



NDIA PMSC

Combined Survey Results Briefing

**Presented by:
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25 January 2012

Agenda

- **Overview**
- **Summary**
- **Survey Responses**
- **Questions**

Overview

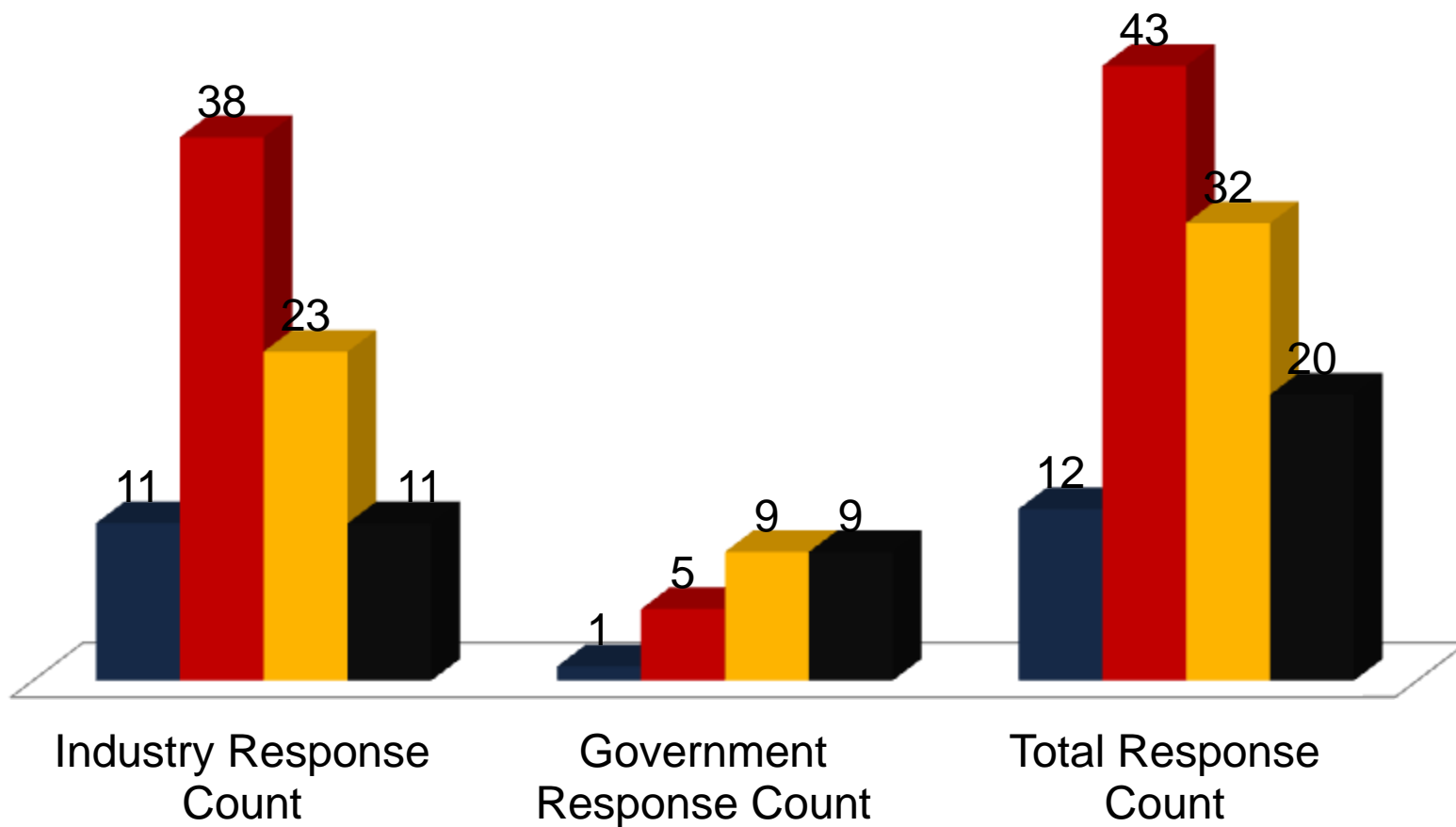
- **Survey developed to obtain member opinions and priorities on PMSC operations and future plans**
 - First PMSC membership survey since October 2007
- **Survey sent to 219 Industry members and 24 Government Members**
 - 83 Industry responses → 38% response rate
 - 24 Government responses → 100% response rate
- **Survey covered three areas of PMSC:**
 - Meeting Format, Frequency, Duration
 - PMSC Value Proposition for Integrated Program Management (IPM)
 - Working Groups and Meeting Content

Summary

- **With regards to Meetings, Formats and Participation, NDIA should:**
 - Have **3 meeting** per year with **2 meetings in the DC** area
 - **Plan meetings well in advance and consider costs** because schedules and organizational budgets influence attendance
 - Allocate current levels of meeting time to government participation (second day of two day meeting)
 - Focus on Industry Issues on Day One with Government Issues on Day Two
 - **On Government Day, there should be more time for open discussion**
 - Government personnel are represented well in the meetings, but the **proper level of industry personnel needs to be adjusted**
 - Government participation seems uninhibited
 - Government values these meeting and would **prefer the more interaction with industry**
- **General opinion is:**
 - Happy an **IPM** definition has been formed; however, **much work remains to improve** it especially with respect to the inclusion of EVM
 - Formalization of IPM in terms of guides and information would be a benefit
 - **Significant interest in all working group** areas especially risk and program management for government and contracts, scheduling and program management for industry → suggestion is to **add “EVM and Subcontracts”**
 - Among government responses, NDIA **EVM guides are satisfactory**

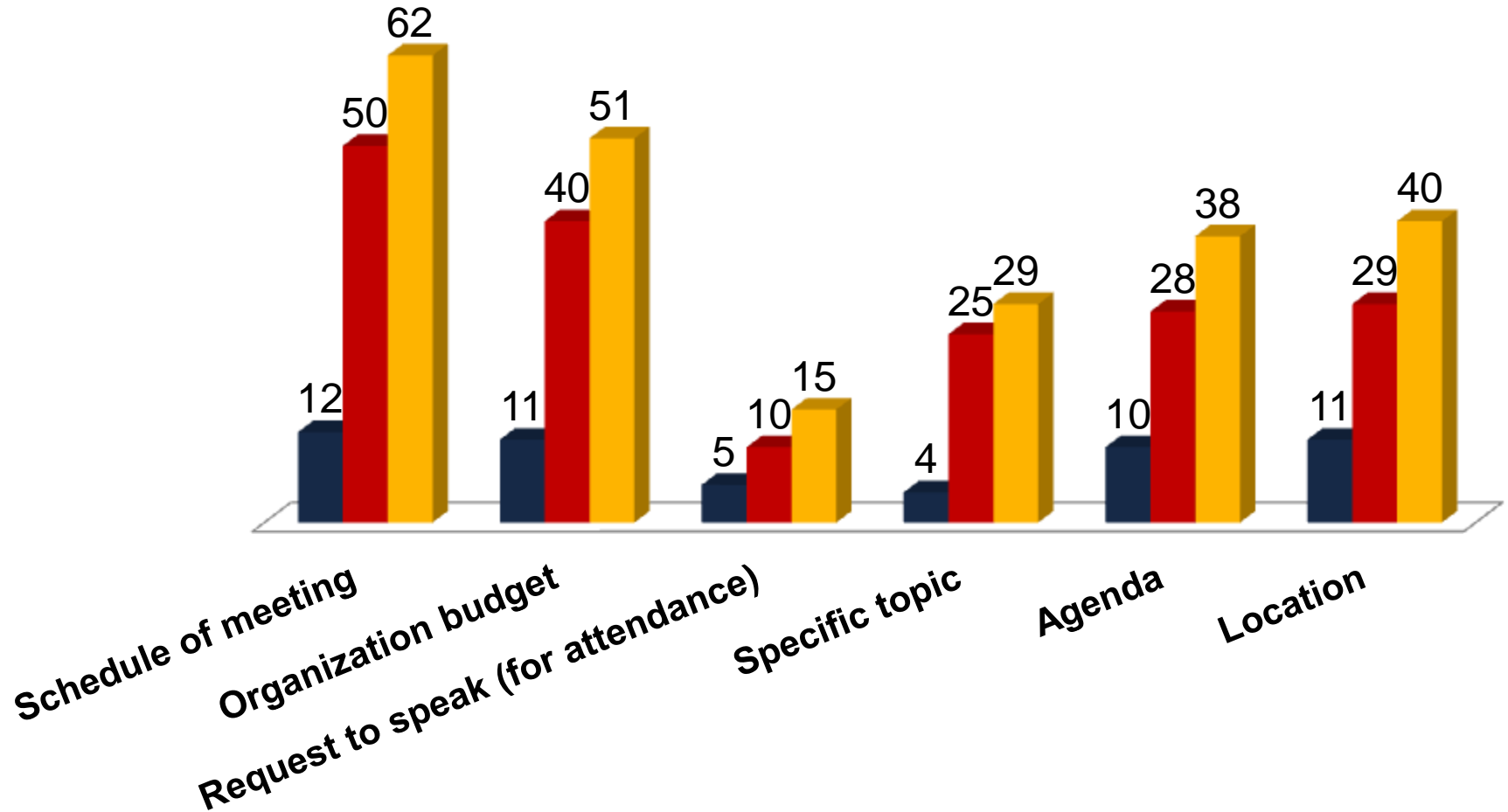
How many of the three PMSC meetings per year do you attend (Choose 1)?

■ None ■ Three ■ Two ■ One



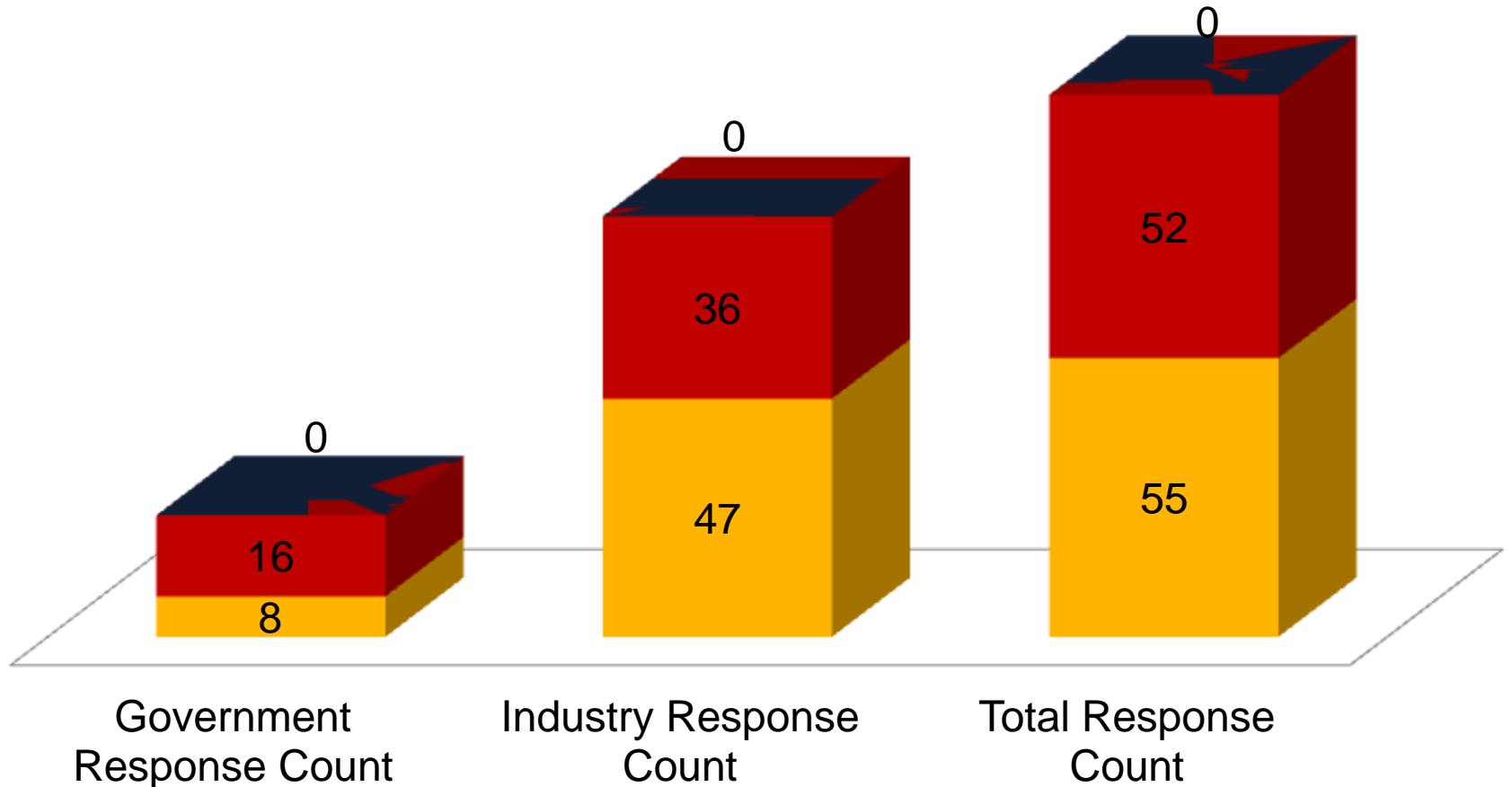
What determines whether you will attend the meetings (select all that apply):

■ Government Response Count ■ Industry Response Count ■ Total Response Count



How many meetings per year should be in the DC area (choose 1)?

■ One meeting in DC ■ More than one meeting in DC ■ No meetings in DC

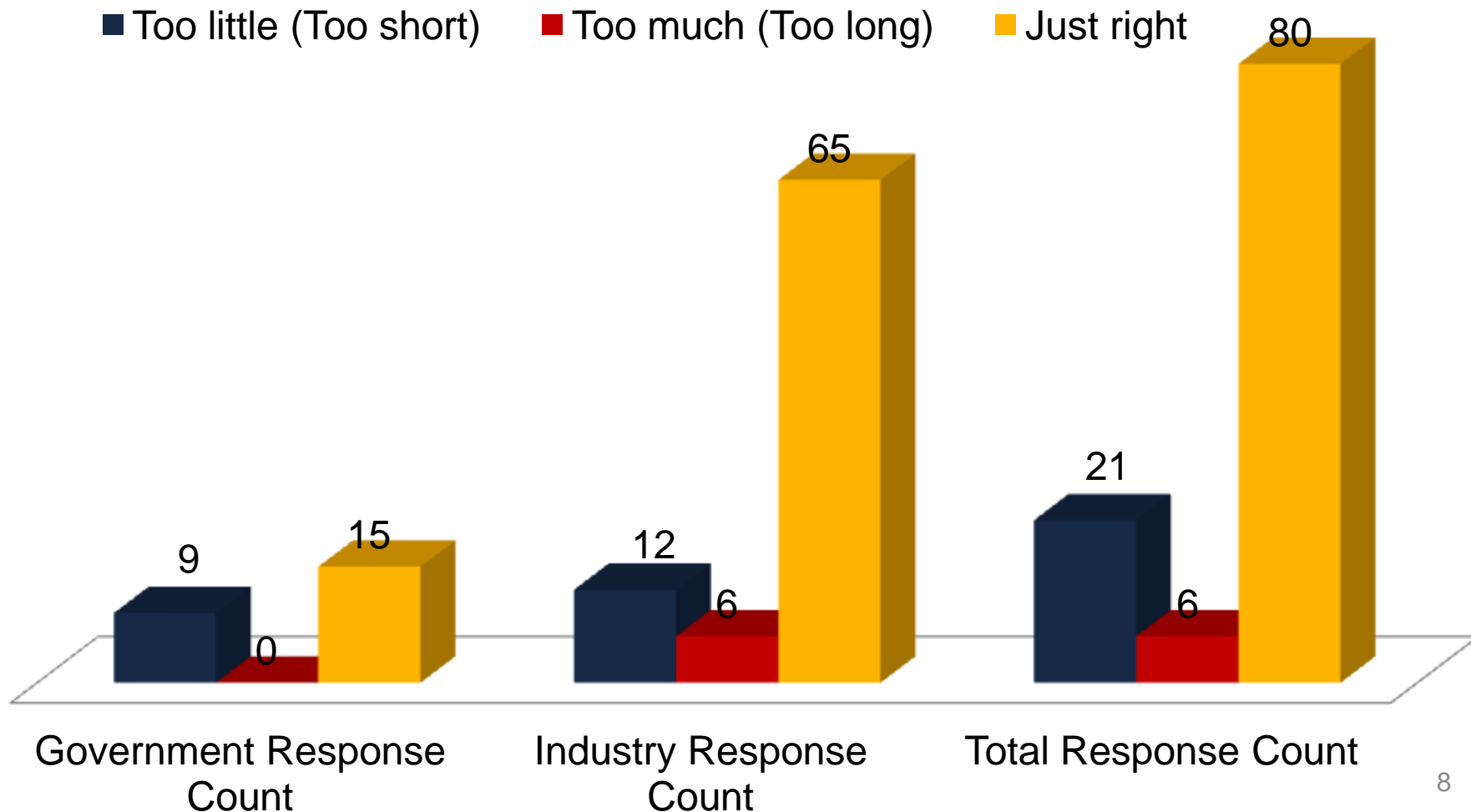


PMSC meetings with Government participation typically occur only on the second day of the two day meeting. Do you feel this is:

■ Too little (Too short)

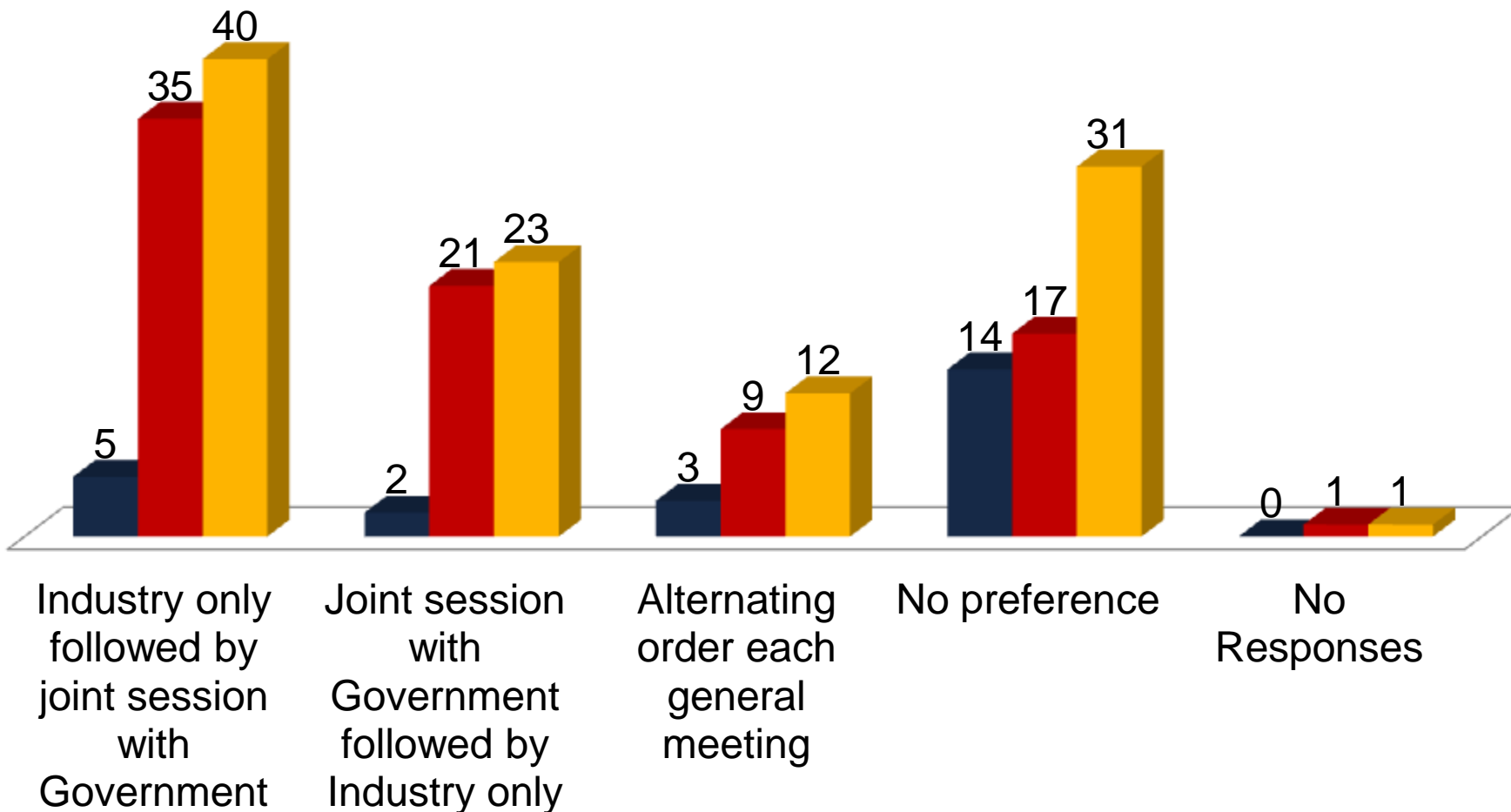
■ Too much (Too long)

■ Just right



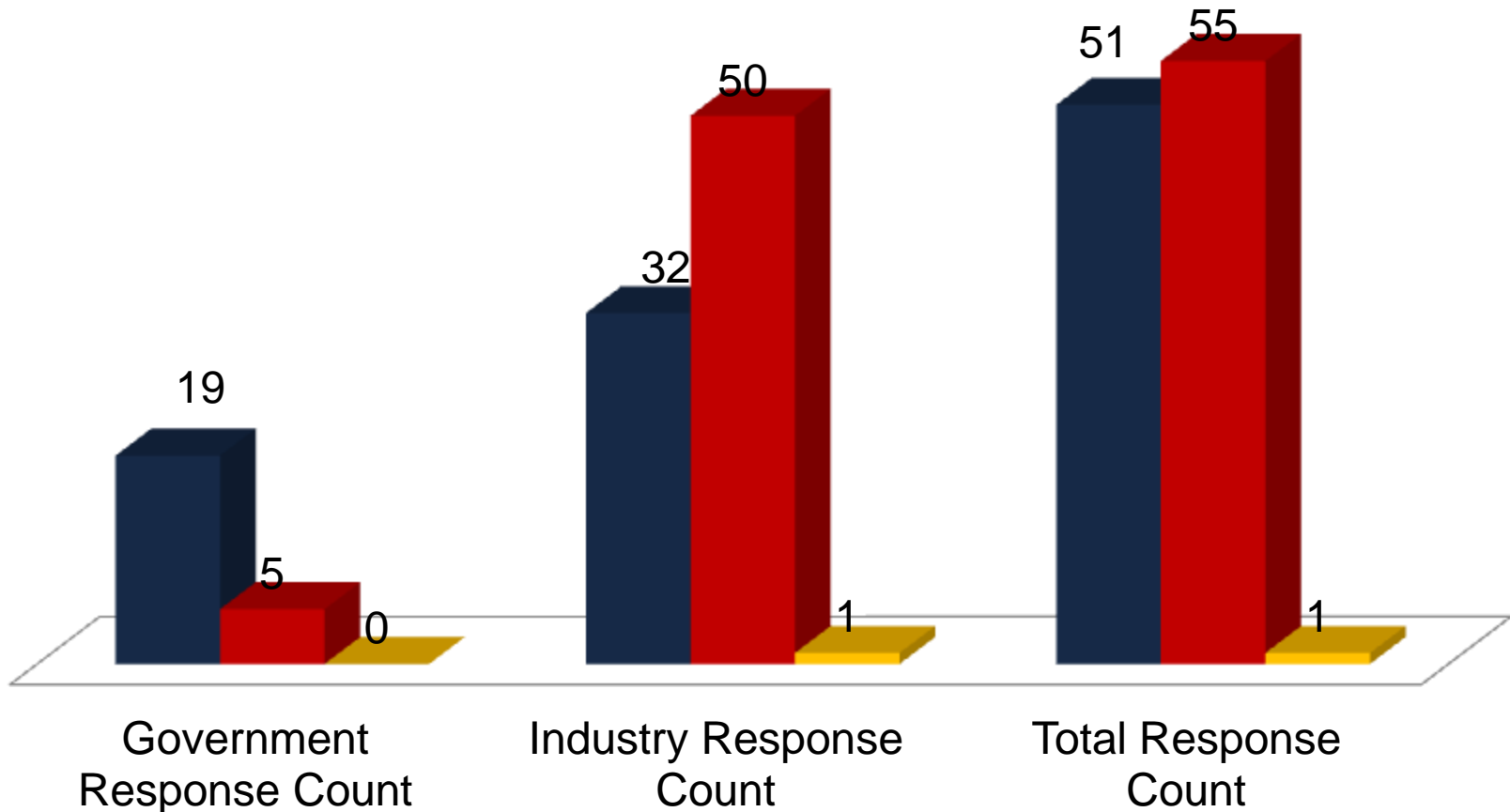
Which order of discussions do you prefer for the PMSC meeting sessions (choose 1)

■ Government Response Count ■ Industry Response Count ■ Total Response Count



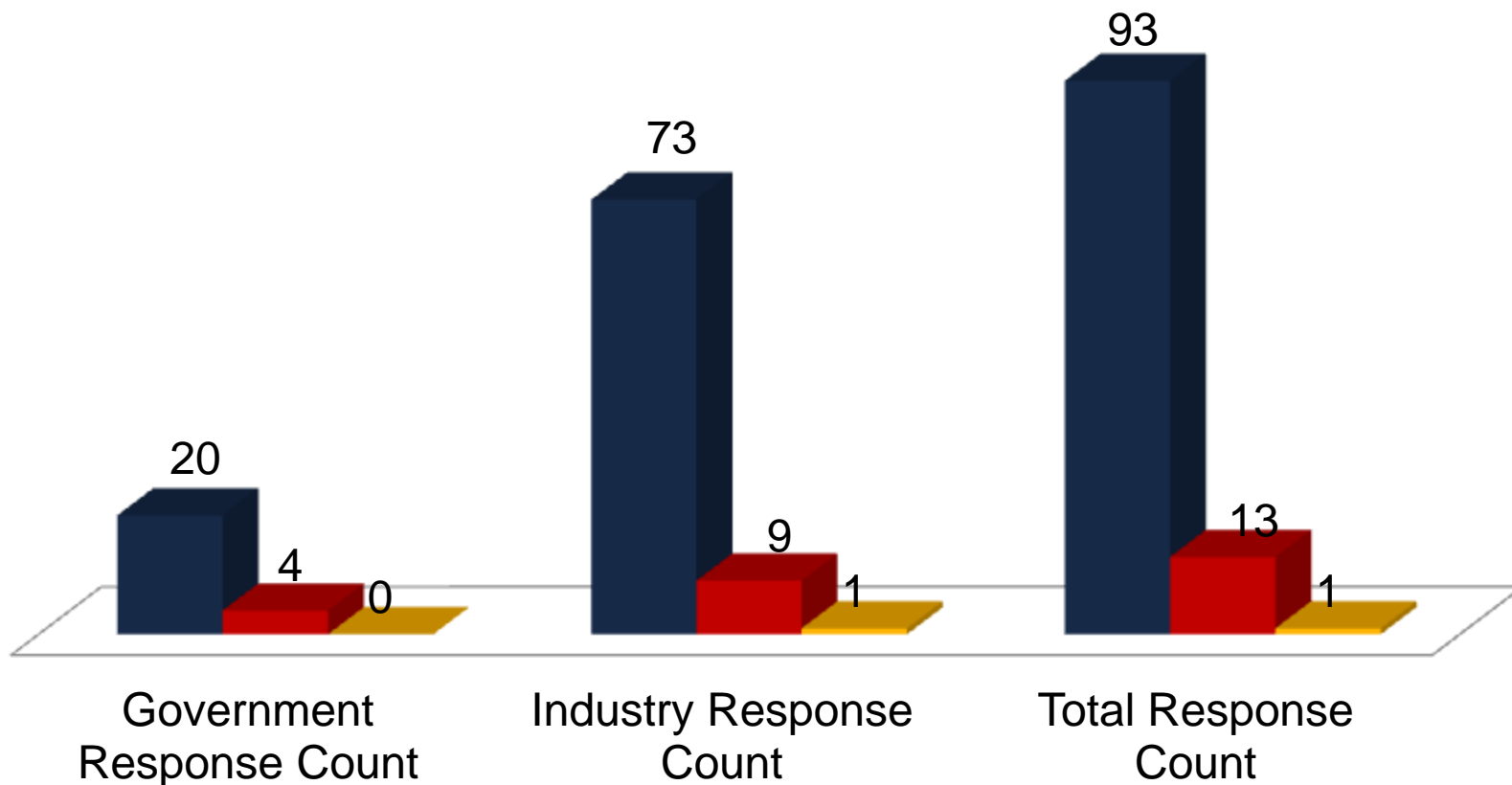
Do you feel the right mix of people in industry is participating (level of authority, experience, etc.):

■ Yes ■ No ■ No response



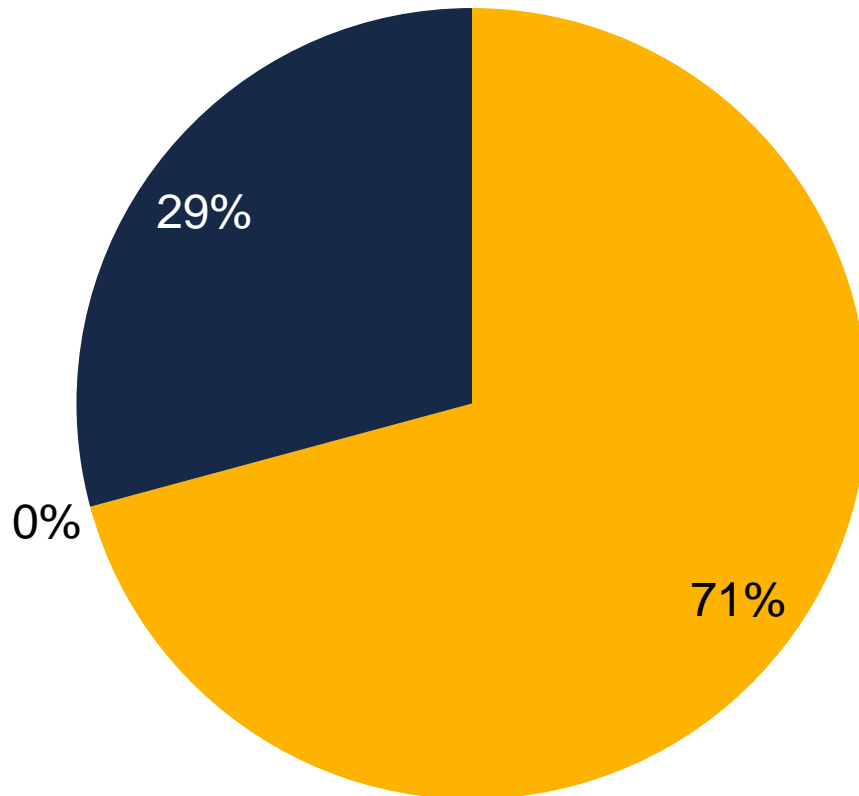
Do you believe Government attendees are encouraged to comment and participate with industry representatives:

■ Yes ■ No ■ No response



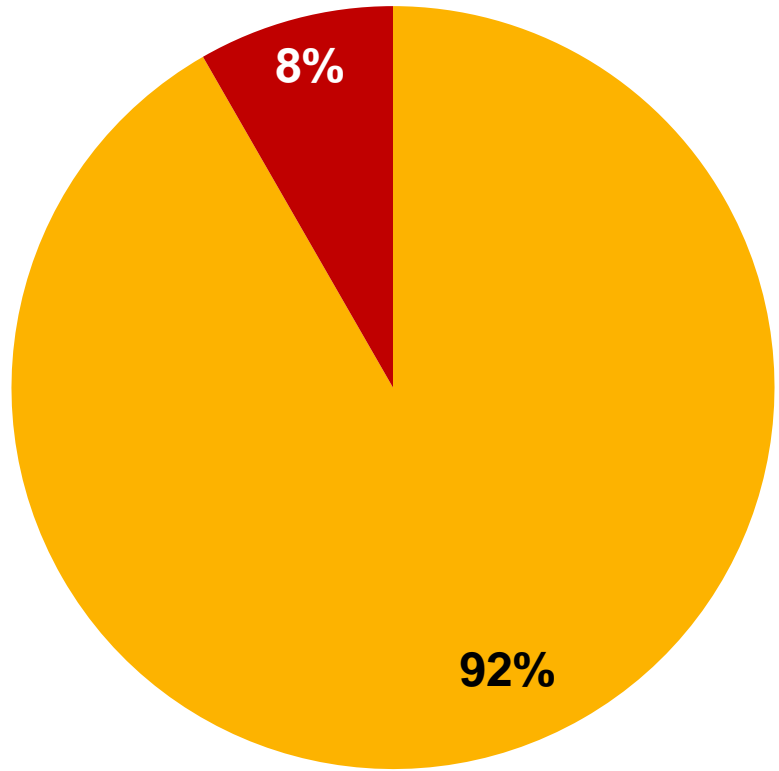
Gov't Only---Would you like more Government interaction with industry at the PMSC meetings:

■ Yes ■ No ■ Same



Gov't Only---Do you believe these PMSC meetings are providing value to you in your Government position:

■ Yes ■ No



General Comments On: Meeting Format, Frequency, Duration

- Working Groups...More time needed
- Agenda Topics...Need to refresh and make current, stop repetition, limit time
- Gov't Attendance...Need higher level representation and more civil...if meeting is moved outside of DC, Gov't attendance will be a challenge
- Industry Attendance...More Program Management
- Agenda...Several positive comments from industry, no major theme for improvements...Gov't: Presentations on topics of professional interest and development are good in addition to the typical 'status update' type briefings

Comments on proposed IPM definition and whether the definition meets the intent of the PMSC mission statement.

- **“IPM is defined as Earned Value Management (EVM) integrated with a robust Risk and Opportunity Management discipline and enabling processes such as program planning, requirements management, subcontractor management, and material and manufacturing. IPM can provide program managers objective measurements of project performance, enable accurate leading performance indicators that facilitate data-driven decisions, and improve proactive action in support of delivering quality systems, products, and services on schedule and within budget. IPM covers the entire life cycle of a program from development to production and deployment integrating multiple disciplines and functions to support scope, schedule and cost management.”**
- General comments indicate either satisfaction with the stated definition or with the attempt to define IPM
- Many comments suggest improvement in verbiage and content

Comments on proposed IPM definition and whether the definition meets the intent of the PMSC mission statement.

- G This is a wordy definition. If IPM is EVM with another definition, then we need to define both IPM and EVM. Can't have it both ways. Need to define one or the other, but using one to define the other without a second definition does not work.
- G It captures the right flavor. The sentences are very long and wordy, which seems unnecessary. I think IPM is more than just EVM and risk (and your first sentence does not say that).
- G The Board's definition is inconsistent with that of the PMI, academia, and industry. Integrated management is the simultaneous, coordinated application of PM processes, tools, and methods. IMP the Board's definition does not meet the PMSC mission statement.
- G Great that risk (threat and opportunity) management is emphasized. However, request emphasis on technical requirements to ensure appropriate focus on risk management.

Comments on proposed IPM definition and whether the definition meets the intent of the PMSC mission statement.

- The definition is too EVM centric and does not adequately represent the other processes and tools that integrated program management encompasses -- e.g. system engineering would be a process that should be called out as a minimum.
- The mission statement and definition has the wrong focus, I believe. They list EVM as #1. Talk to a group of PMs, who actually work programs, and you would be hard pressed to find anyone who would list EVM as #1 in their tool kit.
- I think PM is broader than this. If you look at the PMI model there are other PM practices that integrate into the total PM experience (communication, HR, Quality). From a DOD view of IPM, I believe that Integrated Scheduling, Risk Mgmt and EVM are the primary players. We should have the PMSC create 3 sub branches focused on these systems.
- EVM is not the only program management approach, and not all program control systems rely on EV techniques. The first sentence of this definition draws a box around the committee that will lead to decreasing relevance as services continue to grow relative to weapons systems and other product/project development. No room for recommendation in form.
- Recommend: IPM is an approach to program management which leverages and integrates various enabling processes such as EVM, R/O, program planning,, etc to enable objective measurements of project performance and accurate forward-looking performance indicators that facilitate data-driven decisions and proactive action in support of

Gov't: Using the proposed Integrated Program Management (IPM) definition, provide your level of agreement to the following statements:

■ Strongly Disagree
 ■ Disagree
 ■ Somewhat Agree
 ■ Agree
 ■ Strongly Agree

An NDIA Guide is needed to describe effective methods and techniques to transform data from IPM into actionable information that improves program performance.



From an Integrated Program Management discipline, methods and techniques that enable “data driven decisions and proactive action in support of delivering quality systems” is adequately documented.



Maturing and expanding the understanding of IPM would strengthen program management.



Integrated Program Management (IPM) strengthens the value of EVM.



Industry: Using the proposed Integrated Program Management (IPM) definition, provide your level of agreement to the following statements:

■ Strongly Disagree
 ■ Somewhat Agree
 ■ Strongly Agree

IPM strengthens the value of EVM



Methods and techniques that enable (data driven decisions and proactive action in support of delivering quality) systems from and IPM discipline is adequately documented



An NDIA Guide describing effective methods and techniques to transform data from IPM into actionable information that improves program performance is needed



PMSC Working Groups have been established to focus on issues. Indicate your level of interest:

■ Low ■ Medium ■ High

Production EVM – addresses the approach and use of EVM on production programs



NDIA PMSC Guides – addresses the requirement to keep current or improve existing guides and/or create a new guide for NDIA PMSC



Program Management Outreach – addresses program management tools, processes and visibility needed to improve the program management competency



Risk and Opportunity Management – addresses the use and implementation of risk/opportunity management in EVM



Scheduling – addresses improving scheduling capabilities, methods, and techniques



Contracts – addresses current issues or interpretations of contract clauses or potential policies



Please identify any other issues / topics for which a working group would be of value to you:

G An issue relating to the existing areas of Contracts and Scheduling: would like to see those working groups expanded to cover FAR and non-DOD contractors. I believe DFARS and DOD has it covered well, but I don't see that outside of DOD.

G Contracts

G These are excellent choices for working groups. If the focus of the PMSC moved from EVM to IPM then EVM could be added as a working group.

| No single or dominate theme

| Several comments suggest working group progress could be improved

| EVM related comments include:

| Marketing of EVM

| Affordability of EVM

| Using EVM on Agile development

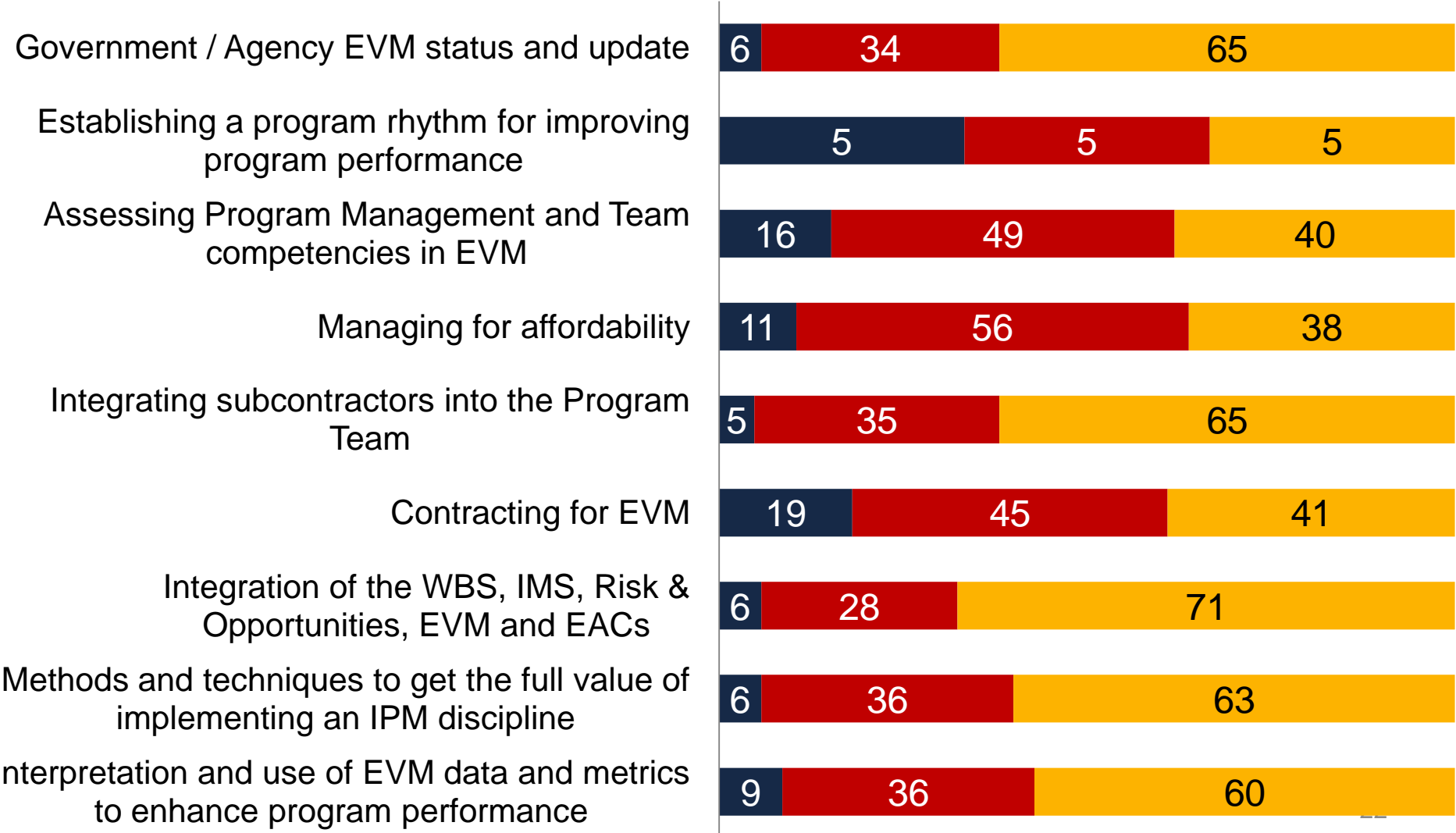
| EVM Training

| Value of EVM to the Gov't

| Several suggested Subcontract Management

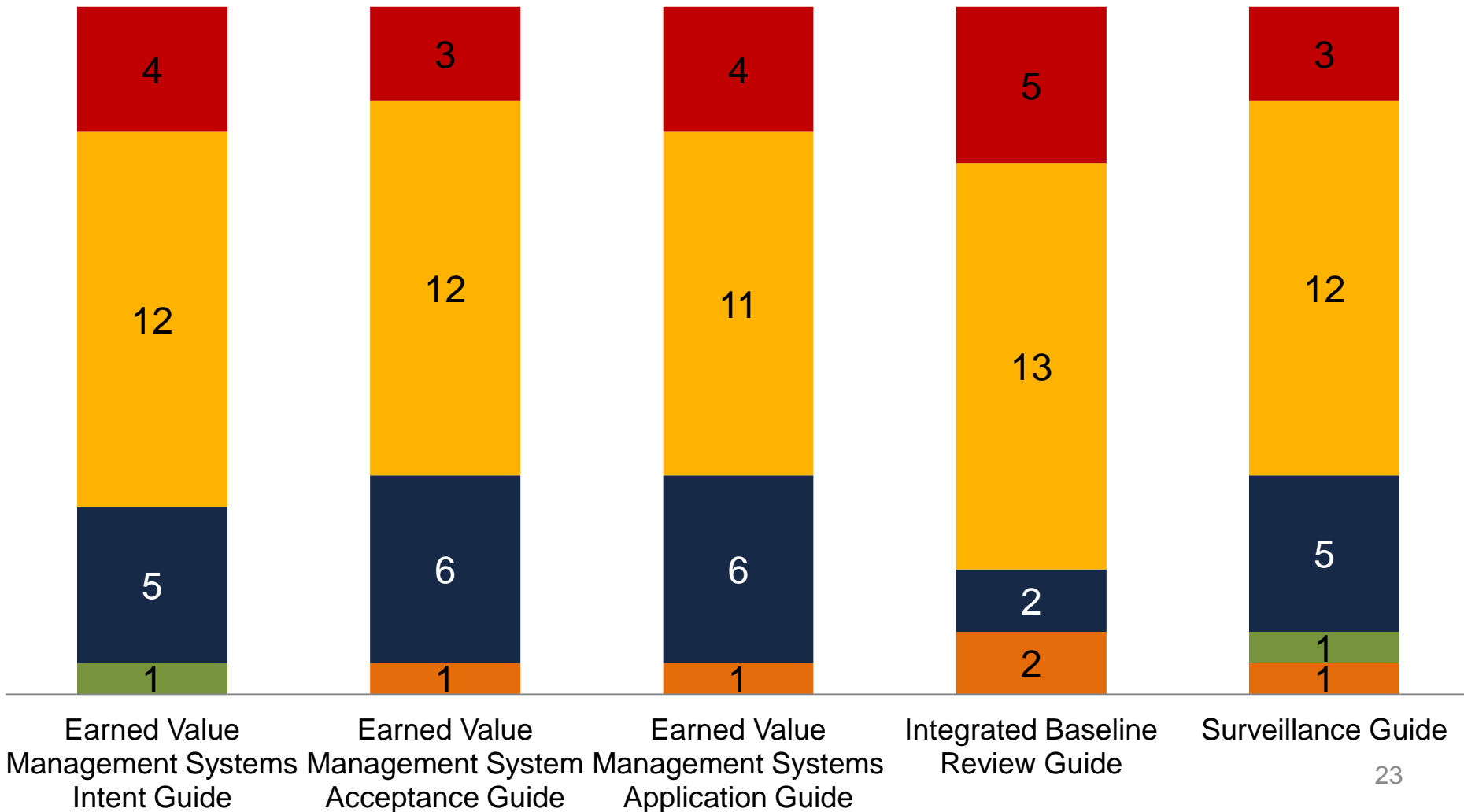
Indicate your interest on the following topics :

■ Low ■ Medium ■ High



Gov't only: NDIA PMSC maintains EVM related guides

■ Very Dissatisfied
 ■ Dissatisfied
 ■ Neither satisfied nor dissatisfied
 ■ Satisfied
 ■ Very Satisfied



Questions

BACK-UP

Government Participation Comments

- G I attend the Govt session and one day allows just enough time for all stakeholders to provide concise updates.
- G Commercial providers should be able to share experiences with the client not in the room.
- G Govt only really needs one day
- G One day gets the key issues out with sufficient useful discussion time.
- G I believe it is important for industry to have some time without the government to address issues, then time to include government afterwards
- G It feels like one day is sufficient to cover the government agenda items.
- G An additional day, or part of a day, would provide an opportunity for more in-depth discussion sessions on various selected topics/issues. This would allow provide more of an opportunity to get more input, consensus, and resolution on issues and also provide more time for working group sessions.
- G It's difficult to judge time required because sometimes a topic requires a lot of discussion and for other meetings, there is not much needed in the way of discussion.
- G Often the agenda for a one day meeting leaves little time for relevant side discussions.
- G If the focus of those meetings is to gain Gov participation, why restrict that participation to one day?

Comments on proposed IPM definition and whether the definition meets the intent of the PMSC mission statement

- G Too wordy.
- G If the typical PM gets thru the first sentence, the second will certainly lose him.
- G Met goals
- G While I don't oppose the definition, I believe EVM already was intended to encompass the entire 'integrated program management' process. However, if the PMSC feels strongly that the risk/opportunity mgmt needs to be specifically mentioned to facilitate understanding, then I have no objection. My only concern is it appears as though IMP is something new and different when it really isn't.
- G I understand the emphasis on EVM because of the DoD influence. Civilian agencies like DHS are moving further away from traditional EVMS because of pressure from OMB to use more FFP contracts. I'm not clear about what a "Risk and Opportunity Management" discipline is. But, it needs to fill the gap between EVM and a "performance-based acquisition management system" called out in OMB Circular A-11.
- G Request to be less manufacturing focused, e.g., "to production" in last sentence, and broaden intent to include generic capital asset projects. Great that risk (threat and opportunity) management is emphasized. However, request emphasis on technical requirements to ensure appropriate focus on risk management.
- G With the revised DFARs maybe add "business" in the first sentence, "...and enabling (business) processes..."
- G The addition of other Program Management considerations will definitely help move toward better govt/industry initiatives to reduce costs and improve quality of deliverables.

Comments on proposed IPM definition and whether the definition meets the intent of the PMSC mission statement (cont).

- G This adds more context to the EV portion of program management.
- G Yes, the definition of IPM meets the PMSC mission statement requirements
- G I fully agree with new definition. DJC
- G This is a wordy definition. If IPM is EVM with another definition, then we need to define both IPM and EVM. Can't have it both ways. Need to define one or the other, but using one to define the other without a second definition does not work.
- G It captures the right flavor. The sentences are very long and wordy, which seems unnecessary. I think IPM is more than just EVM and risk (and your first sentence does not say that).
- G The Board's definition is inconsistent with that of the PMI, academia, and industry. Integrated management is the simultaneous, coordinated application of PM processes, tools, and methods. IMP the Board's definition does not meet the PMSC mission statement.
- G 1) Suggest the following change: (From)and enabling processes such as program planning, requirements management,...(To)and enabling processes such as program planning and scheduling, requirements management,....2) Some thought should be given to clarifying the term "Integrated". While this term is used a lot, it really means different things to different people and organizations. I think this would bring more consistency and clarity to processes and strategies being implemented as part of IPM.
- G Do not concur. Sounds way too much like a definition of EVM. i.e., IPM is not EVM. Think the current definition as stated in the mission statement is fine.
- G I believe this is a good, concise statement. There is always a trade-off between enough detail and too long for anyone to read.

Comments on proposed IPM definition and whether the definition meets the intent of the PMSC mission statement (cont).

- | There are several examples when EVM works well when integrated with PM processes and several examples of EVM failures when EVM is a standalone reporting system. These examples need to be documented and briefed to all stakeholders.
- | Industry needs to provide methodologies and techniques to best implement IPM.
- | The definition is too EVM centric and does not adequately represent the other processes and tools that integrated program management encompasses -- e.g. system engineering would be a process that should be called out as a minimum.
- | The definition is good. It is properly focused on EVM. The PMSC should not, for the time being, take on other topic areas such as agile, service delivery models/metrics
- | IPM cannot provide this guidance in the absence of Technical Performance Measures. Cost, Schedule, and risk alone cannot address the performance gaps.
- | I believe technical or program objectives need to be woven into the definition. Delivering on cost and on schedule makes little difference if the objectives of the program are not met.
- | Do not strongly agree that EVM is a tool for integrating critical delivery processes.
- | Needs to address managing of projects as well as programs with EVM.
- | Primitive, but you have to start somewhere. A professional editor could significantly improve this. "Proactive action" sounds like "redundant redundancy". How about saying, "IPM can provide objective measurement of project performance for proactive data-driven decision making that supports the delivery of quality systems, products (etc.)"
- | I would like to see "IPM can provide ..." to "IPM provides ..." which then changes some additional wording in that sentence. I believe the definition meets the intent of the PMSC mission statement.
- | I am okay with this definition.
- | When dissected it is the definition of IPM. But it does not speak to me, it must be studied and I am not sure folks will spend the time to study it.
- | The IPM concept is good and substantial. We should be cautious in an environment where surveillance prevails, we don't want to underestimate the value and benefits of using EVM and the importance of compliance to the business and industry.
- | WHERE ARE COMMENTS ABOUT ADDING VALUE TO CUSTOMERS. EVM, AT LEAST AT THE VAN BUREN LEVEL, IS TAKING HUGE HITS - COST VS. VALUE PROPOSITION IS FAILING!
- | The mission statement and definition has the wrong focus, I believe. They list EVM as #1. Talk to a group of PMs, who actually work programs, and you would be hard pressed to find anyone who would list EVM as #1 in their tool kit.
- | I think that it would be valuable to emphasize the management aspects of "Program Management", and specifically the cost and schedule portions. Perhaps add a thought on the importance of communication and the impact of contracting actions - both good and bad - and how critical it is to include key program messages in the CPR.
- | I think PM is broader than this. If you look at the PMI model there are other PM practices that integrate into the total PM experience (communication, HR, Quality). From a DOD view of IPM, I believe that Integrated Scheduling, Risk Mgmt and EVM are the primary players. We should have the PMSC create 3 sub branches focused on these systems.
- | It is great to know now that the Government is taking risk to a new level, I remember the day when I brought up positive risk and was amazed that the Navy didn't have anything on Opportunity.
- | Definition meets the needs of the PMSC mission statement. Important to maintain focus on managing programs using compliant EVM discipline and also recognize that EVM does not stand on its own - it is supported and strengthened by other management disciplines and processes.
- | I think this definition is OK
- | Overall it looks OK. In real life, Work Authority, Budgeting, Accounting and Indirect Management are also very important EVM functions and processes.
- | The above definition should have "to sustainment" as its last life cycle stage following deployment.

Comments on proposed IPM definition and whether the definition meets the intent of the PMSC mission statement (cont).

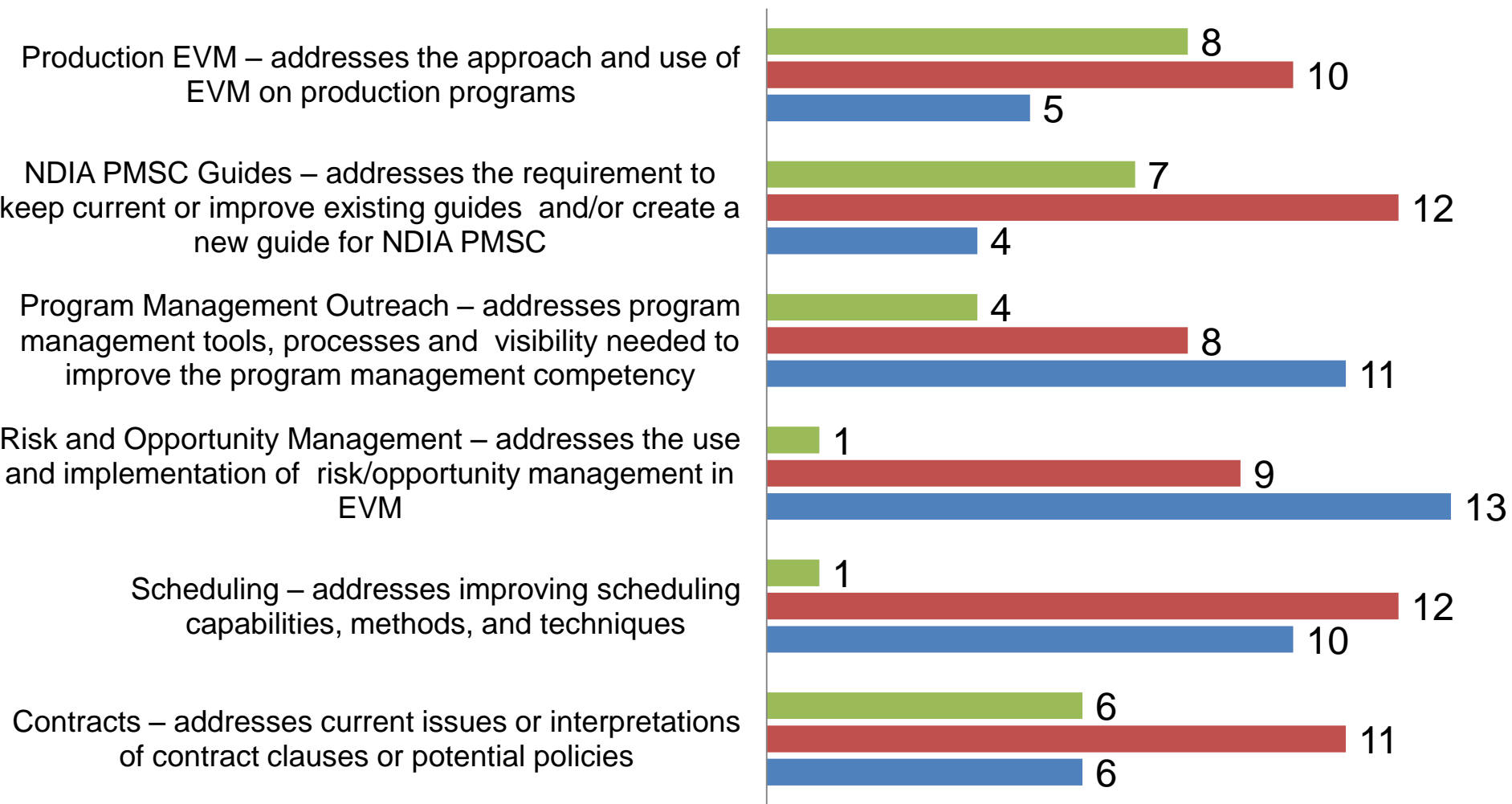
- | PMSC is a identifier and proponent of EVM best practices. The apparent rebranding EVM as IPM recognizes the actual scope of the EV function but should not be perceived as an alternative to the PMI nine knowledge areas
- | "Integrated Program Management" is a process that incorporates processes and skills across an enterprise to deliver a product or products to a customer that meets the customers cost expectations and are delivered on time. IPM is not EVM.
- | Reading this, it is obvious that the PMSC is really about EVM but they want to expand into "other" IPM processes. "IPM is defined as E..V..M, integrated with..." This is not what IPM is. IPM does not place one discipline above all else. It integrates all PM disciplines without one dominating discipline.
- | YES! I think this is something that is overdue. I would love to see a broader scope in the meetings. It may necessitate a longer meeting
- | OK with definitions
- | Recommend: IPM is an approach to program management which leverages and integrates various enabling processes such as EVM, R/O, program planning,, etc to enable objective measurements of project performance and accurate forward-looking performance indicators that facilitate data-driven decisions and proactive action in support of
- | EVM is the most valuable focus from my perspective, given that it is heavily driven by USG and a joint industry body is a useful tool. Beyond EVM, the motivation to act as a joint body is much lower. My statements come from a PM perspective, not as a career EVM type.
- | EVM is emphasized too much here. It is an element of IPM to be sure, but there are other aspects that are more important. IPM should be looked at as a sub-element of good business management, integrating essential financial, cost, schedule, risk and technical performance. There may be an EVM aspect to PM and therefore IPM, but not necessarily.
- | good
- | Although EVM is a key process of IPM, I am not certain it should be stated as the founding principle of IPM. Should not pre award activity be considered as part of IPM? What about the government perspective of Portfolio Management in selecting the right Programs to fund / which Programs to stop funding?
- | BROUGHT TEARS TO MY EYES !!!!
- | I THINK THAT AT A MINIMUM IT OUGHT TO BRING IN THE WORDS " TO THE MUTUAL SATISFACTION ON THE PART OF BOTH THE RESPONSIBLE GOVERNMENT AND INDUSTRY PARTICIPANTS.
- | it's good - I would delete the long sentence starting ... IPM can provide program management ...
- | "...from acquisition to...": does this mean from contract award, or is intended to encompass the proposal process. The proposal process is not always included in any given contractor's System Description.
- | Suggest starting with program management as the base not earned value management.
- | I believe the IPM conjures up different meanings to different contractor and government personnel. I think the above definition provides some clarity but people will still come up with their own interpretation of the definition.
- | The definition over emphasizes EVM & is not consistent with standard IPM definitions taught in PMI or DoD based curricula or with IPM implemented by industry leaders. The definition probably scares away gov't PMs who would participate in a industry-government forum directed towards normal IPM (i.e. simultaneous conduct of standard practices).
- | Although EVM is a powerful tool, it should not be overemphasized as part of a much larger PM tool kit
- | Agree that the above definition meets the intent of the PMSC mission statement
- | Like it - reflect a more accurate view of how EVM is integrated across the program life cycle and a management tool for the entire program.
- | Meets the intent
- | Verbose - get lost in all the fluff. Hone down to one sentence. Perhaps flesh out the last sentence a bit more - seems more like the meat of things.
- | I like the definition and believe it meets the intent of the mission statement.

Comments on proposed IPM definition and whether the definition meets the intent of the PMSC mission statement (cont)

- | it's exceedingly better! we SHOULD be more than just EVM
- | I like it. Some might say Scheduling is not specifically mentioned, but I believe that it is inherently there.
- | ok
- | Prefer the current definition for PMSC versus the proposed. The simpler the statement the better. More "color" could be added in the details of the roles / strategies / that PMSC plays
- | EVM is not the only program management approach, and not all program control systems rely on EV techniques. The first sentence of this definition draws a box around the committee that will lead to decreasing relevance as services continue to grow relative to weapons systems and other product/project development. No room for recommendation in form.
- | I was not aware of the new charter for the team, expanding into the Program Management processes beyond EVM. When did this happen? How was this decision made?
- | Looks good.
- | I like the effort to expand the focus of the PMSC from "just" EVM, to IPM. The above seems rather wordy and lengthy. What is the 10 second, elevator speech for IPM that really sells it?
- | I agree with the revision, only issue is the board can be somewhat out of touch with the actions in the trenches. Most members are too far from the actual EV implementations.
- | no comments
- | Defining IPM as solely EVM and risk management is not fully consistent with the mission statement, which references "related program management processes". These processes are much wider than only risk management.
- | I'm not sure that we truly focus on the full life cycle of a program. we seem to be constantly addressing and trying to figure out government concerns- heading it off at the pass so to speak
- | Suggest - "integrated with robust Risk and Opportunity Management and enabling processes ...
- | Suggest - ...from acquisition through development, production, deployment, and sustainment.
- | Very good! I believe it does meet the intent of the PMC mission statement.
- | When I read or think of EVM I think of cost, schedule and technical. It appears in the definition you begin to call out specific areas within EVM while excluding others such as the IMS. My caution is that if you are going to cite specific areas then you need to be all inclusive or just refer to EVM.
- | I think the PMSC should address or at least recognize a larger set of program management practices. In addition to EVM and R&O mgmt these would include: Planning & budgeting (including setting of reserves); judicious use of independent reviews; baseline mgmt; communication; integrated scheduling; knowledge mgmt; affordability; etc.

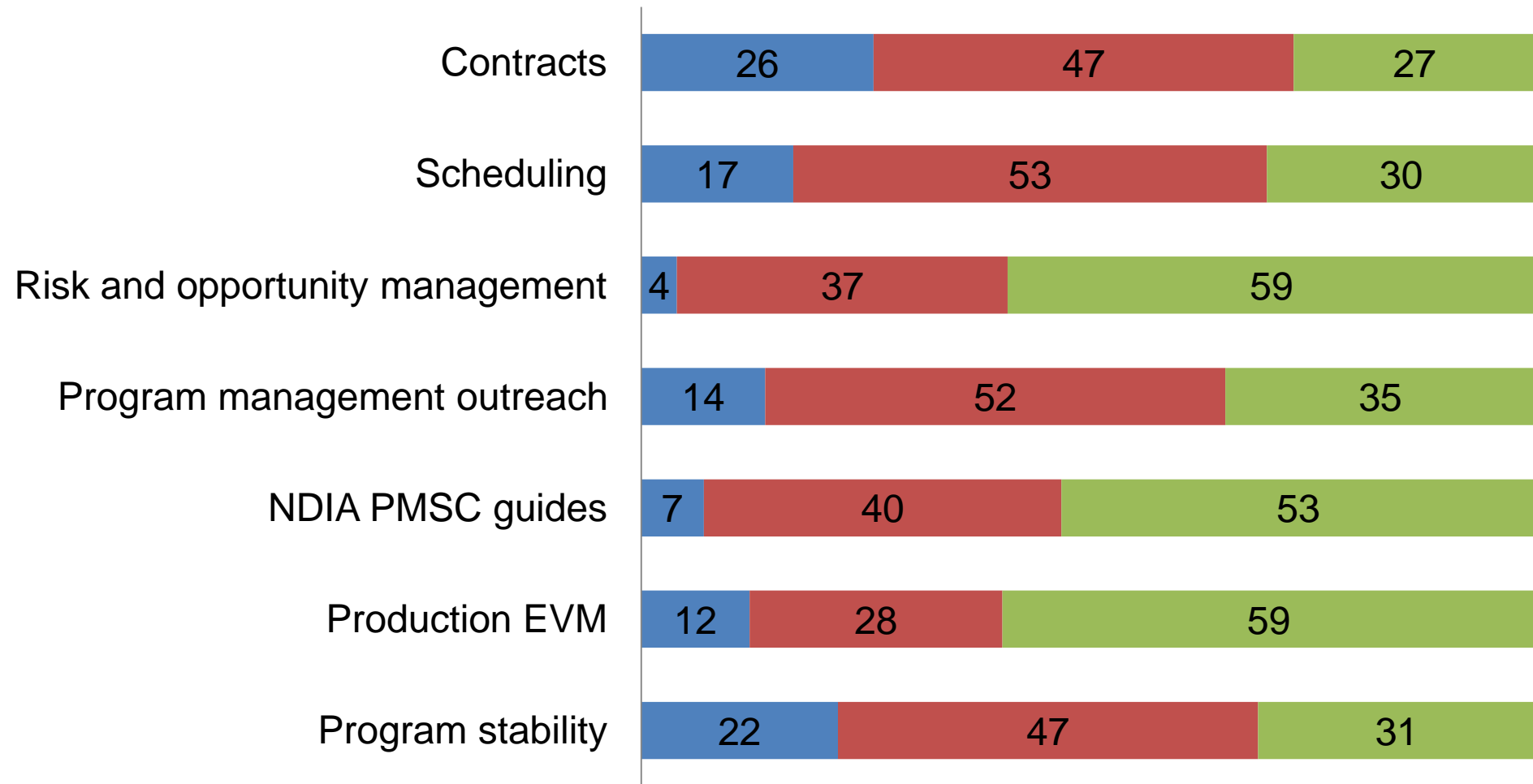
Gov't: PMSC Working Groups have been established to focus on issues related

■ Low ■ Medium ■ High

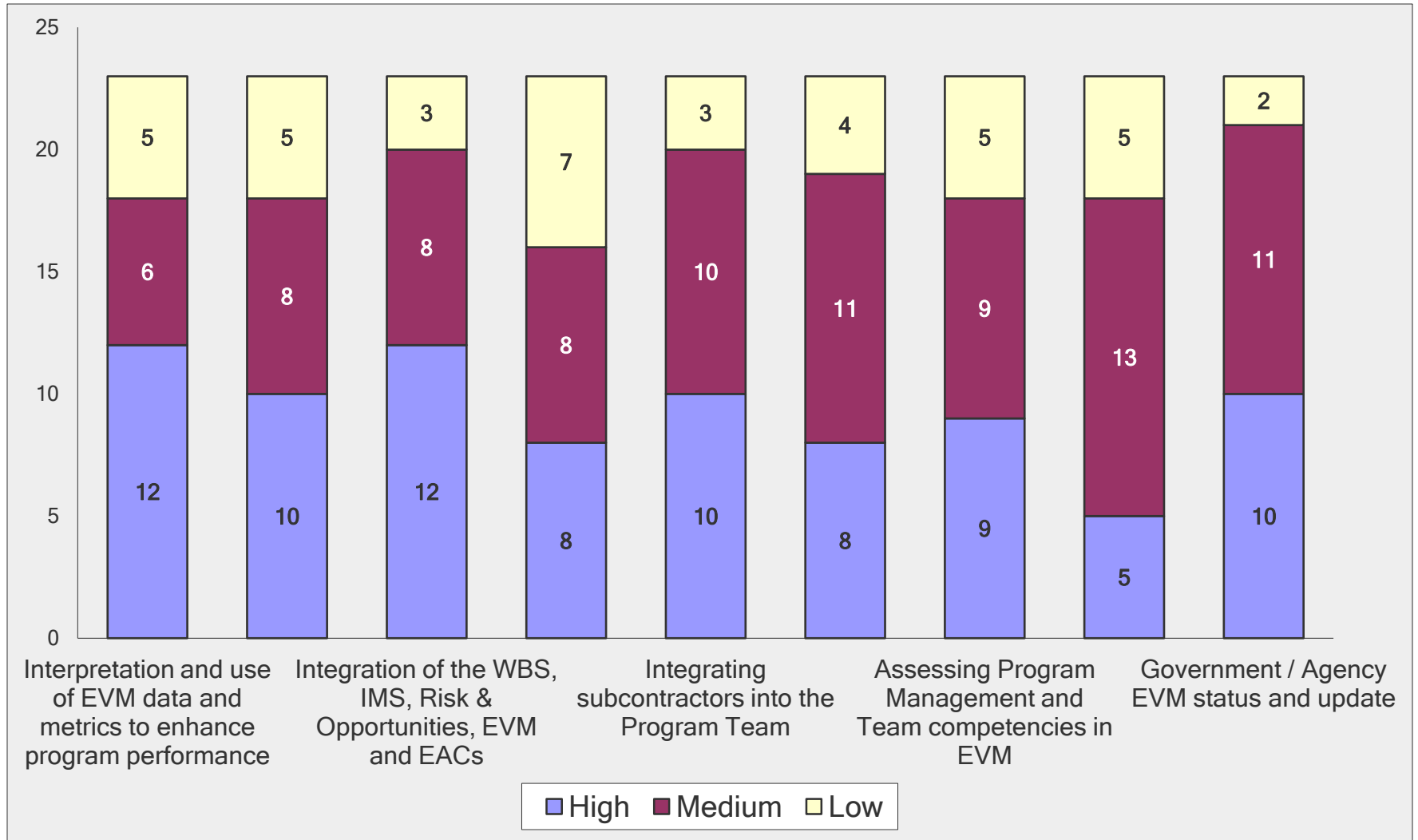


Industry: PMSC Working Groups have been established to focus on issues related

■ Low ■ Medium ■ High



One objective of the PMSC general meeting is to provide content that will illustrate best practices of EVM and IPM within industry. Please indicate your interest in presentations or panel discussions on the following topics using the scale below:



Results – Working Groups & Meeting Content (3 of 4)

One objective of the PMSC general meeting is to provide meeting content that will illustrate best practices of EVM and IPM within industry. Please indicate your interest in presentations or panel discussions on the following topics:

