



EVMS

A 30 Year Journey

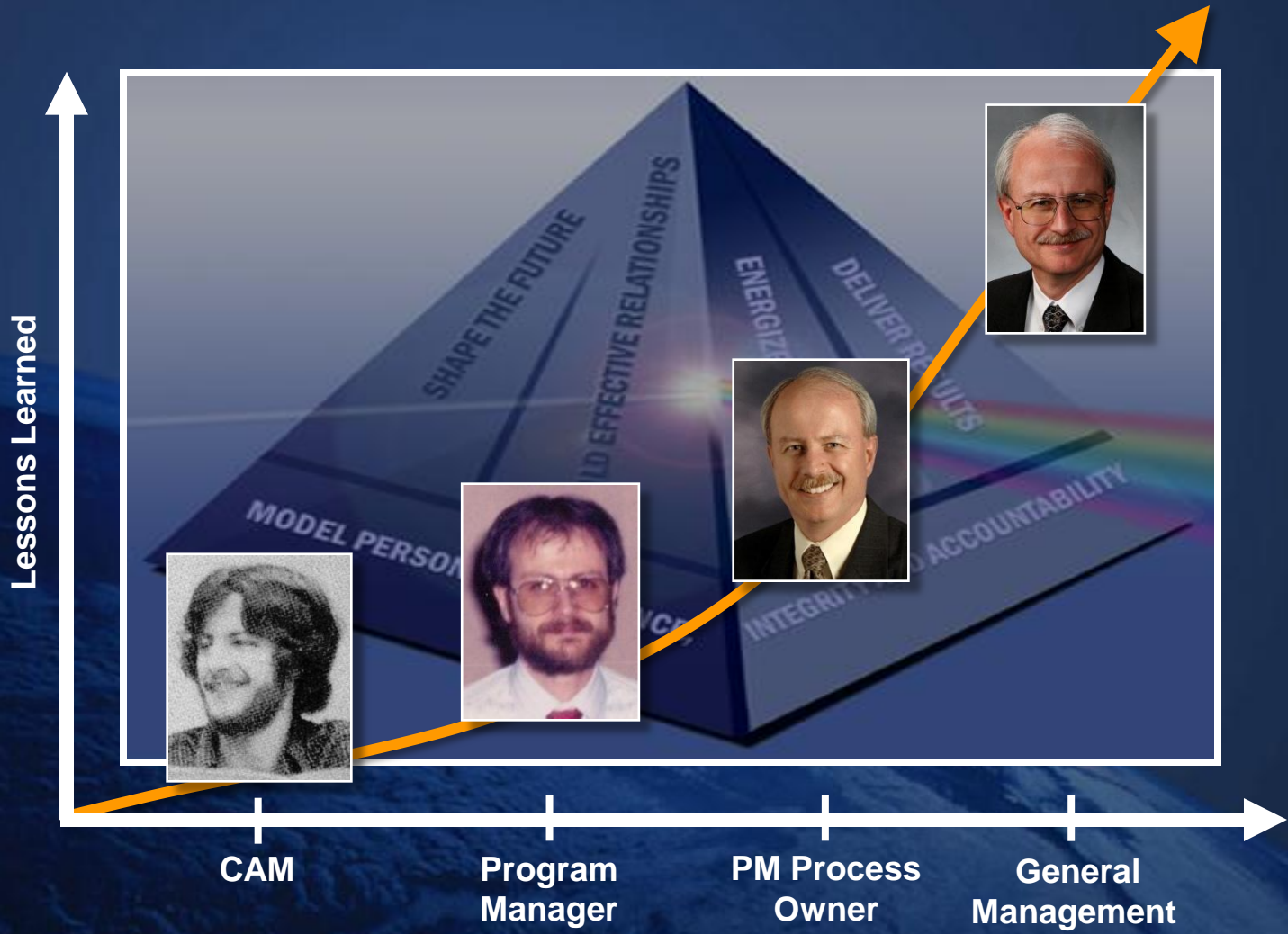
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LOCKHEED MARTIN



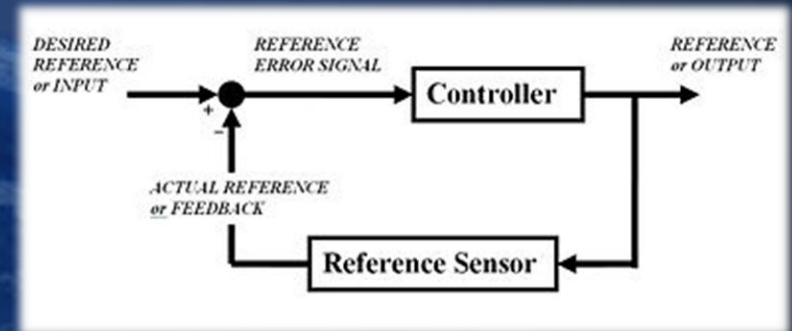
My 30 Year EVMS Journey



Traits of Successful Programs



- Discipline with Agility
- Continuous Risk Management
- Appropriate Instrumentation
- Clear Responsibility, Accountability and Authority



Appropriate Consideration of All Stakeholder Needs

General Observations



- **EVMS is conceptually sound**
- **PM buy-in is a key enabler**
- **Precision and utility must be balanced**
- **Data needs to be converted into quality information**
- **Process and infrastructure are essential**
- **Oversight and support can be complementary**

PM Beneficial Behaviors



- Execution team in place
- Crisp business rhythm
- Planning realism
- Clear CAM accountability
- Early adoption of processes and tools
- Engagement with support infrastructure



Precision vs. Utility



- **Logical / clean WBS and OBS**
- **Appropriate reporting thresholds**
- **Appropriate schedule detail**
- **Right sized control accounts**

High Leverage Indicators



- Rolling CPI / SPI
- Staffing
- TCPI
- VAC trends
- MR utilization
- Schedule reserve trends
- Quality of the plan
- Forecast accuracy
- “Aging”



Infrastructure Enablers



- **“Away Teams” to support startup**
- **Easy access to tool experts**
- **Seamless integration with team mates**
- **Path finding of new tools / processes**
- **Stewardship of communities of practice**
- **Just in time training**
- **Schedule / EVMS / MRP / Financial system integration**

Supportive Oversight



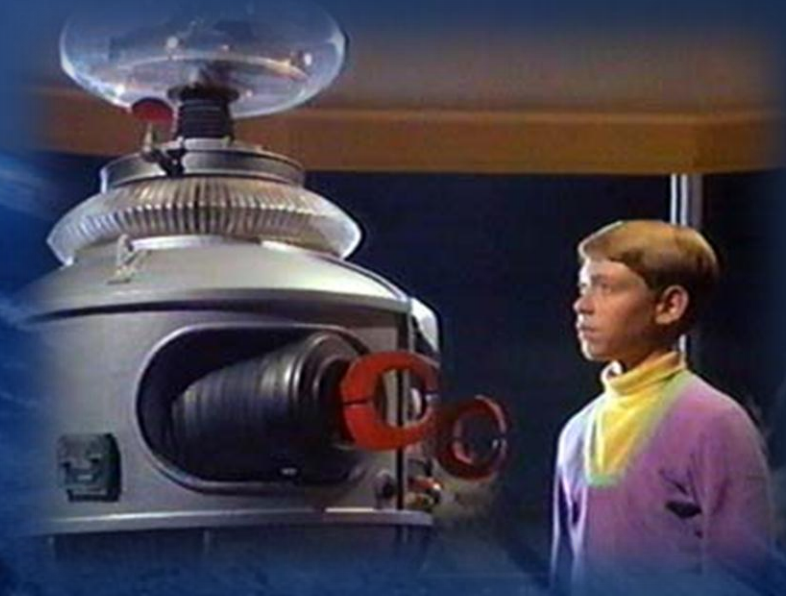
- **One voice to external stakeholders**
- **Tight coordination of Oversight and Process Owners**
- **Identification of CAM's needing remediation**
- **Dress rehearsals for audits**
- **Highlight observed best practices**
- **Aggregate findings and propose fixes**



Warning, Warning, Danger, Danger



- It's more about passing the audit...
- Variance analysis focuses on a bad plan
- Attempts to work around the system
- Large number of schedule line items
- Crown jewels as CAM's
- Ceremonial reviews
- Delayed integration of data from teammates
- Unnecessary precision
- Steep productivity plans
- Multiple re-plans



Thoughts on the Future



- Continue to enhance predictive methods
- Should there be an “EVMS Light”?
- Could there be an “EVMS App”?
- Consider industry certification of practitioners



