



**STRENGTH THROUGH INDUSTRY & TECHNOLOGY**



# **NDIA PMSC Process Improvement and Path Forward**

**04 May 2011**

**Mr. Joseph Kusick – NDIA PMSC Chair**

**Mr. Michael Martin – NDIA PMSC Vice Chair**

# Agenda

- Introductions
- Customers/Stakeholders and the Value/Expectations they have for this Team
- Review NDIA PMSC Strategy & Operations
- Review PMSC Charter
- Review and Align Objectives and Deliverables
- Review of pre-work which was captured on how PMSC does / should spend its time
- Identify gaps between what PMSC does / should be doing
- Six Hats Exercise on how the PMSC is currently organized and how we should be organized
- Updated / new plans as required to fulfill operational model (e.g. Strategic Plan, 2011 Action Plan, and WG charter / plans)
- Confirm – Did we meet our objectives and deliverables?
- Wrap Up and Next Steps

# Charter: NDIA PMSC Strategy & Operations Refresh

**Problem Statement:** The NDIA PMSC has committed to transition its focus on the value that EVMS and Integrated Project Management provides to Program Management at a time when OSD and other Federal agencies are increasing their attention on EVMS policy and implementation. This environment of internal transition and external change has put stress on the current NDIA PMSC operational model and has called into question the effectiveness and alignment of the committee's Strategic Plan, 2011 Action Plan, Working Groups, and overall operational concept to affect the change desired. The operations of the PMSC need to better align with the needs of the PM community and the committee workload needs to be equitably shared by board members and committee members.

**Objectives:** Refresh the operational model of the NDIA PMSC to ensure that efforts:

- 1) Are aligned with the current NDIA PMSC Charter,
- 2) Support the priority needs of the community, and
- 3) Are appropriately shared across the Board members and committee.

**Deliverables:**

- 1) NDIA PMSC operational model to achieve the objectives above
- 2) Updated/new plans as required to fulfill operational model (e.g. Strategic Plan, 2011 Action Plan, and WG Charter / plans)

**Project Scope Information:**

Monuments – NDIA PMSC Charter

Inputs – Strategic Plan, 2011 Action Plan, Working Group Charter/Plans

**Event Dates:**

April 19-20, 2011 – LM Wash Ops

**Champion:** Joe Kusick, PMSC Chair

**Sponsors:** PMSC Board Members

**Team Leaders:**

Carol Boser, LM

Kim Herrington, Bell Helicopter

Wade Smith, Raytheon

**Facilitators:**

Gina Curet, LM Corp SME/BB

Greg Kerchner, LM MBB

Kevin Oxnam, Raytheon 6-Sigma MBB

**Team Members:**

Mike Martin, PWR

Buddy Everage, MCR Federal

Neil Albert, MCR Federal

Wayne Abba, Abba Consulting

Joe Houser, KM Systems

Pete Wynne, LM

Randy Steeno, Boeing

Bill Altman, SCRA

Dan Butler, SAIC

# The Six Thinking Hats

## The Six Thinking Hats

By Edward De Bono



### The White Hat

Facts  
Neutral  
Objective  
Data



### The Red Hat

Emotions  
No Justification  
Intuition



### The Yellow Hat

Benefits  
Positive  
Find the Value  
Construct & Build



### The Green Hat

Creativity  
Growth  
Movement  
PO=Provocative Operation



### The Black Hat

Caution  
Obstacles  
Barriers  
Risks



### The Blue Hat

Organization  
Summary  
Process Control  
Facilitization

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## Yellow Hat (Benefits) Rankings – Top 10

- 12 - Improved PM performance
- 11 - PMSC more effective
- 11 - Perceived by the Customer as a value-add organization
- 10 - More inclusion by the committee at large
- 10 - Balanced workload
- 9 - Improved USG/Industry relations
- 9 - Less ambiguity of guidelines
- 7 - More informative, efficient meetings
- 5 - Better collaboration
- 5 - Increased accountability

- 3 - More participation by PMs
- 2 - More balance across 3 Focus Areas
- 2 - Reduction of cycle time on Industry questions
- 1 - Improved Industry performance
- 1 - Less churn
- 1 - More proactive
- 1 - Effective start-ups and execution
- 0 - More diversity of viewpoints
- 0 - Consensus on what an adequate system is
- 0 - Better able to hear voice of both Internal and External Customers
- 0 - Respect from Customers

## Black Hat (Barriers) Rankings – Top 7

- 12 - Sr. Mgmt. in Industry not supporting EVM
- 9 - We don't have an advocate within the USG
- 9 - Volunteer org/time is limited
- 9 - We get spread too thin - lack of follow through and accountability
- 7 - USG stakeholder resistance
- 6 - USG changing faster than we can respond; lack of stability
- 5 - PMSC may not agree with proposed changes

- 3 - Fear of retribution, hampers transparencies
- 1 - Company support of newly defined Board's R&R
- 1 - Board does not want to change (in comfort zone)
- 1 - We may not be considered experts
- 1 - Fear of sharing effective practices with our competitors
- 0 - Lack of coordination with sister orgs
- 0 - We drive a wedge between agencies
- 0 - We drive away BD members we want

## Green Hat (Ideas) Rankings – Top 8

- 10 - Board to assign an Account Manager to manage Customer expectations / relationships (pair/mentor)
  - Share accountability for executing the General Meeting
  - Share responsibilities for communications
- 10 - Engage Customer Stakeholders - what engagement model might be more effective
- 9 - Confirm/change General Meeting rhythm to include content, frequency, length, location, USG personal engagement, theme
- 9 - Leverage NDIA to communicate with the Hill
- 8 - Coordinate with USG on improved decision-making process
- 7 - Confirm/change Board Meeting rhythm
- 7 - Produce a Guideline/Working Group to help program teams get value out of the process - Industry Guide
- 7 - Conduct joint facilitated session with USG and PMSC to improve working relationships (e.g. Program Partnering Workshop)

# Action Items

- Establish Board Meetings – Joe K. by 29 April
  - Monthly Meeting – begins May 19, 2011
    - 3<sup>rd</sup> Thursday each month
    - 1:00 – 3:00 est
  - Tag-Up Meeting (if needed)
    - 1st Thursday of each month
    - 1:00 – 2:00 est
- Communication Coordinator (Joe K.)
  - Add Agenda topic for Board – 2 May
    - Define how Communication Coordinator is named and expected to operate
    - Develop job description
- Request a Program Partnering Workshop – Gina C. / Julie W.
  - Determine objective; determine date
  - Determine if the USG is willing to hold a PPW



## Action Item – PPW with PMSC & DCMA

- Opportunity Statement: Develop an appreciation of each parties constraints to determine the best approach to collaboratively work together by developing a relationship that enables open communication, awareness of issues, consistent practices, and provides for speed in decision-making and resolution.
- Who: Bob Keysar, Jim Henderson, Marie Greening, Robert (Michael) Francis, Joe Kusick, Mike Martin, xxxxxxxx
- When: xxxxxxxx (prior to 8 August)
- Host: Lockheed Martin – Carol Boser
- Facilitators: Julie Walden, Gina Curet
- Where: LM Washington Operations 2121 Crystal Drive, DC

# Action Items

- Guideline/Working Group Creation (Carol B. / Joe H.)
  - Define purpose and create proposal to address getting the value out of the IPM process – 19 May
- Customer Survey (what engagement model might be more effective)
  - Develop Customer Survey (Joe H. / Neil A.) to include: results of NDIA PMSC 2-day mtg.; meeting structure; content; frequency; length; location; USG topic interest; Working Group participation; USG value proposition
  - Create a survey by 15 July
- Membership Survey – (from General Meeting attendees (Joe H. / Wade S.))
  - Survey includes: results of NDIA PMSC 2-day mtg.; meeting structure; content; frequency; length; location; USG personnel engagement (Day 2 participation); value proposition
  - Create a survey by 13 May
  - Present to 2 May Board for approval
  - Issue to Board Members by 1 June
  - Present results to 8 August Board Meeting

# Action Item – General Meeting Planning

- General Meeting Planning (Joe K.)
  - Add Agenda topic for Board – 2 May (FTF)
    - Name 3 Focus Area Representatives
    - Develop job descriptions
  - Objectives
    - Add more time to Value Proposition
      - Balance time spent on all 3 Focus Areas
    - Determine a way to make USG presentations more meaningful (e.g. panel discussions)
  - Be more flexible in allocating time
  - Be clear to USG what we want
  - To the Value Prop Lead: Focus on “How to better manage our business” (examples of IPM)

# General Meeting Agenda Options - Brainstorming

## Option 1

### Day 1 – Industry / USG

- Key Note Speaker
- Presentations
- Panel Discussions
- Balance with Value Proposition
- Joint Dinner

### Day 2 – Industry / USG

- USG Speakers
- Industry focus topics (8-12)
- Joint Working Groups (12-5)

### Day 3 – (8-12; Industry only)

- Special PARCA meeting as required after close of General Meeting (invitation only)

## Option 2

- Similar to Option 1
- Keep 2 full day format
- Probably have USG on 1<sup>st</sup> day

## Action Items – Customer Outreach / Communication

- Review at **16 June** Board Meeting – **Joe K.**
  - Objective
    - Refresh PMSC strategy and themes
    - Communicate a consistent message
- Status Plan
  - Set up tracking sheets to capture Customer feedback / conversations by **9 June** – **Neil A. / Joshua A.**
  - BoD responsible to provide ongoing inputs from Customers to PMSC POC