

Program Startup Workshop



PEO/SYCOM CONFERENCE
Defense Acquisition University (DAU)
Fort Belvoir, Virginia

Topics Covered

- *Workshop Concept & Background*
- *Workshop Objectives*
- *Modules Summaries*
- *Success Story: MMA Workshop*
- *Workshop Benefits*

Program Startup Workshop (PSW)

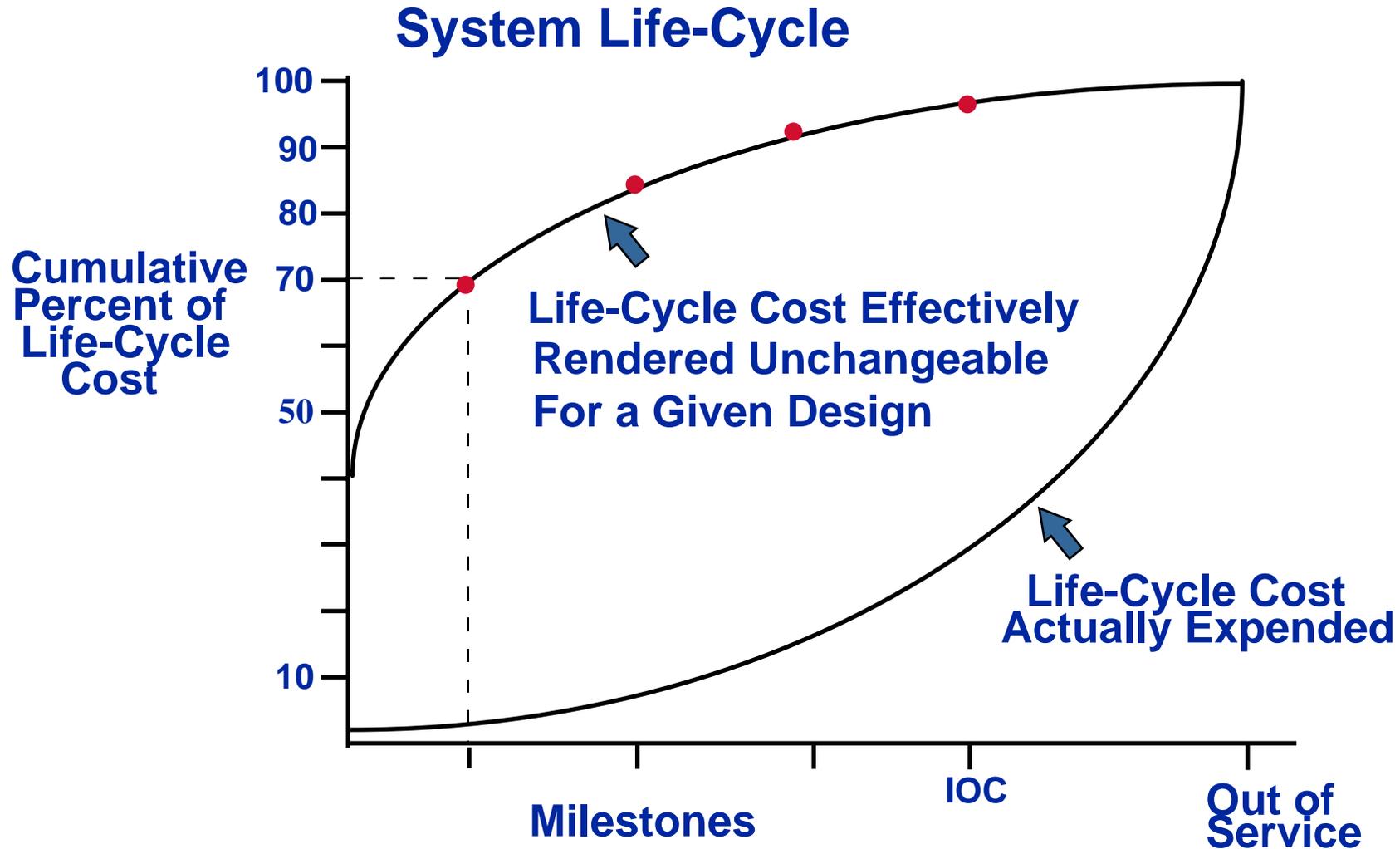
Background

- **DoD programs struggle or fail due to:**
 - **lack of common vision & plan for success**
 - **lack of supportive environment**
 - **Understood and mutually agreed performance measurement baseline including program risks**

DOD & Industry Need to Find a Better Approach

Early Decisions Affect Life-Cycle Cost

(based on historical data)



Introduction

- Working in partnership, Raytheon and the Defense Acquisition University (DAU) developed the Program Startup Workshop
- Successful workshop pilot conducted from 16-19 March 2004 with SLAMRAAM (Surface Launched AMRAAM) in Huntsville AL
- Four additional workshops conducted by DAU
- The Workshop is intended to:
 - Be held soon (2-4 weeks) after contract award
 - be conducted jointly with the government and contractor teams
 - be a high-energy concentrated effort over 3-5 days
 - provide training on essential start-up activities
- The Workshop is based on best practices of successful programs
 - Create an environment of teamwork, collaboration, communication and trust
- Lead to successful program execution

Workshop Objectives

Program

- **Educate government and industry teams on effective program startup actions**
- **Produce key program startup products**

People

- **Build an environment of trust, collaboration, teamwork and communication**
- **Establish the foundation to execute a successful program**

Agenda Setting Meeting

8am	
9am	Agenda Setting Meeting
10am	
11am	
12pm	Lunch
1pm	Agenda Setting Meeting
2pm	
3pm	
4pm	
5pm	

- **Met key workshop participants**
- **Identified workshop attendees**
- **Established workshop date and location**
- **Tailored workshop agenda**
- **Plan for participant workbook**
- **Discussed workshop logistics and assigned action items**

Two Weeks After Contract Award/Two Weeks Before Workshop

Workshop Attendees

Prime	26
Subcontractors	4
SYSCOM	17
Resource Sponsor	3
DCMA	2
<u>DAU</u>	<u>4</u>
Total	56

Workshop (Held at Prime's Plant)

7:30 am	Admin. Orientation	Review and Recap	Review and Recap	
8am	1 Program Startup Workshop Orientation	User Brief	5 Teams Report Out	
9am		5 IPT Structuring & Chartering	6 IDE Briefing & Demo	
10am	2A Program Start-up Overview	Prime Organization	7 Risk Mgt & Demo	
11am		Gov't PM Organization	8 Overview Metrics	
12pm		Prime Startup Planning	9 PMs Wrap-up	
	Lunch	Team Working Sessions •IBR Plan •CDRLs (Working Lunch) •Charters •Issues & Concerns (flexible end time)	Lunch	
1pm	2B Program Startup Plan			
2pm	3 Contract and Funding Baseline & Change Mgt.			
3pm	4 Prime Best Practices			
4pm				
5pm				
6 pm	Social/Dinner			

Module 1: Workshop Orientation

Module Objectives

- **Define the Purpose of the Workshop**
- **Meet Workshop Participants**
- **Established Workshop Ground Rules and Expectations**
- **Set the Stage with Gov't & Industry Overview Briefings**
- **Identify Team Issues and Concerns**

Module Inputs

- **Participants Present and Ready**
- **Participants Have Workshop Binders**

Module Outputs

- **Participant Introductions Completed**
- **Workshop “Run Rules” Established**
- **PMs’ Program Vision Shared & Understood**
- **List of Potential Program Pitfalls Captured**
- **Action Items List Started**

Module 2: Program Startup Plan

Module Objectives

- **Define the Purpose and Value of Startup**
- **Define Government and Industry Startup Processes**
- **Identify Integration Points between these Processes**
- **Introduce Government Expectations for the Integrated Baseline Review (IBR)**
- **Present Draft IBR Roadmap (Startup Plan)**
- **Review and Validate IBR Roadmap**

Module Inputs

- **Draft IBR Roadmap (Prepared as Pework)**
- **Draft Program Plan & Schedule (IMP/IMS)**
- **Draft Risk Management Plan**

Module Outputs

- **Team Commitment to a Structured and Disciplined Startup Process**
- **Integration Points Between Government and Industry Startup Processes Identified & Listed**
- **Validated IBR Roadmap (Startup Plan)**

Module 3: Contract Baseline & Change Management

Module Objectives

- **Establish a Mutual Understanding of Current Program Status**
- **Establish a Mutual Understanding and Interpretation of the Contract & Work to be Done**
- **Establish a Mutual Understanding of How to Manage and Control Changes to the Contract**

Module Inputs

- **Contract**
- **Contract Deliverables**
- **Point of Contacts List (From Prework)**

Module Outputs

- **Contract Change Management Process**
- **List of Issues That Need Clarification**
- **Contract Point of Contacts List (Updated)**

Module 4: Industry Best Practices

Module Objectives

- **Understand Lessons Learned from Contractor's Program Management Experience**
- **Identify Applications of These Lessons Learned for Current Program**

Module Inputs

- **Contractor's Best Practices Presentation**

Module Outputs

- **List of Contractor's Best Practices**
- **List of Best Practice Applications**

Module 5: IPT Structuring & Chartering

Module Objectives

- **Develop Integrated Product Team (IPT) Charters**
- **Identify Team Interfaces and Other Organizational Issues**
- **Discuss How Team Interface Issues will be Resolved**
- **Identify and Document Team Issues with IBR Roadmap, Deliverables (CDRL) and Risk**

Module Inputs

- **Integrated (Mapped) Organization Structure**
- **Draft IPT Charters**
- **Work Breakdown Structure (WBS)**
- **IPT Reporting Template**

Module Outputs

- **IPT Charters (Reviewed)**
- **List of Organizational Issues to be Resolved**
- **Team Inputs to IBR Roadmap**
- **Team Assessment of CDRL Deliverables**
- **Team Assessment of Risk**

Module 6: Integrated Digital Environment (IDE)

Module Objectives

- **Understand the Contractor's IDE Process (for Automated Information Management and Program Communication)**
- **Understand IDE Applications for Current Program**

Module Inputs

- **Contractor IDE Presentation**
- **Set Up IDE Demonstration**

Module Outputs

- **Documented IDE Process for Current Program**
- **List of IDE Issues to be Resolved**

Module 7: Risk Management

Module Objectives

- **Understand Contractor's Risk Management Process**
- **Identify Risk Management Issues That Need to be Resolved**

Module Inputs

- **Contractor Risk Management Presentation**
- **Set Up for Risk Tool Demonstration**

Module Outputs

- **Documented Risk Management Process for Current Program**
- **List of Risk Management Issues to be Resolved**

Module 8: Program Metrics

Module Objectives

- **Understand Government and Industry Metrics Development and Tracking Processes**
- **Draft High-Level Set of Joint Metrics for Current Program**

Module Inputs

- **Government Metrics Presentation**
- **Contractor Metrics Presentation**

Module Outputs

- **High-Level Set of Common Program Metrics**

Module 9: PMs' Wrap-up

Module Objectives

- **PMs Summarize Workshop Accomplishments**
- **Review & Agree on Action Items**
- **Conduct Workshop Evaluation**
- **Closing Ceremony**
 - **Optional Team Handbook Signing & Logo Items**

Module Inputs

- **Action Item Register**
- **Workshop Evaluation Forms**

Module Outputs

- **Understanding of PMs' Commitment to Program and Near Term Goals**
- **Team Commitment to Work Together to Achieve Program Goals**
- **Agreed Action Item List**
- **Completed Workshop Evaluations**

Workshop Benefits

- **Shared perspectives on program goals, business processes and intended outcomes**
- **Positive environment of trust, collaboration, teamwork and openness**
- **Solid plan for moving forward**
- **Consistency of program execution**
- **Reduced project risk**
- **Sharing of best practices**
- **Increased probability of program success**

Workshop Feedback

“Our evolved agenda, which allowed the User and Resource Sponsor to express their viewpoints, was CRITICAL for contractor awareness and understanding of the warfighter “big picture.”

“We did deliver products: face-to-face meetings to establish “running rules”, the way ahead, program issues, and formulation of joint team charters.”

“The key accomplishment was to have Government and Contractor team lead counterparts sit down with one another in a relaxed forum to discuss broad-based and team-focused challenges.”

“Some people questioned why DAU was involved, thought Contractor/Government could have done it on their own. I disagree, DAU was the forcing function, we would not have done this on our own.”

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