



ICPM Program Start Improvements September 8, 2008

Jess Stewart

Activities since 6/9/08 ICPM Meeting

- Focused on C-5 RERP Workshop
 - Pre-Meeting
 - Corporate Participation
- JLTV Post MS A Workshop Preparation
- Continued Review and Update of Pre-Workshop Meeting Agenda
 - Draft DFAR Clause (for comments)
 - Expanded use of Templates for IPT/Briefs
 - Reviewing increased interaction with Program teams prior to Workshop
 - Re-Emphasized Major Effort is by *Joint* Government - Contractor IPTs during Workshop

C-5 RERP Workshop

- **C-5 RERP Program Entering LRIP**
- **DAU/LMCO Worked with Program PMs to Tailor for Right Output—Unique to that Program**
 - **Tailoring Broader than Previous Workshops—Different Modules/Topics**
 - **Diminishing Management Sources**
 - **Projected Cost Reduction Projects (T1)**
 - **Producibility Incentives/ECP Process**
 - **GFE Delivery**
 - **Metrics—Production**
 - **Post SDD Program Execution Processes Discussed/Shared/Resolved Quickly**
 - **Not a Cookbook**
 - **Individual Program Issues Highlighted**
 - **High Preparation Workload for Program Offices (as Usual)**
- **Consider Corporate Participation a Necessary Addition to Functioning of Workshop and Follow-up**

Workshop Catalyst for Sharing Ideas

Workshop Status

- BAMS Completed
- CSAR-X DAU MA – Re-contacting CSAR-X
- JLTV Working with Program Office
 - Setting Agenda
 - Modeling Post Award Management
- Navy JPALS
- JAGM

C5 RERP

- **Ms. Sandy Davis, Air Force Deputy Program Manager, C5**
- **Ms. Blair Marks, Lockheed Martin C5 RERP Program Manager**

GPS III Startup

- **Air Force Program Management Assistance Group**
 - Col Kwon (USAF)

Backup



Defense Acquisition University

New Program Startup Workshops (NPSW)

What NPSW Is

- Alignment of Gov't & Industry Teams
- Clarifications & Emphasis:
 - Transparency & Communications
 - Key Contract Requirements & Incentives
 - Baseline Management
 - Management Reserve
 - Change Management
 - Data/Workflow Management
 - IMP/IMS
- IBR Execution Plan
- PMR Process
- Technical Management & Reviews
- Risk Management Process & Initial Register
- IPT Charters, Responsibilities & Authority
- Other Topics Selected By PMs

What NPSW Isn't

- Program Oversight
- Training
- IBR
- Grading Program Managers
- Baseline audit
- Negotiation of Contract Changes
- Post Award Orientation or Conference (unless integrated by government)

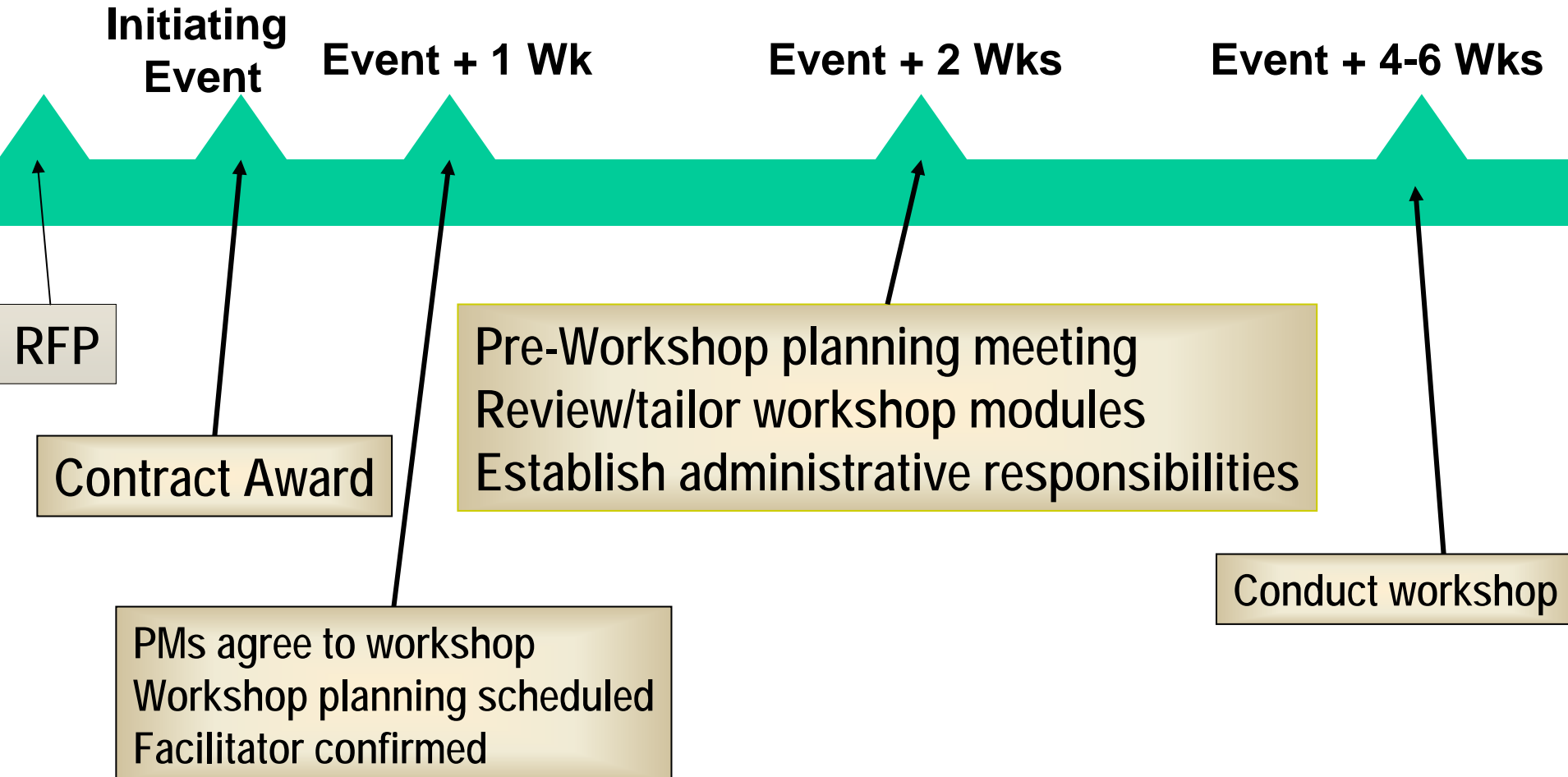
Not just for New Starts!

Participants

- Program Managers
- Deputy PMs
- PCO/Contracting Head
- Chief Financial Mgrs
- EVM/IBR Leads
- Chief Engineers
- Chief Logisticians
- Significant IPT Leads
- DCMA PI & ACO
- PMs of Major Subs
- Sponsor/User Rep Facilitation Team

Early Alignment & Mutual Commitment To Program Success

Workshop Planning Timeline



Workshop Flow

➤ Workshop Introduction (Challenges & Vision)

- Executives, PMs, Sponsors and/or Users/Facilitator

➤ Topic Introduction

- DAU/Corporate Facilitator—Areas for Module Discussion
- Govt. and Contractor Present their Baseline Process/Progress for Module
- Discussion

➤ IPT Chartering Session

- IPTs Work Through Each Module

- | | |
|------------------------|-------------------------------------|
| --Charter Update | --Responsibility and Accountability |
| --Risk Register | --IBR Planning |
| --IMP/IMS Issues | --Communications/Workflow Plan |
| --Near Term Deliveries | --GFE Review |
- IPT Cont./Govt. Co-Leads brief Joint Charter, Issues and Actions

➤ PMs Establish Workshop Action Items

When Program Start Up Support is Used

- Characteristics of a program that needs start up help
 - New program team
 - Significant process or management & staffing changes
 - Major program rebaseline

- Complex development environment
 - Joint Service
 - New system development
 - Maturity of requirement set and/or architecture
 - Application of new technology



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) IMS/IMP/Critical Path Analysis List of Action Items and POCs (Potential Side meeting on processes)
Module 3: Contract Baseline Change/Scope Management Subcontractor Management	Common Contract Framework Understanding Incentives/CPAR Application Contract Point of Contacts List List of Issues That Need Clarification/Resolution
Module 4: Govt. and Industry Key Practices	Practices Applicable to Program – Govt. & Contractor
Module 5: Integrated Product Team (IPT) Structuring & Chartering	IPT Charters, Integrated Master Sched. Team inputs to IBR Preparation, CDRLs, Communications Plan & Risk/Opportunity Management
Module 6: Communications Planning/Collaborative Workflow	Communications Content and Scheduling Collaborative Work Processes

Post MS B Workshop Module Overviews

Module Title:	Workshop Products Captured:
Module 7: Risk and Opportunity Management	Documented Risk Management Process Actions for Joint Risk Process
Module 8: Program Metrics	Program Metrics-PoPS/Ps/Industry Best Practice Metrics/Detailed Program Metrics
Module 9: PMs' Wrap-up	PMs and Team Commitment to Work Together to Achieve Program Goals Agreed Actions Item List

Critical Program Processes

- Identify Best Practices Applicable To Key Tasks & Activities Before MS A Through Post Milestone C
 - Positively influence program performance (success) and Defense Acquisition Workforce development
- Process Improvement—Improving Maturity and Meeting Goals
- Not Oversight or Audit
- ICPM “Value Proposition”
 - Application of Pre MS A through post milestone C lessons learned
 - Identify solutions to recurring program failures
 - Leverage existing corporate and government best practices (e.g. non-advocate reviews, program support reviews, NPSWs, PSRs or ICPM participant support processes)
 - Recognize and learn from others experience
 - Government/industry collaboration on Process Templates, but not prescriptive of delivery



Critical Processes from “How Programs Fail”

Defense Acquisition University

Customers: Government Program Offices; PEOs; Systems Commands, etc.

Drivers: Systemic Needs Identified From All Sources—SAEs/PEOs/PMs, Nunn McCurdy Reviews, PSRs, DABs; NPSWs, GAO, etc.

What: Codify best practices, lessons learned & policy in templates for point of need workforce learning

How: Public domain templates—Applied through cohort training to intact teams, consulting, etc.

Notional Areas—Start at/before MS A

Pre A Post A Post B Post C

Realistic and Coherent Acquisition Strategies	x	x	x	
Requirements Translation to Technical Baselines (Derived Requirements)	x	x	x	x
Source Selection & Incentives Planning	x		x	
Integrated Program Management (EVM) Application	x	x	x	
Systems Engineering Processes/Documents	x	x	x	
Life Cycle Technology Roadmaps including TRL/MRL	x	x	x	x
Cost Estimating Process/Tools (Cost Realism)	x	x	x	x
Acquisition Program Baselines	x	x	x	
Organizational and Technical Management	x	x	x	x
Test and Evaluation Planning	x	x	x	x
Interoperability and Net Ready	x	x	x	
Risk and Opportunity Management	x	x	x	x
Program Metrics & Reporting	x	x	x	x

Enable “Healthy Programs”



Detailed schedule for a 2.5 day workshop

Event	Briefer	Event	Briefer	Event	Briefer
		0730-0745 Recap	PMs/DAU	0730-0745 Recap	PMs/DAU
		0745-0830 User Viewpoint/Reporting Reqts	Users	0745-1130 IPT Working Sessions	IPT Leads
		0830-0915 Program Startup (IBR) Overview	DAU Cont./Gov.	1130-1200 Working Lunch	
		0915-0930 Break		1200-1500 IPT Status	IPT Leads (Co-Brief)
		0930-1130 Contract Baseline, Incentives, & Change Mgmt	DAU Cont./Gov.	<ul style="list-style-type: none"> - Charter Update - Responsibility - Accountability - Risk Register - IBR Planning - IMP/IMS Issues - Comms Plan - Near Term Deliveries - GFE Review 	Facilitator (Moderator)
		1130-1200 Working Lunch			
		1200-1245 Program Metrics/ Best Practices	DAU Contractor Government		
1245-1345 Risk & Opportunity Mgmt / IMP/IMS	DAU Cont./Gov.				
1400-1415 Workshop Overview	DAU	1345-1415 Comm./Collaborative Workflow	DAU Cont./Gov.		
1415-1430 Introductions	Govt./Cont. Executives	1415-1430 Break			
1430-1515 Program Strengths/ Barriers to Success	DAU	1430-1730 IPT Working Sessions	IPT Leads	1500-1630 PM Review	PMs
1515-1630 PM Values & Vision	PMs	1730-2030 Dinner & Social		<ul style="list-style-type: none"> - Path to IBR - Action Items - Team Challenges 	Facilitator (Moderator)

Typical Workshop Attendees

Prime Program Team	15 - 25
Subcontractors	2 - 6
Govt. Program Team	10 - 15
Resource Sponsor	1 - 3
DCMA	1 - 2
<u>DAU</u>	<u>2 - 4</u>
Total	31 - 55

Key Leadership Team Members