



***CRITICAL THINKING.
SOLUTIONS DELIVERED.***

NDIA IBR Guide Rewrite

Status Update

18 June 2013

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**Presented By:
Wayne Abba**

Outline

- Why Rewrite vs. Update
- Kickoff Activities
- Accomplished to Date
- IBR Guide Process Flow
- Draft IBR Guide Outline
- Chapter Leads (Govt/Industry)
- IBR Guide Draft Rewrite Timeline
- Path Forward

Why Rewrite vs. Update the IBR Guide

- Current IBR Guide is considered by most to be insufficient to conduct an IBR in current form
- More clarity is needed in most sections, other sections are over extended (e.g., Pre-IBR discussion)
- IBRs have often become a “Surveillance” review or an extended EVMS review (DCMA provided CARs)
- Needed scalability due to current environment
- DoD centric – needs Civil Agency discussions
- Industry and Government have gone elsewhere to get guidance for IBRs
 - Air Force, Navy and others have created their own guides
 - Industry uses their own process
- Goal is to make IBR Guide a valuable, useful, and agreed approach to conduct IBRs for both Government and Industry

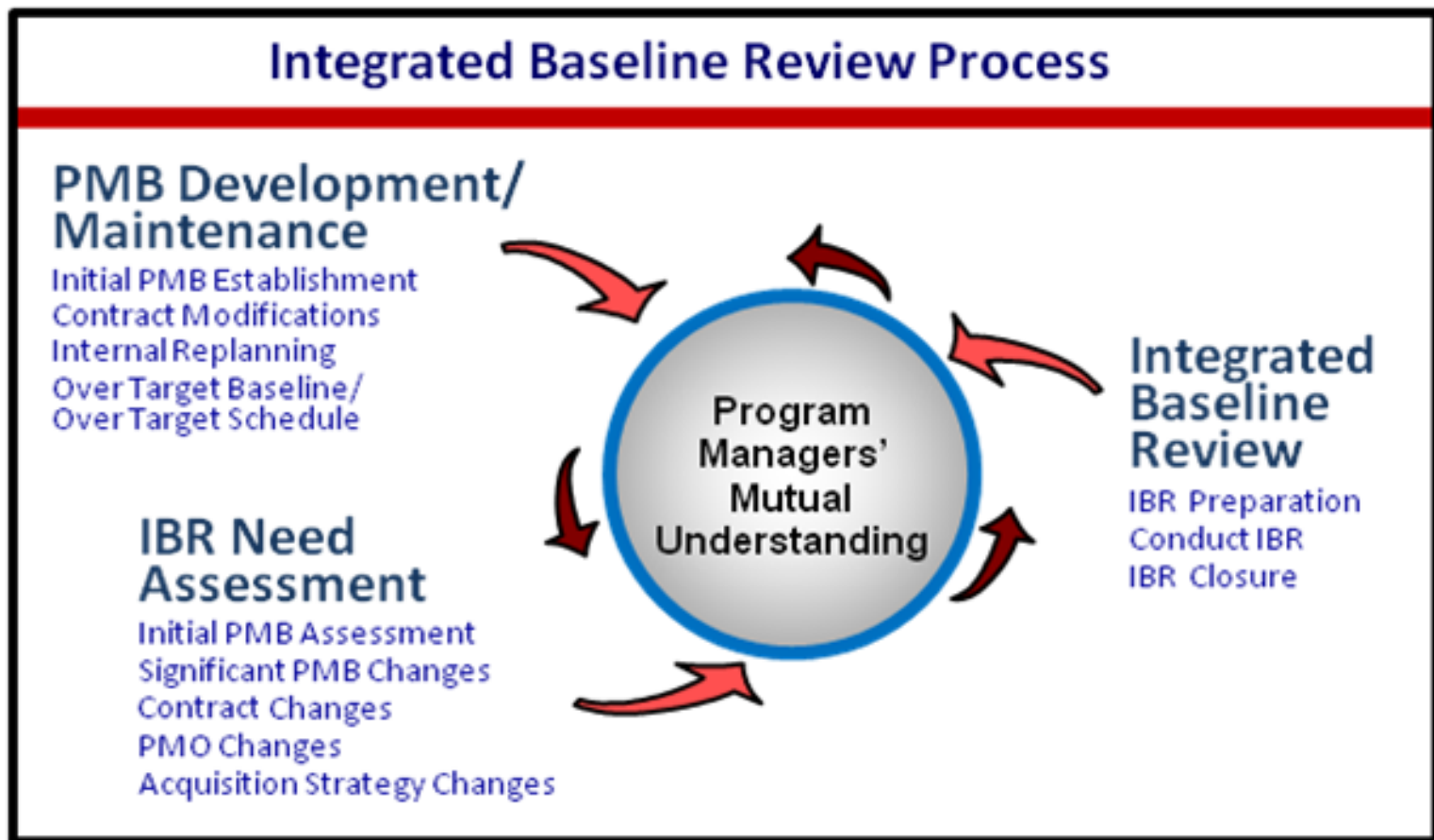
Kick-off Activities

- Solicited volunteers to participate in IBR Guide Rewrite
- Formed an IBR Guide Working Group (~70 volunteers from industry and government)
- Created a subgroup - Joint Industry/Government IBR Oversight Group to organize and review all efforts
 - Neil Albert (Lead)
 - Buddy Everage
 - Bill Chadick
 - Linda Nobel
 - Advisors: Gary Humphreys / Gordon Kranz
 - Bob Loop (G)
 - Debra McGinnis (G)
 - Ivan Bembers (G)
 - Wayne Abba (Consultant)

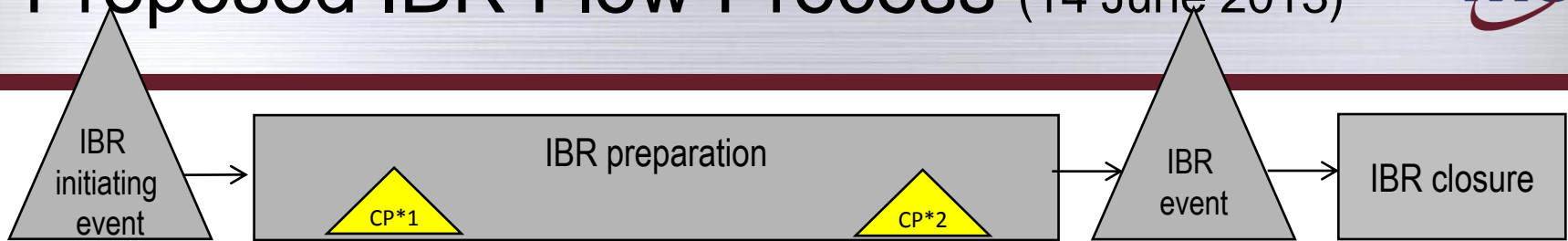
Accomplished To Date

- Created new IBR Process Flow
- Established Draft Outline for Guide
- Created Draft Schedule for completion
- Vetted Process Flow and Outline with entire working group
- Received Comments – implementing as appropriate
- Received and assigned volunteers to lead each Chapter and Appendix rewrite (Industry and Government Leads)

Current IBR Guide Process



Proposed IBR Flow Process (14 June 2013)



* CP = Readiness Checkpoints

3. Identify reason for the IBR:

- 3.1 New program or project
- 3.2 Significant Follow-on changes
 - 3.2.1 Significant PMB Change (e.g., OTB, OTS)
 - 3.2.2 Significant change in contract execution risk
 - 3.2.3 Change to the PMO management team
 - 3.2.4 Options Exercised
 - 3.2.5 Acquisition Strategy Changes
 - 3.2.6 Funding profile changes
 - 3.2.7 Rolling Wave/periodic progress

Appendices

- Relationship to contracting
- Pre-award IBR Process
- Program Level IBR Process
- Vendor/Subcontractor Flow Down

4. Identify key program elements:

- 4.1 Define Supplier IBR artifacts and requirements
- 4.2 Supplier Vendor provided artifacts (to the customer)
 - 4.2.1 High level WBS/OBS
 - 4.2.2 IMS
 - 4.2.3 Funding Profile
 - 4.2.4 Risk and Opportunity Management Plan
 - 4.2.5 Identify IBR Participants (incl vendors)
 - 4.2.6 Others as defined by Customer
 - Major deliverables (WBS Dictionary, \$ RAM, etc.)
 - System storyboard preparation
 - IMP
- 4.3 Define Customer IBR artifact requirements
 - 4.3.1 Funding Profile
 - 4.3.2 Major Milestone Schedule
 - 4.3.3 Outline IBR prep expectations and timing
- 4.4 Identify Risks and Opportunities
- 4.5 Establish IBR event Entrance and Exit Criteria

5. Confirm readiness for IBR

- 5.1 Supplier Requirements
 - 5.1.1 IMS integrated with PMB
 - 5.1.2 PM/CAM preparations
 - Notebook, simulated interviews
 - 5.1.3 Preparation and Dry run of PM in-brief and welcome
 - 5.1.4 Finalize Supplier IBR Team members
 - 5.1.5 On-site facility preparations
- 5.2 Customer Requirements
 - 5.2.1 Finalize scope of IBR (control accounts)
 - 5.2.2 Establish IBR Agenda
 - 5.2.3 Finalize customer IBR Team Members
 - 5.2.4 On-site Facility consideration
- 5.3 Understand process for risk and opportunity
 - 5.3.1 Handling plans
 - 5.3.2 Use of MR and impact
 - 5.3.3 Items that may drive future baseline changes
- 5.4 Joint IBR training
- 5.5 Ensure joint commitment for IBR objectives

6. Conduct IBR

- 6.1 IBR Introductions
 - 6.1.1 In brief and Welcome by PM
 - 6.1.2 Provide overview of IBR
- 6.2 CAM Overview and Responsibility
 - 6.2.1 Technical
 - 6.2.2 Schedule
 - 6.2.3 Cost
 - 6.2.4 Resources
 - 6.2.5 Management Processes
 - 6.2.6 Risks and Opportunities
 - 6.2.7 Record outcomes
- 6.3 Supplier/Customer Mutual Understanding of Outcomes
 - 6.3.1 Knowledge and understanding of areas of responsibilities
 - 6.3.2 Realism and executability to PMB
 - 6.3.3 Risk Mitigation and exploitation of opportunities
 - 6.3.4 Effective use management reporting systems
- 6.4 Preparation and delivery of IBR Out Brief
 - 6.4.1 Introductions
 - 6.4.2 Identification of action items
 - 6.4.3 Develop of correction action plan
 - 6.4.4 Integrate outcomes with Risk Management Plan

7. Post IBR Actions/Closure

- 7.1 Supplier actions
 - 7.1.1 Execution of IBR Corrective Action Plan
 - 7.1.2 Address action items
- 7.2 Customer actions
 - 7.2.1 Preparation of Final Report
 - 7.2.2 Focus on risks, observations and actions
- 7.3 Continue program management and governance

Draft IBR Guide Outline (14 June 2013)

Executive Summary

- 1. Introduction**
 - 1.1. IBR Process Overview**
 - 1.2. Background**
 - 1.3. Purpose of this Guide**
 - 1.4. Definitions**
- 2. IBR Flow Process Overview (introduction of the flow process diagram)**
 - 2.1. IBR Initiating Event**
 - 2.2. IBR Preparation**
 - 2.2.1. Readiness checkpoint 1**
 - 2.2.2. Readiness checkpoint 2**
 - 2.3. IBR Event**
 - 2.4. IBR Closure**
- 3. Initiation of the IBR Process (Determining the reason for an IBR)**
 - 3.1. New contract award, new program or project**
 - 3.2. Significant Follow-on Changes**
 - 3.2.1. Baseline (PMB) Changes**
 - 3.2.2. Contract Execution Risk Changes**
 - 3.2.3. Management Team Changes**
 - 3.2.4. Options Exercised**
 - 3.2.5. Acquisition Strategy Changes**
 - 3.2.6. Funding Profile Changes**
 - 3.2.7. Rolling Wave Process**

Draft Readiness Checkpoint 1 Outline



- 4. IBR Preparation – Identification of Key Program Elements - Readiness Checkpoint 1 Elements
 - 4.1. Define Supplier IBR artifact requirements
 - 4.2. Supplier/Vendor provided artifacts (to the Customer)
 - 4.2.1. High Level WBS
 - 4.2.2. IMS
 - 4.2.3. Funding profile
 - 4.2.4. Risks and Opportunity Management Plan
 - 4.2.5. Identification of IBR participants including vendors
 - 4.2.6. Other, as defined by the customer (Example: IMP, System Storyboard, etc.)
 - 4.3. Customer provided artifacts (to the Supplier/Vendor)
 - 4.3.1. Funding profile
 - 4.3.2. Major Milestone Schedule
 - 4.3.3. IBR preparation expectations and timing (IBR scope)
 - 4.3.4. Identification of IBR participants
 - 4.3.5. Other, as required
 - 4.4. Identification of Risks and Opportunities
 - 4.4.1. Technical
 - 4.4.2. Schedule
 - 4.4.3. Cost
 - 4.4.4. Funding profile
 - 4.4.5. Other Risks
 - 4.5. Establishment of IBR Entrance and Exit Criteria
 - 4.5.1. Entrance criteria
 - 4.5.2. Exit criteria

Draft Readiness Checkpoint 2 Outline



- 5. IBR Preparation – Confirmation of Readiness for IBR - Readiness Checkpoint 2 Elements
 - 5.1. Supplier/vendor requirements
 - 5.1.1. Establishment and integration of the IMS and PMB
 - 5.1.2. PM/CAM preparations
 - 5.1.2.1. CAM Notebook or equivalent
 - 5.1.2.2. Simulated CAM and PM discussions/interviews
 - 5.1.3. Preparation and dry-run of the PM's IBR in-brief and welcome
 - 5.1.4. Finalize IBR Team members
 - 5.1.4.1. Team Selection Criteria
 - 5.1.4.2. Team Training
 - 5.1.5. On-site facility preparation considerations
 - 5.1.5.1. General administration
 - 5.1.5.2. Briefing/interview rooms
 - 5.1.5.3. Facility security
 - 5.1.5.4. Audio/visual needs
- 5.2. Customer requirements
 - 5.2.1. Finalize scope of the IBR
 - 5.2.2. Establish the IBR agenda
 - 5.2.3. Finalize the IBR team members
 - 5.2.3.1. Team selection criteria
 - 5.2.3.2. Team training
 - 5.2.4. On-site facility considerations
- 5.3. Understanding the process for risks and opportunities
 - 5.3.1. Handling Plans
 - 5.3.2. Use and potential Impact of management reserve
 - 5.3.3. Potential impact of future baseline changes
- 5.4. Joint IBR Training
- 5.5. Joint commitment for IBR Objectives

Draft Conduct the IBR Outline (Part 1)



- 6. Conduct the IBR
 - 6.1. IBR Introduction
 - 6.1.1. In-brief and welcome by the PM
 - 6.1.2. Overview of the IBR
 - 6.1.2.1. Goals and Objectives discussion
 - 6.1.2.2. Daily IBR CAM discussion schedule
 - 6.1.2.3. Establishment of CAM discussion ground rules
 - 6.1.2.4. Daily out-briefs with the Supplier/Vendor
 - 6.1.2.5. Discussion of known risk, issues, concerns
 - 6.2. CAM overview and areas of responsibility
 - 6.2.1. Technical
 - 6.2.2. Schedule
 - 6.2.3. Cost
 - 6.2.4. Resources
 - 6.2.5. Management Processes
 - 6.2.6. Risks and Opportunities
 - 6.2.7. Record Outcomes (Incl Identification of Major/Minor Issues)

Draft Conduct the IBR Outline (Part 2)



- 6.3. Supplier/Customer Mutual Understanding of Outcomes
 - 6.3.1. Knowledge and understanding of areas of responsibility
 - 6.3.1.1. Dependencies/relationship to other control accounts
 - 6.3.1.2. Discussion of methodologies to assess program/project progress
 - 6.3.2. Realism and executability of the PMB
 - 6.3.2.1. Identification of authorized scope
 - 6.3.2.2. Identification of resources to accomplish the scope
 - 6.3.2.3. Discussion of realistic timelines to accomplish the scope
 - 6.3.2.4. Discussion of critical path and associated risks
 - 6.3.3. Risks mitigation and exploitation of opportunities
 - 6.3.3.1. Impact on PMB
 - 6.3.3.2. MR is adequate for known and unknown risks
 - 6.3.4. Effective use of management reporting processes
 - 6.3.4.1. Performance data used for decision making
 - 6.3.4.2. Internal & external reporting deliverables
- 6.4. Preparation and delivery of the IBR Out Brief
 - 6.4.1. Introduction
 - 6.4.2. Identification of action items
 - 6.4.3. Development of Corrective Action Plan (Action Item Log) and timeline for resolution
 - 6.4.4. Integrate Outcomes with the Risk Management Plan (Example: Promote, demote, or modify risks/opportunities)

Draft Post IBR Actions/Closure & Summary Outline



- 7. Post IBR Actions/Closure
 - 7.1. Supplier/Vendor actions
 - 7.1.1. Execution of the IBR Corrective Action Plan
 - 7.1.2. Address action items identified during IBR
 - 7.2. Customer actions
 - 7.2.1. Preparation of IBR Final Report
 - 7.2.2. Focus on Risk, Observations, and Actions
 - 7.3. Continue program management and governance and Execute the PMB

- 8. Summary

Document not more than 50 pages – excluding Appendices

Draft Appendices

- A. Relationships to Contracting and Contract Type**
- B. Pre-award IBR process**
- C. Program Level IBR Process**
- D. Vendor/Subcontractor Flow Down Requirements**
- E. References/Acronyms**

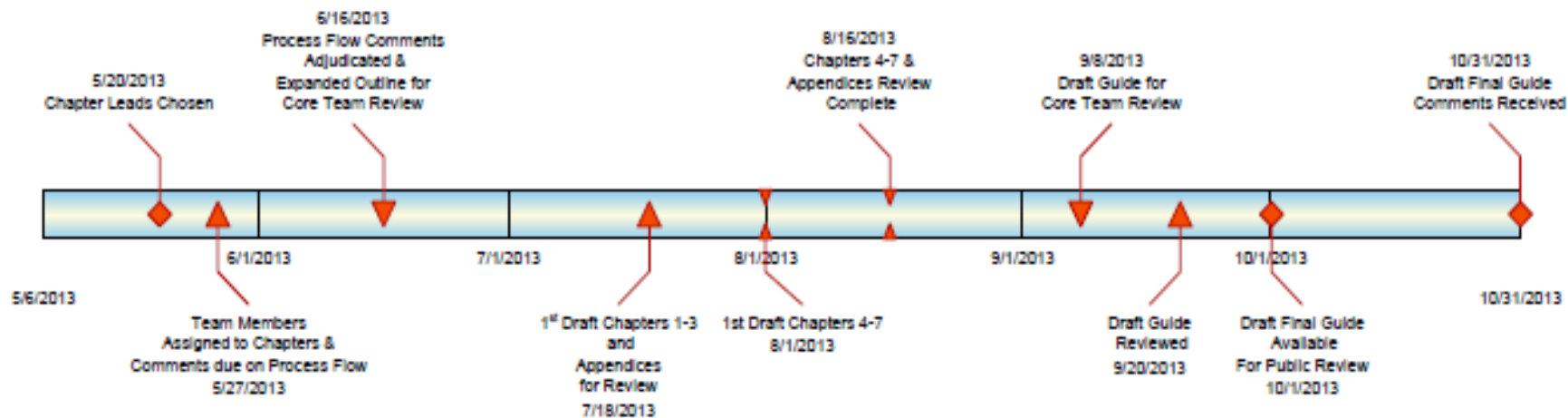
Chapter Leads (Joint Govt/Industry)



<u>Chapter</u>	<u>Leads (I)/(G)</u>
Chapter 1 – Introduction	Abba (I)
Chapter 2 - IBR Flow Process Overview (introduction of the flow process diagram)	Albert (I)
Chapter 3 - Initiation of the IBR Process (Determining the reason for an IBR)	Miller (I)/Loop (G)?
Chapter 4 - IBR Preparation – Identification of Key Program Elements - Readiness Checkpoint 1 Elements	Nobel (I)/ Andreazza (G)
Chapter 5 - IBR Preparation – Confirmation of Readiness for IBR - Readiness Checkpoint 2 Elements	Johnson (I)/ Robinson (G)
Chapter 6 - Conduct the IBR	Chadick (I)/ Hoglebe (G)
Chapter 7 - Post IBR Actions/Closure	Linville (I)/Bembers (G)
Summary	Albert
Appendices	
A. Relationships to Contracting and Contract Type	Alleman (I)?/TBD (G)
B. Pre-award IBR process	Morris (I)/Kong (G)
C. Program Level IBR Process	Everage(I)/Forbes(G)
D. Vendor/Subcontractor Flow Down Requirements	TBD
E. References/Acronyms	

Draft IBR Guide Rewrite Timeline

Draft Timeline for IBR Guide Development



Path Forward

- Establish Ground rules/assumptions for Chapter Leads
- Chapter leads develop process flow for each chapter
 - Extension of the overall process flow
 - Show requirements/deliverables per customer and supplier
- Extend outline to lower level discussion points
- Assign volunteers to chapters
- Tech writer assigned to bring document into one voice
- Complete draft by October 2013