

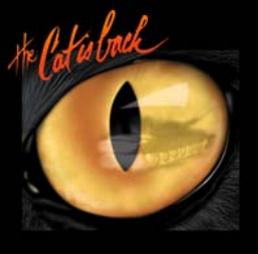
F-14 Integrated Program Management



Millard (Rob) Robbins PMA-241P

June 13-14, 2000

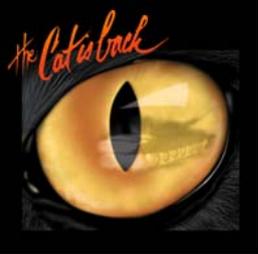
**Business Managers Conference
Defense Systems Management College**



Overview

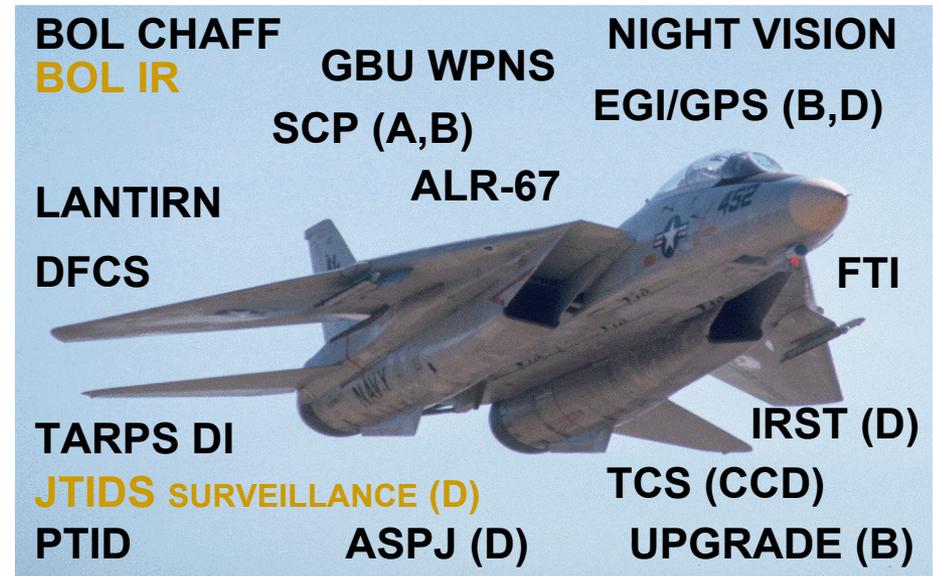
- *The F-14 Today*
- *F-14 Integrated Program Team (IPT)*
 - Organization
- *Integrated Program Management*
 - Strategy/Process
- *Management Information Center*
 - Asset Management / EVM / Accomplishment & Risks
- *Risk Management System*
 - Our View on Risk Management
 - Basis / Processes
 - Risk System - Definitions/Thresholds/Parameters
 - Executive / IPT Risk Tracking and Reporting
 - Other Risk areas
 - Recognition
 - Collaborating on Accomplishment / Risk
 - *Using a “Digital Dashboard” Application*
- *Summary*





THE F-14 TODAY, WORLD-CLASS STRIKE FIGHTER

- Precision Strike, Electronics Warfare Upgrades and Night Vision capability
- Only Manned near Real Time Tactical Reconnaissance capability in Department of Defense
- GPS Weapons near real time targeting asset
- Incorporated Digital Flight Control System
- Updated R&M of high failure rate systems
- Retired excess or outdated inventory



*****Combat Proven*****

***DESERT STORM/DESERT FOX/
OPERATION ALLIED FORCE***

F-14 Program Team Structure

14 March, 2000

Program Manager
CAPT Ted Carson
PMA-241

F-14 Chief Engineer
CDR Scott Stewart
AIR-4.1.1/PMA-241CE

F-14 Inventory Manager
Chris Frayser
AIR-3.1.1D1

Deputy Program Manager
James Blackmon
PMA-241A

Fleet Requirements Officer
CDR Joe Aucoin
N880C1

F-14 Chief Logistician
CDR Bret Gordon
AIR-3.1.1D

Program Operations
Dick Dalrymple
PMA-241OPS

Business Financial Mgr
LCDR John Pearson
PMA-241BFM

F-14 Eng Director
Jeff Bobrow
AIR-4.1.1

Program Legal
Laurie Dzien
AIR-7.7.1

Training Sys Requirements
Al Atay / Cindy Westerbeke
PMA-205-1B

F-18F Transition/New Requirements
CDR Paul Linnell
PMA-241D

Contracts Officer
Mark Krzyskome
AIR-2.2.1.5

F-14 Upgrade/Depot IPT
Rob Robbins
PMA-241P
Deputy:
Steve Minnich

Precision Strike/Integrated Mod IPT
Robert Olsen
PMA-241IM
Deputy:
LCDR Pete Matthews

RECCE IPT
Robert Tourville
PMA-241R
Deputy:
Rick Dominguez

F-14A/B/D Programs IPT
Darcy Hansen
PMA-241A/B
Deputy:
CDR Paul Linnell

In-Service Systems IPT
Chris Frayser
AIR-3.1.1D1
Deputy:
Dick Dalrymple

ALLOCATED BUDGET
DFCS OSIP 12-94
UPGRADE OSIP 33-92

PS OSIP 42-95
ALLOCATED BUDGETS
PS OSIP 42-95

TARPS BUDGETS
APN/O&M,N/OPN

GPS OSIP 31-94
TSS B

R&D BUDGET
ALLOCATED BUDGETS
TSSD

WSS
CRITICAL SYS OSIP 20-96

STRUCTURES OSIP 152-83

ALL F-14 DEPOT
A/B/D
MODS (NGS/JAX)

UPGRADE

DFCS

Lead Log: Alvin Claitt
Mechanical Sys: Czes Covington

DFCS
Sub-IPT Lead: Steve Minnich
Lead Engr: Marcus Lemke

Dave Engel
Lead Log: Phil Stewart

NVS (A/B/D)

ALR-67(A)
BOL CHAFF (A)

BOL IR

INTEGRATED MOD TEAM
(All IPTs)

ENHANCED GBU-24

ALL F-14 FIELD MODS

JDAM

LANTIRN (A/B/D)

40K LASER

PTID

Proj. Ofer: LCDR Pete Matthews
Lead Engr: Regina Tourville
Lead Engr: Gary Stuart
Lead Log: Phil Stewart

TARPS

TARPS (DI)

TARPS (CD)

DIGITAL PHOTO LABS

HAND HELD CAMERAS

NEW SHIP CONSTRUCTION

FTI

TCS

Lead Engr: Mark Nowers
Lead Log: Kevin Morse

F-14A/B Programs Sub-IPT
Lead: LCDR Bill Macchione

VDIG/HUD

TSS (A/B)

TAPE 320/321

ADVANCED TECHNOLOGIES

SCP

TAPE 116D

EGI

CSDC(R)

BOL CHAFF (B)

TAMPS / JMPS

JTCS

ALE-47

Proj. Ofer: LCDR Bill Macchione
Mechanical Sys: Czes Covington
Lead Engr: Jeff Bobrow
Lead Log: Alvin Claitt

F-14D Programs Sub-IPT
Lead: CDR Paul Linnell

JTIDS

ASPJ

TSS(D)

APG-71

IRST

MAGR

TAPE UPDATE (D03B, D04)

BOL CHAFF (D)

EW SYSTEMS

Proj. Ofer: LCDR Scott Porter
Mechanical Sys: Czes Covington
Lead Engr: Jeff Collom
Lead Log: Woody Payton

Product Support/Safety Sub-IPT
Lead: Woody Payton

FLEET INTERFACE

CONFIGURATION MGT

WSS FUNDING

PUBLICATIONS

FST

SAFETY PROGRAMS (NON-STRUCTURAL)

CRITICAL SYSTEMS RADAR (AWG-9/AWM-23)

PROPULSION

Lead Log: Lt Bob Hyde
Mechanical Sys: Czes Covington

Propulsion
Sub IPT Lead: LTJG Todd McKellar
Lead Engr: Jim Gressinger
Lead Log: LTJG Todd McKellar

Structures Sub-IPT
Lead: Dick Dalrymple

INVENTORY MGT

STRUCTURAL SAFETY PROGRAMS

TCR/STRUCTURAL MOD DEVELOPMENT

AIRCRAFT LIFE MGT

Proj. Ofer: LCDR Pete Matthews
Mechanical Sys: Czes Covington
Lead Engr: Dick Dalrymple
Lead Log: LCDR R. Cerwinski

Sub-IPTs

FUNDING SOURCES



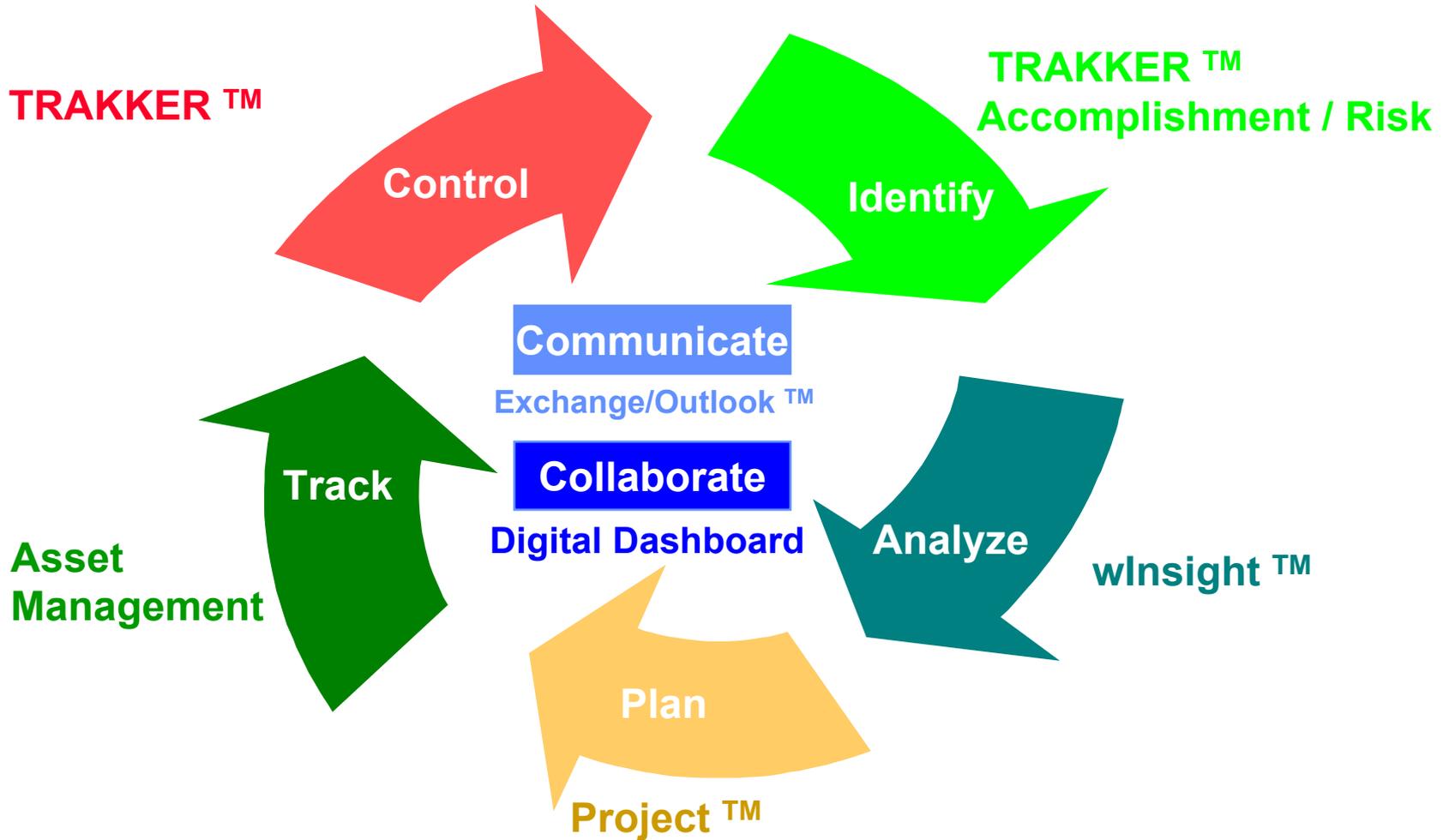
F-14 INTEGRATED PROGRAM MANAGEMENT (IPM) *STRATEGY*

F-14 used new ways to conduct business and meet customer needs by developing an **Integrated Program Management** strategy:

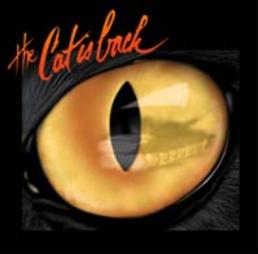
- Identify stakeholders and realistic requirements
- Develop Roadmap of Fleet Inventory/Capability/Requirements
 - *Track aircraft, squadrons, deployments, capabilities out to 2010*
- Study Industry successes and adopted similar practices
 - *Integrated Baseline Reviews*
 - *Earned Value Management*
 - *Risk Management*
- Standardized Processes
- Use existing and proven technologies/systems



F-14 INTEGRATED PROGRAM MANAGEMENT (IPM) *PROCESS*



Our Vision: A single, consistent management toolkit



INTEGRATED PROGRAM MANAGEMENT (IPM) **TOOLS**

Asset Management



Facilitates the efficiency of maintaining the aircraft inventory plan for SDLMs, concurrent aircraft mods, anticipate fleet needs and adjust our planning to meet new requirements

EVMS



Provides insight to plan and measure how well we are performing against our cost and schedule parameters, allows insight to future

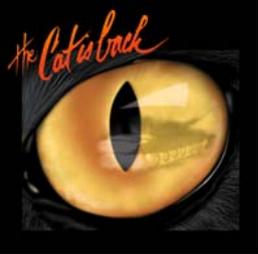
Risk Management



Tracks and measures risk parameters against preset program unique thresholds

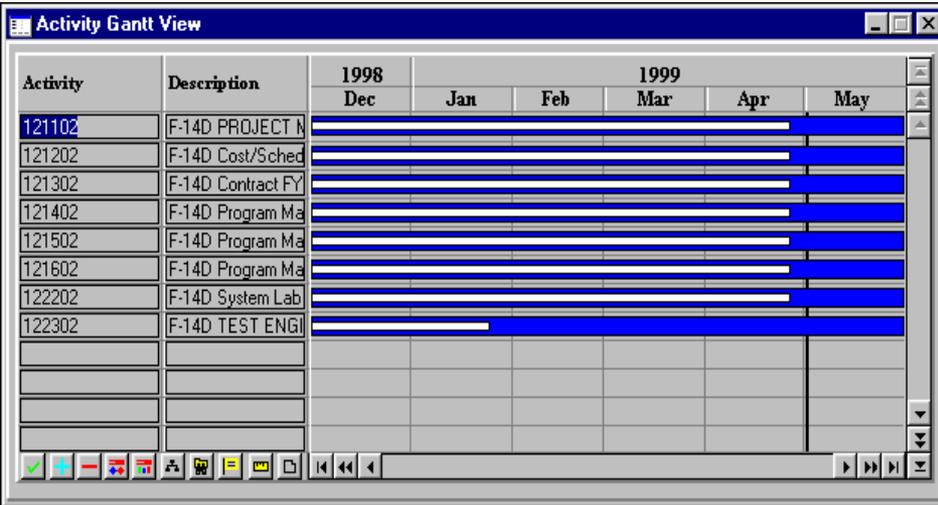


***F-14's
MANAGEMENT
INFORMATION
CENTER
(MIC)***



F-14 PROJECT MANAGEMENT INFORMATION CENTER (MIC) *EARNED VALUE MANAGEMENT*

ACTIVITIES



				1999					
				Oct	Nov	Dec	Jan	Feb	Mar
41BANDB	MISC. COMP. MAIN	Cost Budget	\$131,997.00	\$10,800.00	\$9,267.00	\$12,312.00	\$10,069.00	\$9,757.00	73.00
		Percent Com	57%	8%	7%	10%	7%	8%	8%
		Cost BCVP	\$75,811.00	\$10,808.00	\$9,294.00	\$12,321.00	\$10,077.00	\$9,763.00	82.00
		Cost Actual	\$162,119.00					\$162,119.00	
		Cost ETC	\$56,242.00						
		Cost EAC	\$218,361.00					\$162,119.00	
41BANDD	MISC. COMP. MAIN	Cost Budget	\$245,418.00	\$19,634.00	\$17,452.00	\$22,905.00	\$18,543.00	\$18,543.00	33.00
		Percent Com	57%	8%	7%	10%	7%	8%	8%
		Cost BCVP	\$140,710.00	\$19,634.00	\$17,452.00	\$22,906.00	\$18,543.00	\$18,543.00	34.00
		Cost Actual							
		Cost ETC	\$104,711.00						
		Cost EAC	\$104,711.00						
CIV LAB - NIFM	MISC. COMP. MAIN	Cost Budget							
		Percent Com							
			\$1,338,266.00	\$60,876.00	\$53,485.00	\$70,444.00	\$57,232.00	\$380,844.00	14,320.00

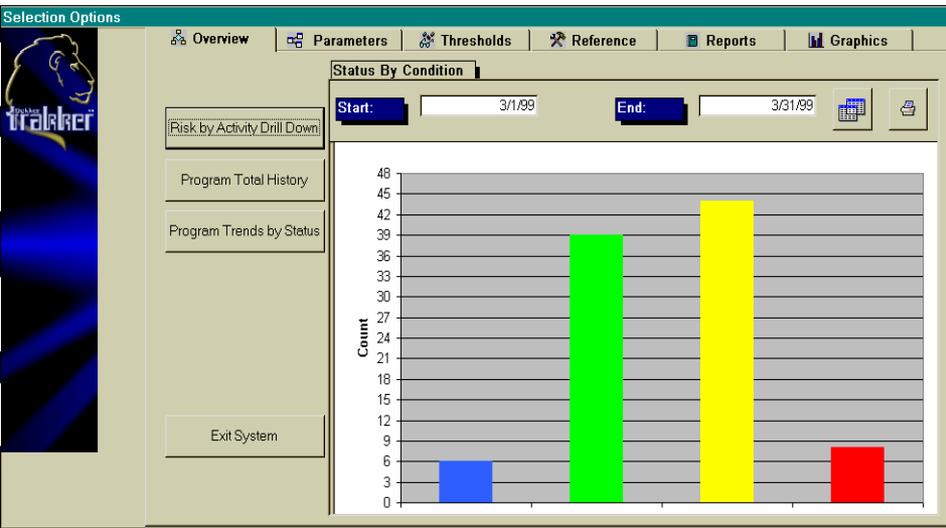
ANALYSIS

	WBS	DESCRIPTION	LVL	% Compl	SV	CV	VAC	CAM	SV	CV	CPI	BAC	LRE	CPI Fcst	C/S Fcst
1	1	F-14 LOT4	1	73.40	↔	↔	↓	STERRETT	-2,074.4	-9,306.2	0.795	51,754.2	58,263.1	61,892.0	61,291.3
2	130-419D	PROD A/C 419D	2	98.18	↑	↔	↔	SEAVER	-39.7	-285.8	0.882	2,182.9	2,583.1	2,474.0	2,473.0
3	130-420D	PROD A/C 420D	2	98.11	↑	↔	↔	SEAVER	-44.7	-666.5	0.777	2,360.4	3,007.6	3,039.8	3,036.9
4	130-421D	PROD A/C 421D	2	98.81	↑	↔	↔	SEAVER	-27.7	-659.8	0.777	2,323.1	2,978.5	2,990.9	2,989.0
5	130-422D	PROD A/C 422D	2	88.86	↑	↔	↓	SEAVER	-205.7	-540.0	0.783	2,195.2	2,853.8	2,802.9	2,793.5
6	130-423D	PROD A/C 423D	2	86.23	↔	↑	↔	SEAVER	-257.3	-335.6	0.848	2,168.7	2,570.6	2,557.9	2,555.3
7	130-424D	PROD A/C 424D	2	67.11	↓	↔	↓	SEAVER	-186.3	-909.3	0.617	2,183.2	2,873.9	3,538.2	3,444.5
8	130-425D	PROD A/C 425D	2	78.61	↓	↓	↔	SEAVER	-343.5	-632.3	0.716	2,030.1	2,592.6	2,834.4	2,816.9
9	130-426D	PROD A/C 426D	2	76.83	↓	↓	↔	SEAVER	89.8	-468.5	0.771	2,047.3	2,515.0	2,657.1	2,614.0
10	130-427D	PROD A/C 427D	2	66.75	↓	↓	↓	SEAVER	131.8	-606.2	0.697	2,091.8	2,623.7	3,000.0	2,895.7
11	130-5K06	DIM A/C 5K06	2	100.00	↔	↔	↔	SEAVER	0.0	-374.1	0.723	978.7	1,365.2	1,352.8	1,352.8
12	130-5K07	DIM A/C 5K07	2	98.80	↑	↔	↔	SEAVER	-9.1	-324.4	0.698	758.5	1,157.8	1,086.8	1,085.8
13	130-5K08	DIM A/C 5K08	2	100.00	↔	↔	↔	SEAVER	0.0	-190.5	0.767	628.6	829.4	819.1	819.1
14	130-US15	PROD A/C US15	2	96.43	↑	↔	↔	SEAVER	-94.0	-666.8	0.792	2,633.5	3,310.7	3,325.0	3,320.0
15	130-US16	PROD A/C US16	2	87.60	↑	↔	↔	SEAVER	-292.0	-708.7	0.744	2,355.5	3,166.5	3,164.5	3,151.1
16	130-US17	PROD A/C US17	2	93.75	↑	↑	↔	SEAVER	-130.5	-336.2	0.853	2,087.9	2,450.9	2,446.5	2,443.6
17	130-US18	PROD A/C US18	2	74.42	↓	↔	↔	SEAVER	-157.0	-875.1	0.637	2,063.1	2,807.1	3,239.0	3,174.2



F-14 PROJECT MANAGEMENT INFORMATION CENTER (MIC) RISK MANAGEMENT

ACCOMPLISHMENT / RISK



Risk Synopsis

Risk by Activity

Start: 3/1/99 Status: Yellow
End: 3/31/99

Activity	Description	Code	Status	Cap	Cost	Schd
1.1	Integrated Mod	R Olsen	3/31/99	✖	✖	✖
1.2	F-14AVB	D Hansen	3/31/99	✖	✖	✖
1.3	RECCE	P Roesch	3/31/99	✖	✖	✖
1.4	F-14D	P Linnell	3/31/99	✖	✖	✖
1.5	Upgrade/Depot	M Magill	3/31/99	✖	✖	✖
1.6	In Service Systems	J Jones	3/31/99	✖	✖	✖

Record: 14 of 1

**Management Summary Report
Risk Parameters**

Project: P24 19906
Date Run: 03/19/99
Time Run: 6:57:49 PM
Report Name: rgrRiskSummary

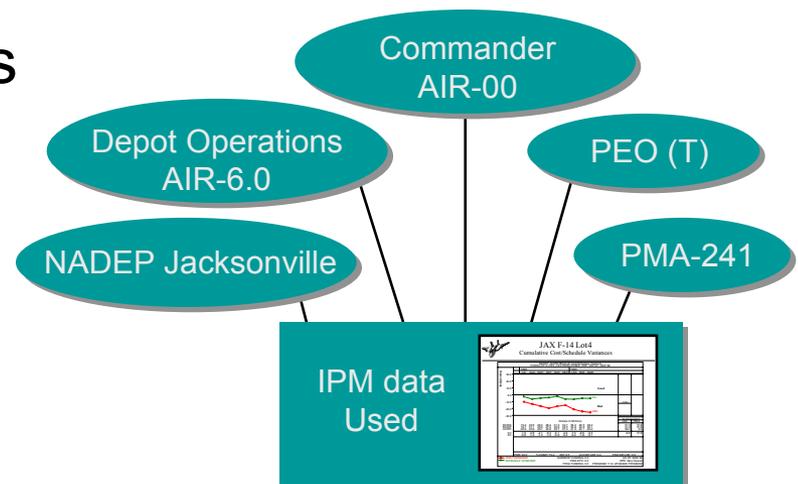
Activity	Description	Risk Code	Risk Title	Status Date	Status	Prob.	Category	Consequence	Handling	Notes
1.3	Upgrade/Depot	2002	CR CS (Lube Definition) Control Lvs Ch...	30 Apr 1999	Yellow	70	Cost	High	Control	11/10/99 CR/CS/DCS items program have been in a...
		2009	CR CS (Lube Definition) Control Lvs Ch...	30 Apr 1999	Yellow	70	Schedule	Normal	Control	12/29/99 Significant amount of work required to re-design both the P&ID and AGL's...
		2004	CR CS (Fuel Aft) Schedule	30 Apr 1999	Yellow	30	Cost	High	Control	12/29/99 Significant amount of work required to re-design both the P&ID and AGL's...
		2005	CR CS (Fuel Aft) Schedule	30 Apr 1999	Green	10	Capability	Normal	Control	12/29/99 For complete CR CS post-approval on check, the approval form properly...
		2006	CR CS (Fuel Aft) Schedule	30 Apr 1999	Green	30	Schedule	Normal	Control	12/29/99 For complete CR CS post-approval on check, the approval form properly...
		2007	CR CS (Measuring Envelope Limitation)	30 Apr 1999	Red	30	Schedule	Loose	Avoidance	12/29/99 For complete CR CS post-approval on check, the approval form properly...
		2008	CR CS (Measuring Envelope Limitation)	30 Apr 1999	Red	30	Cost	Loose	Avoidance	12/29/99 For complete CR CS post-approval on check, the approval form properly...
		2009	CR CS (Measuring Envelope Limitation)	30 Apr 1999	Yellow	30	Capability	Normal	Control	12/29/99 For complete CR CS post-approval on check, the approval form properly...
		2010	CR CS (OCC Ben Delivery Delay)	30 Apr 1999	Red	30	Capability	Significant	Control	12/29/99 OCC is in the process of implementing a quality system plan. Changes...
		2011	CR CS (OCC Ben Delivery Delay)	30 Apr 1999	Red	30	Cost	Significant	Control	12/29/99 OCC is in the process of implementing a quality system plan. Changes...

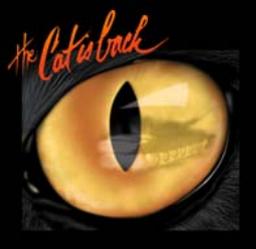
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F-14's VIEW ON RISK MANAGEMENT

- Practical Approach to Risk
- Program Managers and Integrated Program Team Leaders required a Risk Management System that was:
 - *Easy to use*
 - *Customizable*
- The Integrated Baseline Review Process allowed us to identify potential risk areas from the beginning of the program
- Focused on problematic activities
 - *Historical High Risk Areas vs. Management Subjectivity*
 - *Non-Integrated Baseline Reviewed (IBR) Activities*
 - *Fleet Activities That Do Not Provide “Early Warning” Risk Insight*



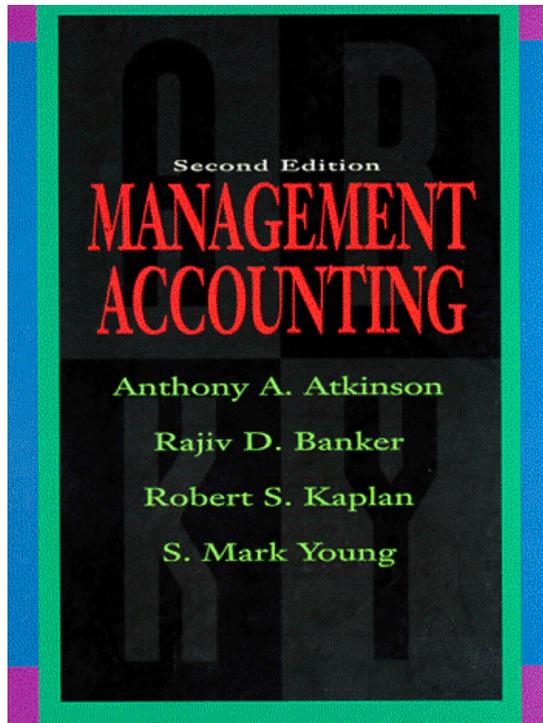


F-14's BASIS FOR RISK MANAGEMENT



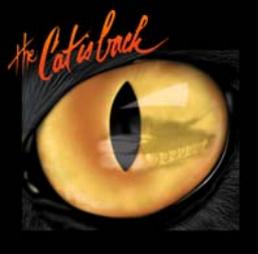
DSMC

Defense Systems Management College



Accomplishment and Risk design is based upon the Harvard Business Review Balanced Scorecard Theory from Management Accounting and on the DSMC model for risk management...





RISK MANAGEMENT INSTITUTIONALIZED

Risk Management Begins With:

**ACCURATE &
CREDIBLE
INFORMATION**

Our Program Managers (IPTs) must understand...

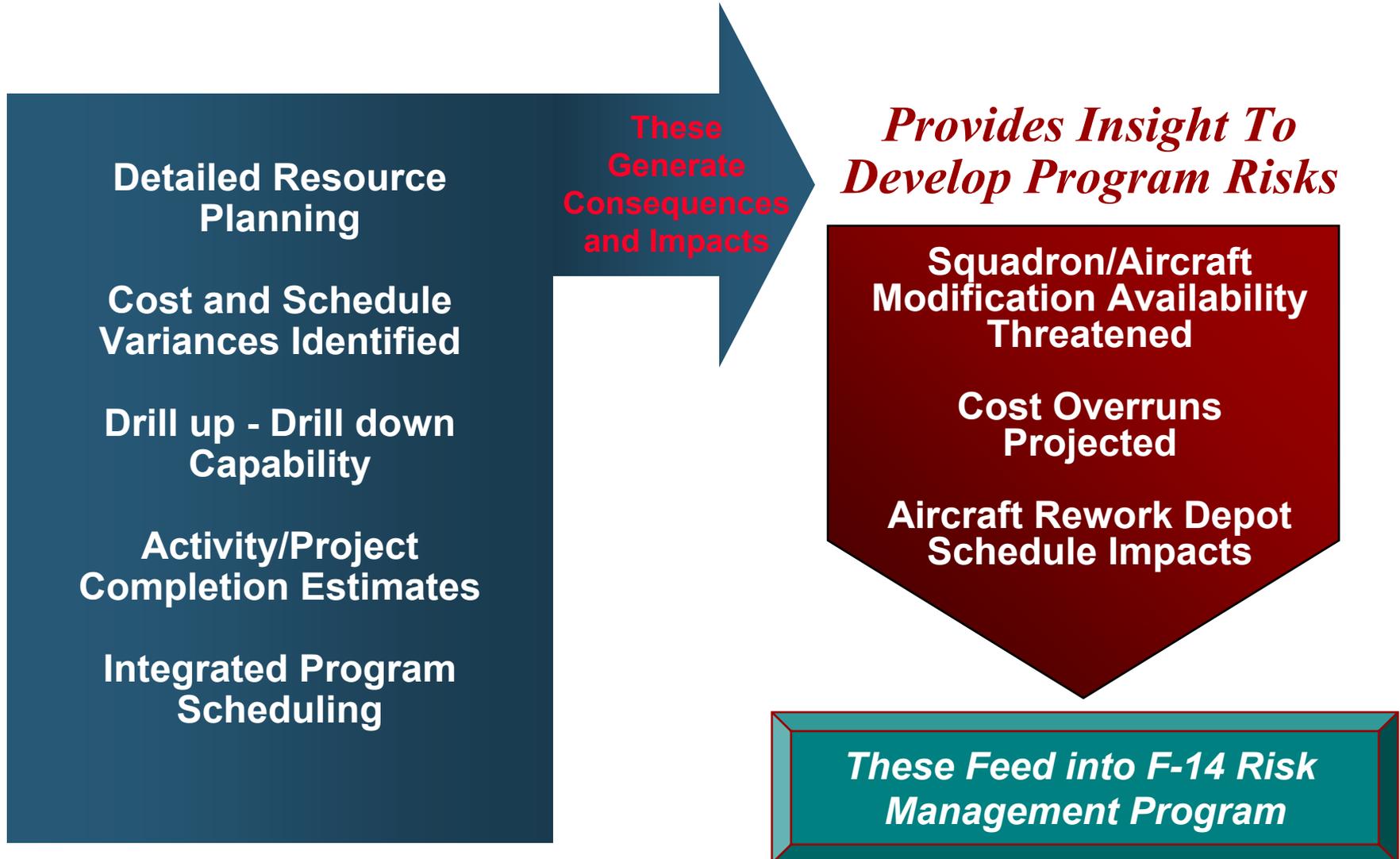
- What adverse events may occur on their program
- The probability of the event occurring
- The impact of the event on cost, schedule, and performance

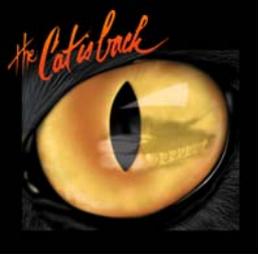
**With this info
they can...**

- Make it less likely that the risk will occur
- Take steps to minimize the risk to their program
- Accept the risk and plan to minimize effects on other program elements



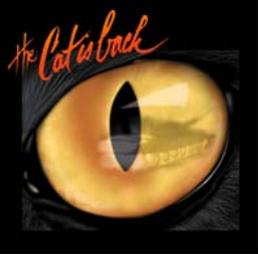
RISK PROCESS





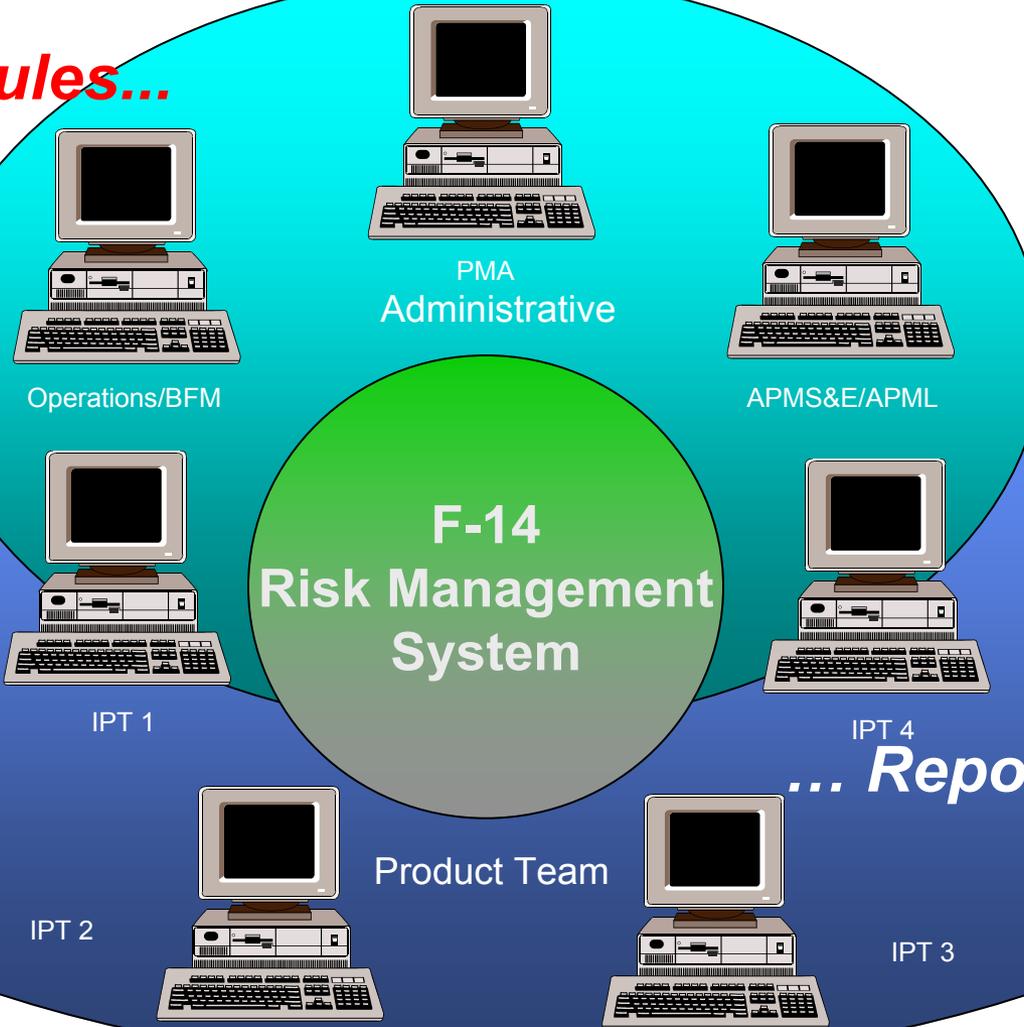
F-14 RISK SYSTEM

- **LAN based software tool facilitates Risk mitigation in a common language among TEAM members**
 - *“Point and Click” Drill Down Capability*
 - *IPT Risk Status Roll-up to Executive Level*
 - *IPTs Focused on Critical High Impact Areas*
 - *Provides Effective Team Collaboration*
- **Thresholds and parameters tailored to F-14 Program**
- **Pre-set thresholds and consequences assign risk status**
- **Standard reporting and trend tracking capabilities**
- **Maintains and tracks parameter history**

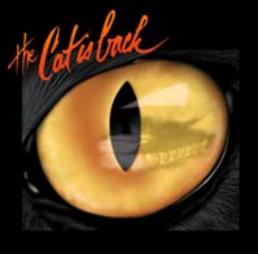


F-14 RISK MANAGEMENT SYSTEM IMPLEMENTATION

Establish Rules...

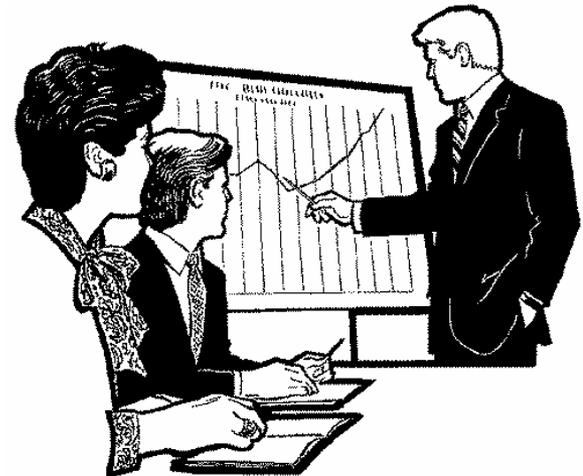


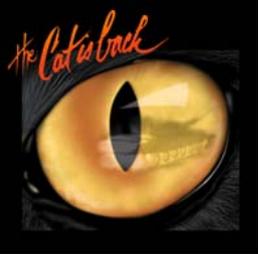
... Report Progress



F-14 RISK DEFINITIONS

- **IPTs defined their top 5 Risk Areas**
 - **Established Thresholds**
 - **Determined Risk Handling Procedures**
 - **Planned Schedules and Milestones**



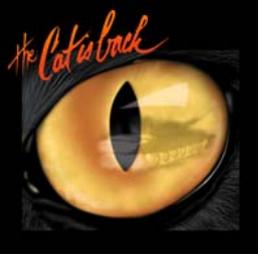


PROGRAM UNIQUE GUIDELINES AND THRESHOLDS

Probability Guidelines			
0%	Completed or closed out	60%	Very Possible
10%	Remote	70%	Extremely Possible
20%	Unlikely	80%	Near Certainty
30%	Likely	90%	Extremely Certain
40%	Very Likely	100%	Will Occur
50%	Possible		
Consequence Thresholds			
Cost			
<\$50k variance	0		No Impact
\$50k - \$.25M variance	1		Minimal Consequence
\$.25M - \$1M variance	2		Slight Consequence
\$1M - \$5M variance	3		Significant Consequence
\$5M - \$20M variance	4		Extreme Consequence
>\$20M variance	5		Unacceptable
Schedule			
<2 week variance	0		No Impact
2 weeks - 3 months	1		Minimal Consequence
3-6 months variance	2		Slight Consequence
6-9 months variance	3		Significant Consequence
9 18 month variance	4		Extreme Consequence
> 18 months variable	5		Unacceptable
Capability			
No Impact	0		No discernable impact
Minimal Impact	1		Impact only within your IPT
Slight Impact	2		Affects other IPTs and the ability to meet their schedules
Significant Impact	3		Affects Program's ability to fully field "work-up" aircraft
Extreme Impact	4		Affects Program's ability to fully field deployment aircraft
Unacceptable	5		Immediately threatens continued existence of F-14 Program

Probability Guidelines represent the likelihood that a risk parameter will occur

Consequence Thresholds define the operational limits of the program for capability, cost, and schedule parameters



RISK ASSOCIATED TO PARAMETERS

- The Parameter Level provides a Unique Unit Of Measurement that can have Tolerance Bands
- There is always a Target Value (Measurement)
- There is an Actual Value (Measurement)
- Measured as
 - Capability (Product/service)
 - Cost (Monetary)
 - Schedule (Time Estimate)
 - Opinion (Subjective Guess)
- Each Parameter Can Have a Probability
- Each Parameter Can Have a Consequence
- Each Consequence Can Have Threshold Rules



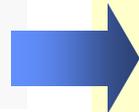
PRE-SET CONSEQUENCES

100%	Yellow	Yellow	Yellow	Red	Red	Red
90%	Green	Yellow	Yellow	Red	Red	Red
80%	Green	Yellow	Yellow	Red	Red	Red
70%	Green	Yellow	Yellow	Yellow	Red	Red
60%	Green	Green	Yellow	Yellow	Red	Red
50%	Green	Green	Yellow	Yellow	Red	Red
40%	Green	Green	Yellow	Yellow	Yellow	Red
30%	Green	Green	Green	Yellow	Yellow	Red
20%	Green	Green	Green	Yellow	Yellow	Yellow
10%	Green	Green	Green	Green	Yellow	Yellow
0%	Blue	Green	Green	Green	Yellow	Yellow
No Impact Minimal Slight Significant Extreme Unacceptable						

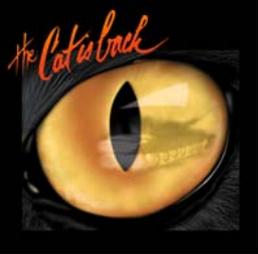
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30%	Likely	90%	Extremely Certain
40%	Very Likely	100%	Will Occur
50%	Possible		

Consequence Thresholds		
Cost		
<\$50k variance	0	No Impact
\$50k - \$.25M variance	1	Minimal Consequence
\$.25M - \$1M variance	2	Slight Consequence
\$1M - \$5M variance	3	Significant Consequence
\$5M - \$20M variance	4	Extreme Consequence
>\$20M variance	5	Unacceptable
Schedule		
<2 week variance	0	No Impact
2 weeks - 3 months	1	Minimal Consequence
3-6 months variance	2	Slight Consequence
6-9 months variance	3	Significant Consequence
9-18 months variance	4	Extreme Consequence
> 18 months variable	5	Unacceptable
Capability		
No Impact	0	No discernable impact
Minimal Impact	1	Impact only within your IPT
Slight Impact	2	Affects other IPTs and the ability to meet their schedules
Significant Impact	3	Affects Program's ability to fully field "work-up" aircraft
Extreme Impact	4	Affects Program's ability to fully field deployment aircraft
Unacceptable	5	Immediately threatens continued existence of F-14 Program

- Rule Sets provide a standardized approach to statusing parameters
- Consequences are based on "high" or "low" probability
- Tolerance levels in the thresholds allow for management by exception
- Risk is "handled" through common management methods



Avoidance
Control
Transfer
Assumption



PRE-SET CONSEQUENCE

Consequence Color Table

Master Color Scheme For Consequence

Consequence Colors | Description | Instructions

Probability	100%	90%	80%	70%	60%	50%	40%	30%	20%	10%	0%
	Yellow	Yellow	Yellow	Red							
	Green	Yellow	Yellow	Red							
	Green	Yellow	Yellow	Yellow	Red						
	Green	Yellow	Yellow	Yellow	Red						
	Green	Green	Yellow	Yellow	Red						
	Green	Green	Yellow	Yellow	Red						
	Green	Green	Green	Yellow							
	Green										
	Green										
	Blue	Green									

No Impact | Minimal | Slight | Significant | Extreme | Unacceptable

Risk Type: Operational
Risk Category: Cost

Target: 3.00
Units: Million Dollars

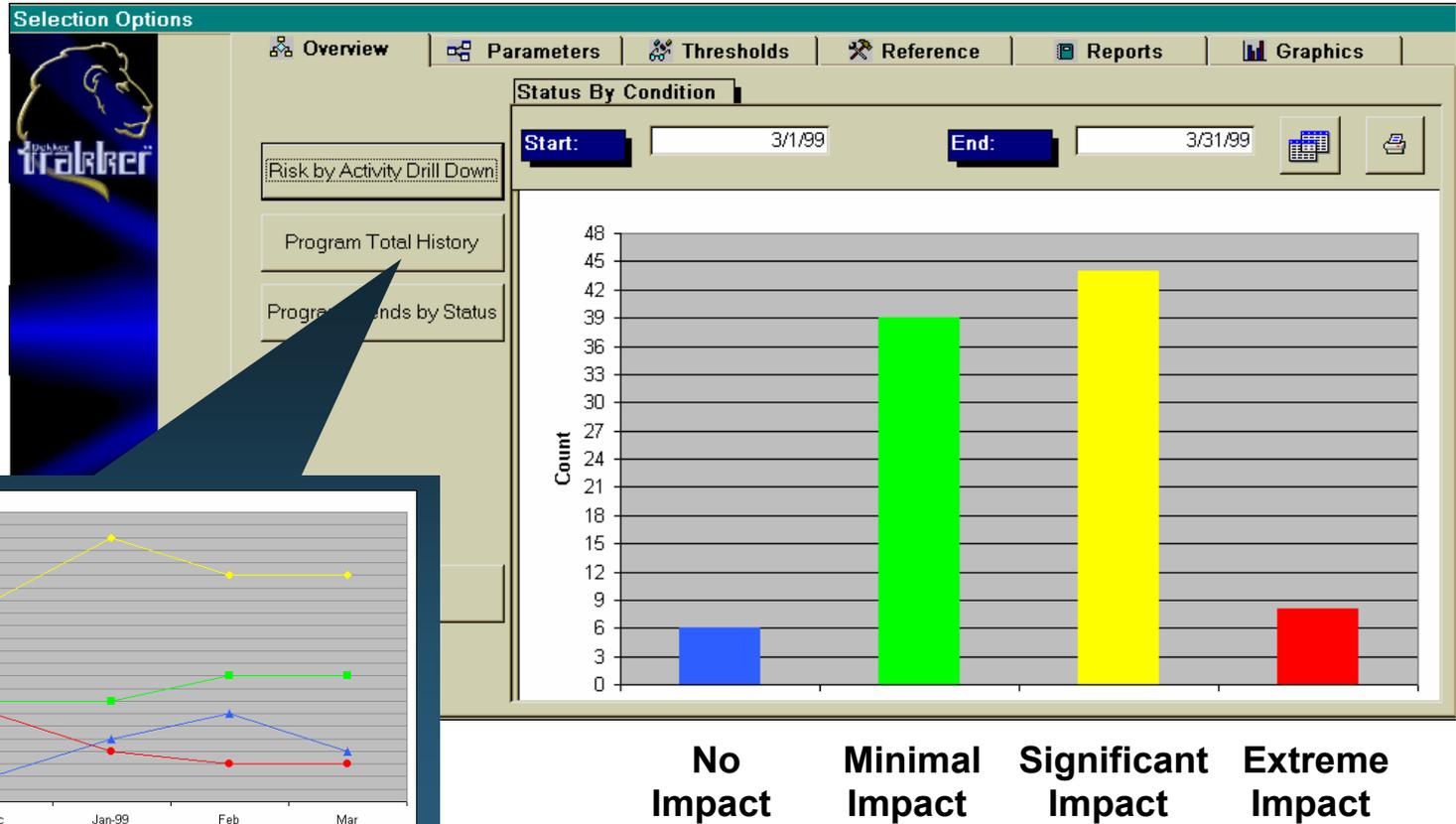
Probability: 50 = Consequence: Significant



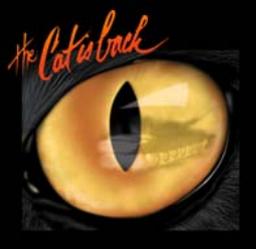


F-14 RISK OVERVIEW

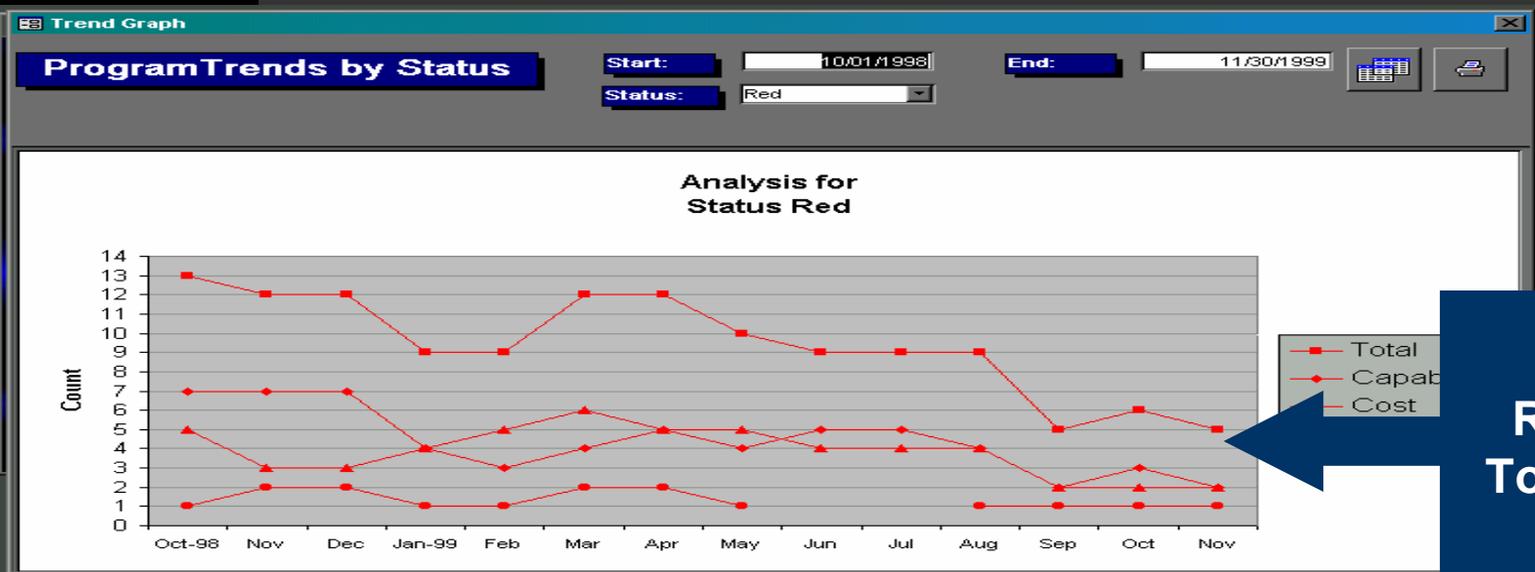
Risk Overview



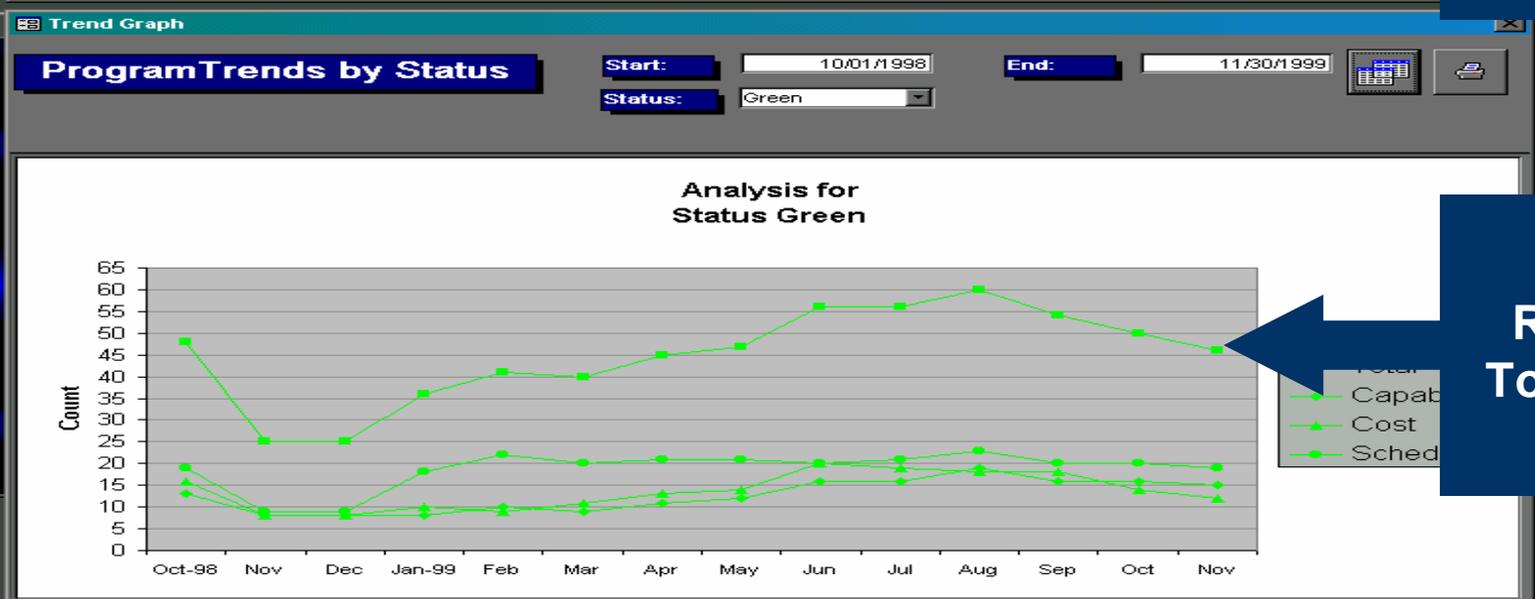
Program Level Trend Information



TREND CHARTS



RED
Risk Trends For Total Program Are Decreasing



GREEN
Risk Trends For Total Program Are Increasing



OVERVIEW STATUS BY IPT

Risk Synopsis

Risk by Activity

Start: 3/1/99 Status: Yellow
End: 3/31/99

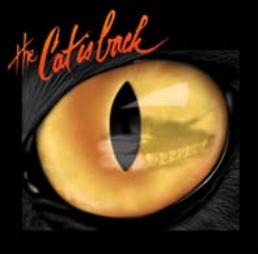
Activity	Description	Code	Status	Cap	Cost	Schd
1.1	Integrated Mod	R Olsen	3/31/99	✖	✘	☐
1.2	F-14A/B	D Hansen	3/31/99	✘	✘	✘
1.3	RECCE	P Roesch	3/31/99	✘	✖	☐
1.4	F-14D	P Linnell	3/31/99	✘	✘	✘
1.5	Upgrade/Depot	M Magill	3/31/99	✖	✖	✖
1.6	In Service Systems	J Jones	3/31/99	☐	✘	✘

Status by Parameter
Parameter Reports

Code	Risk Title	Status	Cap	Cost	Schd
0001	0001 F-14A/B	Yellow	✖	✖	✖
0002	0002 F-14A/B	Yellow	✖	✖	✖
0003	0003 F-14A/B	Yellow	✖	✖	✖
0004	0004 F-14A/B	Yellow	✖	✖	✖
0005	0005 F-14A/B	Yellow	✖	✖	✖
0006	0006 F-14A/B	Yellow	✖	✖	✖
0007	0007 F-14A/B	Yellow	✖	✖	✖
0008	0008 F-14A/B	Yellow	✖	✖	✖
0009	0009 F-14A/B	Yellow	✖	✖	✖
0010	0010 F-14A/B	Yellow	✖	✖	✖
0011	0011 F-14A/B	Yellow	✖	✖	✖
0012	0012 F-14A/B	Yellow	✖	✖	✖
0013	0013 F-14A/B	Yellow	✖	✖	✖
0014	0014 F-14A/B	Yellow	✖	✖	✖
0015	0015 F-14A/B	Yellow	✖	✖	✖
0016	0016 F-14A/B	Yellow	✖	✖	✖
0017	0017 F-14A/B	Yellow	✖	✖	✖
0018	0018 F-14A/B	Yellow	✖	✖	✖
0019	0019 F-14A/B	Yellow	✖	✖	✖
0020	0020 F-14A/B	Yellow	✖	✖	✖

Record

Shows the individual IPTs and their worst case risk drivers in **Capability, Cost, and Schedule**



EXECUTIVE LEVEL RISK TRACKING (Drill Down Capability)

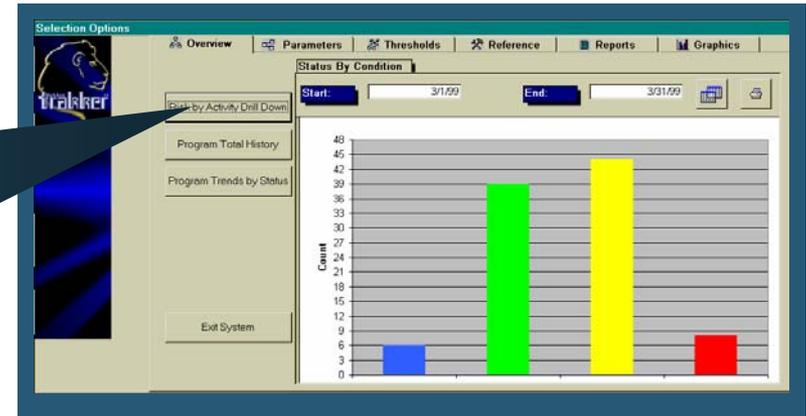
IPT Status

Risk Synopsis

Risk by Activity

Start: 3/1/99 End: 3/31/99 Status: Yellow

Activity	Description	Code	Status	Cap	Cost	Schd
1.1	Integrated Mod	R Dixon	3/31/99	✗	✗	✗
1.2	F-14AB	D Hansen	3/31/99	✗	✗	✗
1.3	RECCO	P Rowesh	3/31/99	✗	✗	✗
1.4	F-14D	P Linnell	3/31/99	✗	✗	✗
1.5	Upgrade/Depot	M Magill	3/31/99	✗	✗	✗
1.6	In Service Systems	J Jones	3/31/99	✗	✗	✗



Top Level F-14 Program Risk Parameter

Activity: 1.5 Code: M Magill Upgrade/Depot Status: [Red]

Activity Risk Code Projected Date Status Date

1.5 2011 4/30/99

Risk Title: DFCS (GEC Box Delivery Delays)

Measurement Description & Status

Risk Category Cost

Target: 0.60 Actual: [Blank] Million Dollars

Probability: 80 Consequence: Significant Handling Meth.: Control



Trend Information

Worst Case Schedule Parameter

Description:

3/25/99
GEC is in the process of implementing a quality action plan. Changes implemented are expected to increase the throughput of DFCS shipsets to 10 per month. It is expected that 3-6 months will be required before this increase is realized.

2/11/99
GEC production delivery schedule has improved, but needs to be further improved to meet the current shortfall of boxes. Based upon minimum hardware requirements, including spares, GEC needs to deliver an additional 10 shipsets beyond the nominal delivery rate of 8 shipsets per month before the end of March. If this does not occur, the mod line will be impacted. There will be no impact to deployed squadrons.

Description of Action Taken



RISK PARAMETER DETAIL REVIEW

IPT Leader's View

Risk Parameter Detail

Activity: 1.5 Code: M Magill Upgrade/Depot Status: ■

Activity: 1.5 Risk Code: 2011 Projected Date: 4/30/99 Status Date:

Risk Title: DFCS (GEC Box Delivery Delays)

Measurement Description & Status

Risk Type: Operational Risk Category: Cost Measured Archive

Target: 0.60 Actual: Units: Million Dollars

Probability: 80 Consequence: Significant Handling Meth.: Control

of 29 (Filtered)

Trend

Action Taken

Description:

3/25/09
GEC is in the process of implementing a quality action plan. Changes implemented are expected to increase the throughput of DFCS shipments to 10 per month. It is expected that 3-6 months will be required before this increase is realized.

2/11/09
GEC production delivery schedule has improved, but needs to be further improved to meet the current shortfall of boxes. Based upon minimum hardware requirements, including spares, GEC needs to deliver an additional 10 shipments beyond the nominal delivery rate of 6 shipments per month before the end of March. If this does not occur, the mod line will be impacted. There will be no impact to deployed squadrons.

Target Impact

Probability that Event will Occur

Consequence Impact

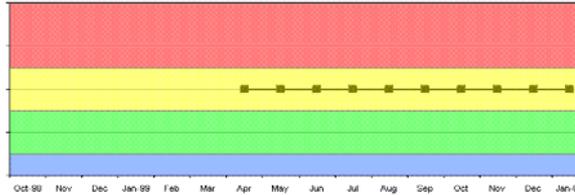
Units of Measure

Handling Method



WEEKLY RISK STATUS REPORTING

Code	Description	Status Date	Target	Probability	Category	Consequence	Handling
5044	VDIG(R)-Prod. Aircraft Installations	1/10/00	3	30%	Capability	Significant	Control



Code	Description	Status Date	Target	Probability	Category	Consequence	Handling
5038	VDIG(R)-Prod. Aircraft Installations	1/10/00	.5	50%	Cost	Slight	Control



Code	Description	Status Date	Target	Probability	Category	Consequence	Handling
5039	VDIG(R)-Prod. Aircraft Installations	1/10/00	2 Mo.	70%	Schedule	Significant	Control

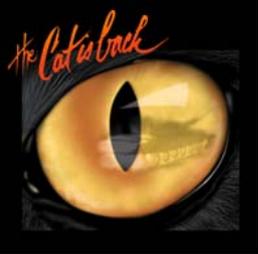




AWARDED VICE PRESIDENT GORE'S "HAMMER AWARD"

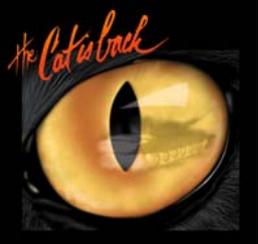


F-14 program used Risk Management during an 18 month Fatigue Life Study to generated an outcome that returned \$268M back to the Navy.



CAPTURING RISK INFORMATION FROM OTHER AREAS

- **Other events that uncover risk**
 - Design Reviews/ Program Management Reviews/ Production Status Reviews
 - *Accomplishment/Risk module captures this program activity information*
 - Accomplishment/Risk module interfaces with Microsoft Exchange
 - *Allows seamless messaging throughout the F-14 Integrated Program Team Organization*
 - Facilitates Integrated Program Team collaboration since every action/non-action on an activity has a potential risk associated with it.
 - *Using a Common User Interface “Digital Dashboard” across the F-14 Team*



TEAM COLLABORATES WITH F-14 DIGITAL DASHBOARD

Dekker iPortfolio Explorer(tm) - Microsoft Internet Explorer - [Working Offline]

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F-14 Tomcat

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 - DPAR Report
 - IEAC Radar Chart
 - PRF Graphic IEAC Chart
 - PRF Radar Chart
 - SPI CPI Activity Chart
 - XY SPA Chart
- contract
 - Contract Briefing
 - Contract Summary
 - F14 Tomcat Article
 - QBS Chart
 - WBS Chart
- cost
 - Budget Distribution
 - Summary Pie Chart
- customer
 - CPR Baseline Report
 - CPR Manpower Report
 - CPR Variance Analysis
- schedule
 - Activity Target Report

Portfolio **F-14 Tomcat** F-14 PMA 241

Period **February 28, 2000** Document [Reset](#)

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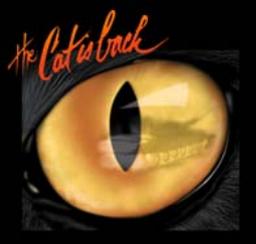
F-14 PROGRAM OFFICE

TOMCAT, KING OF THE JUNGLE

© 1999 Dekker, I td.

Local intranet

Open CAP Distribution Report



F-14 DIGITAL DASHBOARD

INFORMATION ACROSS THE ENTERPRISE

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 - DPAR Report
 - IEAC Radar Chart
 - PRF Graphic IEAC Chart
 - PRF Radar Chart
 - SPI_CPI Activity Chart
 - XY SPA Chart**
- contract
 - Contract Briefing
 - Contract Summary
 - F14 Tomcat Article
 - OBS Chart
 - WBS Chart
- cost
 - Budget Distribution
 - Summary Pie Chart
- customer
 - CPR Baseline Report
 - CPR Manpower Report
 - CPR Variance Analysis
- schedule
 - Activity Target Report

Portfolio F-14 Tomcat

Period **February 28, 2000** Document **XY SPA Chart** [Reset](#)

Visit Adobe on the World Wide Web

Total Performance
Plan, EV, Actuals, ETC

Project Name: F14D
Report Name: 0014PRF1GFX
Planned By: J. Smith
Summary Key: 1 F14-D UPGRADE

Page: 1 of 1
Run Date: 08/31/1999
Run Time: 15:37
Status Date: 02/28/2000

Cost

Time

+	\$272K	\$557K	\$1,232K	\$1,968K	\$2,809K	\$4,114K	\$5,431K	\$6,850K	\$8,275K	\$9,882K	\$11,737K	\$13,462K	\$15,104K	\$16,669K
△	\$238K	\$532K	\$1,189K	\$1,932K	\$2,809K	\$4,114K	\$5,431K	\$6,850K	\$8,275K	\$9,882K	\$11,737K	\$13,462K	\$15,104K	\$16,669K
◆	\$287K	\$597K	\$1,312K	\$2,312K	\$2,875K	\$4,291K	\$5,820K	\$7,469K	\$9,249K	\$11,164K	\$13,302K	\$15,702K	\$18,414K	\$21,238K
◇					\$2,359K	\$3,902K	\$5,301K	\$6,820K	\$8,469K	\$10,264K	\$12,302K	\$14,702K	\$17,414K	\$20,238K

77% 1 of 1 11 x 8.5 in Local intranet

Open XY SPA Chart



Using Microsoft Exchange/Outlook COLLABORATES ACCOMPLISHMENT/RISK

Risk Parameter Detail

Activity: 1 3 Code: Concept Performance Sports Car Status: [] Start Date: [] End Date: [] Activity: []

Activity: 3 Parameter Code: A01 Projected Date: [] Status Date: []

Parameter Title: Sports Car

Measurement Description & Status

Assigned To: Joe Cool

Email: ferrari@s...

Assigned By: sdekker

Quick Note: Please confirm the showtime with...

Assign Update

Record: 1 of 26

Updates Tasking & Sends To Outlook E-Mail / Tasks

Inbox - Microsoft Outlook

From	Subject	Received
Sheldon Anderson	FW: NAVAIR CBO and NAVAIR 6.1.2 Call Reports	Mon 04/03/2000 9:32 AM
Sheldon Anderson	FW: NAVAIR CBO and NAVAIR 6.1.2 Call Reports	Mon 04/03/2000 9:31 AM
Sheldon Anderson	RE: NAVAIR CBO and NAVAIR 6.1.2 Call Reports	Mon 04/03/2000 8:59 AM
keichi yamamoto	About Portfolio Update	Sat 04/01/2000 10:13 PM
Arlene Olsen	RE: KMPG	Sat 04/01/2000 5:27 PM
Bernard Gerrity	RE: News Release	Sat 04/01/2000 8:33 AM
Sheldon Anderson	News Release	Sat 04/01/2000 7:47 AM
Sheldon Anderson	NAVAIR CBO and NAVAIR 6.1.2 Call Reports	Sat 04/01/2000 7:38 AM
Arlene Olsen	KMPG	Fri 03/31/2000 9:06 PM
Robbins, Rob W	FW: Grumman schedule	Fri 03/31/2000 8:26 PM
Simon Dekker	RE: Got it! RAMP info attached and enclosed	Fri 03/31/2000 9:06 PM
Wayneabba@aol.com	Fwd: Establishment of DCMA	Fri 03/31/2000 2:36 PM
tonyf14	Web Site Info	Fri 03/31/2000 11:49 AM
Wayneabba@aol.com	Re: With Your Permission	Fri 03/31/2000 9:05 AM
Sheldon Anderson	RE: Dekker TRAXKER	Fri 03/31/2000 7:54 AM
Accountant	RE: DLO and G&A	Thu 03/30/2000 7:03 PM
Simon Dekker	RE: Advertising	Thu 03/30/2000 6:08 PM
Wayneabba@aol.com	Fwd: "F/I ASN gives 'Thumbs Up' to F/A-18E/F FRP	Thu 03/30/2000 2:45 PM
keichi yamamoto	New Portfolio v2000003 with Epicor demo data	Thu 03/30/2000 2:14 PM
Accountant	RE: Expense Report	Thu 03/30/2000 12:15 PM
Wayneabba@aol.com	Advertising	Thu 03/30/2000 11:03 AM

From: Sheldon Anderson **To:** Mike Mirabella
Subject: FW: NAVAIR CBO and NAVAIR 6.1.2 Call Reports **Cc:** Bernard Gerrity

FYI,

Sheldon Anderson
Sr. Applications Consultant

Dekker, Ltd.
Management Technologies Institute
12030 Sunrise Valley Drive
Reston, Virginia 22091

W (703) 627-7796

Assigns Task Recipients From Exchange Mail

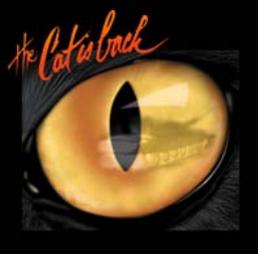
Address Book

Select from list:

- Allan Knight
- Bob Backhaus
- Dan Lafuze
- Dave Lukens
- Holly Martinez
- Jill Zimmer [zimmer@provideasolution
- John Spendolini
- Jonathan Stock
- Mai Nguy
- Massey, Steve [Steve.Massey@GDG
- Rosario, Maria D [RosarioMD@navair
- Shook, Gregory F
- WalshDM@navair.

Contacts

OK Cancel



F-14 SUMMARY

- The F-14 Program Office continues to foster new and innovative methods to institute Integrated Program Management solutions to satisfy Warfighter.
- The ability to manage program risks, expedite the delivering of Aircraft to the Fleet with state-of-the art capabilities.
- The F-14 remains a Combat-Proven Weapon System and is ready to challenge current and future threats.
 - ▣ Desert Storm
 - ▣ Desert Fox
 - ▣ Operation Allied Force

“The Cat is Back”.....



