



NORTHROP GRUMMAN

DEFINING THE FUTURE



Program Management
Competency Assessment and Actions
Industry Perspective

January 13, 2009
NDIA/ICPM

Marilyn McAlice
Corporate Director, Programs

Moving From Lessons **Collected** to Lessons (really) **Learned**

Introduction

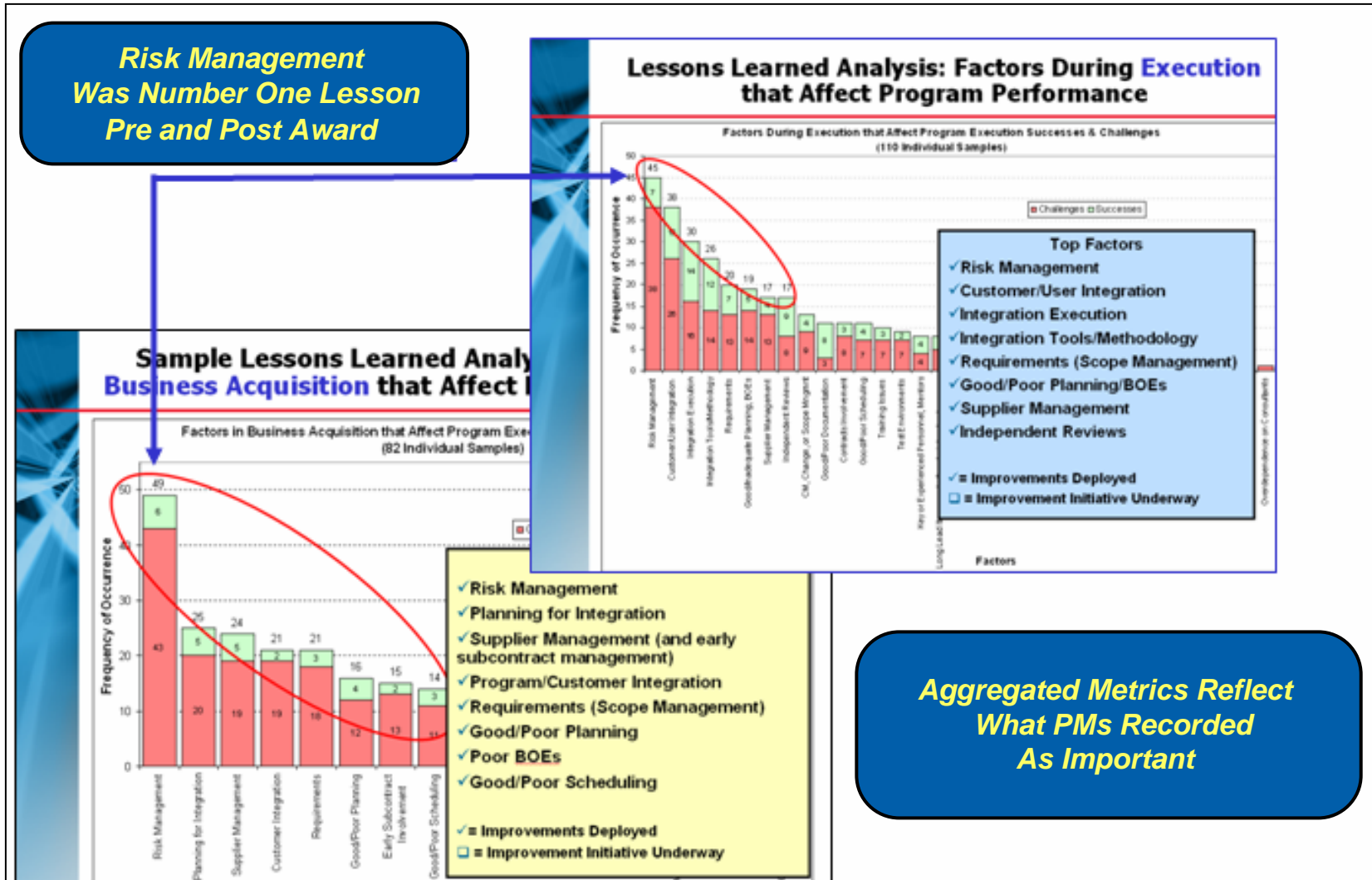
- Northrop Grumman recently assessed our Corporate-Wide Program Management Competencies
- This briefing provides the **context** that led to development of the PM Competencies and Survey, as well as **results and sample actions**
- The context is presented as steps:
 - **Step 1**: Collected & Analyzed PMs' Lessons, Root Causes with Actions
 - **Step 2**: Developed the PM Competency Model & Competencies
 - **Step 3**: Developed, Conducted & Analyzed the PM Self-Assessment Survey
 - **Step 4**: Established Improvement Goals
 - **Step 5**: Developed, Deploying the "How" for improvements with Action Plans

Purpose

- The Corporate-Wide PM Competencies were developed and deployed late 2007
 - For Common PM Development and Training
 - As Key Step to Ensure Program Performance Excellence
- The PM Competency Survey was developed to
 - Gain insight into Program Managers' self-assessment of their **mastery** in each competency
 - Analyze survey results
 - Identify and take actions as required

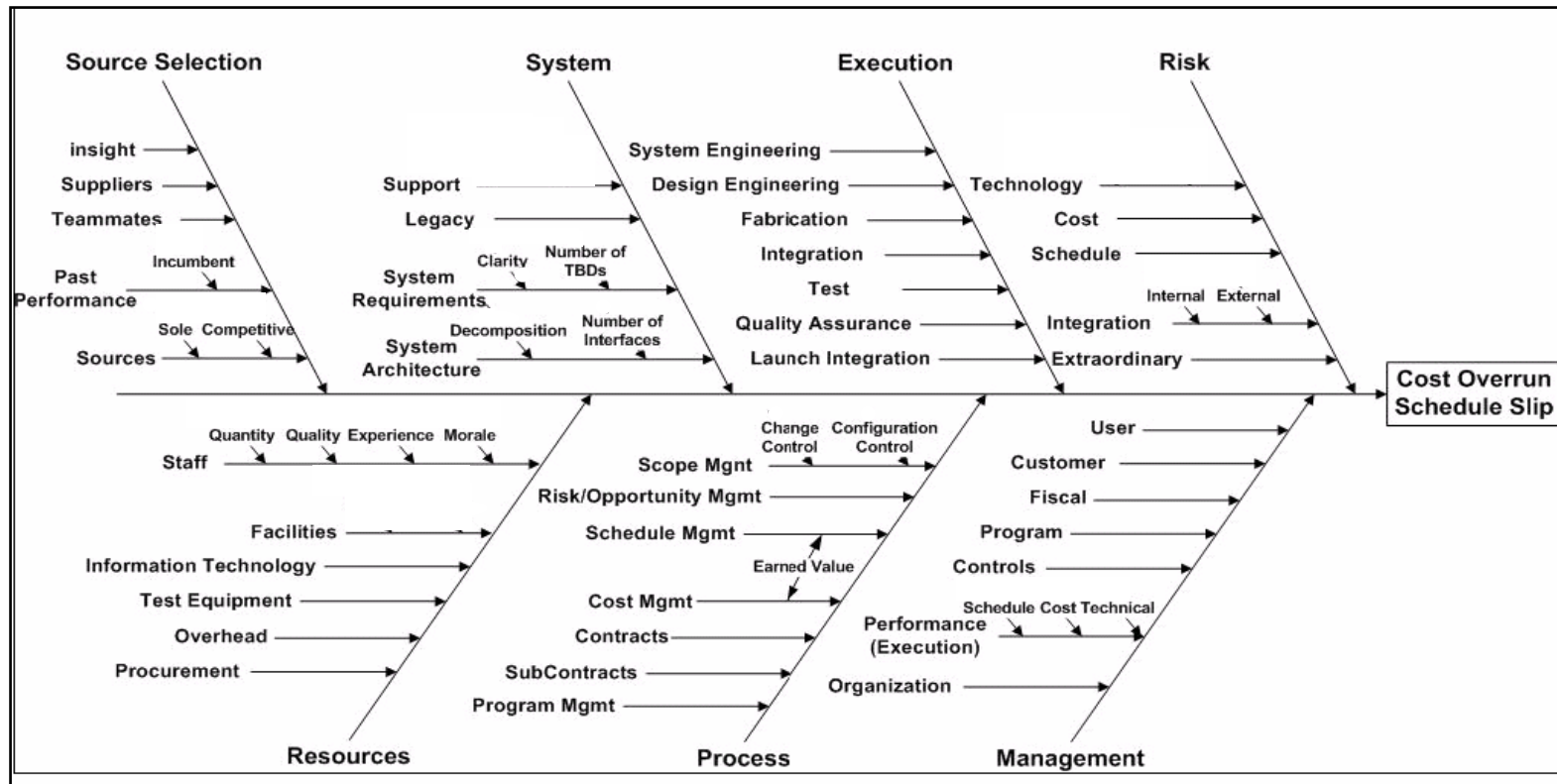
...Moving from Collecting (Repeated) Lessons... to Lessons (really) Learned

Step 1: Collected and Analyzed PMs' Lessons



Step 1 (cont.): Analyzed Root Causes

Utilized Six Sigma/Lean and Metrics from Bid/Program Reviews



One of Many Preventative Actions Was Development of the Corporate-Wide PM Competency Model & Competencies

Step 2: Developed the PM Competency Model

- The PM Competency Model is composed of three distinct areas for each competency:
 - Definition - Describes detail what the specific competency area is and the precise components included in that area
 - Competency - Describes what "abilities" are required in the performance of the particular competency area
 - Observable Behaviors - Describes behaviors that visibly demonstrate that the particular competency is evident. A lack of these behaviors, or behaviors counter to these given, indicate that the particular competency is missing or inadequate

**Key are common definitions with observable behaviors
so progress can be measured and development needs identified**

Step 2 (cont.): Defined the PM Competencies

Eleven PM Competencies:

- Risk and Opportunity Management*
- Scope Management*
- Planning and Schedule Management*
- Supplier/Subcontractor Management*
- Program Integration Management*
- Resource Management*
- Issue and Problem Resolution Management
- Communications Management
- Business Acumen
- Technical Performance Management
- Program Organic Growth

Orig. Dec. 2007

* *Top 6 Reasons Programs Succeed or Get in Trouble*

Fourteen PM "DNA" Competencies:

- Organized
- Frames Strategy
- Patient
- Business Savvy
- Multi-Disciplinary Team Builder
- Communicator
- Adaptable
- Develops Talent
- Drives for Results
- Integrity
- Sound Judgment
- Customer Satisfaction
- Persistence
- Passionate about Success



Orig. Aug. 2008

...all competencies require quality as a critical requirement, measure

Step 3: Developed the PM Self-Assessment Survey

Facts About the Survey

- 80 Program Managers Surveyed
 - Selected attendees for the [Inaugural Enterprise PM Forum](#) (August 2008)
- 11 of the 14 questions were to [self-assess their mastery](#) for each of the 11 PM competencies
 - Ratings: [Excellent](#), [Good](#), [Acceptable](#), [Poor](#)
 - The survey included a description of each competency
- Survey was On-Line and Anonymous
- Results were briefed to attendees at the PM Forum
- Actions developed post-forum

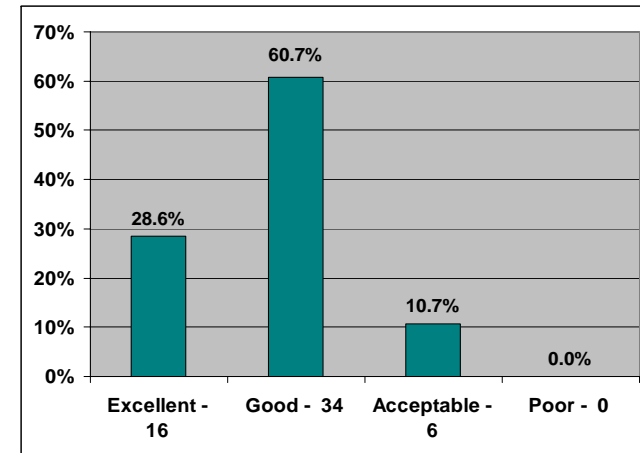
Survey results identified new topics for the Inaugural PM Forum

Step 3 (cont.): Conducted the Survey, Analyzed Results

SUMMARY RESULTS

Where 80 PMs Say They Excel (1 = Best)

1. Issue & Problem Resolution Management
2. Communications Management
3. Technical Performance Management
4. Program Integration Management *
5. Scope Management *
6. Planning & Schedule Management *
7. Risk & Opportunity Management *
8. Resource Management *
9. Business Acumen
10. Program Growth
11. Supplier / Subcontractor Management *



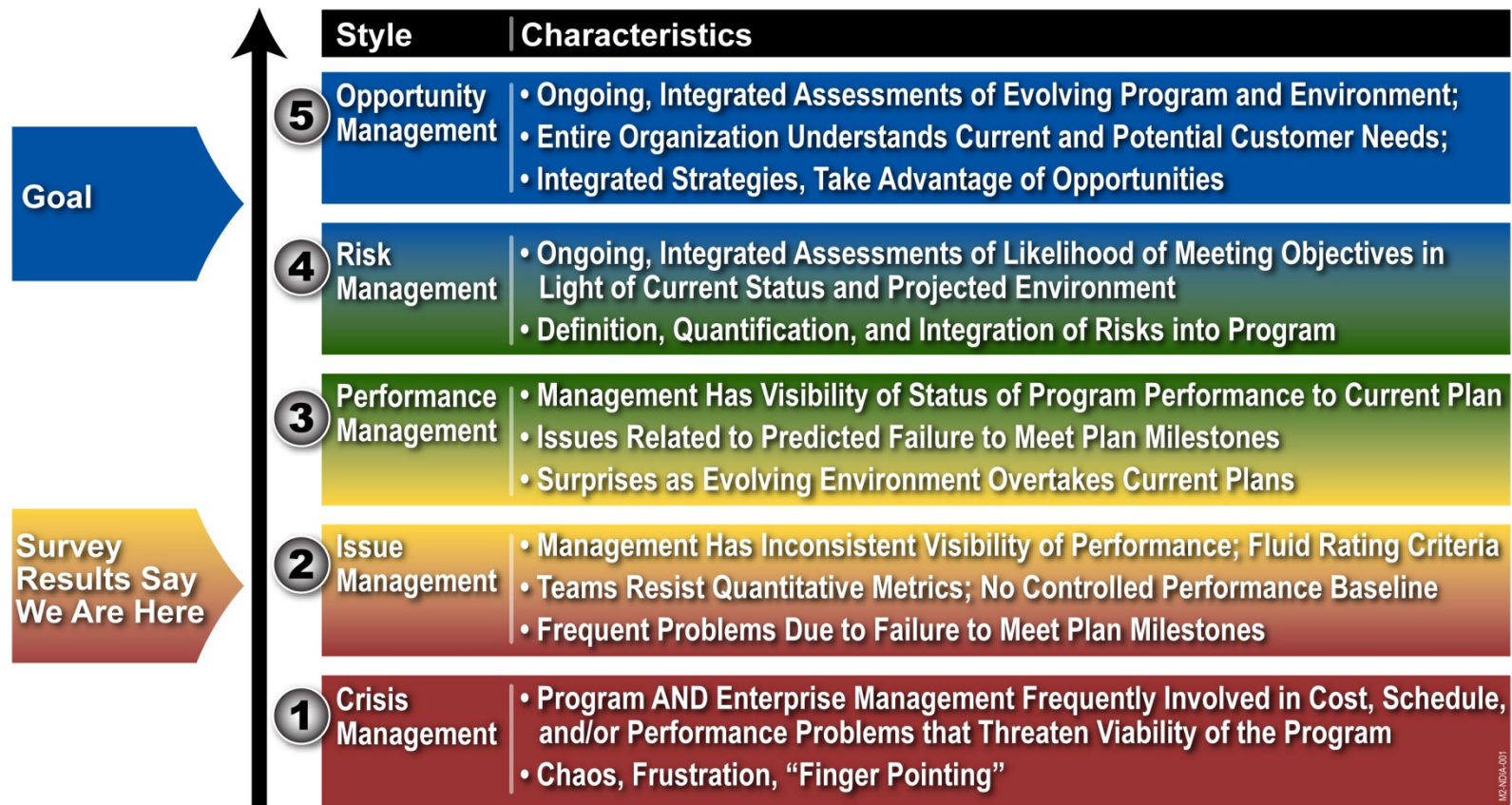
Issue & Problem Resolution Management

* Top 6 Key PM Competencies

“Survey Says!”: The results do not correlate/align with our focus on prevention or identified key competencies. Goals and Action Are Required.

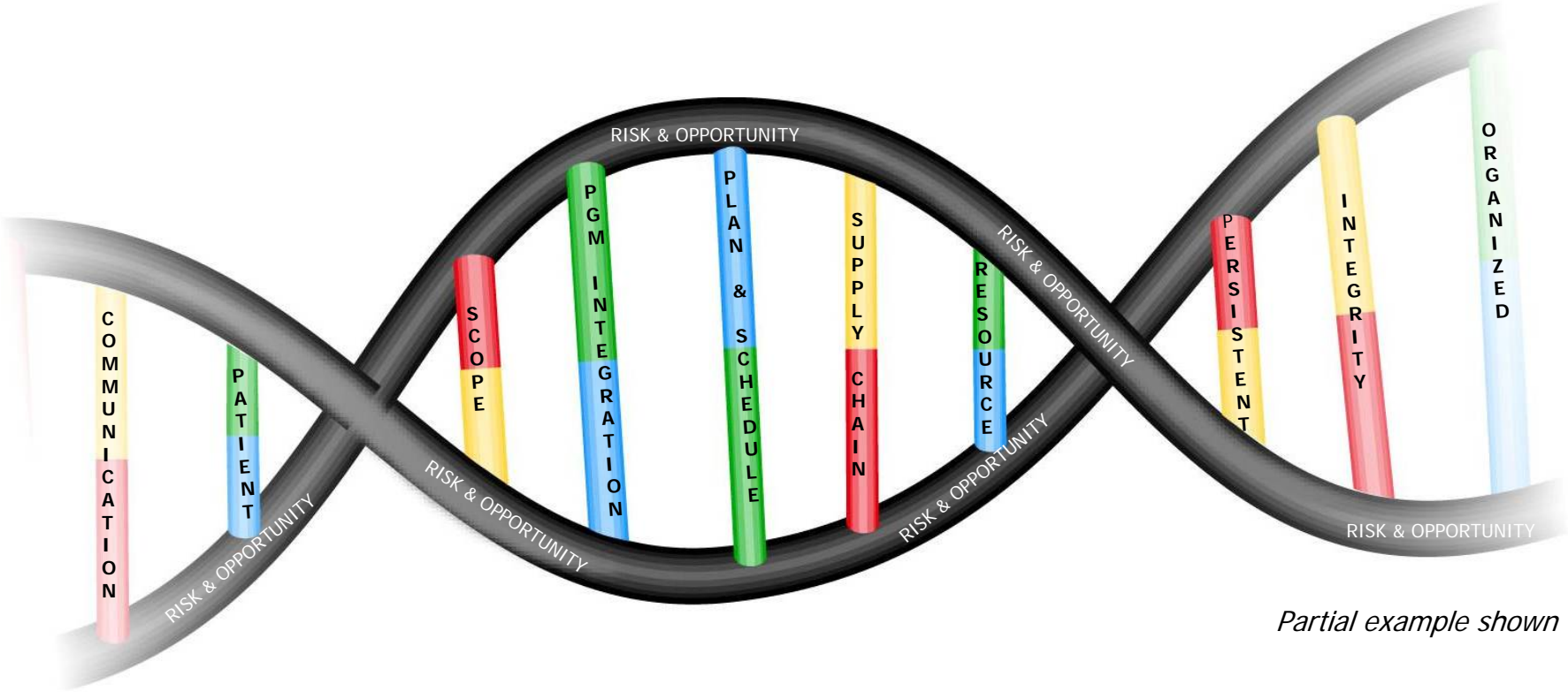
Step 4: Established Improvement Goals

Goal: Move *Behavior* from Managing Problems to Risk and Opportunity Management



Step 4 (cont.): Established Goals

Goal: Integrate *All* Competencies Into PMs' "DNA"



PM "DNA" = Characteristics, Traits, Behaviors and Disciplines for Good PMs

Step 5: Developed, Deploying the “How” for Competency Improvements with Action Plans

- Developing Corporate-Wide **Talent** Management Program
- Ensuring emphasis in specific **Training** to address weaknesses
- Broaden **Communication** of Improvements
 - To ensure all “stick”
 - Survey again early 2010

Step 5 (from Broader Metrics): Take Action
 Institutionalize Corporate-Wide **Prevention/Improvements**
 (Examples)

- **Policies, Processes & Procedures**
 - ✓ Corporate Risk & Opportunity Management Policy and Manual
 - ✓ Owned by CEO and COO
 - ✓ Covers all functions full life cycle
 - ✓ Integrated Risk/Opportunity and Earned Value Management
 - ✓ Full-Life Cycle Integrated Gate Reviews and Criteria (including Non-Advocate Rwvs)
- **Learning & Development**
 - ✓ Develop Formalized PM Competencies and Survey
 - Incorporate Survey Results into Talent Management Program
- **Specific (Focused) Initiatives and Assets**
 - ✓ Manuals, Handbooks and Training: e.g. Risk & Opportunity Management, Scope Management, Planning & Schedule Management, Subcontract Management, Program Integration, etc.
 - ✓ Subject Matter Experts by Taxonomy, Wikipedia
- **Communication/Networking**
 - ✓ Annual Enterprise PM Forum
 - Enterprise PM Community of Practice
- **Preventive Metrics and Effectiveness Measures**
 - Incorporated/ing in the Integrated Gate Reviews criteria full life cycle

✓ Complete
 -In Progress

Continue to Assess/Measure Results and Take Actions for Continuous Improvement

Summary

- Key steps toward developing performance improvement actions including the Corporate-Wide PM Model and Competencies were/are
 - Analysis of PM lessons collected, root causes, and bid/program review metrics
 - Assessment of progress, including self-assessment
- The PM Competency Survey provided new insight for action
 - Focused goals, emphasis and improvements on the “right thing”
- Path Forward
 - Continue to assess/measure improvements to **ensure performance excellence** and...

...Move from Lesson Collected to Lessons (really) Learned

