

Program Startup Workshops (PSWs)



Presentation to the NDIA PMSC

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Overview

- ***Background***
- ***PSW Objectives***
- ***Notional PSW Planning Cycle and Schedule***
- ***Sampling of PSW Feedback***
- ***PSW Planning Considerations***
- ***Summary***

Background

- **Premise: a solid government-contractor relationship is a crucial element of enduring program success**
- **Many DoD programs have struggled or failed because they lacked:**
 - **a common vision & plan for success**
 - **a supportive environment**
 - **a well crafted and understood performance measurement baseline and a true understanding of program risks**
- **Important to work together upfront and early to successfully startup and better prepare for a program's challenges**
 - **First DAU-led workshop conducted from 13-15 July 2004 with MMA (Multi-mission Maritime Aircraft) in Seattle WA for NAVAIR and Boeing**
 - **NDIA Industrial Committee for Program Management (ICPM) initiative**
 - **OSD, industry leadership, and Service acquisition MILDEPS interest item for improving program execution**
 - **1 April 2011 USD (AT&L) Memo: Use of Acquisition Program Transition Workshops (APTWs)**
 - **“...encourage maximum use of APTWs”**
 - **“These workshops address the importance of quickly establishing effective working relationships and task priorities between government and industry...”**

PSWs Help Build the Strong Relationship!

Background (Contd)

- ***The PSW is intended to:***
 - ***be conducted jointly with the government and contractor teams***
 - ***be held soon (4-6 weeks) after contract award***
 - ***Or, shortly after a major “phase change” (e.g. EMD to LRIP), or re-baselining***
 - ***Or, periodically around major events and milestones as appropriate***
 - ***be a high-energy concentrated effort over 3-5 days***
- ***PSW Top-Level Objectives:***
 - ***Transition, align teams from solicitation and proposal activities to contract execution***
 - ***Build a foundation for effective contract execution--increase probability of program success***
 - ***Foster an environment of teamwork, collaboration, communication and trust***
 - ***Provide insight/dialog/understanding/training on essential start-up activities***
- ***The PSW is based on the best practices of successful programs***

PSW Objectives

Program

- **Focus on understanding contractor and government's startup activities**
 - Seek opportunities to align--hit an optimal program “stride” right out of the blocks
- **Focus on understanding “joint” IPTs accountability for the work effort: are IPTs well mapped to each other and the WBS?**
- **Education/dialog on each other’s organization and “business rhythm”**
 - IPT structures, change management, risk management, EVM, metrics, award fee, etc
- **Education/dialog on each other’s unique institutional requirements**
 - DAES, SAR, APB, CSB, contractor corporate vision and goals, etc
- **Development of key program startup products**
 - Team charters, communication plan, “rules of the road”, identification of program challenges, etc
- **Pave the road to the IBR and a robust Program Measurement Baseline**
 - Education/dialog on government IBR requirements—set expectations early
- **Establish a strong foundation upon which to execute a successful program**

People

- **Build cohesion and drive alignment**
 - Goal: one team, one vision, one playbook
- **Foster an environment of trust, collaboration, teamwork and communication**
- **Establish the foundation for a successful long-term partnership**

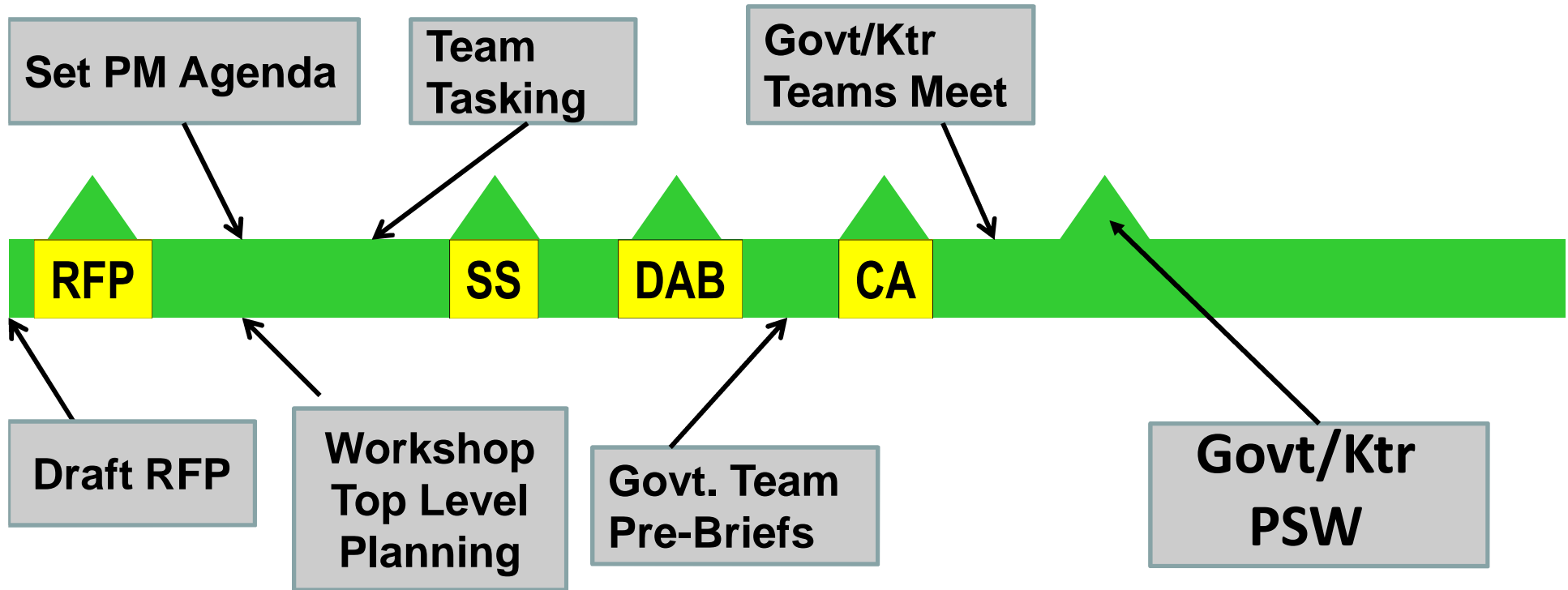


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Notional Planning Cycle & Events

Vision & Processes

Team Aligned & Trained



Govt. only

Govt./Contractor

Notional 2.5-Day PSW Schedule

	Wednesday	Thursday
	3 User Viewpoint	IPT Working Sessions
	4 Program Startup (IBR) Overview	
	5 Contract Baseline & Change Mgt.	
	<u>Working Lunch</u>	<u>Working Lunch</u>
	6 Program Metrics and Best Practices	IPT Status - Charter update - Responsibility - Accountability - Risk Register - IBR Planning -IMP/IMS Issues -Comm. Plan -Near term deliverables
Tuesday	7 Program Risk & Opportunity Mgt	
Welcome	8 IDE	
1 Team Introductions	9 IPT Structuring & Chartering	11 Action Items & PMs Wrap-up
2 Program Startup Workshop-PMs		
	Social/Dinner	

Sampling of PSW Feedback

“Our evolved agenda, which allowed the User and Resource Sponsor to express their viewpoints, was CRITICAL for contractor awareness and understanding of the warfighter “big picture.”

“We did deliver products: face-to-face meetings to establish “running rules”, the way ahead, program issues, and formulation of joint team charters.”

“The key accomplishment was to have Government and Contractor team lead counterparts sit down with one another in a relaxed forum to discuss broad-based and team-focused challenges.”

“Some people questioned why DAU was involved, thought Contractor/Government could have done it on their own. I disagree, DAU was the forcing function, we would not have done this on our own.”

“Getting the team together early with focused tasks resulted in opening /re-opening lines of communications, exposing blind-spots early, and closure oriented actions.”

“100% worth it!”

PSW Planning Considerations

- ***It's your (Government and Contractor leadership) agenda***
 - ***Ownership/responsibility for providing/developing most presentations***
 - ***DAU helps build the agenda and facilitate the PSW***
 - ***Contractor “program excellence” functional involvement encouraged***
- ***PM introduces PSW concept to the contractor ASAP after award***
 - ***Also introduces concept to key stakeholders whose participation is required***
 - ***DAU supports this discussion if needed***
 - ***Helpful if PSW requirement is included in the RFP (if applicable)***
- ***PSW planning meetings/VTCs w/principals: plan on 2-3 half-day sessions***
 - ***“Joint” presentations where appropriate***
 - ***This is where “facilitation” begins!***
 - ***PSW “success” directly proportional to the quality of planning activity***
 - ***Don't underestimate the amount of effort and coordination required!***
- ***Other***
 - ***How long: 3-5 days***
 - ***When: target 4-6 weeks after contract award***
 - ***Where: PMO, contractor facility, DAU, or other suitable site***
 - ***Who: Govt and Contractor teams (PM and functional/IPT leads of each team)***
 - ***Other stakeholders: major subs, DCMA, using command***
 - ***Could involve 40-50 people (no “straphangers”)***

Summary

Expected PSW Exit Criteria

- *A “formed” program leadership team*
- *A shared perspective and greater insight regarding*
 - *Program goals*
 - *IPT responsibility and accountability*
 - *IPT alignment for effective execution*
 - *Startup and business processes*
 - *Key risks and interdependencies*
 - *Intended outcomes*
- *A common definition of success for the program*
- *A positive environment of trust, collaboration, teamwork and openness*
- *A solid plan, with momentum for action—we know what we need to do next*

PSWs Can Increase the Probability of Program Success!

Questions?

Back-Up Charts



Common Issues for Contract Startup

- Unrealistic expectations to begin “real work”***
- Critical skills & resources not onboard***
 - Both Government and Industry***
- Supplier start up plans weak/not in place***
- Inadequate IMP/IMS***
- Weak objective and verifiable requirements***
- Lagging program tracking metrics***
- Joint IBR planning and expectations not well articulated***
- Startup planning not outcome based***

Challenges

- ***All too often programs start off or operate at a disadvantage***
 - ***Lack of staff and experience***
 - ***Optimistic cost estimates, schedules and technology readiness assumptions***
 - ***Program leadership intent on succeeding despite the odds***
 - ***Specific challenges not addressed during relatively brief periods of DAU training***
- ***Current program office culture does not make asking for help easy***
 - ***Considered sign of weakness***
 - ***Often the help that is offered turns into oversight***



Challenges (Contd)

- ***Need to encourage program assistance by adequately equipping PMs and their staffs with the right knowledge and experience through a well-defined set of program assists***
 - ***Tailored to program needs***
- ***Feedback: programs that have used current cadre of program assist capabilities such as NPSWs, Program Transition Workshops or internal support efforts have been better prepared for their program's challenges***
- ***Major factor for Assist success—Program manager commitment to improving PMO processes and goal alignment***

Lessons Learned

- ***Communications with the contractor during competitive phases currently weak***
 - ***Barrier to joint Government/Industry interaction***
- ***Different phases of contract lifecycle w/different needs***
 - ***Government only—Definitional Phase through ICD***
 - ***Pre-RFP(Govt/Industry) and Post-RFP (Industry)***
 - ***Post-Award Activities***
- ***Bringing “basics” back into programs along with current successful methods helps focus PMs goals***
 - ***Team standardization***
- ***Program Assists or Interventions at key events can improve program and contract execution***



Program Planning & Execution

•Basic Purpose

- To achieve early alignment of Government & Industry teams, particularly at the IPT level and with a product orientation***

•Common Goals

- Common interpretation of contract requirements/provisions***
- Understanding/alignment of Government & Industry processes***
- Understanding/agreement on program risk elements***
- Understanding/agreement on IPT structure, CONOPS, authority***

•Outcomes

- Agreement on Program Management Review scope & processes***
- Joint understanding of program scope & configuration management***
- Resolution of issues/interpretation of differences***
- IBR roadmap/PDR or CDR roadmap (major goals)***
- Commitment to timely communications and transparency***
- Actions needing further consideration/resolution***



4.5 Day Notional NPSW Schedule

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	Day 1	Day 2	Day 3	Day 4	Day 5	
8am		15 min morning kick-off	15 min morning kick-off	15 min morning kick-off	15 min morning kick-off	
9am	1 Program Startup Workshop Orientation	3 Contract Baseline & Change Mgmt	5 IPT Structuring and Chartering	8 Program Metrics	9 PMs Wrap-up	
10am						
11am						6 Comm Plan
12pm	Lunch	Lunch	Lunch	Working Lunch		
1pm	2 Program Startup (Government & Industry Processes including structured checklists)	4 Industry Best Practices	6 Comm Plan	8 Program Metrics		
2pm				7 Program Risk and Opportunity Management	8a Report-out	
3pm					8b IPT Time	
4pm	15 min wrap-up/next day	15 min wrap-up/next day				
5pm	Social Event			Team Dinner		
6 pm			15 min wrap-up/next day			

Notional Module Objectives

Module Title:	Workshop Products Captured:
Module 1: Workshop Orientation	<ul style="list-style-type: none"> • Program Vision, Values, Mission, Goals • List of Program Success Factors, Potential Problem Areas
Module 2: Program Startup Plan to Integrated Baseline Review (IBR)	<ul style="list-style-type: none"> • Validated IBR Roadmap (Startup Plan) • List of Action Items and Points of Contact
Module 3: Contract Baseline and Change Management	<ul style="list-style-type: none"> • Contract Point of Contacts List • List of Issues That Need Clarification
Module 4: Industry Best Practices	<ul style="list-style-type: none"> • List of Industry Best Practices (to be applied on this program)
Module 5: Program Strategy	<ul style="list-style-type: none"> • IPT Charters, Integrated Master Schedule, Team inputs to IBR Roadmap, CDRL & Risk
Module 6: Collaborative Workflow /Communications Plan/IDE	<ul style="list-style-type: none"> • Documented IDE (Portal) Process • List of IDE Issues to be Resolved (Communications)

Notional Module Objectives (Contd)

Module Title:	Workshop Products Captured:
Module 7: Risk Management	<ul style="list-style-type: none">• Documented Risk Management Process• List of Issues to be Resolved
Module 8: Program Metrics	<ul style="list-style-type: none">• High-Level Set of Program Metrics
Module 9: PMs' Wrap-up	<ul style="list-style-type: none">• PMs and Team Commitment to Work Together to Achieve Program Goals• Agreed Actions Item List