

Wednesday, January 30, 2013

NDIA Program Management Systems Committee Meeting Notes

Joint Industry and Government Day

- Call to Order: Tracie Thompson
- ATK Welcome: Mr. Bill Burke, Market Segment Leader for ATK
 - Personally learned a lot from the panel discussions yesterday
 - Understand that ATK is not alone addressing these issues

- Announcements
 - Board Member Joe Houser resigned. He will be at the May meeting
 - May Meeting – Artemis Volunteered and are currently looking for a location; looking at the DC area
 - The standard August Meeting – Will be September 10-11, 2013 hosted by SAP in Newtown Square in Pennsylvania

- Panel Discussion – Best Practices in Training – Facilitator – Gary Humphreys
 - Bill Altman, Donna Hahle, Wade Smith
 - Bill Altman - Battelle
 - Everybody feels we need more training
 - Training is not a panacea
 - “Alpha Project Manager” Textbook...they have a “soft” skills training
 - 10% 20% 70% model (Battell VP of HR model) – can be any combination as long as it adds up to 100%
 - 10 – is “Formal” training, the smallest number, foundational level of training
 - 2 Areas
 - Basic Training – Same fundamentals (Battelle uses outside sources; expensive to duplicate this internal and also introduces industry “lingo”, this is not mandatory, no test, etc.)
 - Company Specific Training – Internally developed to go over company specific processes
 - 20 – Mentoring, work with him, answer questions
 - Voluntary but what really needs to happen is that this has to be mandatory. Someone the org qualifies that is qualified
 - 70 – On the Job Training
 - How do you feel the person in improving?

- Comes down to Accountability
 - Needs to be addressed more
- Do not Certify any individuals; but some certifications maybe in some RFPs (e.g. PMP certification). Up to individual line management to put the expense behind it. Voluntary...PMP Certification does not mean there is automatic promotion or automatic pay raise. It has to be Pay for Performance
- Donna Hahle - Harris
 - Harris is similar to Battelle
 - Have Training and mentoring and OJT as well
 - In house training program developed to train basic “blocking and tackling”
 - Over the last couple of years got the sense the PMs are doing a good job of “blocking and tackling” but most PMs are out of engineering...so realized that they lacked Business Acumen and the “soft” skills like communication
 - Have been developing the Business Acumen training and “soft” skill
 - But even then there was no real definition of what is required. So developed a 1 page training requirements honed in for the specific functions
- Wade Smith – Raytheon
 - Very similar to others
 - Have to have an assessment of where your staff is at
 - Formal Training and Experiential Aspects
 - So have over the years developed a certification program (started looking at this when the EV certification was pulled) as an element of PM – corporate level of competency level; level of gradable; Demonstrated capability.. “judged” by a board and a VP has to approve; Match the program requirements to the “level” of the individual.
 - Training 60 hours...situational training (e.g. business cases) 150 hours
 - Challenges – Correlating Training with Performance
 - Invest a lot of \$ on tools for the PM
 - Purposely developed indigenous training; wanted control over content and delivery
- Sikorsky Example
 - To be a CAM needed to be certified (needed to take training, take scheduling, had to present it) and once passed there was a “reward”/”bonus” and Instructor lead
 - Bill Altman – No Bonus – Mostly on-line for fundamental classes; there is 2 ½ day instructor lead classes which have case studies and all internal process training is instructor Lead

- Donna Hahle – No Certification – Mostly internally developed class – analysis to determine what can be instructor lead or CBT
 - Wade Smith – again similarity; there is no perfect way; CAMs have 24 hours of web based training; must go through annual refresher course to maintain their certification; Annual refresher is on specific topics; Instructor Lead is ALWAYS done by PM or Senior Executives not by learning professionals. No Bonuses
 - Show of hands of the attendees
 - Really NO Bonuses – (L3 had the only one)
 - Certification – Not many companies

- Harvesting Under-runs – Sung Soon Stultz, Facilitator
 - Panel Members Mr. Loftis, MDA; Mr. Ricci, NGC (but previously providing DoD Contract Management); and Mr. Kusick, Raytheon
 - Conclusion is that PMSC should look into working with the Govt to develop a white paper/guide maybe much like the OTB/OTS Guide which assists the Govt and Industry on how to get additional scope onto contracts without increasing “funding”. The major discussion / clarification that needs to be addressed is the “contracts” terminology to “EV” terminology.

- PARCA – Mr. Kranz, EVM
 - Vision: EV is actually used by Program Office to make day to day decisions; How EV can help them drive their job; Doing the right thing with EV; Fundamentally EV is a Tool and Contract / Contract Value is Real; Got to figure out how to get EV to support instead of other way around.
 - Most important thing under Comms and Outreach PARCA EVM Duties –
 - Established a communication inbox since August 2010 and have now received about 70 to date. Have done enough now to determine how the decisions are communicated out
 - Policy and Guidance EVM Duties
 - Most important change is the IPMR DID – 20 June 2012
 - IMP – is there any thought to make this a DID instead of as a current guide ... PARCA does not own it...Systems Engineering does. Gordon, doesn’t see why it can’t stand as a guide, but should be promoted
 - Has DoDI 5000.2 and DAG been updated? It is imminent for 5000.2. The DAG is in the process but not as familiar with the schedule for this.
 - Update EVM Application Policy in DFARS
 - In discussion with Mr. Jinman it was recommended look at instead of policy memo but more like PGI

- If you add to PGI then the DFARS need to be touch which then require DFARS change
 - Currently working with Mike Pelky how to do this and the implication
- EVM Competency EVM Duties
 - Working with DAU
 - Hoping to have Competency Model around March / April timeframe
- EVM Data Requirements
 - Most of what is being received is tailoring guidance (Sustainment oriented, IDIQ, Task Order)
- Central Repository (CR)
 - Updated security model to more granular such that we can partition the access requirements
 - More sophisticated data analysis; as we get XML file around first part of this year should be able to do analysis
 - OSD PM and SE staff training
 - Starting a EVM – CR users group
 - Updated business rules for better metrics definitions – actually looking at new metrics to help manage as data becomes in
- Communications and Outreach
 - Issue resolution process for adjudication of EVM policy interpretation
 - Update the EVM website
- EVM – Central Repository Users Group
 - Exchange ideas, share information, training and capture requirements
 - April 10th is the initial one day working session
- Questions & Answers
 - Smartphone EVM App – Just looking to see if there is opportunity here. There is nothing solid
 - PARCA Exchange Program -That is a program where government folks (civilian agencies and government offices) can come in for 6 month period or so to get exposure to PARCA
 - Competency Model is that available...will look at making it available to the industry...wait a month or so till the update is made
 - IPMR Guidance – Addresses the Schedule Margin
 - Stop Work is that still being looked at as a PGI Guidance by DCMA. DCMA should provide guidance tomorrow.
 - PARCA has the requirement to review all RFP's for ACAT I programs

- DCMA Operations – Jim Henderson
 - Remember there is no EVM Center anymore
 - ? DCMA Certification Program? – Do not know statistics related to the question as it the other department
 - DCMA-INST 1201 release / update: December 2012 – should read and familiar with it.
 - CAR eTools Issuance and tracking
 - What are we doing from training the DCMA about the new process? Subcontractor CAR process...only talking about the situation where the subcontractor has ONLY subcontractor activity (No, other contract that the subcontract is also PRIME) ...then the CAR has to go to the Prime as there! If is only the surveillance then the CAR is to the prime. Because the Surveillance is done at the request of the Prime's DCMA..only if the subcontractor has no PRIME contract
 - Stop Work Order – Draft was created ...handed over to DCMA DAR council representative. Still in the DAR Council process. Proposed PGI by DCMA...so it is really up to the DAR council. Would not expect this to be fast process.
 - Business Systems Rule guideline and the CAP action plan turnaround requirement (45 days from the date of issuance of a Level II or Level III to submit a CAP)...alignment?
 - PGI says that for disapproval it will follow the Business Systems Rule...however, the withholds will not be made unless the Business Systems Rule is on the contract

- Keynote Speaker, David Berteau, Senior Vice President and Director CSIS International Security Program
 - Thought about bringing you some news of optimism, but couldn't get there
 - Look at 4 questions...focus on Defense / DoD but covers the other agencies as well
 - Where are we?
 - Continuing Resolution at FY12 level expires March 27th
 - Preparing Sequestration
 - Little bit of flexibility in O&M
 - Tremendous slow down in obligation; obligation in 1st quarter of FY12 is down 7-10%; GDP shows slight shrinkage in that first quarter
 - Hit the debt ceiling on Dec 31st ; We really have no debt ceiling as they suspended the debt ceiling; Will come back on May 17th and will probably set to whatever level we incurred till that time

- Under normal times we would be preparing for FY14 but none of the budgets have been prepared without sequestration
 - Value of defense \$ has been steadily declining over the years. Since 9/11 pay and benefits increased by 60%; at current rate 2020 the same amount \$ will only buy 56% of what we can buy today (even without sequestration)
 - How did we get here? – This is where we have been going for a long time
 - Where are we going?
 - Plans are due to Sec Def by this Friday the plan for sequestration with the word “reversible”
 - 80% chance that sequestration will be implemented
 - Can we pay for a defense budget in an unhealthy environment?
 - What does it mean?
 - Scenarios - Bookends
 - Cut spending drastically – House
 - Increase revenue – Pass a concurrent budget resolution by Apr 15th – Senate
 - Positive Note
 - Polling data from last Sept / Oct . from Children 5th -12 graders...how likely will be that your life will be better than your parents? 95% believed that very likely or likely that their lives will be better than their parents.
 - At the core it is about our future generations.
- CAIWG – Jerald Kerby (EVM focal point for NASA)
- Gordon Kranz is involved with this Group
 - 2 other “members” GAO and FAA? (GAO for sure but Can’t recall if this is FAI?)
 - If interested in joining / assisting this group contact Jerald or Traci Thompson
 - Meet once a quarter in the DC area
 - 4 Sub-teams
 - Project Management
 - Reciprocity
 - Scalability
 - Central Repository (website)
 - Next meeting sometime in April contact Camilla Canty (see presentation for contact information)

- New Working Group - Sustainment Working Group – John Duval
 - Looking at having a session at the May conference

- Working Groups
 - Production - Please see handout
 - PMOWG – Bill Altman
 - Dave Johnson who was the co-lead has resigned and Stewart Tague has volunteered from UT
 - Charter – Will be submitting charter changes to Board for approval
 - Change in Name – Will be working with Board to get approval for a name change (PMWG) to Program Management Working Group
 - Deliverable under this working group. Have identified a possible deliverable from this working group – Predictive Measures Guide pending Board approval
 - Clearing House – Kathryn Flanigan
 - Did not have any issues that came forward to resolve
 - Will update the process to ensure the right interface with government
 - There was a discussion about responses the clearing house provided that has been provided
 - Ask Board approval to publish the recommendations that were made so that all can see the types of questions and responses
 - Planning & Scheduling – Yancy Qualls
 - Risks & Opportunities folded into this group – John D.
 - 3 other areas besides working with PSAEG
 - IBR process participation
 - Supplement to application and narrow it down
 - Guide and what makes a good risks and opportunity guide
 - Revision of charter will be sent to the Board for approval
 - GAO schedule guide – This working group will provide an input to GAO
 - Care and feeding of PSAEG
 - Will work on developing a charter
 - Contracts – Nick Pisano
 - Looking for Members
 - Data Retention – What and How long
 - Stop work orders and Partial stop
 - Wording on FAR to clarify EV
 - Training of Contract Management

- Guides – Joan Ugljesa
 - IBR Guide – Neil Albert
 - Get back to the intent of the IBR Guide
 - More discussion and Direction in the guide
 - Consider Business Systems DFARS
 - New areas in development of the PMB
 - Different ways of doing IBRs
 - Issue of Scalability
 - This guide seem to address this more as an event VS a process
 - This really should not be a Pass / Fail
 - 9 Government Folks in the Guide update
 - Goal is to get this complete in June 2013
 - Establish chapters; assign writers and reviewers
 - Take EV out of the IBR...this is a Program Management Process