

NDIA Integrated Program Management Division

16 September 2014

Carol S. Boser

- **Board Member Update**
- **Board Strategy Offsite**
- **Working Group Review**
- **Officer at Large Election**
- **DoD EVMS Operating Environment Update**
- **2014-15 Meeting Schedule**

IPMD Board Members



Vice Chair: Dan Lynch



Chair: Carol Boser

Past Chairs



Tracie Thompson

Officers at Large



Wayne Abba



Neil Albert



Bill Altman



Buddy Everage



Dale Gillam



Kim Herrington



Dan Butler



Gary Humphreys



Randy Steeno



Sung Soon Stultz



Joan Ugljesa

**September 16
Elect
3 Officers**



Joe Kusick



Pete Wynne

Board Strategy Offsite

- **4th Annual Offsite – Aug 12th & 13th**
- **Defined IPM... *The disciplined performance management methodology of planning and executing programs to optimize outcomes.***
- **Refined IPMD Objectives**
- **Reviewed Working Groups**

IPMD Objectives

- 1. Serve as a thought leader and source of best practices for program performance management.**
- 2. Strengthen trusted relationships with PARCA and DoD oversight agencies and jointly work on EVMS-related policies and activities to achieve approved EVM systems, consistent practices, and no surprises to industry.**
- 3. Sponsor working groups to improve the state of program performance management in specific focus areas such as Production, Planning & Scheduling, and Services and Sustainment.**
- 4. Collaborate across all federal agencies to resolve disparate EVM interpretation and documentation emanating from multiple sources.**
- 5. Collaborate with other NDIA Divisions and professional associations.**

Working Group Review

- Program Management
- Clearing House
- Civilian Agency Industry Working Group
- Guides Steering Group
- Planning & Scheduling
- Services & Sustainment
- Agile – *New*
- Prime/Sub Contract Management – *New*
- *Sunset End of 2014*
 - Contracts
 - Production, Manufacturing & Naval Construction EV
- Risk & Opportunity – *Sunset & Merge in PM WG*

PM Working Group

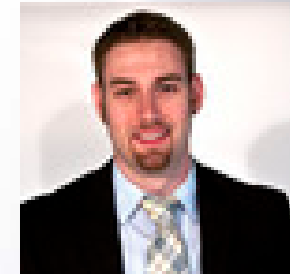
Overview

Objective is to broaden the focus and membership of the IPMD to share best practices among program management professionals and discuss methods and tools in addition to earned value management

Leadership



Bill Altman
altmab@battelle.org



Stewart Tague
Stewart.Tague@utas.utc.com

- Meets monthly on 3rd Wednesday @ 2PM for 1 hour via telephone
- Developed IPMD brochure and PowerPoint overview on IPMD for use at selected venues
- Identifies PM oriented topics and speakers for IPMD meetings
- Manages IPMD LinkedIn site – Industry only; >500 members
- Predictive Measures Guide
- Working with PARCA on survey to determine the PM interests for future IPMD meetings; Assess Risk Management Survey Results

Clearing House Working Group

Overview

A forum for industry's EVMS practitioners to raise and discuss EVMS implementation issues. The goal is to identify common issues, gather facts and supporting data, formulate industry positions, and develop recommendations for resolution.

Leadership



Pete Wynne
peter.a.wynne@lmco.com

Melissa Gilbert
gilbert.mellissa@orbital.com

- Maintain repository of EVMS issues and Interpretative guidance
- Clearinghouse Charter, Process, and Submission Forms Located on the IPMD website

<http://www.ndia.org/Divisions/Divisions/IPMD/Pages/WorkingGroups.aspx>

Civilian Agency Industry Working Group

Overview

Provides a forum for open exchange of government and industry views on performance based management systems including EVMS.

<http://caiwg.mycpm.org/>

Objectives

- ✓ Promote and share project management and performance measurement best practices across the government
- ✓ Provide government agencies with information for improved Cost/Schedule Management across the government
- ✓ Develop and maintain a Reciprocity Agreement for EVMS Acceptance between government agencies
- ✓ Develop and maintain a document that outlines EVMS Scalability opportunities for Small Projects, Universities, Non-Profits
- ✓ Maintain a website with information that is shared across the government
- ✓ Sponsor initiatives across the government that helps to improve cost and schedule management

Leadership



Jerald Kerby

jerald.g.kerby@nasa.gov



Neil Albert

nalbert@mcri.com

Overview

Maintain the five OMB recommended IPMD Guides as well as other IPMD guides to reflect the latest changes in the ANSI/EIA-748 policies and regulations as well as lessons learned and advancements in best practices for integrated program management

Leadership

Dan Butler (co-lead)
Daniel.E.Butler@raytheon.com

Jeff Poulson
jeff.poulson@raytheon.com

Randy Steeno
randall.r.steen@boeing.com

Joan Ugljesa (co-lead)
jugljesa@newvistasgroup.com

- All IPMD Guides are on a mandatory three year review cycle
- The Guides Steering Group:
 - Launches and supports working groups to update the guides every three years
 - Advises IPMD Board of changes in policy or regulation that need to be immediately incorporated into one or more guides
 - Accepts out of cycle change requests to determine best course of action (appropriate and warranted, immediate update required or can hold for next regular update)

September 2014 Guide Status and Updates

Guide	Update Lead	Status
Intent	Mike Cuticchia, Jeff Poulson	ANSI Reaffirmation Version C published April 2014
IBR	Neil Albert	Revision 1 published September 2010 Update in process – draft for comment available 10/2014 (electronic vote)
Surveillance	Robert Jennings, Dale Gillam	Revision 1 published February 2011 Update in process – draft for comment available 12/2014 (vote at 1/2015 meeting)
Application	Guides Steering Group	Revision 1 published May 2011 Update in process – draft for comment available 12/2014 (vote at 1/2015 meeting)
Acceptance	Buddy Everage	Revision 1 published March 2013
PASEG	Planning and Scheduling Working Group	Version 2.0 published June 2012 Update in process
Predictive Measures	Program Management Working Group	First edition published September 2014 (assumes approval at 9/2014 meeting)

Note: Current published guides have been updated to reflect the change from PMSC to IPMD, updates include change

Overview

Serves as a collaborative environment between industry and government agencies for the exchange of views and information regarding planning and scheduling (P&S) processes including EVMS, that will provide for common understanding, guidance and direction.

Leadership



Carla Gilhuys
Carla.Gilhuys@ngc.com



Yancy Qualls
yqualls@BH.com

- **Maintain the Planning and Scheduling Excellence Guide (PASEG) for use by both Industry and Government Agencies**
 - <http://www.ndia.org/Divisions/Divisions/IPMD/Documents/PASEG/>
- **Resolve common issues related to improving P&S policy and practices**
- **Provide Planning & Scheduling guidance and expertise to the IPMD**
- **Update PASEG by June 2015**

Overview

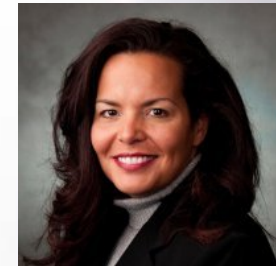
Investigate and document the useful application of EVM concepts to contracts containing sustainment work (O&M, Services, and other work typically treated as Level of Effort) for the purpose of improving stakeholder assessments of performance.

Leadership



Jason Miller

Jason.W.Miller2@boeing.com



Lisa Wolf

wolf_lisa@bah.com

- Formulate recommendations on policy
- Include tailoring recommendations, implementation approaches, training material, and best practices

EVMS for Agile Development

Overview

Objective is to define EVM implementation on programs that have adopted the Agile development methodology.

Leadership



Industry - TBD

Gordon Kranz, PARCA
Government

- Guide describing the application of EVMS in an Agile development environment
- Present straw-man 1Q15 and guide complete 3Q15

DRAFT

Overview

Objective is to address the needs and challenges of both Prime Contractors and Subcontractors within the DoD Industry. This working group will address contractual and execution performance issues with an emphasis on integration and flow down that may exist at the Prime and Subcontractor level.

Leadership



Dan Lynch
(Prime perspective)



Sung Soon Stultz
(Sub perspective)

- **Possible working guide to provide guidance on commonly found issues**
 - Sub-Contractor Integration
 - Flow Down Requirements
 - Communications protocol
 - Issue resolution Process – (non-attribution)

DRAFT

Production, Manufacturing, & Naval Construction EV Working Group

Overview

Objective is to analyze EVM practices and processes on PMNC contracts with goal of providing common understanding of terminology, processes and EV application when used in a PMNC environment.

Leadership



John Kanicsar
Kanicsar.john@orbital.com

Objectives:

- Complete Draft Write-ups, Team Review, Consolidate into a Single PMNC Appendix to the Production EV Whitepaper Update
- Re-issue the Production EV White Paper with PMNC EV Appendix

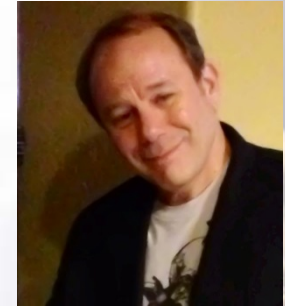
Sunset by End of 2014

Contracts Working Group

Overview

Joint industry / federal government agency working group providing a forum for open exchange of government and industry views on contracting issues that affect the project management community.

Leadership



Michael Pelkey
michael.f.pelkey.civ
@mail.mil

Nick Pisano
npisano@safranna.com

- Top item of study is contract “harvesting” issues – draft summary in work
 - Sunset Working Group by 2014 year-end
- New topics/issue to be worked addressed by the Clearing House Working Group

Sunset by End of 2014

Overview

Joint industry / federal government agency working group providing a forum for open exchange of government and industry views on Risk and Opportunity management as defined in Earned Value Management processes

Leadership



Steven Barnoske
steven.k.barnoske@lmco.com

- Objectives/ activities –
 - Current posture of working group is to be available to provide review and input to other areas of IPMD activities which touch Risk and Opportunity Management as requested
 - No Risk and Opportunity Guidelines or Whitepapers are currently in work

Sunset – Merge In PM

Working Group Status Schedule

Board Review	10/2	10/16	10/30	11/20	12/4	12/18	1/15	1/26	2/5	2/19
Guides Steering Group	←			As Required		→				
Planning & Scheduling				X				X		
Agile		X		X		X		X		X
Subcontracts			X		X		X		X	
Services & Sustainment			X		X		X		X	
Clearinghouse	←			As Required		→				
PM	←			As Required		→				
PM&NC	X									
Contracts	X									

**Improve State of Program Performance Management
in Specific Focus Areas**

Business Sensitive

Officer At Large Elections

- **3 Vacant Officer –at – Large Positions**
- **7 Qualified Candidates**
- **Each Voting Company Member should...**
 - Fully review the Candidates Resumes and Statement of Intent
 - Consider Composition of Board – Value of Diversity
- **Place 3 Votes per Ballot**
 - Three Candidates with Highest Scores will be Elected

Candidates for IPMD Officer-at-Large Openings

- **Program Management** - Trained and performed as a PM
 - **Steve Barnoske (LM)**
 - **Kathy Dailey (GD)**
- **Planner** - Trained and performed as a Planner/Scheduler specialist
 - **Yancy Qualls (Bell)**
 - **Robert Jennings (Raytheon)**
- **EVM Specialist** - Recognized for knowledge & practice of EVMS in one or more of a variety of roles, e.g. cost analyst, program controls manager, surveillance, trainer, consultant, etc.
 - **Carolynn Anderson (GD)**
 - **Linda Nobel (Raytheon)**
 - **John Duval (CSC)**

DoD EVMS Operating Environment

- **Leadership**

- Lt. Gen. Wendy M. Masiello, Director DCMA
- Anita F. Bales, Director DCAA (Comptroller)

- **Policy**

- PARCA DoD IPM EVMS Implementation Instruction
 - Released for Industry Comment Sept 22
 - NDIA IPMD will Coordinate Comments

- **DCMA Compliance Reviews**

- 2015 Calendar is Fairly Firm

CAPE Initiatives

- **(DCARC) CSDR DIDs changing – Electronic Data Focus**
 - 6 Working Groups updating 7 DIDs
 - More detailed than EVMS Cost Reporting Requirements
 - Timeline not Firm
- **Working Group established to improve the capturing of Technical Data as part of the CSDR reporting**
 - Leverage existing CDRL/DIDs or creating new DIDs
- **Cost Assessment Data Enterprise (CADE) Project**
 - Central Structure for Electronic Data
 - Imports data from the PARCA EVM-CR and DCARC CSDR data
 - Links to multiple DOD agency reference material and program reports
 - Intended to Improve DOD Cost Analyst Productivity & Effectiveness

Get Engaged in CSDR Focus Group

<http://dcarc.cape.osd.mil/csd/default.aspx>

Meeting Schedule

- **IPM Fall Conference – Nov 3-5, Bethesda, MD**
- **2015 NDIA IPMD**
 - Jan 27-28, Tucson, AZ - Raytheon Missile Systems
 - Apr 28-29, TBD
 - Aug 25-26, TBD