

# NDIA IPMD Meeting Minutes

## Industry Day Meeting – April 14, 2015

Note: These minutes are intended to supplement the charts shown during the presentations (as applicable). Charts (with some exceptions) will be uploaded to the IPMD website shortly after the meeting.

1. Ms. Carol Boser, IPMD Chair, called the meeting to order and welcomed all the attendees. Carol thanked Gary Troup and Amazon GovCloud for sponsoring the meetings. Carol reviewed the agenda for both days and noted there is a form to provide input/ask questions for the meeting. As is the committee's normal practice, all attendees introduced themselves. New attendees were asked to stand. It was estimated there were about 10 people attending for the first time.
2. Gary Troup discussed the upcoming EVM World Conference in New Orleans, May 27-29, 2015. He encouraged all to attend discussing the highlights of the event. IPM Conference, November 16-18, 2015. Gary went on to discuss his business: Encore Analytics and the application EMPOWER. Gary discussed how EMPOWER was designed to satisfy user requirements in the Cloud environment. Gary talked about the affect Microsoft Windows had on the dominate MS-DOS applications, rendering them obsolete. The days of managing desktop applications are quickly becoming a thing of the past. Gary demonstrated some of the reporting capabilities in EMPOWER.
3. Carol Boser provided an IPMD update. She reviewed the IPMD objectives, showed the current board members and introduced the newest board member John Duval to the attendees. Carol announced her decision to retire and then explained the process being used to vote for an interim vice chair. Carol reviewed the highlights of the IPMD Board Strategy Session held 4/2-3, 2015. She discussed the composition of the meetings, potential benefits of the EVMSIG, and how programs are managed when EVMS is not contractually required. The Frank Kendal memo dated April 9, 2015 was displayed and discussed. Each Working Group made very brief comments about what the groups were doing. Carol discussed the need for sponsorship for IPMD meetings. Wayne Abba shared some changes anticipated changes with DCMA.
4. Stan Soloway gave a brief of the State of the Federal Market; PSC Market View and Insight. The federal budgets were discussed which illustrated significant pressures on the various services and agencies. There is uncertainty in future budgets as debate continues. The Budget Control Act is a constraint. Workforce concerns regarding contractors and government employees' age and experience

continue to loom. Key Market Dynamics: The Four “C”s were explained: Competition, Convergence, Commoditization, and Community Commons.

5. A break was conducted
6. Dan Lynch facilitated a panel discussion on the potential impacts to the EVMSIG which was released on March 9, 2015.
  - a. Freeze Period – current period definition varies. Concerns with the example in the EVMSIG may lead to reduced flexibility in defining freeze period for internal changes. Key concept is planning versus reporting to avoid baseline changes to the past thus eradicating variances.
  - b. Allowance of Subcontractor MR in Prime PMB – Examples were shared on CARs issued for not baselining Sub’s MR and the EVMSIG not applying to the CPR requirement. Further discussions illustrated inconsistencies in issuing CARs.
  - c. Alignment of Technical Performance to Plan – Mr. Randy Steeno described the challenge with SV or CV not aligning with a TPM and additional backup data would need to be available to know if a problem really existed. Emphasis was placed on the importance of clear exit criteria for improving alignment. People are encouraged to review chart 34 from Mr. Gordon Kranz’s presentation to NDIA IPMD on January 28, 2015.
  - d. Multiple System Descriptions – FAA and NASA may not utilize the EVMSIG which may lead to multiple system descriptions. Additional analysis on required changes continues.
  - e. ETCs at the Work Package Level – Discussion lead to the importance to having appropriate backup data to always be able to substantiate ETCs at the control account level.
7. Yancy Qualls provided an update to the PASEG by reviewing the documents purpose, member participation, and need to update the document as part of the three year refresh schedule. Two new sections are planned to be added to the PASEG: Agile & Earned Schedule. Mr. Qualls presented the timeline which showed the approval scheduled for August, 2015.
8. Mr. Dale Gillam provided an update on the progress towards the three year refresh of the IPMD Surveillance Guide. Guide was restructured and reduced in size, yet the content is clearer and more useful. Lessons learned with updating NDIA guides were discussed. Appreciation was given to all those that made a contribution to improving the Surveillance Guide.
9. Gary Humphreys and Joan Ugljesa coordinated the voting for the new Chair position.
10. A lunch break was conducted.
11. Kathy Daily provided an update on the Agile and EVM working group. The group’s objectives were discussed. Due to the large number of participants, the

formation of four subgroups was necessary. One subgroup seeks to produce a consistent data dictionary. Another group is addressing the WBS/IMS issues unique to Agile. Another group was setup to address managing change in Agile. The fourth group will focus on data analysis.

12. Steve Wake presented on the subject of the Association for Project Management UK. Steve presented a history of the APM from 1998 to present. Despite EVM being mandated in 2006, political issues existed. Steve described several huge projects that successfully utilized EVM. In 2015, the agreement between NDIA and APM was reaffirmed. The Ministry of Defence changes were outlined showing the before and after. These changes lead to the government outsourcing the acquisition process. The government is emphasizing the development of project management personnel by focusing on training. APM has evolved into a think tank for evidence based research. APM won association of the year in the UK. Steve discussed how to raise PM so it's ingrained in the culture. He challenged whether standards are worth it, challenging their contribution to success. Steve explained the Earned Value Management Certification Exam and its relationship to the many guides available. Steve concluded by stating the importance of the agreement and the need to keep reinventing by keeping your foot on the gas. A list of UK conferences, dates, and links were provided.
13. Pete Wynne and Gary Humphreys facilitated a clearinghouse discussion.
  - a. A discussion was held regarding a how option periods are reflected in the baseline. Confusion continues regarding the difference between budgets and funding. CARs are issued inconsistently.
  - b. Another issue relates to differences between the numbers on the CPR and the source data in the EVM engine. Examples were cited regarding how wlnsight doesn't have a current period. Cum to Cum calculations can result in an inaccurate computation for current period when retroactive rate changes are applied.
  - c. Another issue with GL22 on calculating CV based on material usage. The EVMSIG formula and the Intent Guide are incorrect. It was emphasized that companies should NOT be changing their system description regarding the formulas.
  - d. An issue rose with having a CAR written against a previously approved system description. Pete described the process to have SD changes approved by DCMA.
  - e. LOI (lines of inquiry). Dept of Energy has 351 LOI's to determine compliance. LOI's map to the 32 guidelines. Gary emphasized the importance of reading the LOI's and providing feedback by May 1, 2015.

14. Ivan Bembers and Ed Knox from the NRO gave a presentation on managing with the best possible data: enabling effective and risk based EVMS across industry. NRO is performing an EVM study on cost versus value. Government will complete the survey. NRO has moved to \$50M and \$100M thresholds. NRO has established a new approach to EVMS Evaluation (Surveillance). NRO has been collecting CAR data/findings for 12 years. Types of findings and severity metrics were presented along with frequency of findings by guidelines. NRO advocates a 5 step review for health and reliability prior to an evaluation review taking place. The approach to assessing risk, impact assessment criteria, and probability of recurrence was explained. Ivan closed by reiterating the importance of knowing the risk on a program regarding people, processes, and tools.
15. Gary Humphreys announced the results of the voting: Dan Lynch has been unanimously confirmed as the new NDIA IPMD Chairman.
16. Carol Boser announced the meeting location for each of the IPMD working group sessions. Groups were given 90 minutes to meet in separate areas.