
Program Management Systems Committee

Program Management Outreach Working Group

February 2011 Progress Report *One Year Later*

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PM Outreach Working Group Charter

Mission: Broaden the focus and membership of the PMSC to influence acquisition policy and share best practices among program management professionals.

Objectives:

- 1.** Modify PMSC charter and objectives to reflect broader focus.
- 2.** Promote the formation of additional PMSC working groups to address a range of topics essential to successful program execution.
- 3.** Initiate a campaign to increase program manager participation in PMSC.

One Year Later

- **PM Outreach Working Group formed in February 2010**
- **>20 members including 1 Government reps**
- **Webinar meetings held monthly**
- **Major Accomplishments**
 - Proposed changes to charter to add more emphasis on program mgt
 - Developed and published PMSC brochure
 - Articles promoting PMSC published in several PM magazines
 - Developed electronic registration for PMSC meetings
 - Improved agenda format
 - Established working group SharePoint site
 - New working group formed on Risk and Opportunity Management
 - Recommended PM topics for each PMSC meeting
 - Staffed the PMSC booth at November 2010 IPMC
 - Reached out to individuals who visited the booth – marketing PMSC
 - Led workshop at IPMC to better understand how to improve PM participation

PM Participation in PMSC has Increased

- **Electronic on-line registration now used for meetings!**
 - **Minimize administrative burden on PMSC leaders and participants**
 - **Gathering additional info to understand individual’s organizational role, thus understand their needs**
 - **Measure effectiveness of PM outreach efforts**
- **Assessed Composition of Participants*:**

	Feb 2010 California	May 2010 DC	Aug 2010 DC	Feb 2011 Texas
FOCUS AREA				
EV Management	70	54	73	117
Financial Management	7	3	1	2
Progam Management	24	27	29	61
PM Processes			5	0
Risk Management	1	2	6	9
Schedule Management	12	4	3	9
Unknown	36	24	22	26
Total Registrations	150	114	139	224
Government	23	14	22	32
Industry	127	100	117	192

* February 2011 data based on registrations through January 25

November IPM Conference Workshop

- **Approximately 35 folks attended: 8 Gov't reps, 5 PM Outreach Working Group members, and the rest (22) from Industry.**
 - **Many of the attendees were not PMSC participants/members**
- **Six questions were posed to three smaller groups that focused on how to better engage PMs in the PMSC**
 - **What is the Government's perception of the PMSC's mission and membership?**
 - **Is the PMSC well known in the acquisition community (Industry and Government)?**
 - **What are some of the more critical issues that the Industry would like to see the PMSC address?**
 - **What are some of the more critical issues that the Government would like to see the PMSC address?**
 - **What type of Government leaders should we be trying to attract to the PMSC – i.e. PCOs, Program Managers, heads of agencies, etc?**
 - **What are the barriers to Government and Industry participation – i.e. travel cost, lack of time, value of the meetings, fraternization concerns, etc. – and how do we overcome them?**

Putting the PM Back into PMSC – Summary

- Indication that the PMSC is not widely known, even at this conference (IPMC) which is a premier PMSC annual event
- Continued interest in and focus on EVM was desired by the participants
- Need create more PULL (in addition to the PUSH) for program performance knowledge within Gov't and Industry Program Mgrs
 - Advertise success stories
 - Assist PMs in understanding the power of the information
- Changing terminology to broaden perspectives and minimize negative connotation of “EVM” term
- Partnering with established certification/education organizations like PMI and DAU was recommended.
- Trust building and best-practice sharing, were cited as two areas of Gov't/Industry professional concern

See Back Up Slides for More Details

PM Topics Recommended for May 2011

- **Program Partnering Workshops (PPWs) – Julie Walden, Lockheed Martin**
 - Powerful, highly successful tool for Program Managers
 - Foster affirmative relationships between contractor program leadership and their customer and Teammate counterparts
 - Evolved from the Defense Acquisition University (DAU) model – i.e. Program Start-up Workshops – developed a few years ago
 - Start with a request by the Program Manager
 - As short as 2 hours, or as long as a week, or even longer if the program desires
- **Identification and Assessment of DoD PM Competencies by Industry Partners – Stan Emelander, Army Product Manager**
 - A summary of the March 2009 PhD dissertation research by Dr. Roy Wood, Dean, Program Managers School, Defense Systems Management College
 - Research resulted in a rank-ordered assessment of 20 technical competencies and 15 soft skills
 - Items with the largest gap between importance and performance were identified, yielding a prioritized list of important government PM competency shortfalls

Additional Recommendations/Proposals

- **PMSC establish a relationship with PM PhD degree programs (e.g. Capella University) to facilitate the efforts of DoD researchers and others pursuing research in PMSC areas of interest**
- **Increase opportunity for committee membership to participate in implementing PMSC Strategic Plan**
- **Pursue DAU and/or PMI course credit for participating in PMSC meetings**
- **Brief PMSC membership benefits at next PEO SYSCOM meeting in Oct 2011**

Success so far but more work is needed

- **Gain more PM participation by Government**
- **Increase the value of participating in PMSC meetings (course credit, research opportunities, etc.)**
- **Examine our meeting structure to ensure we are meeting the needs of the membership**
- **Present PMSC benefits to local NDIA chapter meetings using standard set of slides**
- **Presence at trade shows where Government and Industry PMs are in attendance (e.g. AUSA, SNA, PMAG, etc)**
- **Establish PMSC community within LinkedIn**

BACK UP SLIDES

What is the Government's perception of the PMSC's mission and membership?

- Suggested we survey both government and industry to understand their current perception of PMSC.
- Do we understand what PMs need?
- Commented on PMSC's affiliation with NDIA and how the name of the organization might be impacting perception. May be perceived as limiting. The term Integrated Program Management was mentioned and there was a suggestion to change the term EVMS to Integrated Program Management.
- Do Government PMs feel they own EV requirements? Do they have an input on how it is implemented or is it strictly in DCMA's hands? Are they implementing it on their internal projects?
- Re-emphasize good program management – all of its elements.
- How do we scale EV to meet real needs? The ability to influence the future of EV requirements / implementation would be an appealing reason to join PMSC. Draw from agencies that have seen success in the implementation of EVM. What are true “best practices”?
- Focus on upcoming acquisition reform. Provide a “support group” for influencing it or reacting to it. Who are the decision makers and how do we influence them?

Is the PMSC well known in the acquisition community (Industry and Government)?

- **The team of 10 did not feel it was well known in government or industry. Several of the 10 folks had no familiarity with PMSC prior to coming to the workshop.**
- **PMI was well known to the breakout group. They suggested we leverage off PMI.**
- **May be advantageous to rebrand PMSC (and EVM mindset) to dovetail with DAU environment.**
- **How do we develop an outreach to education that focuses in the program management curriculum?**

What are some of the more critical issues that the Industry would like to see the PMSC address?

- Trust building on teams. Improving trust between Government and Industry on teams is viewed as a perpetual issue.
- Getting past SETA to build trust with government. Perception that SETA filters or alters information provided by contractors from industry.
- Sharing / merging best practices between government and industry. FFRDCs may be willing to share best practices.
- PMSC needs to help industry and government get beyond the perception that EVM is a cost driver versus a valuable project management tool.
- PMSC could provide guidance on the applicability of EVM to service programs/contracts (Vs. item procurement programs).
- PMSC could provide guidance on application of EVM and other performance management tools based on program characteristics such as type (development, production, services, etc.) and maturity level. What would a model look like for tailorability of application?

What are some of the more critical issues that the Government would like to see the PMSC address?

- **Suggest they form a working group focused on intra-government work agreements. Agreements between government entities just as challenging as contracts between Government and Industry. Bill Altman suggested that we might provide opportunity at PMSC meetings on “Industry Only Day” for a complementary “Government Only Day” for government folks to meet to discuss PM issues that are unique to them. Set up a “Government Only” day and pull together and end of day for summary discussions and actions.**
- **Streamlining contract negotiations is a potential working group focus. Focus must be on the front end of the contract. Contracts that are awarded must have a high probability of execution, must be the right contract type, and must have requirements definition and flow down appropriate for that type of effort.**

What type of Government leaders should we be trying to attract to the PMSC – i.e. PCOs, Program Managers, heads of agencies, etc?

- **Program Managers**
- **Acquisition Directors**
- **Senior Leadership**
- **Contracting Officers**
- **Program Controls / Finance**
- **Systems Engineering**
- **Anyone from PMO (e.g. IPT leads, Configuration Management, Technical Leads, Control Account Managers)**

What are the barriers to Government and Industry participation – i.e. travel cost, lack of time, value of the meetings, fraternization concerns, etc. – and how do we overcome them?

- **Value of meetings . . . seek PARCA’s endorsement for granting DAU course credit for attendance to PMSC meetings. Maybe pursue cooperative education credit for participating in PMSC working groups that develop guidebooks.**

Hurdles	Potential Solutions
<ul style="list-style-type: none"> • Lack of company support 	<ul style="list-style-type: none"> • Virtual sessions
<ul style="list-style-type: none"> • EVM fears deter PM attendance 	<ul style="list-style-type: none"> • Need re-branding of EVM and senior gov’t support
<ul style="list-style-type: none"> • Need to clearly define how attending PMSC meetings help PMs 	<ul style="list-style-type: none"> • Communicate the value of PMSC in face-to-face session with Industry and Government leadership - use people in the local areas not just PMSC chair and co-chair to spread the word.