



---

# **PM 101**

# **DAY 3**



# MODULE ELEVEN

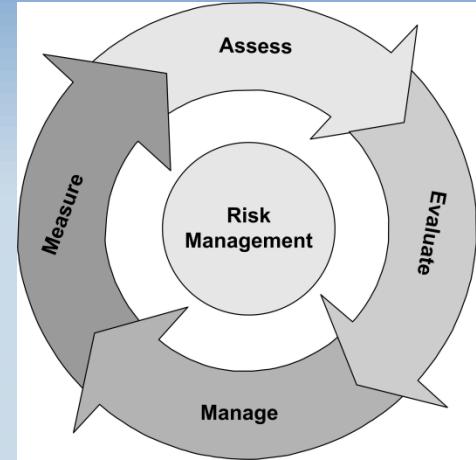
## Risk



# Risk

## ★ Factors contributing to risk

- ◆ Exponential systems complexity
- ◆ Globalization
- ◆ Greater software demands
- ◆ Budget and appropriation uncertainties
- ◆ Expanding requirements of mission portfolios and joint interface
- ◆ Shorter acquisition timelines



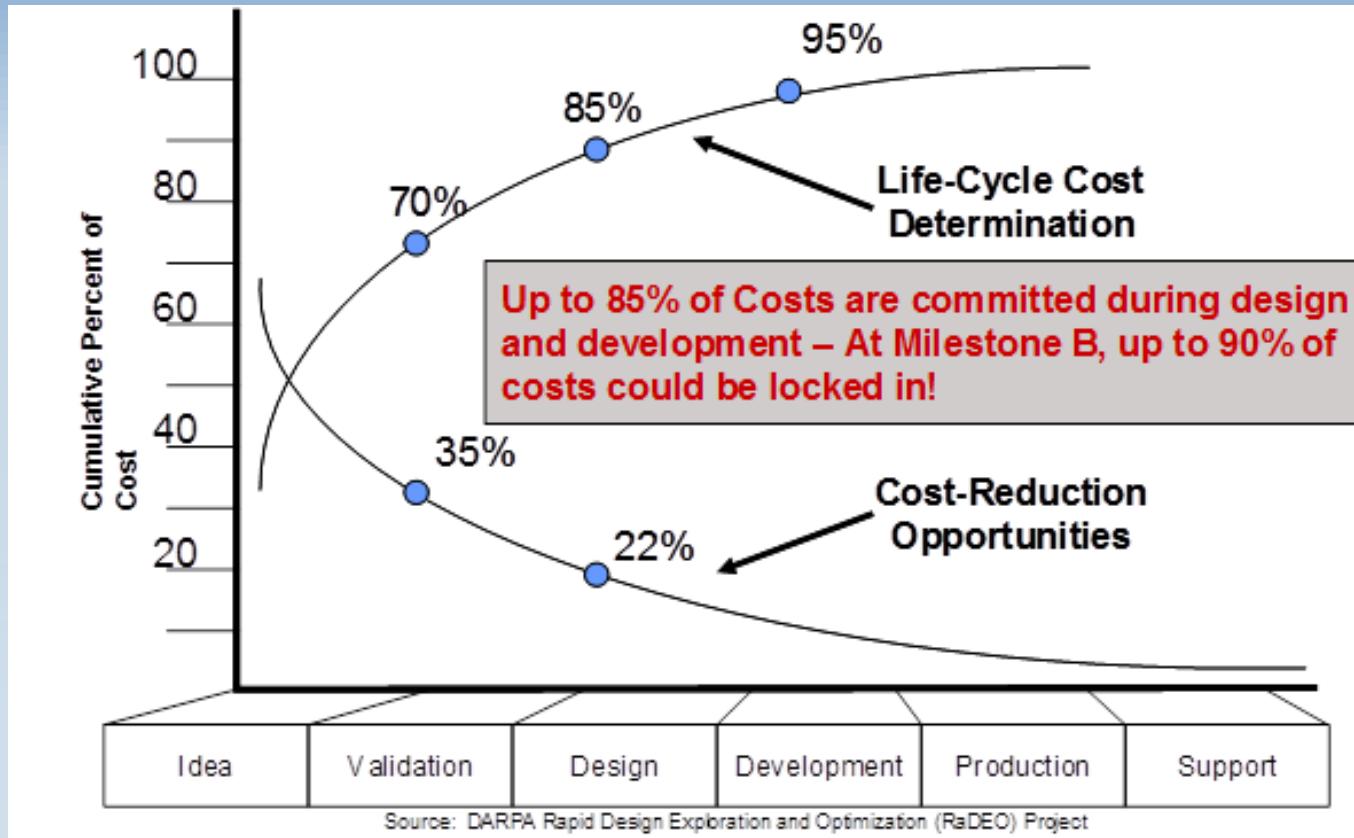
[blogs.techrepublic.com.com](http://blogs.techrepublic.com.com)



- ◆ Industrial base atrophy and obsolescence
- ◆ ....what doesn't contribute to risk?



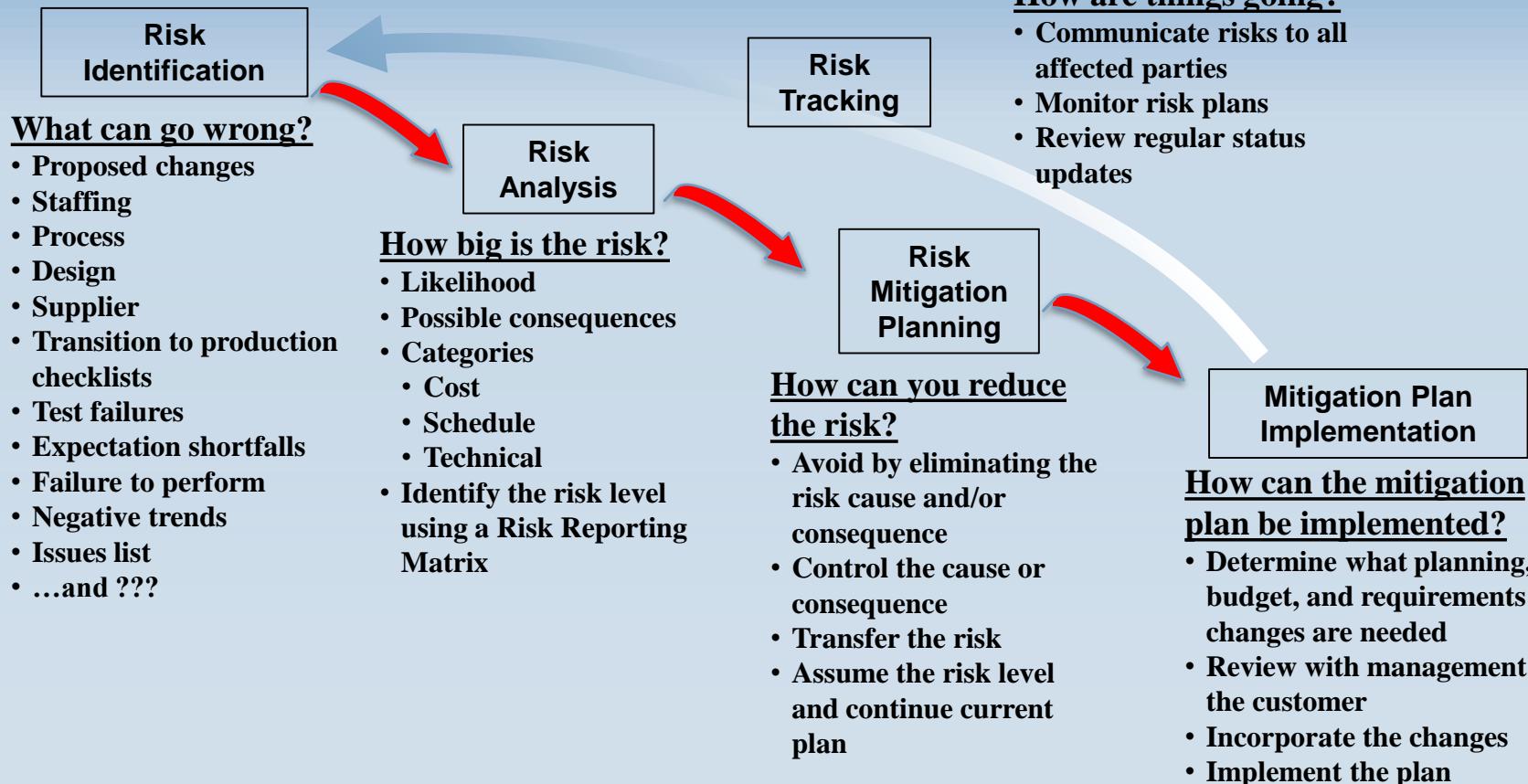
# When to Mitigate Risk



Mitigate risks early – it becomes increasingly more expensive as the project matures



# DoD Risk Management Process



USAF has dictated the use of Active Risk Management (ARM)



# *Risk Management Plan (RMP)*

The RMP or OI should contain key risk management process and organizational implementation information, including:

- 1) a project summary
- 2) appropriate risk management-related ground rules and assumptions
- 3) key risk management-related definitions
- 4) a list of key references
- 5) risk management process steps
- 6) inputs, tools and techniques, and outputs per process step
- 7) the relationship between risk management and other key processes
- 8) relevant risk categories
- 9) government and contractor roles and responsibilities
- 10) personnel roles and responsibilities



# *How to Identify RISK*



“Risk Identification, Integration, and Ilities (RI3) Guidebook,” Version 1.2, 15 December 2008

“SMC Systems Engineering Primer and Handbook,” Air Force Space and Missile Systems Center, Third Edition, 29 April 2005



# *Risk Categories*

- Budget
- Cost
- Industrial Capabilities
- Logistics
- Management
- Management processes
- Production/Facilities
- Resources
- Schedule
- Technology
- Test and Evaluation
- Threat



# *Analysis Methods*

- ★ Methods of analyzing risk include, but are not limited to, the following:
  - ◆ Individual or group expert judgment.
  - ◆ Analysis of historical data.
  - ◆ Uncertainty analysis of cost, schedule, and performance projections.
  - ◆ Probabilistic Risk Assessments.
  - ◆ Fault Tree Analysis and Failure Modes and Effects Analysis.
  - ◆ Comparison to similar systems or programs.



# Likelihood Criteria

LEVEL	LIKELIHOOD	PROBABILITY OF OCCURRENCE
5	Near Certainty	81%-99 %
4	Highly Likely	61%-80%
3	Likely	41%-60%
2	Low Likelihood	21%-40%
1	Not Likely	5%-20%



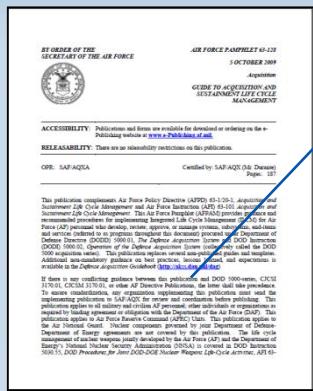
# Consequence Criteria

*Consequence of occurrence is an evaluation of the worst credible potential impact to performance, schedule, and cost if the risk occurs based on the most likely scenario. The maximum value of these three dimensions is selected without performing any mathematical operations. .”*

LEVEL	Performance	Schedule	Cost
5	Severe	Re-baseline	>10%
4	Significant	Changes CP	5% to <10%
3	Moderate	Impact(s)	3% to <5%
2	Minor	No CP Impact	1% to < 3%
1	Minimal	Negligible	<1%

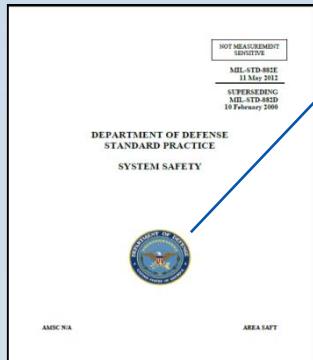


# Programmatic Risk Management Processes – Integration with System Safety and Operational Risk Processes



**AFPAM 63-128 – Chapter 12: Life Cycle Risk Management:** Risk Management process and its integration into program management and other acquisition activities

## Programmatic Risk



**MIL-STD 882E - System Safety Compliance:** Defines “High” and “Serious” System Safety Risk Categories

## System Safety Risk

AFPAM 63-128 calls out three distinct risk management processes: Programmatic, Operational, and System Safety

### ★ Programmatic

- ◆ Top-level program process encompasses Division-level processes (System Safety and Operational Safety)
- ◆ Risks within division-level processes are incorporated through the Risk Working Group (RWG)
- ◆ Uses Life Cycle Risk Management (LCRM) risk matrix and scales as defined in AFPAM 63-128

### ★ System Safety

- ◆ All “High” and “Serious” risks are reviewed at the RWG for potential inclusion in the programmatic risk process
- ◆ Translation between System Safety risk matrix and LCRM risk matrix captured in AFI 63-101

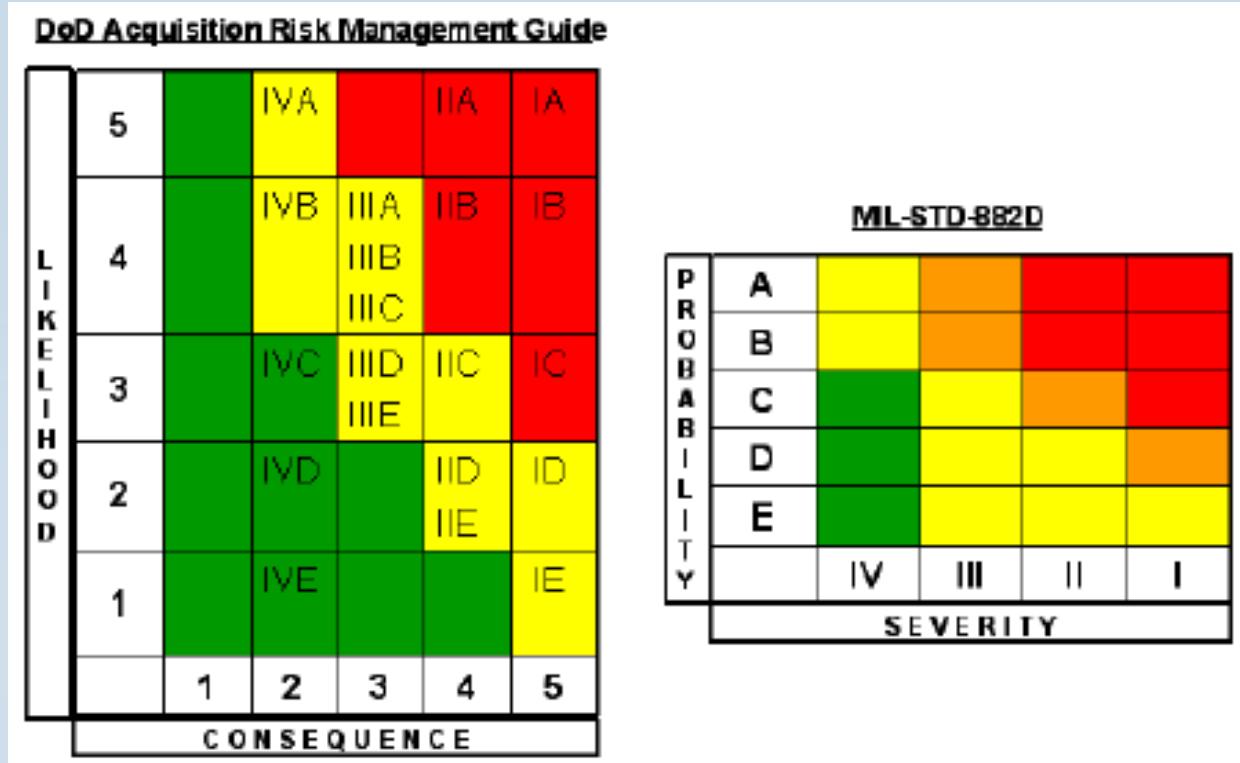


# Translation between System Safety Risk Scales (MIL-STD 882E) and LCRM Risk Scales (AFPAM 63-128)

## AFI 63-101 Acquisition and Sustainment Life Cycle Management:

The PM shall use the 5x5 risk matrix, likelihood criteria, and consequence criteria provided in Chapter 12 of AFPAM 63-128 to assess cost, schedule, performance, and other program risks.

- ★ Risks identified using the MIL-STD-882D\* system safety methodology shall be translated using Table 3.1, Translation of MIL-STD-882D Risk Matrix to the OSD Risk Management Guide Matrix\*\*.



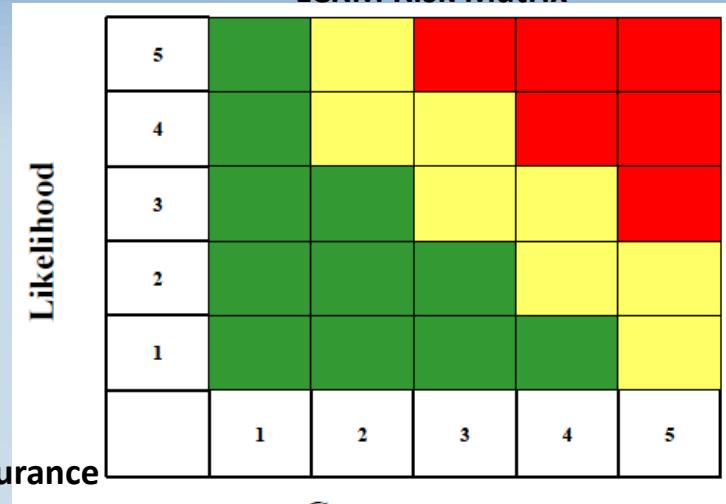
\* MIL-STD-882E supersedes MIL-STD 882D, however the risk matrix called out in both documents is identical

\*\* OSD Risk Management Guide Matrix and AFPAM 63-128 Risk Matrix are identical



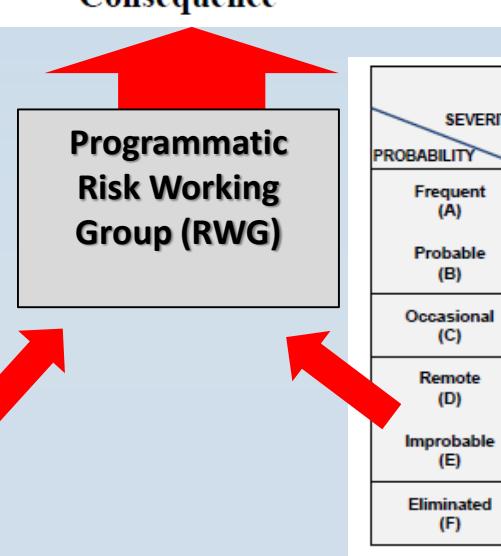
# Process Flow – Multiple Risk Management Processes

AFPAM 63-128:  
LCRM Risk Matrix



- ★ All “High” and “Serious” System Safety risks reviewed for inclusion at the RWG
- ★ All “Low Medium” and higher Operational / Mission Assurance risks reviewed for inclusion at the RWG

Condition	1	2	3	4	5
Qual conditions	Enveloped	Slightly outside qual conditions	Moderately outside qual conditions	Significantly outside qual conditions	
Qual configuration	Consistent with qual configuration	Slightly outside qual config	Moderately outside qual configuration	Significantly outside qual configuration	Grossly outside qual configuration
Flight experience	Significant flight experience	Limited flight experience	Significantly outside flight experience		
Qual environments	Qual environments confirmed through flight data				
Safety factor	Appropriate factors under worst case conditions moderately lower than required	Factors under worst case conditions significantly lower than required	Factors under normal conditions significantly lower than required		
Analysis, inspection, or test confidence	High	Moderate	Low	None	
Decision Output					
State	Baseline	Low	Low Medium	Medium	High
Qual conditions	1	1 1/2 1/2 2	1/2 1/2 1/2 1/2	3 N/A 2 N/A 2/3 N/A 4 N/A N/A N/A N/A	N/A
Qual configuration	1	1 1/2 1/2 2	1 2 2 3	N/A 2 N/A 2/3 4 N/A 5 N/A N/A N/A	N/A
Flight experience	1	N/A 1 N/A	2 N/A N/A N/A	2 N/A N/A N/A N/A N/A N/A 3 N/A N/A N/A N/A N/A N/A N/A N/A N/A	N/A
Qual environments	1	N/A 1 N/A	N/A N/A N/A N/A N/A	N/A	N/A
Safety factor	1	1/2 1/2 1	1/2 1/2 2	N/A 3 3 N/A	N/A
Analysis, inspection, or test confidence	1	1/2 1/2 1	1/2 1/2 2	1 N/A N/A N/A 3 2 N/A	N/A
All are true		1/2 OR 1/2 OR	1/2 OR 1/2 OR	2 OR 1 N/A N/A N/A 3 2 N/A	N/A



MIL-STD 882E:  
System Safety Risk Matrix

SEVERITY PROBABILITY	RISK ASSESSMENT MATRIX			
	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent (A)	High	High	Serious	Medium
Probable (B)	High	High	Serious	Medium
Occasional (C)	High	Serious	Medium	Low
Remote (D)	Serious	Medium	Medium	Low
Improbable (E)	Medium	Medium	Medium	Low
Eliminated (F)	Eliminated			



# Risk Handling

*Risk handling planning and implementation is the process that identifies, evaluates, selects options then develops and implements approaches to reduce risk to an acceptable level given program constraints and objectives.*

## ★ **Accept**

- a conscious decision to accept the associated level of a risk, without monitoring, transferring, mitigating, or avoiding the risk

## ★ **Monitor**

- Take no immediate action but watch for changes. Recognize what is monitored and the threshold or trigger event that initiates additional handling actions.

## ★ **Transfer**

- Shift the responsibility elsewhere. Risk transfer may reallocate risk from one part of the system or interface to another. The transfer option can result in the reduction of likelihood and/or consequence of occurrence

## ★ **Mitigate (Control)**

- Apply resources aimed at reducing the risk to an acceptable level by reducing the likelihood and/or consequence of the risk.

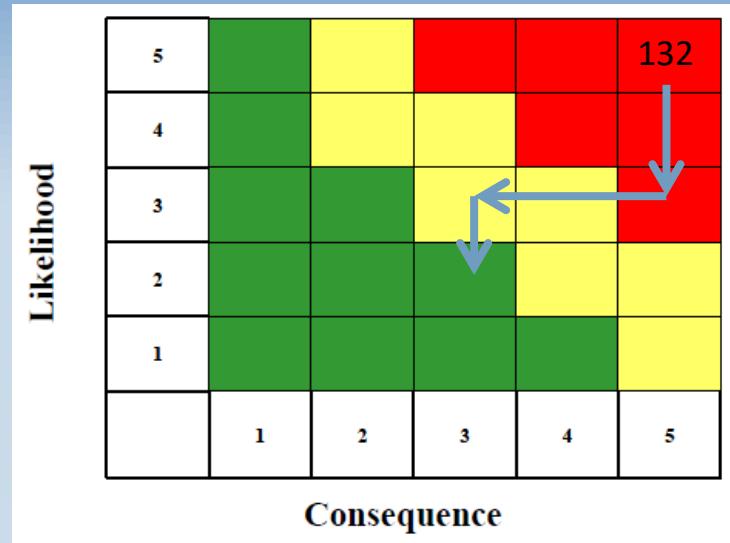
## ★ **Avoid.**

- Avoidance eliminates the sources of high and/or moderate risks and replaces them with a lower risk solution to reduce the likelihood and/or consequence of the risk.



# Risk Implementation

## Risk Tracking



- ★ RISK ID -132, If X then Y Performance impact
  - Control; Add \$\$ to reduce likelihood
  - Transfer; Requirement to other I/F to reduce Consequence
  - Monitor; Watch test to see if likelihood is reduced.



# *Exercise #9*

# ***Risk Management***



# *Risk Management Exercise*

- ★ Run the DoD Risk Management Process (slide #3)
  - ◆ ID your Project Risks (top 5)
  - ◆ Write an If ... then statement for each
  - ◆ Analyze them (Likelihood and consequence){3,5}
  - ◆ Place them in the Cube
  - ◆ Develop handling
    - **Avoid**
    - **Control**
    - **Transfer**
    - **Assume**
    - **Monitor**
  - ◆ Implementation Plan (what can be done?)
  - ◆ Tracking & Reporting (How are things going?)



## *MODULE TWELVE*

# Acquisition Logistics



# *Agenda / Topics*

- ★ **Logistics Definition / Overview**
- ★ **Logisticians Description**
- ★ **Acquisition Logistics Function Within the IPT**
- ★ **Product Support Elements (PSE) / Integrated Logistics Support (ILS) Areas**
- ★ **Summary**





# *Definitions: Logistics*

## What is it?

- ★ Everything that occurs during design, development, production, fielding and deployment to ensure:
  - ◆ All necessary *support items / infrastructure* are available to support mission
  - ◆ A *supportable, sustainable design* to improve reliability, *maintainability*, availability of the equipment / system
  - ◆ Most *cost effective support* over the *expected life cycle* of the equipment



# *Types of Logistics*

- **Acquisition Logistics:** performed at Product Center; ensuring supportability planning and infrastructure developed and delivered to support systems/equipment when deployed and operational
- **Sustainment:** performed at Air Logistics Centers, Depots, Contractor Facilities, and other operational/maintenance sites; ensures systems/equipment are sustained, repaired, and returned to operational environment or supply through maintenance actions
- **Operational / Combat Logistics:** performed at Operational locations/Theater; deploying personnel, equipment and supplies to support mission





# *Types of Logisticians*

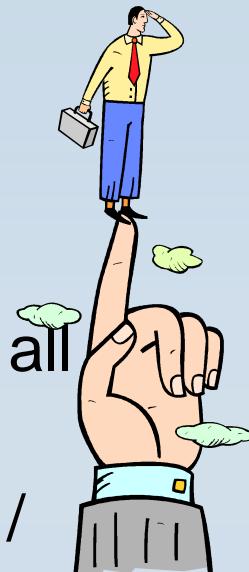
- ★ Weapon System - Product Support Manager (WS-PSM)
  - ◆ Acquisition - Product Support Manager (A-PSM)
  - ◆ Sustainment - Product Support Manager (S-PSM)
  - ◆ Integrated Logistics Support Manager (ILSM)



# *Program Acquisition Logistician*

## **Product Support Manager (PSM)**

- ★ Establishes and conducts the ILS program for the Directorate / Program Office
  - ◆ Located within program office - typically LtCol or GG-14/IA-4
  - ◆ May be located at the Acquisition Program Office (A-PSM @ LAAFB CA) or the Sustainment Activity (S-PSM @ PAFB CO)
- ★ Manages logistics staff in support of SMC programs
  - ◆ Acquisition PSMs, Sustainment PSMs
  - ◆ ILS Managers (ILSMs), support contractors, SE&I
- ★ Responsible for the planning and implementation of all logistics requirements and logistics resources
- ★ Direct Report - Consultant to Commander / Director / Program Manager on acquisition / support issues





# Program Acquisition Logistician

## Acquisition PSM

- ★ Establishes and conducts the ILS program for the Directorate / Program Office
  - ◆ Located within program office - typically GG-13 / IA-3/4
  - ◆ May be located at the Acquisition Program Office (LAAFB CA) or the Sustainment Activity (PAFB CO)
- ★ Manages logistics staff in support of SMC programs
  - ◆ Acquisition PSMs, Sustainment PSMs
  - ◆ ILS Managers (ILSMs), support contractors, SE&I
- ★ Responsible for the planning and implementation of all logistics requirements and logistics resources
- ★ If also the WS-PSM, Direct Report - to Commander / Director / Program Manager on acquisition / support issues
  - ◆ Otherwise, direct report to WS-PSM and consultant to Program Manager



# *Program Acquisition Logistician*

## **Integrated Logistics Support Manager (ILSM)**

- ★ Works with the Program Manager (PM) / IPT
  - ◆ Ensures the Logistics / Product Support elements are covered
- ★ Writes the Program logistics documents
  - ◆ Life Cycle Sustainment Plan (LCSP) / support sections of LCMP
  - ◆ Transition planning (with PM, PSM, other stakeholders)
- ★ Reviews Program documents for supportability
  - ◆ ICD / CDD / CPD
  - ◆ Acquisition Strategy
  - ◆ RFP
  - ◆ SEP
- ★ Manages the Depot Source of Repair (DSOR) Process
  - ◆ Strategic Source of Repair (SSOR) – early decision on repair source
  - ◆ Source of Repair Assignment (SORA) – early assignment of depot





# *Acquisition Logistian*

## Purpose: (What we do)

- ★ Ensure that ***Support Considerations*** are an Integral Part of the ***System's Design Requirements***, that the System can be ***Cost-Effectively Supported*** throughout its ***Life-Cycle***, and that ***Infrastructure Elements*** necessary for the Initial Fielding, Operational Support and Sustainment of the System are ***identified, developed and acquired***.
  - ◆ Factor Operational and Support Costs of Alternative Designs into Early Design Decisions



# *Acquisition Logistics in the IPT*

## **Supports Program Manager (PM)**

- ★ Translates user requirements into support requirements
- ★ Writes supportability sections in acquisition documents
  - ◆ ASP, RFP/CDRLs, LCMP, LCSP, Transition Plans, etc
- ★ Reviews ECPs and modifications for supportability issues
- ★ Identifies supportability risks / risk management issues

## **Engages with Systems Engineering (EN)**

- ★ Translates supportability requirements into technical baseline
  - Maintainability measurements / thresholds
    - ◆ Mean Time to Repair (MTTR)
    - ◆ Mean Time to Restore Function (MTTRF)
- ★ Coordinates on technical data requirements / data rights
- ★ Coordinates on HAZMAT, HSI, PESHE

IPT: Integrated Product Team

CDRL: Contract Data Requirements List

ECP: engineering Change Proposal

PESHE: Programmatic ESOH Evaluation

ASP: Acquisition Strategy Plan

LCMP: Life Cycle management Plan

HAZMAT: Hazardous material

ESOH: Environment, Safety and Occupational Health

RFP: Request for Proposal

LCSP: Life Cycle Sustainment Plan

HIS: Human Systems Interface



# *Acquisition Logistics in the IPT*

## ★ **Coordinates with Contracting (PK)**

- ◆ Writes supportability sections of SOW, CDRLs, CLINs, special clauses and attachments
- ◆ Manages supportability related task orders

## ★ **Coordinates with Financial Management (FM)**

- ◆ Manages supportability CLINs

## ★ **Coordinates with Sustainment Manager**

- ◆ Ensures supportability/sustainment planning incorporated into program strategy, plans and documentation
- ◆ Coordinates Transition to sustainment

## ★ **Coordinates with User**

- ◆ Operational and maintenance requirements (training, tech orders, etc)



# Life Cycle Logistics Foundation

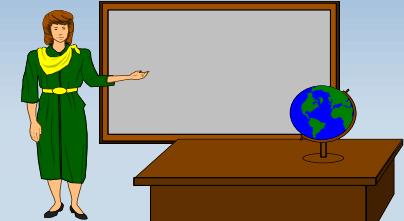
## PRODUCT SUPPORT ELEMENTS



Facilities



Packaging Handling Storage & Transportation



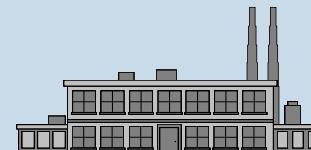
Training



Support Equipment / Automatic Test Systems



Manpower & Personnel



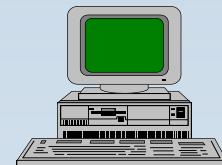
Supply Support



Tech Data Mgmt / Tech Orders



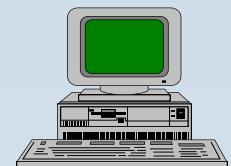
Sustainment/  
Systems Engineering



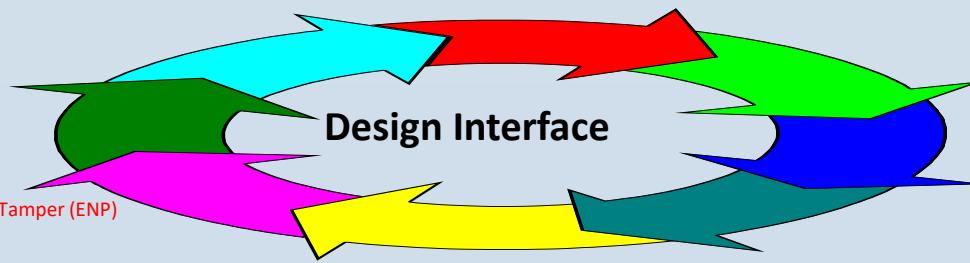
Computer Resources



Maintenance Planning & Management



Protection of Critical Program  
Information &  
Anti-Tamper



2 PS elements not under logistics area

- Sustainment/System Engineering (SL & EN)

- Protection of Critical Program Information & Anti-Tamper (ENP)



# Logistics Product Support Elements

## Maintenance Planning

- ★ Hardware and Software repair
  - ◆ Level of repair (organizational level or depot)
  - ◆ Organic (government) or Contractor
- ★ Depot Source of Repair (DSOR) process
  - ◆ Strategic Source of Repair (SSOR)
    - Early analysis to determine organic vs. ktr
  - ◆ Source of Repair Analysis Plan (SORAP)



## Design Interface

- ★ Injects supportability into the system design early
- ★ Reliability, **Maintainability**, Survivability & Interoperability
  - ◆ MTTR / MTTRF
- ★ Human factors/System Safety (systems engineering areas)

MTTR: Mean Time to Repair

MTTRF: Mean Time to Restore Function



# *Logistics Product Support Elements*

## **Supply Support**

- ★ Having the right parts at the right place at the right time
- ★ Provisioning conference for spare parts
  - ◆ Cataloging
- ★ Diminished Manufacturing Sources / Materiel Shortages (DMSMS)
- ★ Item Unique Identification (IUID) requirements and marking

## **Support Equipment**

- ★ Equipment needed to support O&M of system / equipment
  - ◆ Tools, test equipment and analyzers
  - ◆ Requires support structure / planning as well
  - ◆ Require common vs. peculiar support equipment as much as possible



# Logistics Product Support Elements

## Technical Data

- ★ Operators Manuals, Repair Manuals and Technical Orders
  - ◆ Engineering data / drawings / schematics managed by systems engineering division
- ★ Tech Order management / maintenance
  - ◆ Data rights for use of technical data
  - ◆ Government or contractor format

## Training

- ★ Training processes, procedures and manuals
  - ◆ Operations and repair / maintenance procedures
- ★ Simulators / training systems
  - ◆ Requires support structure / planning as well

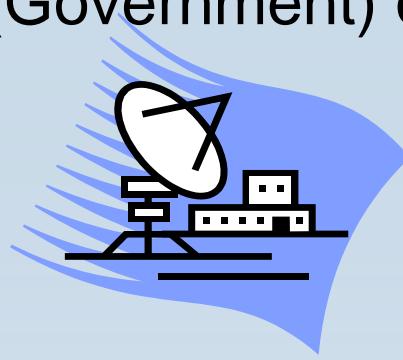




# *Logistics Product Support Elements*

## **Computer Resources Support**

- ★ Software support for the operating system and/or mission critical software
- ★ Organic (Government) or Contractor



## **Facilities**

- ★ Permanent and Semi-permanent real property
  - ◆ Operations (antenna sites, control centers)
  - ◆ Repair / maintenance (depots)
- ★ Site surveys, facility construction / modification



# *Logistics Product Support Elements*

## **Manpower and Personnel**

- ★ Determining right number of the right personnel to be in place at deployment to operate and maintain system
- ★ Identifying skills / levels required in time to hire, train and deploy personnel

## **Packaging, Handling, Storage and Transportation**

- ★ Getting systems / equipment / supplies to the right place at the right time in good condition to support the mission
- ★ Considers location / environment / transportation requirements
  - ◆ Packaging to protect in harsh environment
  - ◆ Climate controlled storage
  - ◆ Transportation constraints (vibration / altitude / hazmat)



*Bottom line!*

## The Acquisition Logistician:

- ★ works within the *Integrated Product Team*
- ★ to ensure *support considerations* and *sustainability planning* are considered
- ★ during the *acquisition process*,
  - ◆ from requirements derivation, strategy development, solicitation development, award process, product development, production, testing, fielding and deployment,
- ★ to ensure a *supportable, sustainable, cost effective system*
- ★ to *support the mission and the warfighter!*

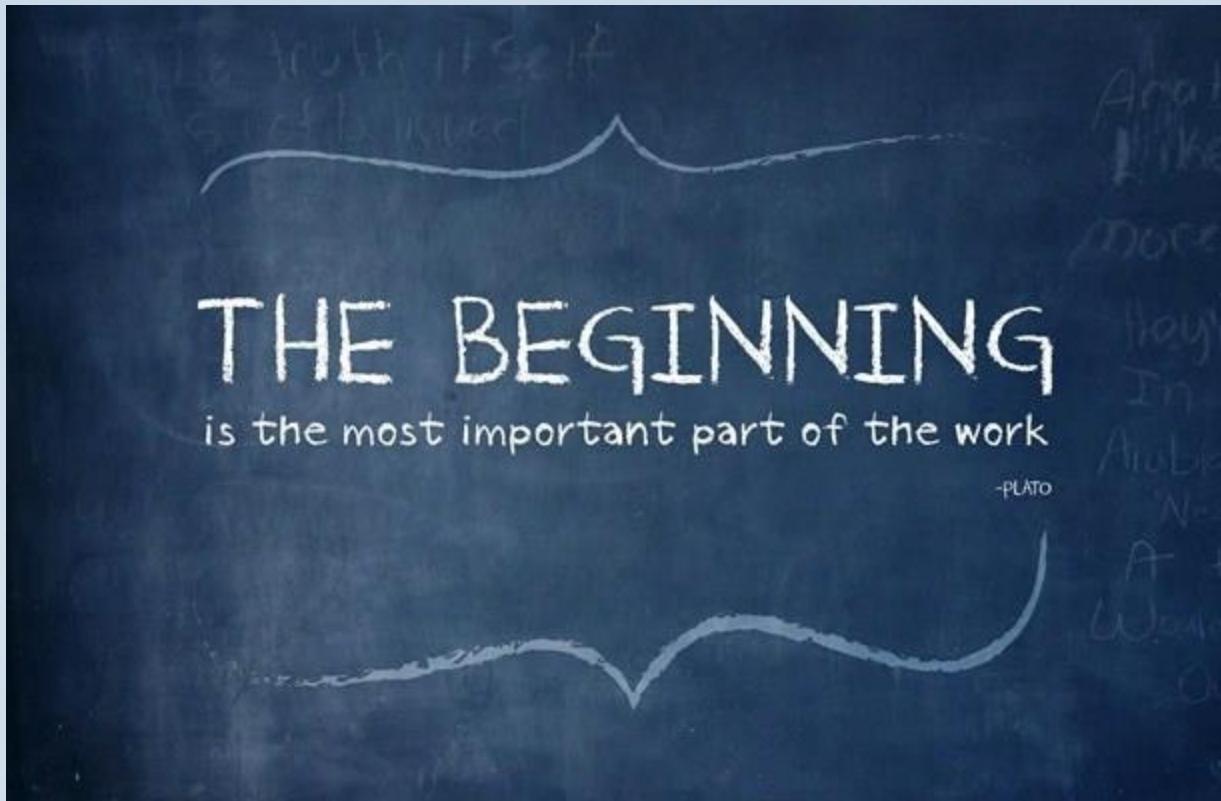


# ***Work Breakdown Structure (WBS)***



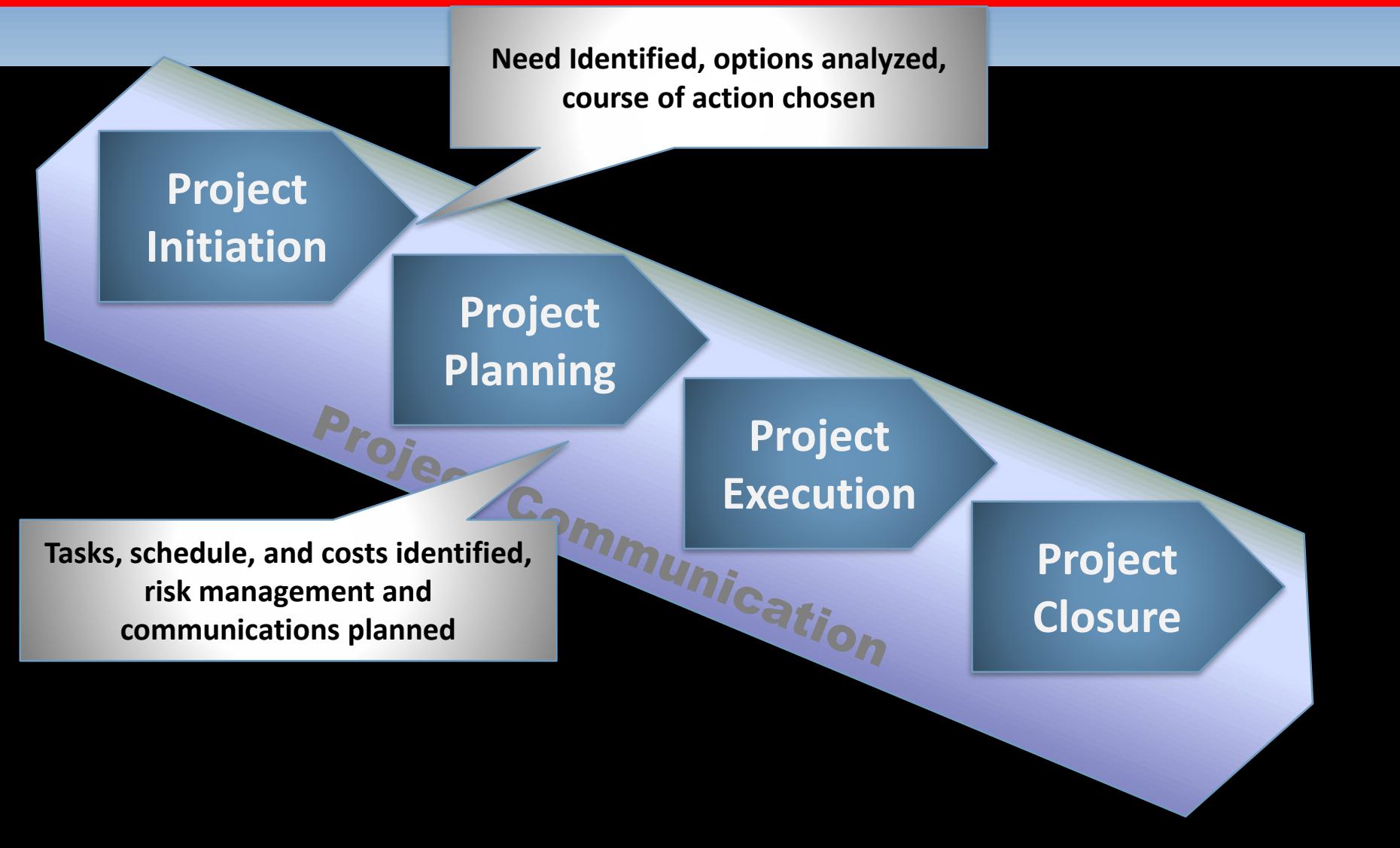
## MODULE THIRTEEN

# Program Phases Initiation & Planning





# Project Lifecycle





# PMBOK



Project  
Initiation

Project  
Planning

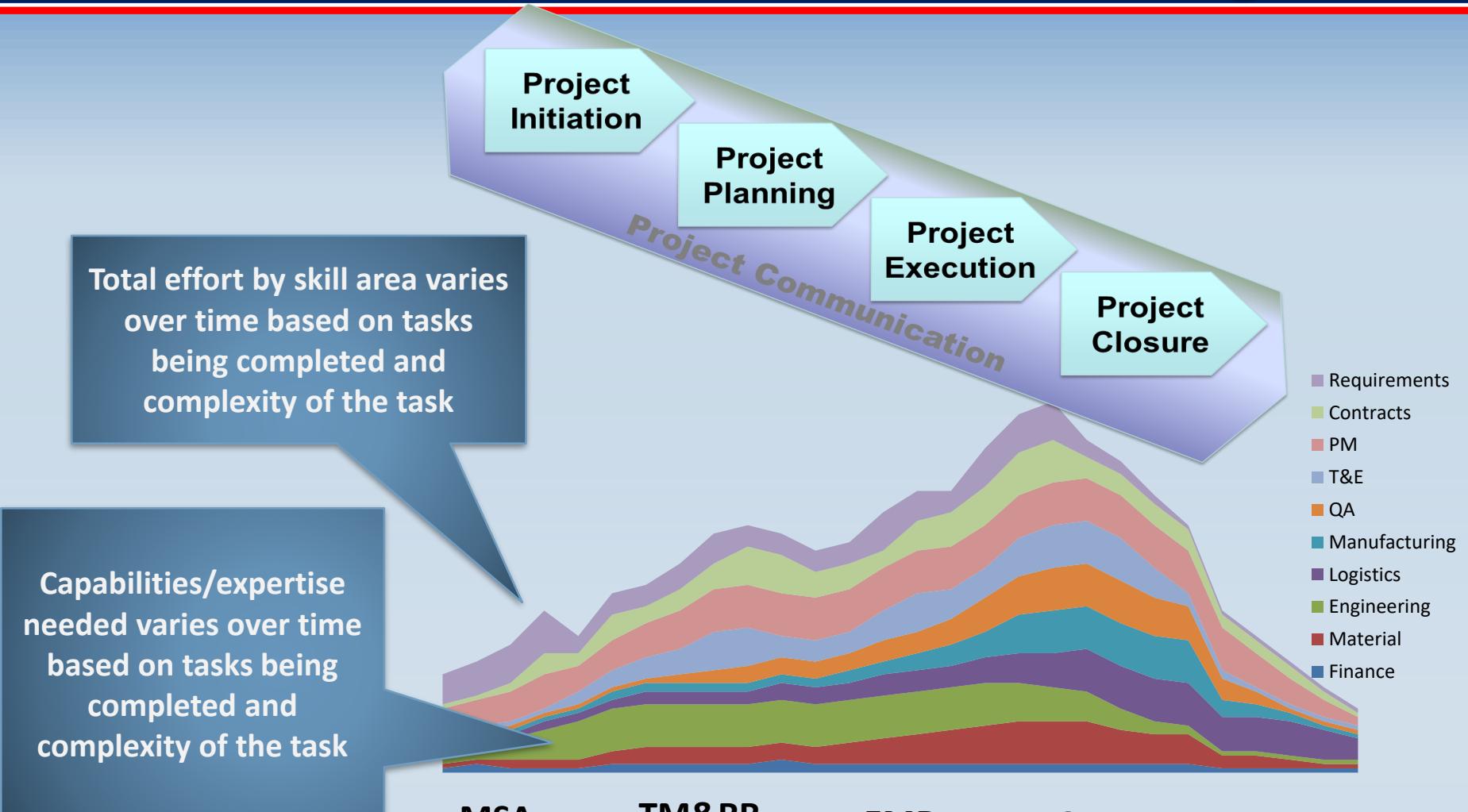
Project  
Execution

Project  
Closure

## Project Communication



# Interdisciplinary Nature of Project Management



PM: Program Management T&E Test & Evaluation

TM&RR: Technology Maturation & Risk Reduction

P&D: Production & Deployment

TM&RR

QA: Quality Assurance

EMD: Engineering Manufacturing Development

EMD

MSA: Material Solution Analysis

P&D

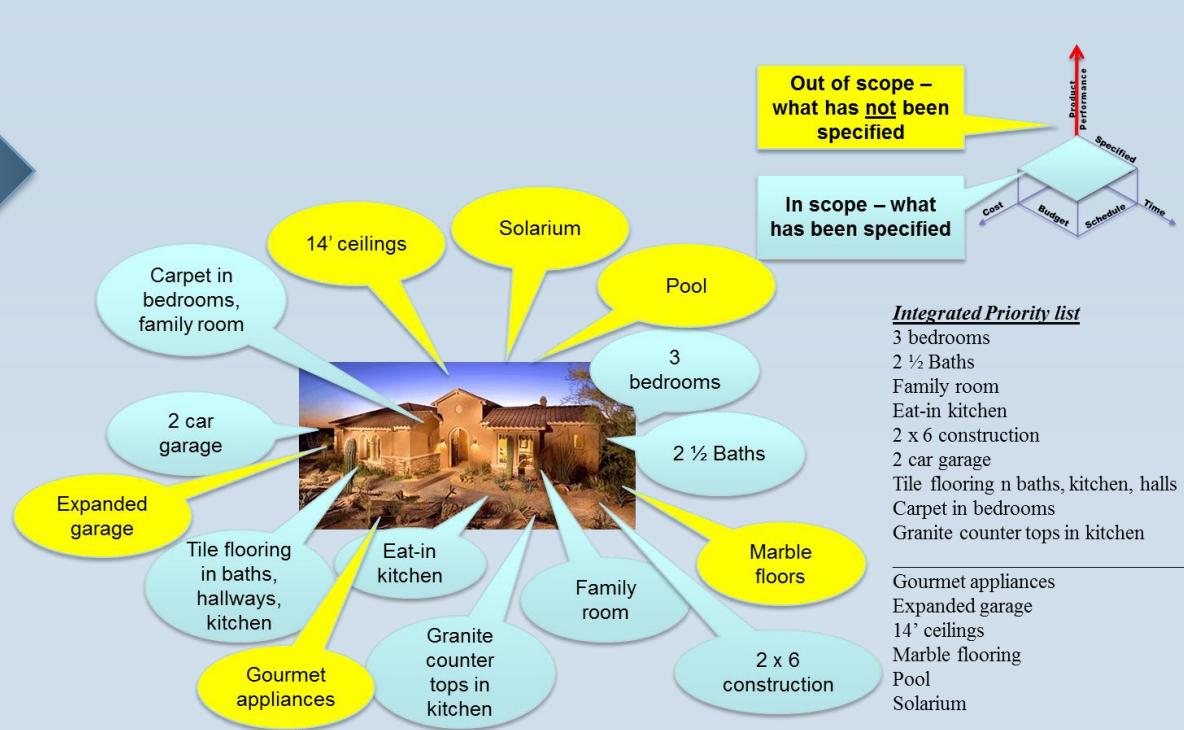
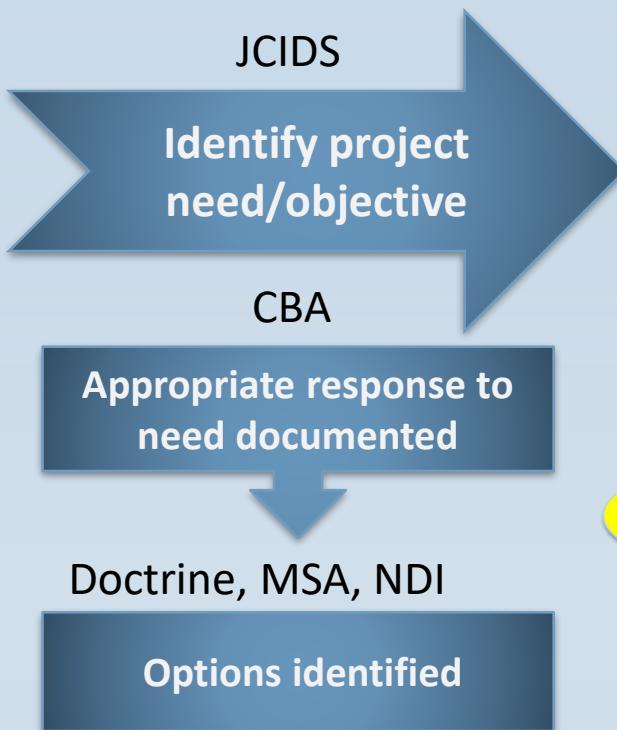
O&S

O&S: Operations & Sustainment



# Project Lifecycle Initiation

- ★ Need Identified, options analyzed, course of action (COA) chosen



JCIDS: Joint Capabilities Integration and Development System

MSA: Material Solution Analysis

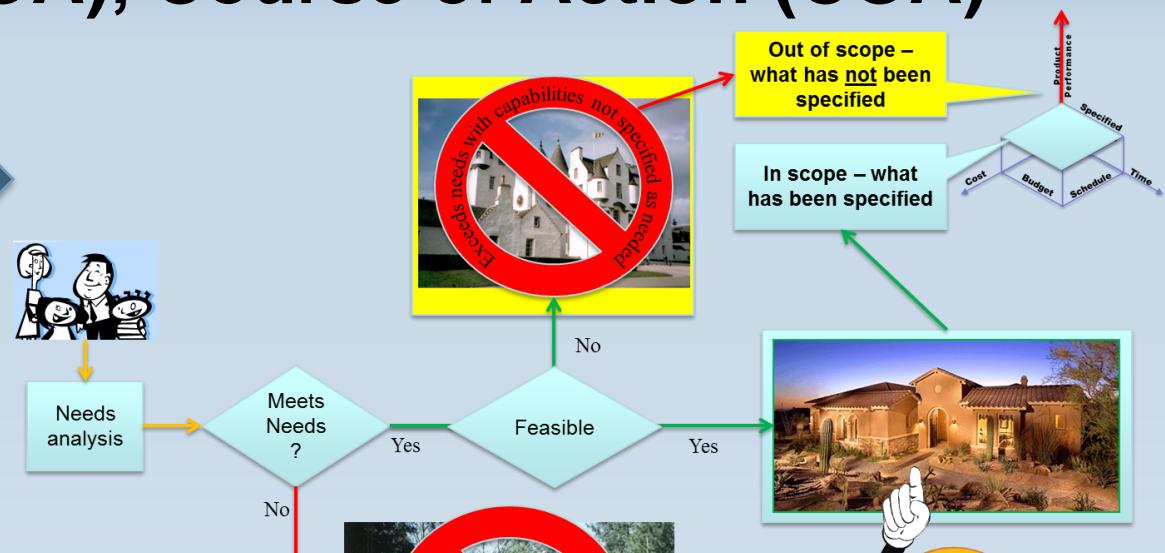
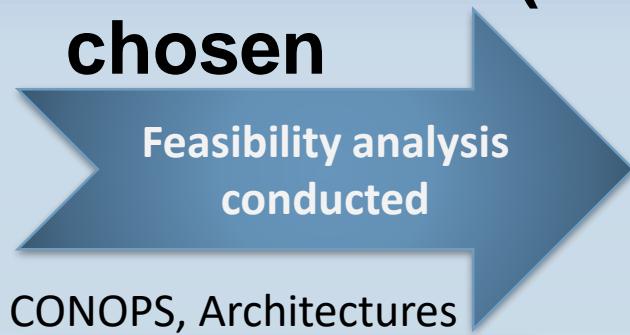
NDI: Non-Developmental Item

CBA: Capabilities Based Assessment



# Project Lifecycle Initiation

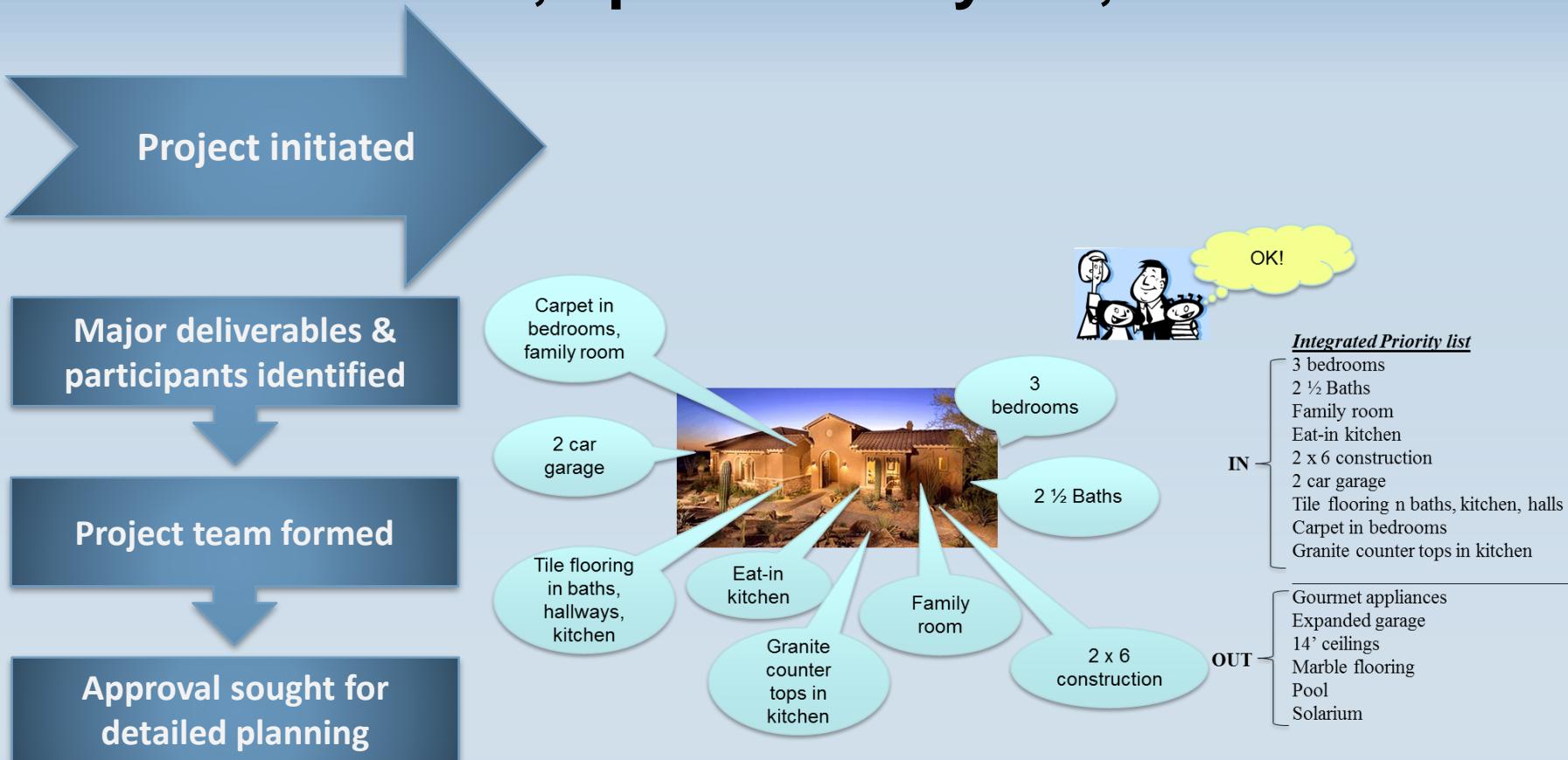
- ★ Need Identified, options analyzed, Analysis of Alternatives (AOA), Course of Action (COA) chosen





# Project Lifecycle Initiation

★ Need Identified, options analyzed, COA chosen





## A Short list of plans:

- ★ Acquisition Strategy Plan (ASP)
- ★ Life Cycle Management Plan (LCMP)
- ★ Life Cycle Sustainment Plan (LCSP)
- ★ Systems Engineering Plan (SEP)
  - Risk Management Plan (RMP)
  - Requirements Management Plan (RqMP)
  - Program Environment, Safety and Health Evaluation Plan (PESHE)
  - Program Protection Plan (PPP)
  - Systems Safety Management Plan (SSMP)
  - Communications Plan (CP)
  - Quality Plan (QP)

# Project Lifecycle Planning



- ★ Project solution developed in as much detail as possible

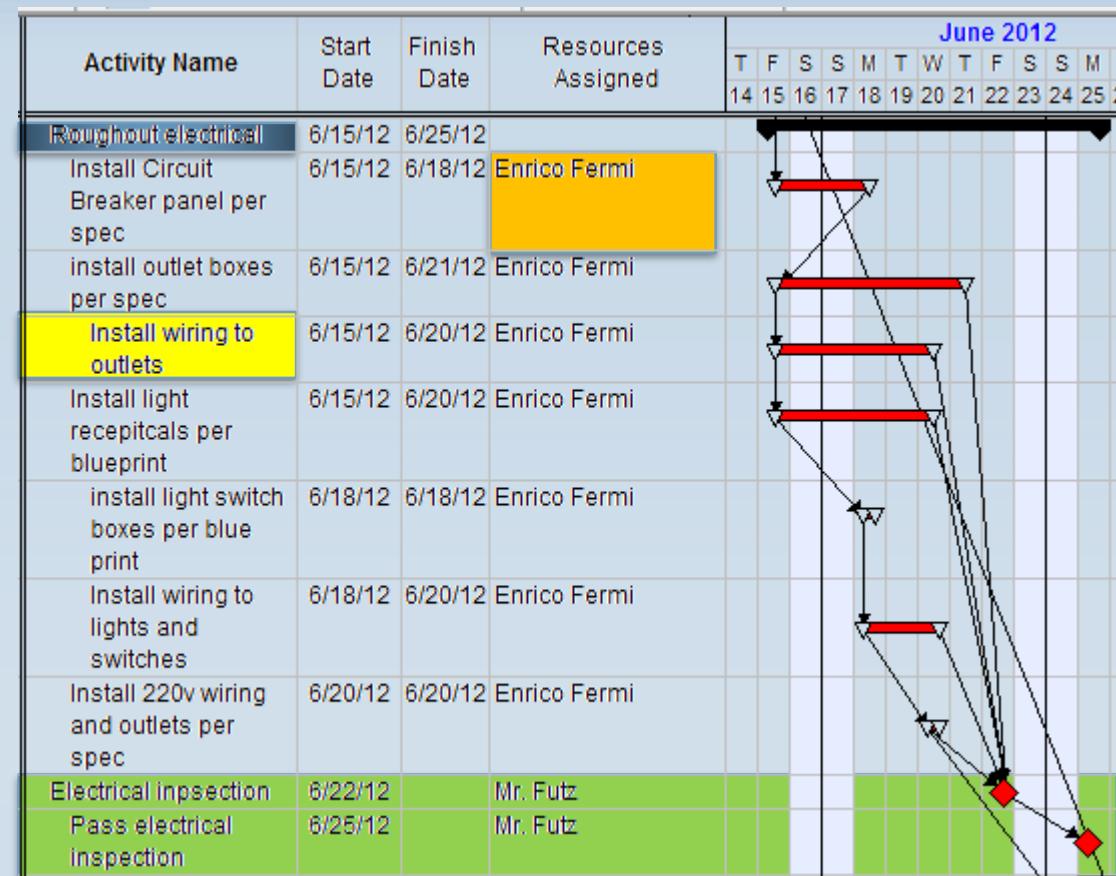
Identify the Work  
“Scope”

PWS, SRD, WBS, POM

Specific Events to tasks

Strategy for producing  
deliverables

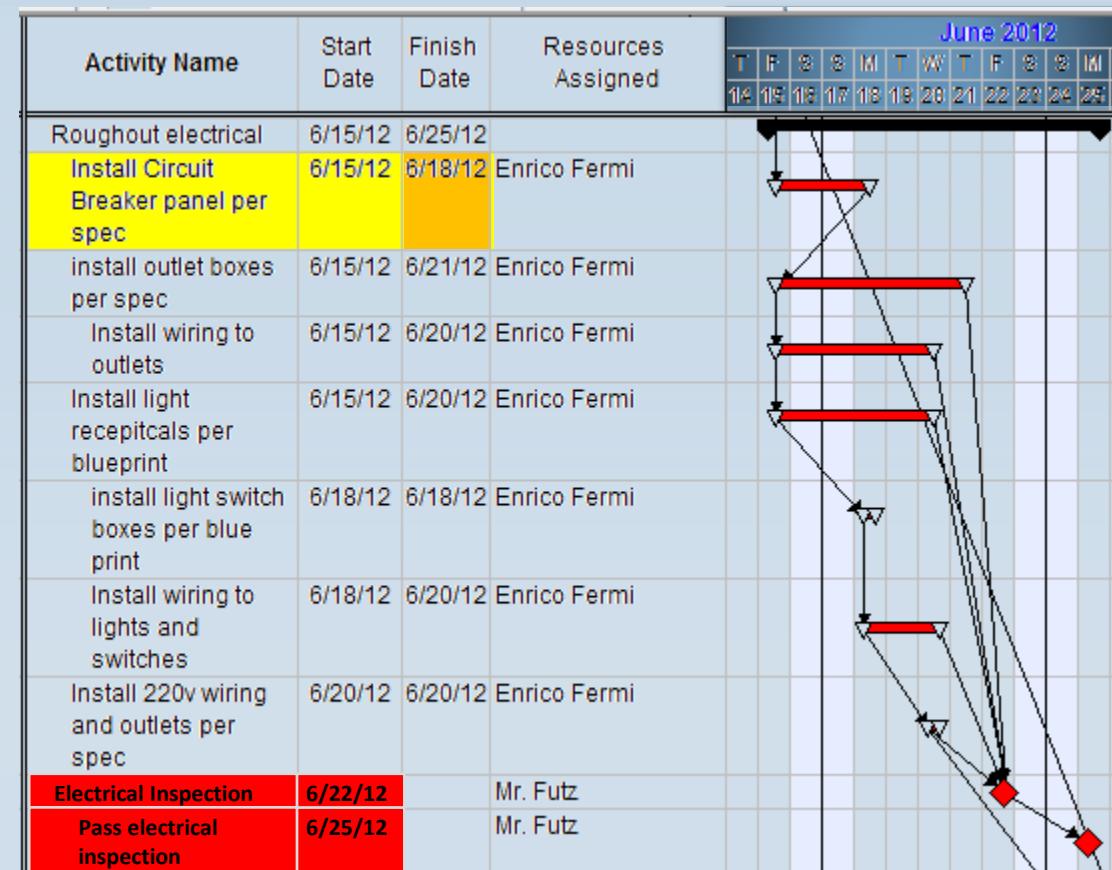
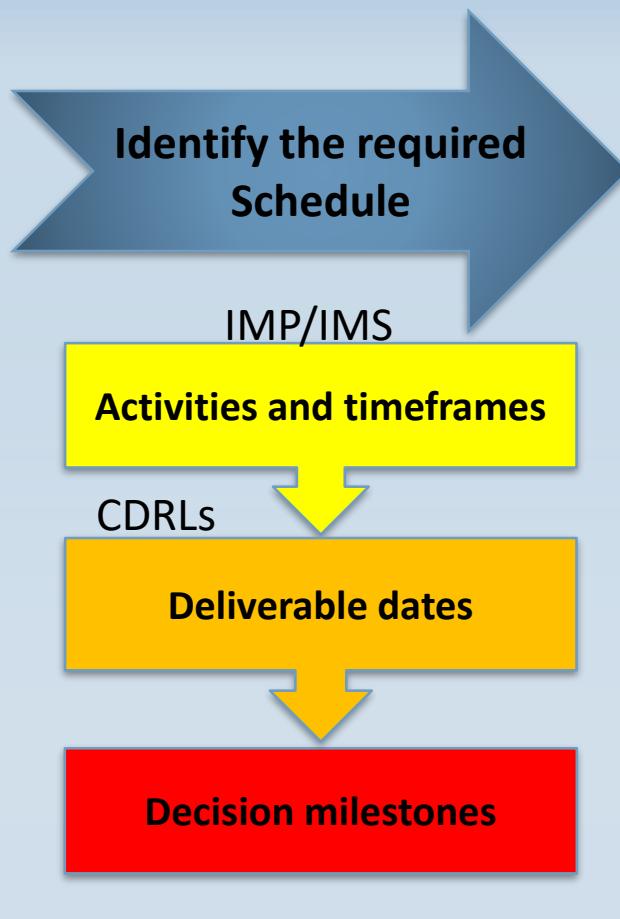
Required resources





# Project Lifecycle Planning

- ★ Project solution developed in as much detail as possible



# Project Lifecycle Planning



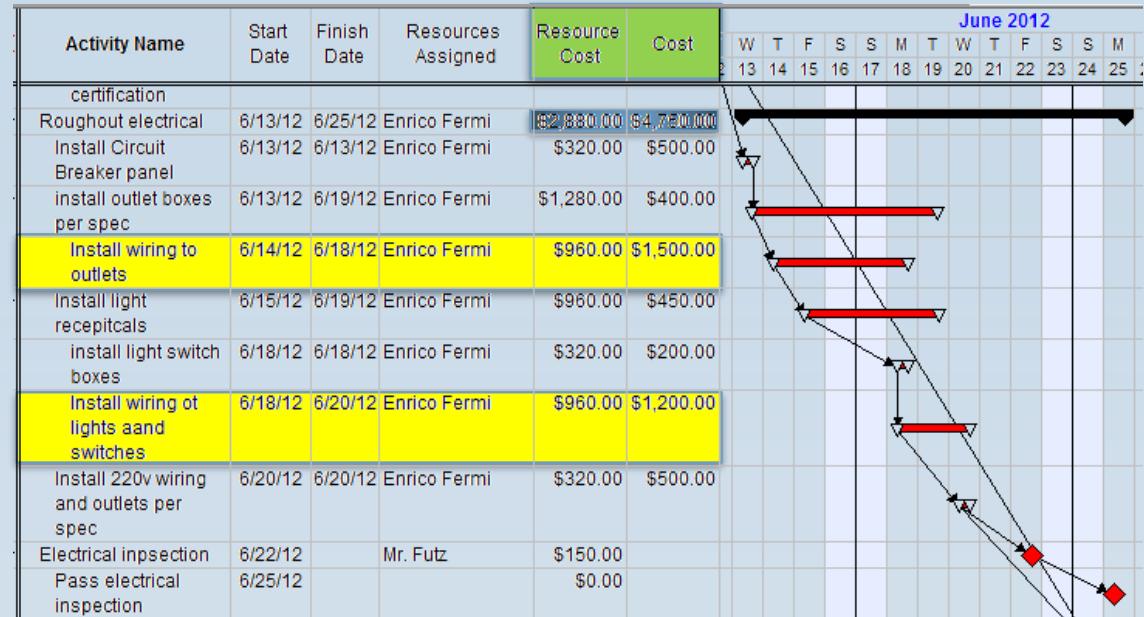
- ★ Project solution developed in as much detail as possible

Estimate the Cost

CARD, POE, ICE

Identify specific cost drivers

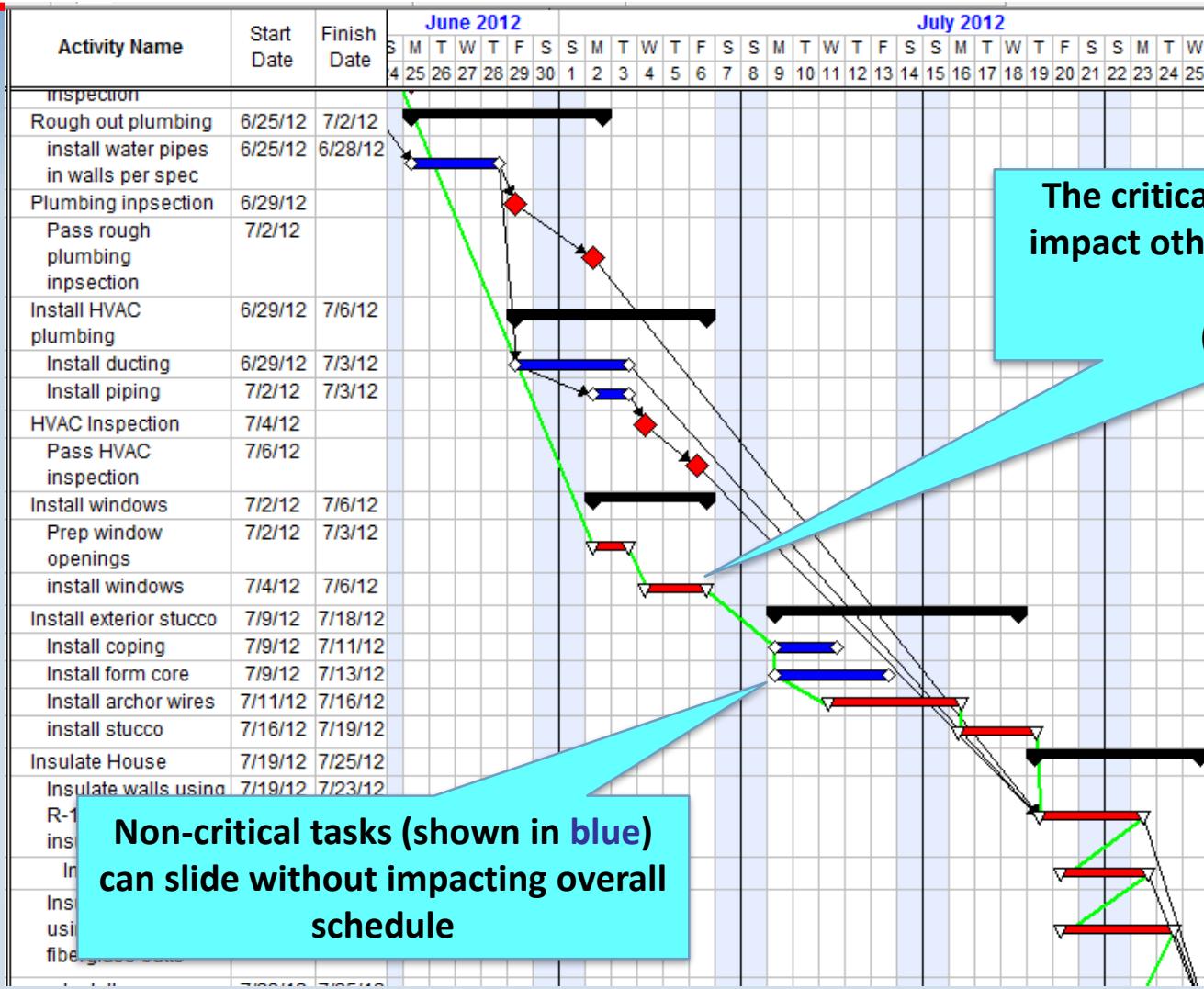
Labor, equipment, & materials





# Project Lifecycle Planning

## Critical Path



The critical path are the tasks that impact other tasks if not completed on time (shown in red)

Non-critical tasks (shown in blue) can slide without impacting overall schedule



# Project Lifecycle Planning Considerations



*Close to Home*  
by John  
McPherson

*Remember Parkinson's Law: "Work expands so as to fill the time available for its completion." Be realistic and proactive*



# Project Lifecycle Planning Considerations

## Project Myths – Be Realistic in Managing Projects

Project Tasks	The Myth	The Reality
Progress Reporting	<ul style="list-style-type: none"><li>Team members will report progress accurately</li></ul>	<ul style="list-style-type: none"><li>Deliverables are the only good evidence of completed activities</li></ul>
Task Estimating	<ul style="list-style-type: none"><li>Padding task timelines will allow for delays and keep the project on track</li></ul>	<ul style="list-style-type: none"><li>Resources typically use up all the time given to them, leaving no contingency time for unforeseen issues. Better set aggressive dates and save contingency time for end of project</li></ul>
Plan Approval	<ul style="list-style-type: none"><li>Once approved, the plan should not be changed</li></ul>	<ul style="list-style-type: none"><li>Stuff happens. Estimating errors, late resources, rework. Plans must adapt to reality</li></ul>
Specification Approval	<ul style="list-style-type: none"><li>Getting management sign-off eliminates later changes</li></ul>	<ul style="list-style-type: none"><li>Pressure to change specifications continues, especially during testing</li></ul>



# Project Lifecycle Planning Considerations

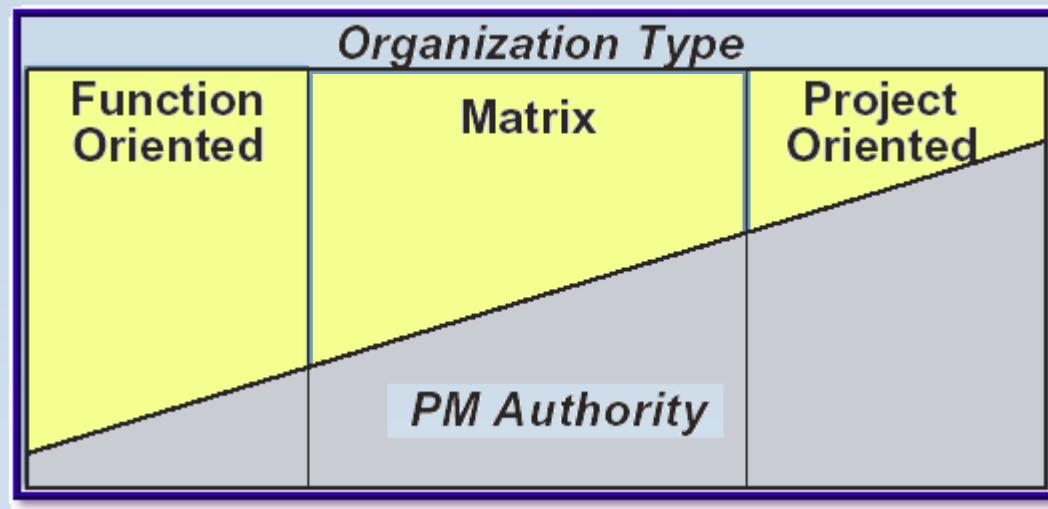
## Communications

Critical Communications	Purpose
Project Kick-Off Meeting	<ul style="list-style-type: none"><li>– Establish responsibilities and introduce the project plan</li></ul>
Weekly Project Team Meetings	<ul style="list-style-type: none"><li>– Communicate project changes and resolve issues</li></ul>
Meeting Summaries	<ul style="list-style-type: none"><li>– Document decisions and action items</li></ul>
Status Updates to Management	<ul style="list-style-type: none"><li>– Keep management informed of the timeline and risks. Note that managers are busy. Get agreement on how they want to receive updates, and how frequently</li></ul>
Escalation Path	<ul style="list-style-type: none"><li>– Involve the right decision makers to resolve issues</li></ul>



# *Project Lifecycle Planning Considerations*

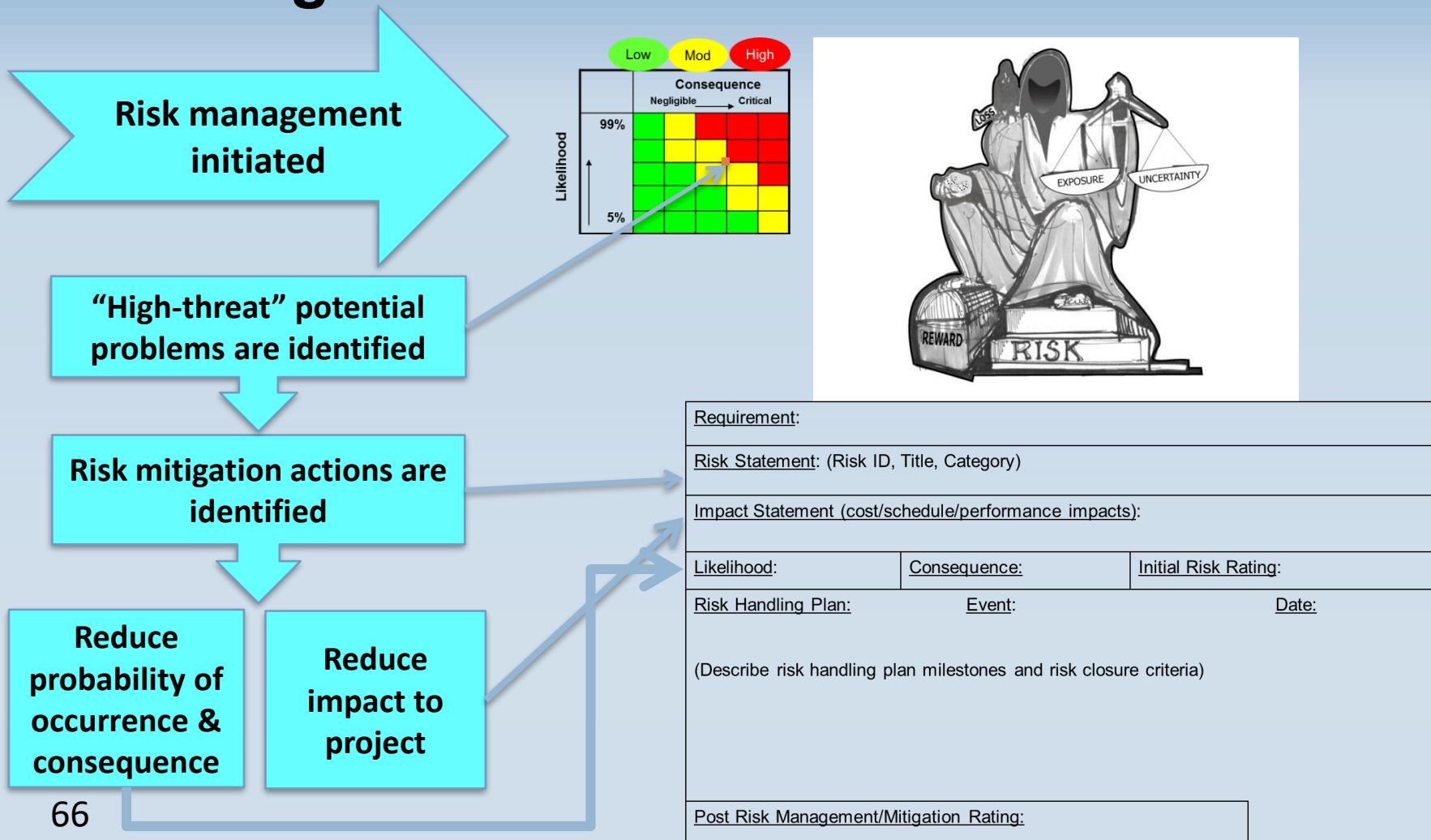
**PM's role depends on the organizational structure**





# Project Lifecycle Planning Considerations

## The “forgotten” issues are addressed





# *Project Lifecycle Planning Considerations*

# The “forgotten” issues are addressed

- February 2012

## **Communications plan identified**



# Project Lifecycle Planning Considerations

## Communications

### *Contact list*

### *Primary Stakeholders*

**Stakeholders identified**

Name	Role	Tele #
Fred	User	865-123-4567
Wilma	User	865-123-4567
Pebbles	User	865-123-4567
Dino	User	865-123-4567
Baby	User	865-123-4567
Doozy	User	865-123-4567
Barney	User	865-123-4567
Joe Rockhead	Gen Contractor	865-123-7890
Big Bucks	Lender	865-123-9999



# Project Lifecycle Planning Considerations

## Communications

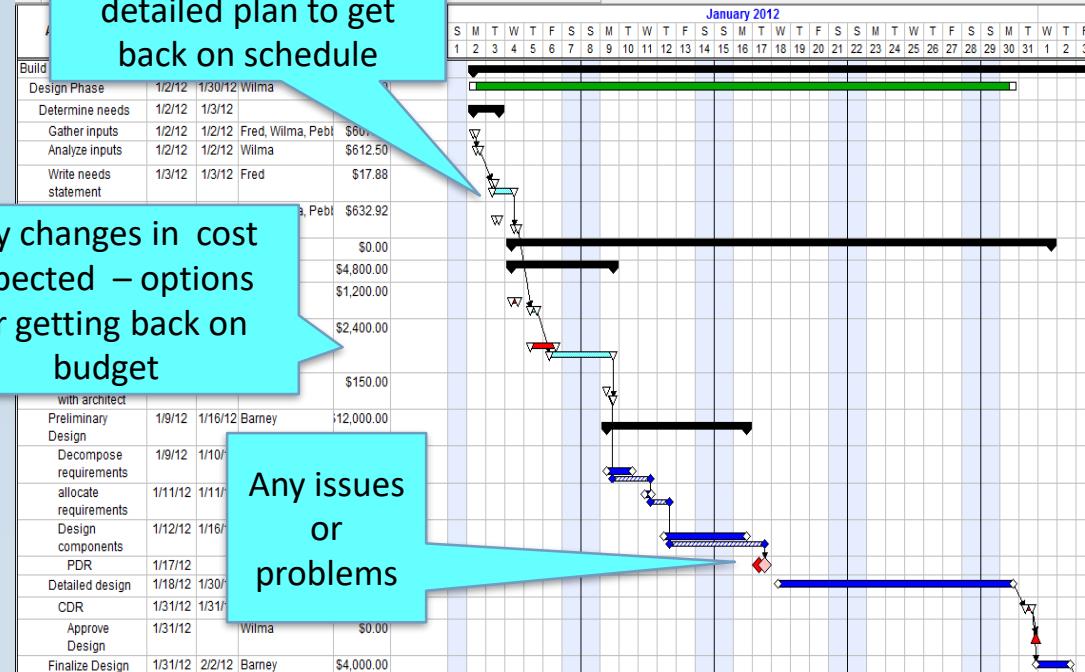
Required information defined

Any changes in meeting schedule – detailed plan to get back on schedule

Any changes in cost expected – options for getting back on budget

Any issues or problems

Design Phase	Start Date	End Date	Manager	Budget
Determine needs	1/2/12	1/3/12		\$600.00
Gather inputs	1/2/12	1/2/12	Fred, Wilma, Pebbles	\$600.00
Analyze inputs	1/2/12	1/2/12	Wilma	\$612.50
Write needs statement	1/3/12	1/3/12	Fred	\$17.88
				\$632.92
with architect				
Preliminary Design	1/9/12	1/16/12	Barney	\$12,000.00
Decompose requirements	1/9/12	1/10/12		
allocate requirements	1/11/12	1/11/12		
Design components	1/12/12	1/16/12		
PDR	1/17/12			
Detailed design	1/18/12	1/30/12		
CDR	1/31/12	1/31/12		
Approve Design	1/31/12		Wilma	\$0.00
Finalize Design	1/31/12	2/2/12	Barney	\$4,000.00





# Project Lifecycle Planning Considerations

## Communications

Delivery method  
detailed

From  To...   
Cc...   
Subject:

Send

Dear Wilma:

Status of ongoing tasks:

Budget quick-look:

Issues/problems:

Options for maintaining budget and schedule:

CONTRACT PERFORMANCE REPORT  
FORMAT 1 - WORK BREAKDOWN STRUCTURE DOLLARS IN \_\_\_\_\_

Form Approved  
OMB No. 0704-0188

The public reporting burden for this collection of information is estimated to average 3.1 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the Department of Defense, Executive Services Directorate (0704-0188). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ORGANIZATION. SUBMIT COMPLETED FORMS IN ACCORDANCE WITH CONTRACTUAL REQUIREMENTS.

1. CONTRACTOR		2. CONTRACT		3. PROGRAM		4. REPORT PERIOD									
a. NAME	b. LOCATION (Address and ZIP Code)	a. NAME	b. NUMBER	a. NAME	b. PHASE	a. FROM (YYYYMMDD)	b. TO (YYYYMMDD)								
		c. TYPE	d. SHARE RATIO	e. EVMS ACCEPTANCE	f. NO	g. YES (YYYYMMDD)									
5. CONTRACT DATA															
a. QUANTITY	b. NEGOTIATED COST	c. EST. COST AUTHORIZED UNPRICED WORK	d. TARGET PROFIT / FEE	e. TARGET PRICE	f. ESTIMATED PRICE	g. CONTRACT CEILING	h. EST. CONTRACT CEILING								
6. ESTIMATED COST AT COMPLETION				7. AUTHORIZED CONTRACTOR REPRESENTATIVE											
a. BEST CASE	MANAGEMENT ESTIMATE AT COMPLETION (1)	CONTRACT BUDGET BASE (2)	VARIANCE (3)	a. NAME (Last, First, Middle Initial)	b. TITLE	c. SIGNATURE									
b. WORST CASE						d. DATE SIGNED (YYYYMMDD)									
c. MOST LIKELY															
8. PERFORMANCE DATA															
ITEM (1)	CURRENT PERIOD				CUMULATIVE TO DATE				REPROGRAMMING ADJUSTMENTS			AT COMPLETION			
	BUDGETED COST (2)	WORK SCHEDULED (3)	WORK PERFORMED (4)	VARIANCE (5)	BUDGETED COST (6)	WORK SCHEDULED (7)	WORK PERFORMED (8)	VARIANCE (9)	SCHEDULE (10)	COST (11)	COST VARIANCE (12a)	SCHEDULE VARIANCE (12b)	BUDGET (13)	BUDGETED (14)	ESTIMATED (15)
a. WORK BREAKDOWN STRUCTURE ELEMENT															
b. COST OF MONEY															
c. GENERAL & ADMINISTRATIVE															
d. UNDISTRIBUTED BUDGET															
e. SUBTOTAL (Performance Measurement Baseline)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
f. MANAGEMENT RESERVE															
g. TOTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9. RECONCILIATION TO CONTRACT BUDGET BASE															
a. VARIANCE ADJUSTMENT															
b. TOTAL CONTRACT VARIANCE											0.00	0.00			

DD FORM 2734/1, APR 2005

PREVIOUS EDITION IS OBSOLETE.

CLASSIFICATION (When filled in)

LOCAL REPRODUCTION AUTHORIZED.

Reset

Adobe Professional 7.0



# *Project Lifecycle Planning Considerations*



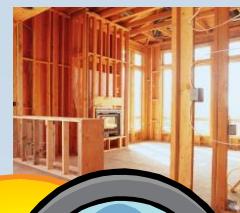
**Quality approach identified**

- ★ **Quality Control**
- ★ **Quality Assurance**
- ★ **Quality Improvement**



# Project Lifecycle Planning Considerations

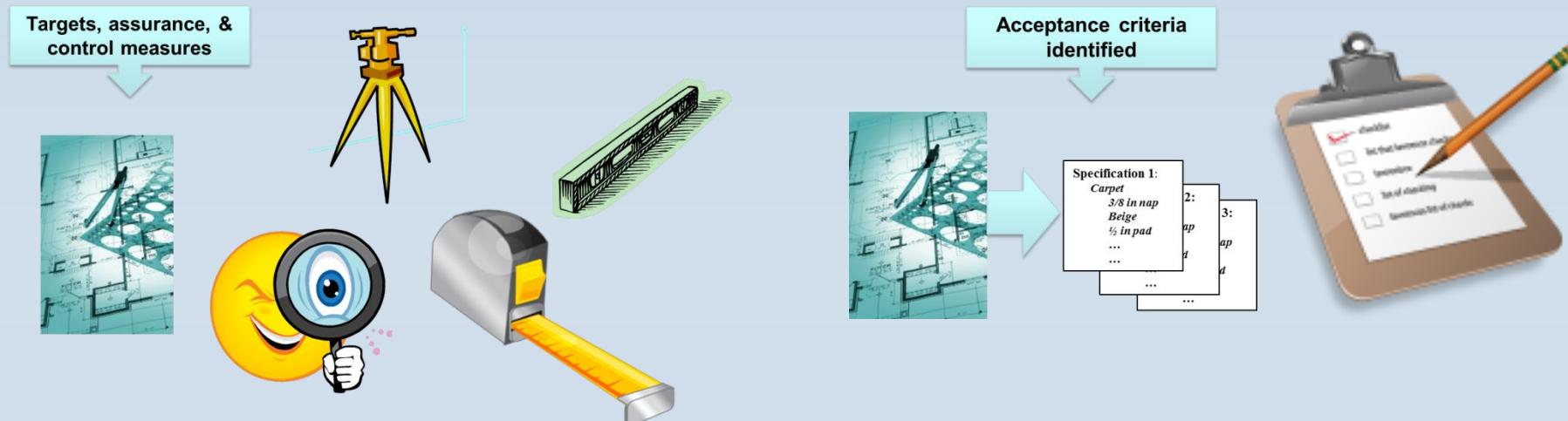
- **Quality Control** - process by which entities review the quality of all factors involved in production
  - Product Based - measurements
  - Specifications, Manufacturing, Acceptance, disposition





# Project Lifecycle Planning Considerations

- **Quality Assurance** - program for the systematic monitoring and evaluation of the various aspects of a project, service, or facility to ensure that standards of quality are being met (Process Based- Procedures)





# Project Lifecycle Planning Considerations

- **Quality Improvement** - product improvement, process improvement and people based improvement



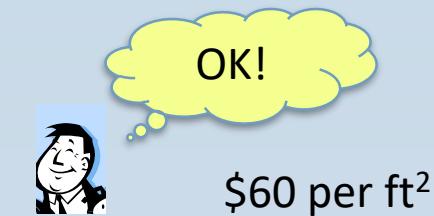


# Project Lifecycle Planning Considerations

Expectation management plan established



Granite counter tops in kitchen



# ***Statement of Work (SOW)***

# ***Performance Work Statement (PWS)***



## *MODULE FOURTEEN*

# **Program Phases**

# **Execution & Close-Out**

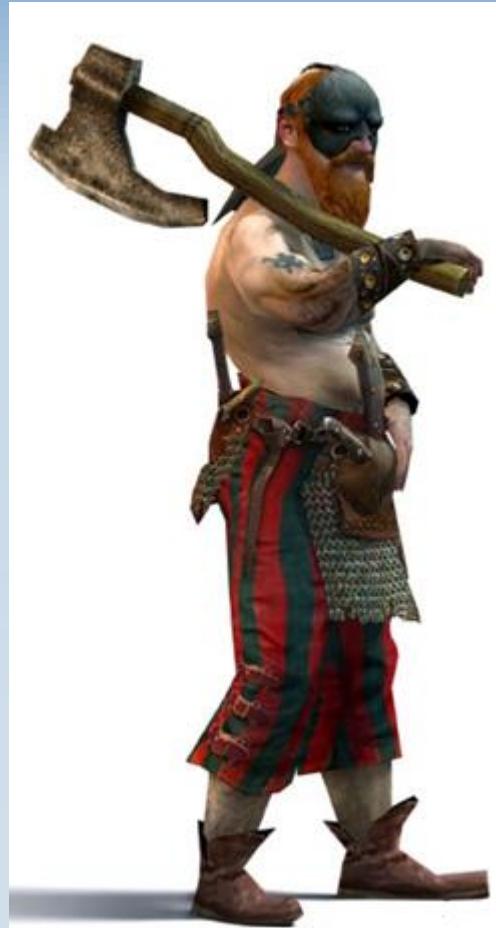


# Project Lifecycle





# *Project Lifecycle Execution*





# *Getting Started*

- ★ A New Organization
- ★ A New Program
- ★ A New Contract
- ★ A Transition to ???
  
- ★ Kick-off Meeting
  - Did your PCO have a pre-award conference?



# Project Lifecycle Execution

Project plan is executed, monitored & adjustments made

IBR => APB

Tasks are performed



APB, Spec/CPD

Progress information is collected

EVM, T&E

Performance is measured

Variance analyzed

IPMR

Status reported

SAR, MAR, DAES



Plumbers were one day late in beginning work  
- Resulted in one day slip in schedule  
- No impact to overall schedule

IBR: Integrated Baseline Review

EVM: Earned Value Management

SAR: Selected Acquisition Report

APB: Acquisition Program Baseline

T&E: Test & Evaluation

MAR: Monthly Activity Report

CPD: Capabilities Production Documents

IPMR: Integrated Program Management Report

DAES: Defense Acquisition Executive Summary

# Project Lifecycle Execution



## Project plan is executed, monitored & adjustments made

Project is controlled

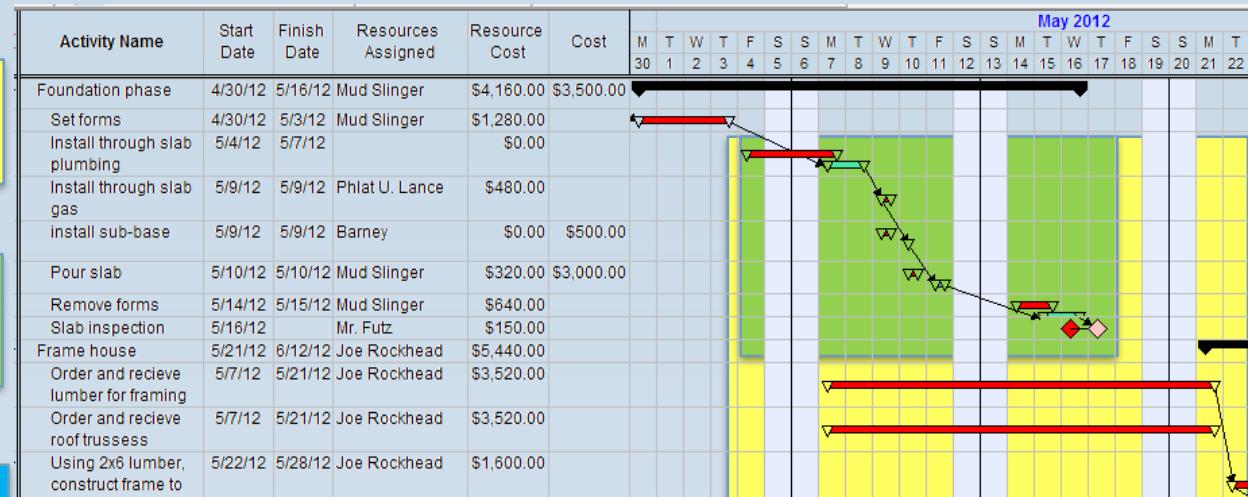
CCP, ECP, other changes

Adjustments made to remain on plan

Plan is modified if necessary

CCB

Changes vetted with stakeholders





# Project Lifecycle Execution

**Project plan is executed, monitored & adjustments made**

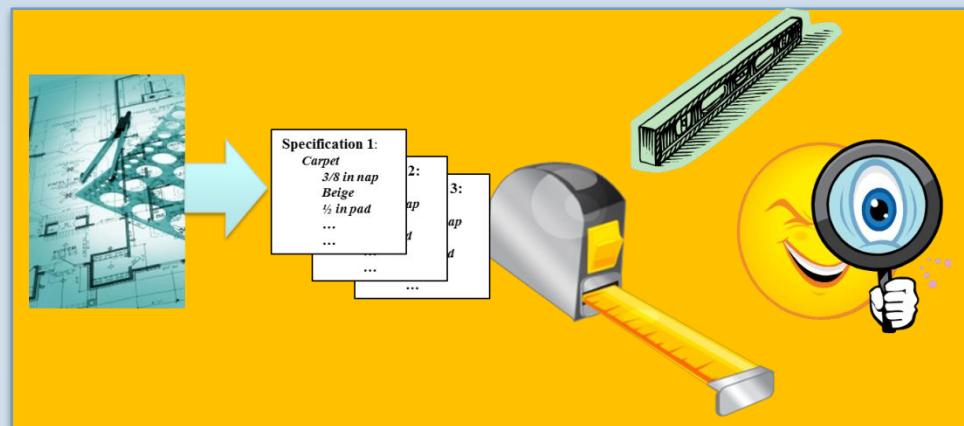
Deliverables are produced



Quality reviewed

Measured against acceptance criteria

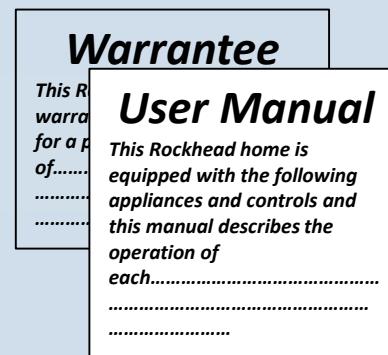
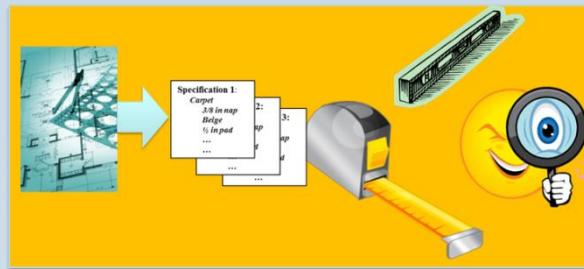
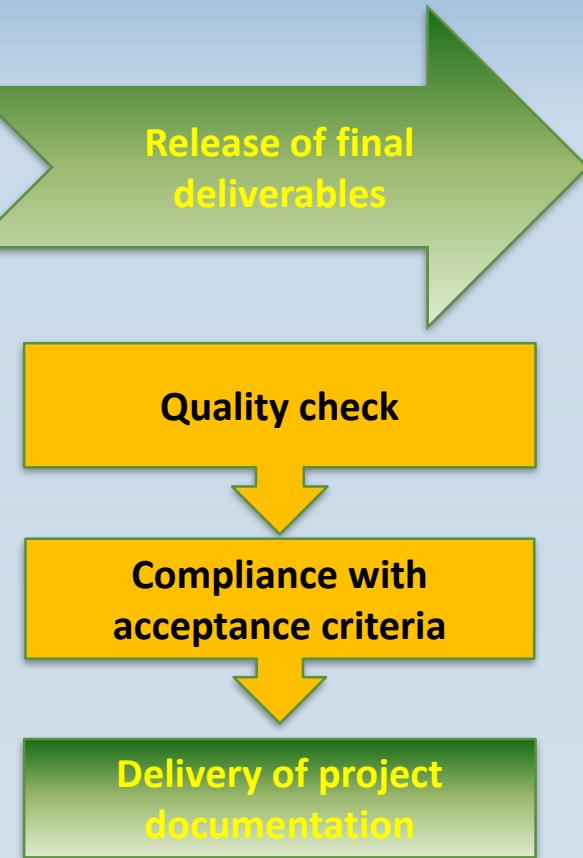
OA, IOC, FOC





# Project Lifecycle Closure

Once customer accepts solution, emphasis is on:



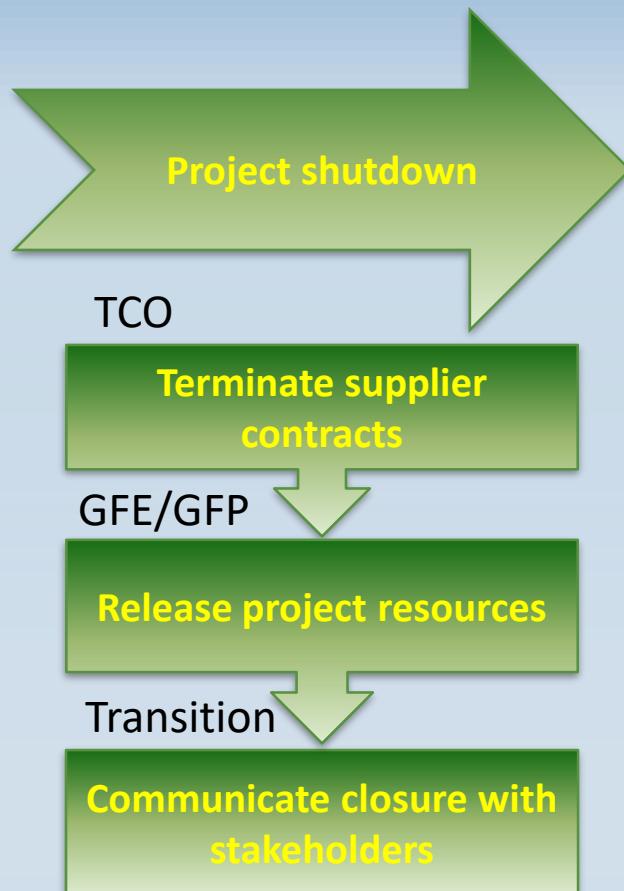


# *How things END*

- ★ Is it and end or a transition to the next thing?
- ★ What needs to be done?
- ★ Who is left to do it?
- ★ Is there any \$\$\$
- ★ Who cares?



# Project Lifecycle Closure



TCO: Terminating Contracting Officer

GFE/GFP: Government Furnished Equipment/Property

# *Project Lifecycle Closure*

