X | | |
| 2 | The program has defined each of its key events and milestones with criteria. The criteria is identified to provide clear objective measurement of program/team accomplishments. | | | Action: Develop team accomplishment to support events and milestones |
| 3 | The logic flow of accomplishments through the program/team is established. Work products, deliverables and other data input/outputs are identified and horizontally integrated, and linked to the IMP events & milestones | | X | Action: Develop entrance and exit criteria for key events and milestones and develop event and milestone logic flow. |

Proposed Activities

(Identify ICPM working groups)

- **Update Program Post Milestone B Workshops (gov't and industry)**
 - Identify Pilot Programs
 - Include in Contract
- **Develop and pilot workshops for pre-concept decision phase (gov't only) and Milestones A & C (gov't and industry)**
- **Apply systemic root cause analysis to identify key assist points in a lifecycle that benefit from an assist visit**
 - Shape assist visit templates for high payoff activities
 - Develop and schedule assist visits

- Gov't./Industry team review current Post Milestone B workshop for content and tailoring—DAU host
- Identify Pilot Programs—Dir (PSA)
 - Target team facilitators for workshop training
- Provide key assist points for ICPM evaluation---Deputy Director (Assessment and Support)
- Develop Assist Visit Process---Dir (PSA)
 - Identify Pilot Programs --all

Backup

Typical Program Assist Outputs

- **Different Assist Points than many of today's Reviews**
 - New assist points may cause changes to today's reviews
 - Configuration Steering Board process important tool
- **Assist Types—Some multiple phases**
 - Requirements Translation to Product Baseline
 - Technology Feasibility and Maturity
 - Concept of Operations
 - Cost Estimating Rigor
 - Probability of Meeting Schedule and Costs (All Phases)
 - Systems Engineering Rigor
 - Test & Evaluation Integration, Timing and Robustness
 - Program Office Standup, Structure and Skills
 - Contractor Baselines and EVM/IBR
 - Post Award Startup Workshops
 - Key Government Personnel Evaluated by Command and Onboard at Program Startup
- **Assist Teams**
 - Resources/Robustness
 - JIT Training
- **Competitive Sourcing Government/Contractor Communication Improvements**