

LOCKHEED MARTIN MISSILES AND FIRE CONTROL

PPM AND EVM ONE TEAM, ONE PROCESS

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Lockheed Martin Missiles and Fire Control



AGENDA

- **EVMS System Progression**
- **LMMFC Best Practices**
 - **Keys to Success**
 - **Evolution of a Culture Change**
- **PPM/EVMS Maintenance Strategy**
- **PPM/EVMS Steering Committee**
 - **Program Self Assessments**
- **Evolution to Data Driven Metrics**

EVMS SYSTEM PROGRESSION - LMMFC

- **Pre 2007**
 - Site Certification. Each program subject to SAR Subsequent Application Review with local DCMA annual review
- **Oct 2007**
 - Initial DCMA EV Center field audit conducted
 - 104 Discrepancy Reports (DRs) issued
- **Oct 2007 – 2009**
 - Established Executive Steering Committee
 - Processes upgraded
 - Tools upgraded (CASPER to COBRA)
 - Training program established
- **Nov 2009**
 - Second DCMA EV Center Audit
 - 33 DRs issued
 - Added Humphries and Associates Consulting / Independent Audits
 - Major improvement demonstrated in people, processes and tools. MFC then further refined its EV System
- **Nov 2010**
 - Third DCMA EV Center Audit
 - 3 DRs – all minor
- **April 2011**
 - All DRs formally resolved by April 2011
 - DCMA EV Center declared MFC “low risk” – recommends DACO deem MFC system compliant
- **July 2012**
 - Letter of Compliance received from the Divisional Administrative Contracting Officer (DACO)

MFC EV System Maintained Compliant Rating Since Reinstatement

MFC PPM/EV BEST PRACTICES

- **Secured Executive Leadership Commitment**
- **Program Management share leadership of the EVMS process with Finance and Planning**
- **Established EVMS Change Control Board**
- **Managed the review like a Program**
- **Adopted Common Tools for Cost and Schedule**
- **Engaged with DCMA**
- **Obtained independent assessments \ outside eyes as necessary**

KEYS TO SUCCESS – THEN AND NOW

- **THEN (2007)**

- No mock interviews, Minimal internal surveillance reviews, No steering committee, Minimal CAM EVMS training
- Inadequate \ incomplete EVMS processes
- EVMS was considered a Business Operations only process – minimal to no Program Management involvement

- **NOW (2018)**

- EVMS CCB, Mock interviews, Internal Surveillance Reviews, Steering Committee, CAM 101, CAM Readiness Matrix, Self Assessment Scorecard, Joint System Surveillance Reviews (With DCMA)
- Improved Tools:
 - 14 Point IMS Health Check, EFS Cost System, Enhanced EFS/wInsight integration, eCAM Notebook, Cost Schedule Integration Tool (Milestone Comparison Tool), MEDIC IMS Tool, and Planning Toolbar

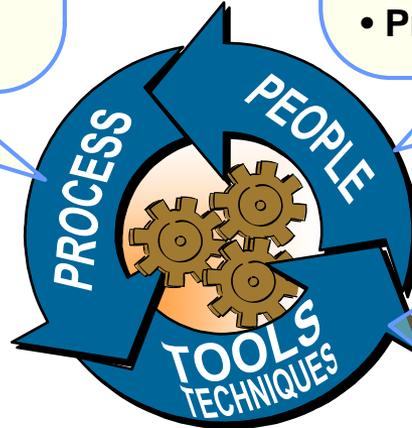
MFC EVMS "DNA" CHANGE

PROCESS

- Documented and Controlled
- Common Processes
- Recurring Program Self Assessment
- Program Management Accountability

PEOPLE

- Steering Committee Leadership
- Documented CAM Role
- CAM Qualification and Recurring Training
- Support Personnel Training
- Program Management Ownership



TOOLS

- EFS
- Enhanced wInsight Capability
- Schedule Health Checks
- Automated Cost/Schedule Integration Checks
- Common E-CAM Notebook

Received 2012 Malcolm Baldrige National Quality Award

MFC PPM/EVMS MAINTENANCE STRATEGY

MFC PPM Steering Committee

Steering Committee is chaired by the VP of Program Performance and includes the F&BO Director and members from both functional and program management leadership. The Steering Committee meets with program management weekly and oversees implementation of EVMS at MFC.

EVMS Change Control Board

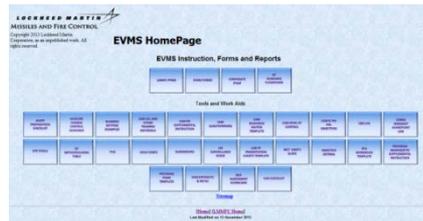
EV Change Control Board (CCB) includes representatives from the Master Planning, Cost, EV Focal Points and an Administrator. The CCB meets weekly to maintain compliant EV guidance at the enterprise and program level and supports Steering Committee actions.



Lockheed Martin Missiles and Fire Control
Program Performance Management Directive
Revision 1

Approval:
Steve K. Barnard
Steve K. Barnard
Vice President Program
Performance/Chairman PPM/EVMS
Steering Committee

Created:
David S. Miller
David S. Miller
Director, Business Operations



EVMS SELF ASSESSMENT SCORE	Program Name	Initial Name Date	Date of Assessment	Entity Data File	Entity Data File Path	Entity Data File Name	Entity Data File Version	Entity Data File Date	Entity Data File Size	Entity Data File MD5	Entity Data File SHA1	Entity Data File SHA256	Entity Data File SHA512	Entity Data File CRC32	Entity Data File XOR	Entity Data File XOR2	Entity Data File XOR4	Entity Data File XOR8	Entity Data File XOR16	Entity Data File XOR32	Entity Data File XOR64	Entity Data File XOR128	Entity Data File XOR256	Entity Data File XOR512	Entity Data File XOR1024	Entity Data File XOR2048	Entity Data File XOR4096	Entity Data File XOR8192	Entity Data File XOR16384	Entity Data File XOR32768	Entity Data File XOR65536	Entity Data File XOR131072	Entity Data File XOR262144	Entity Data File XOR524288	Entity Data File XOR1048576	Entity Data File XOR2097152	Entity Data File XOR4194304	Entity Data File XOR8388608	Entity Data File XOR16777216	Entity Data File XOR33554432	Entity Data File 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MFC PPM/EVMS STEERING COMMITTEE WEEKLY MEETING

MFC PPM Steering Committee

VP, Program Management

Dir. Estimating and Cost Mgmt



Program Management Executives

- VP Fire Control
- VP Tactical Weapons
- VP Air and Missile Defense
- PPM POCs for Each LOB

Functional Management Executives

- Engineering
- Manufacturing
- Planning
- Contracts
- Compliance
- Procurement
- Corporate PPM POC

- **MFC Steering Committee**
 - Demonstrates executive commitment to PPM
 - Oversight of all aspects of PPM
 - Membership supports Corporate PPM Committees
- **Embraces PPM Implementation**
 - Includes executive functional, program and LOB leadership
 - Establishes PPM best practices and drives training, process and tool adaptation

CONTROL ACCOUNT MANAGER (CAM) READINESS MATRIX (FOR NEW PROGRAMS)

- Presented to Steering Committee weekly until ALL Baselining requirements are complete

CAM READINESS MATRIX												Template Date: 1/8/14												
Program Name: EVMS Requirement: ANSI/EIA-748 Cost Reporting: CPR Date of Initial EVMS Report: November 2013 (due 19 Dec 2013) Contract Value \$44,132,874 Definitized: Yes Major Subcontractor(s): No Subcontracts DID Applied: DI-MGMT-81650 & DI-MGMT-81466																								
CAM		Before Target Baseline						30 Days after Target Baseline						Reviews										
Last Name	First Name	ETC (November 2013) (\$M)	CAM 101	CAM Span of Control Completed	IMS 14 P4 Health Check User Training & CAM Awareness	COBRA User Training	MCT Operator Training	Travis Coomer, Dan Maddock Milestone Review	Program P/PMI Released	Baseline Target Date	Business Rhythm Established	CAM PD Approved	CAM Secondary Role Assigned in LMS	Classroom Training	On-Site Training (CAM reports)	E-CAM Notebook Populated	Initial Scorecard presentation to Steering Committee	Initial E-CAM Notebook & Data Traces	Off Program CPR Review	Mock Interviews	Integrated Baseline Review	Internal Review (IBR, PAR)	Date of Surveillance (Choose Type) ISR	
	Program Manager				09/25/13			09/23/14	11/13/13	10/31/13	10/28/13			11/13/13	09/25/13	09/25/13	09/23/14	09/22/14			2/5-6/2014	N/A		
	Finance Manager								11/13/13					11/13/13	09/25/13	09/25/13								Apr-14
	Planning				09/25/13												09/23/14	09/22/14						Apr-14
	Finance													11/13/13	09/25/13		09/23/14	09/22/14	12/17/13					Apr-14
		\$4.64		11/06/13	09/30/13							10/31/13	10/30/13	11/13/13	09/30/13	09/30/13	01/09/14	09/23/14	09/22/14		09/28/14			Apr-14
		\$4.40		11/06/13	09/30/13							10/31/13	10/02/13	11/13/13	09/30/13	09/30/13	01/09/14	09/23/14	09/22/14		TBD			Apr-14
		\$4.15		11/06/13	09/25/13							10/31/13	10/02/13	11/13/13	09/25/13	09/25/13	01/09/14	09/23/14	09/22/14		09/28/14			Apr-14
		\$3.96		11/06/13	09/30/13							10/31/13	10/02/13	11/13/13	09/30/13	09/30/13	01/09/14	09/23/14	09/22/14		09/28/14			Apr-14
		\$3.49		11/06/13	09/30/13							10/31/13	10/02/13	11/13/13	09/30/13	09/30/13	01/09/14	09/23/14	09/22/14		09/27/14			Apr-14
		\$2.71		11/06/13	09/25/13							10/31/13	10/02/13	11/13/13	09/25/13	09/25/13	01/09/14	09/23/14	09/22/14		09/27/14			Apr-14
		\$2.39		11/06/13	09/25/13							10/31/13	10/02/13	11/13/13	09/25/13	09/25/13	01/09/14	09/23/14	09/22/14		09/27/14			Apr-14
		\$2.39		11/06/13	09/25/13							10/31/13	10/02/13	11/13/13	09/25/13	09/25/13	01/09/14	09/23/14	09/22/14		09/28/14			Apr-14
		\$2.27		11/06/13	09/25/13							10/31/13	10/02/13	11/13/13	09/25/13	09/25/13	01/09/14	09/23/14	09/22/14		09/27/14			Apr-14
		\$2.00		11/06/13	09/25/13							10/31/13	10/02/13	11/13/13	09/25/13	09/25/13	01/09/14	09/23/14	09/22/14		09/28/14			Apr-14
		\$0.98		11/06/13	09/30/13							10/31/13	10/02/13	11/13/13	09/30/13	09/30/13	01/09/14	09/23/14	09/22/14		09/28/14			Apr-14
		\$0.91		11/06/13	09/30/13							10/31/13	10/02/13	11/13/13	09/30/13	09/30/13	01/09/14	09/23/14	09/22/14		09/28/14			Apr-14
		\$0.83		11/06/13	09/30/13							10/31/13	10/02/13	11/13/13	09/30/13	09/30/13	01/09/14	09/23/14	09/22/14		09/27/14			Apr-14
		\$0.75		11/06/13	09/30/13							10/31/13	10/02/13	11/13/13	09/30/13	09/30/13	01/09/14	09/23/14	09/22/14		09/28/14			Apr-14

Fill in white cells with Green shading and actual completion date (if completed) or leave white with the estimated completion date

Begin reporting CAM Readiness Matrix 30 days after ATP
 Upload to: [http://www.vs.lmco.com/prod/3-13000/EVMS_instruction/CAM-READINESS-MATRIX/\[Program-name\]](http://www.vs.lmco.com/prod/3-13000/EVMS_instruction/CAM-READINESS-MATRIX/[Program-name]), Post no later than 11:30 Central time, or 30 minutes prior to Steering Committee

If you receive a contract mod that affects your PMB, please populate the Contract-Mod Worksheet.

New Contract Contract Mod

SAMPLE

EVMS SELF-ASSESSMENT SCORECARD

- Completed monthly by all programs and presented to the Steering Committee.
- 105 Self-Assessment questions covers the 32 EIA guidelines

1 EVMS Self Assessment Scorecard				Program Name:	Enter Name Here																
2 Steering Committee Approval: 10 August 2011				Date of Assessment:	Enter Date Here		New CAM (see instruction 3)														
				EV System Health Check Parameter	Verification Criteria			80% Program ETC Value CAMS			20% Program ETC Value CAMS			PM	Fin Mgr	Planner	Results/Follow-up				
ANSI Guideline	GL #	Process Area		Red	Yellow	Green	CAM 1	CAM 2	CAM 3	CAM 4	CAM 5	CAM 6	CAM 7	CAM 8	CAM 9	CAM 10		PM	Fin Mgr	Planner	
5	2.1.a	1	Organization	1	Has the program effectively decomposed and sequenced the scope of work?	There is no SOW-to-WBS mapping document or it is not available via WBS button on E-CAM Notebook.	A complete SOW-to-WBS document exists but it cannot be accessed via WBS button on E-CAM Notebook.	A complete SOW-to-WBS mapping document can be accessed via WBS button on E-CAM Notebook.													
6	2.2.a	6	Planning	2		CAM IMS effort has incomplete or missing logic.	CAM has provided all missing logic to planner for input into IMS.	CAM has no missing logic in IMS or has provided justification to planner.													
7	2.2.a	6	Planning	3		CAMs and planners have not decomposed or validated and documented the high duration tasks.	CAMs and planners are in the process of decomposition or validation and documentation of high duration tasks.	CAMs and planners have decomposed or validated tasks with high duration.													
8	2.2.a	6	Planning	4		Program has no critical path through period of performance.	Critical path thru PoP exists but has tasks w/ excessively long durations that have not been validated and documented.	Program has a critical path through period of performance.													
9	2.2.a	6	Planning	5		A CAM has LOE tasks on the critical path.	N/A	There are no CAMs with LOE tasks on the critical path.													
10	2.1.c	3	Organization	6		Do the resources align with the schedule?	MCT results indicate that there are unresolved cost/schedule integration issues for 2 EV cycles.	MCT results indicate that there are unresolved cost/schedule issues to be fixed by next EV cycle.	MCT results indicate that there are no cost/schedule integration issues.												

SAMPLE

MFC E-CAM NOTEBOOK

Program
Logo

MFC E-CAM Notebook - (CAM Name)



Common Program Documents

Program Authorization

- 1 Contract
- 2 Contract Authorization
- 3 Program Level PDs
- 4 Program PPMD

Organization Charts

- 5 Corporate Org Chart
- 6 Reserved
- 7 MFC Org Charts
- 8 Program OBS

Forms, Guides & Misc

- 9 EV Forms
- 10 PPMP
- 11 EV Guidance Flowdown
- 12 EV Tools Link
- 13 Accounting Calendar

Program References

- 14 Business Rhythm
- 15 SOW
- 16 WBS/Dictionary
- 17 RAM
- 18 HRL
- 19 IMP
- 20 Pgm Sum Master Schedule
- 21 IMS and Related Docs
- 22 Critical Path
- 23 CBB Log
- 24 Reserved
- 25 CPR/IPMR
- 26 Corrective Action Log
- 27 Risk Register
- 28 LOB VP Presentations
- 29 Other Program Docs

CAM Specific Information

Organization

- 30 CAM Bio
- 31 CAM Organization

Planning, Scheduling, Budgeting

- 32 CAM Responsibilities
- 33 CAM PDs
- 34 Charge # Open / Close
- 35 Control Account Plan

Revisions & Data Maintenance

- 36 SBCRs
- 37 Reserved
- 38 ECRs
- 39 CAM CEAC

Analysis & Reports

- 40 Manpower
- 41 Performance Report
- 42 EV Detail Report
- 43 Variance Analysis
- 44 Time-phased Report
- 45 Reserved

CAM Custom

- 46 EV Objective Criteria
- 47 Subcontract
- 48 CAM Custom
- 49 CAM Custom

■ EVM Process

■ E-CAM Notebook Program Administrator

TEMPLATE APPROVED 02/11/15

2

EVOLUTION TO DATA DRIVEN METRICS

- Programs will begin presenting the results of the Data Driven Metrics Monthly and provide RTG plan for each metric that is red or yellow

Metric Table ×											
Records: 131											
GL	Metric	Type	Frequency	Test Step	Test Metric	X	Y	Threshold	Result	Comment	
06	06A205a	Automated	Monthly	Are lags used in the schedule?	X = Count of incomplete activities (tasks and milestones) with at least one lag in the predecessor logic in the IMS Y = Total count of incomplete activities (tasks and milestones) in the IMS	32	1,753	X/Y = 10%	Passed		
06	06A206a	Automated	Monthly	Are leads used in the schedule?	X = Count of incomplete activities (tasks and milestones) with at least one lead in the predecessor logic in the IMS Y = Total count of incomplete activities (tasks and milestones) in the IMS	0	1,753	X/Y = 2%	Passed		
06	06A208a	Automated	Monthly	Do summary tasks in the schedule have logic applied?	X = Count of summary tasks with logic applied (# predecessors > 0 or # successors > 0) Y = Total count of summary tasks	0	285	X/Y = 0%	Passed		
06	06A209a	Automated	Monthly	Are schedule network constraints limited?	X = Count of incomplete activities (tasks and milestones) with hard constraints Y = Total count of incomplete activities (tasks and milestones)		1,753	X/Y = 0%	Failed		
06	06A210a	Automated	Monthly	Do LOE activities have discrete	X = Count of LOE activities in the IMS	0	100	X/Y = 0%	Passed		

SAMPLE

SUMMARY

- **EMVS fully evolved into the MFC culture**
 - Fully supported by leadership
 - Multiple Audits / Training
 - Policies and procedures (LMC and LMMFC)
 - Business Rhythm
 - Compliance and maintenance structure
 - Always leaning forward
- **Ready for DDM**

EVM is truly part of the MFC DNA

QUESTIONS?

