



Civilian Agency Industry Working Group:

Progress Through Partnership

Presented at the January 2012 meeting of the NDIA
Program Management Systems Committee

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Agenda

- Progress since the Last Meeting
- Next Steps and Next Meeting
- Q&A

Purpose, Goals, Process

- Purpose:
 - Promote best practices, sharing and common efforts that demonstrate real (measurable) value to the Civilian Agencies and Industry.
- Goals:
 - Pick concrete proposals and ideas, implement them and measure the value, and promote them widely.
- Process:
 - Reach out widely to all segments of project management, acquisition, and best practice community, share information and socialize results.

Progress since the Last Meeting

- Outreach:
 - We have obtained the permission of senior members of the civilian agencies with some of the largest projects outside of DoD - DHS, NASA, DOE and FAA - to sponsor our efforts to work together and with Industry and DoD to improve project management.
 - We have reached out to DoD's PARCA organization and to GAO and enlisted their support as well.
 - We have also made contacts and elicited support from several of the larger audit and consulting firms - Grant Thornton and Deloitte among them.
 - We have reached out to Industry and to the Federal CIO Council and others within OMB to support our work.
 - DHS, NASA, FAA, DHS, GAO and DOE have identified common areas of interest and collaboration and plan to meet regularly among ourselves and with the Industry.

Progress since the Last Meeting

- Concrete Efforts:
 - FAA and DHS shared documents on policy, training and surveillance with each other, and are seeking other ways to move forward together.
 - NASA and FAA reached agreement to join forces and establish a multi-Agency EVM validation review process and workforce. This will include as immediate goals: to establish validation review standards and templates, using the GAO yellow book as a model; establish and document EVM validation processes, checklists, and guidance; share validation and training materials; develop recommendations to reduce the cost of EVMS validation reviews for both the Government and the contractors and engage NDIA to provide Industry recommendations for cost reduction recommendations; and develop existing resources within our agencies to provide a strong, effective, and efficient EVMS validation solution that will be recognized by Civilian agencies.
 - FAA and DoD's PARCA have shared and reviewed each other's documents, discussed ways to cooperate, and NDIA also facilitated a productive meeting between GAO and PARCA that will result in some collaborative work.
 - DOE and FAA have met and agreed on common areas of interest and future collaboration with each other and with PARCA.

Common Themes

- We all agree that we need to ensure training is more consistent and is guided by the need to encourage and, in some cases, enforce Disciplined Project Management (including but not limited to EVM.) In addition we believe that the best way to achieve this is to send out signals from all of us to the training community.
- We need to defend against the recent tendency among some project managers, agencies and budget and procurement officers to pull away from Disciplined Project Management using a variety of rationales and/or pretexts. Some based on ignorance and some opportunistic, but all hurt the profession and waste scarce Government and Industry resources.
- We need to show business value for each of the initiatives above.
- We also need to seek clarity on what we need from Industry and what the Industry seeks from the civilian sectors.

Department of Homeland Security - Update

- Executive Sponsor of our effort: Dr. Cedric Sims, Executive Director, Office of Program Accountability and Risk Management.
- Current initiatives: EVM Policy is drafted and will be circulated throughout DHS for review and approval; EVM Implementation Strategy has been prepared, along with a companion guide for EVM.
- Working with FAA to share best practices.
- Collaborative work with our group is projected to start in the third quarter of FY12.

DOE EVM Key Accomplishments and Focus Areas

- Key Accomplishments:

- Certification of DOE Contractors

- In FY06 less than 50% of DOE projects were accomplished by Contractors with certified EVMS
 - As of 2ndQtr FY12, 94% of DOE projects are being accomplished by Contractors with certified EVMS
 - DOE focus is shifting to Surveillance as only 1 or 2 certifications will be required annually for new contractors

- EVMS Policy and Guidance

- Completed internal EVMS Surveillance Standard Operating Procedure
 - Risk based, data driven focus to *maximize results* via continuous, real-time feedback and assistance
 - *Minimize surveillances costs* by reducing on-site reviews and disruption to the projects
 - In final stages of updating DOE Guide 413.3-10 EVMS

- Focus Areas Going Forward:

- Improve EVM skills and abilities across the DOE Enterprise

- In FY12, conduct DOE-wide awareness and feedback sessions at various DOE sites across in support of DOE employees and DOE contractors
 - Develop formal EVM Surveillance and Analysis course for Federal Project Directors
 - Improve EVM Website to provide easy access to policy, guidance, best practices, and templates

Major FAA 2011 Initiatives

- Conducted Contractor EVM System Validations.
- Conducted Surveillance on major program investments.
- Reported monthly EVM program performance data to DOT and external organizations.
- Continued outreach and collaboration with Industry and Government as active participant in IPM 2011, NDIA conference/meetings.
- Continued Development of FAA EVM Culture
 - Conducted Ongoing EVM/IBR Training
 - Conducted Monthly EVM Council Meetings
 - Developed EVM System Description
 - Performed Monthly EVM Data Call (@ both Program and Contractor level)

NASA Update

- See companion presentation by Ken Poole.
- NASA and FAA are partnering on a number of collaborative efforts.

Frequently Asked Questions

1. What initiatives are the agencies going to agree on and what constitutes success?:
 - a. Common Validation Process
 - b. Common oversight process
 - c. Common implementation process
 - d. Acceptance of NDIA EVMS guidance documents as a baseline
 - e. Reciprocity among departments and agencies to accept each agencies validations, oversight, and develop a common set of metrics and best management practices
2. Can we elaborate on the agency initiatives?
3. Who are the key EVMS and Senior Leadership focal points in each agency that are supporting this collaborative process.

Next Steps and Next Meeting

- We see this group meeting as part of the NDIA PSMC meeting, perhaps on the third day of subsequent meetings.
- DHS has agreed to host a meeting of the Federal agencies to discuss what we need/want from the Industry.
- Joe and I seek your feedback to help inform future discussions and projects.