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# Program Execution

## Overarching Integrated Product Team (OIPT) Leader

### Perspective

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# Overarching Integrated Product Team (OIPT) General

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- ▶ OIPT formed for each ACAT 1D and IAM program
  - Form when there is intent to initiate a program
  - Assistance, oversight, and review as program progresses through life cycle
  - ACAT -1D Appropriate PSA Warfare Office (Air, Missile, Land, Naval)
  - PM, PEO, Component Staff, Joint Staff, USD (A&T) staff, other staff offices as appropriate
  - PM proposes Working-Level IPTs as appropriate to develop strategies for:
    - o Acquisition Strategy
    - o Contracts
    - o Cost Estimates
    - o Life Cycle Support
    - o Test Strategy
  - WIPT Rules:
    - o PM is in charge of the program
    - o IPTs are advisory to PM
    - o Direct communications between program offices and OSD offices



# Overarching Integrated Product Team (OIPT) Principles

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- ▶ Operating Principles for Implementing Successful IPTs
  - Charter Mission and Product
  - Ensure IPT Goals & Objectives align with Program Goals and Objectives
  - Open Discussions with No Secrets
  - Empowered, Qualified Team Members
  - Dedicated/Committed Proactive Participation
  - Issues Raised and Resolved Early
  - Minutes with Actions



# OIPTs in Preparation for Milestone Meetings

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- ▶ **Start Early (could be a year, certainly not less than a quarter)**
- ▶ **OIPT Chair: Expectations, Organize, Focus, Coach**
  - Been there before – will pre-brief DAE
- ▶ **Action Oriented – Shape presentation toward decision**
  - Executable Program (MS B/C)
    - o Requirement
    - o Cost, Schedule, Requirements, Funding, Technical Maturity, Risk
    - o Contract
    - o Documentation – reduce and tailor but do not ignore
  - Issues & Alternatives, not status
    - o Focus Meetings vice IIPs
  - Certifications
  - Schedule to Milestone Meeting
    - o Actions/POCs



# OIPTs in Preparation for Milestone Meetings

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## ▶ Key Elements of DAB Presentation

- Operational & Requirements Brief – what is it, and why are we doing this?
- PM's Brief
  - o Acquisition Strategy
  - o KPPs
  - o Program Risks and Issues
  - o Schedule
  - o Test, Life Cycle Support, Training
  - o LRIP Entrance Criteria
  - o Documentation
  - o Approved or Agreement for Completion after DAB with Date
  - o Affordability
  - o Funding
  - o Certifications
  - o Proposed ABP: Schedule w/milestones; Performance; Cost
  - o Issues and Summary



# OIPTs in Preparation for Milestone Meetings

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## ▶ Key Elements of DAB Presentation (Continued)

- OIPT Chair Issues and Way Forward
  - o Summarize
  - o Frame Issues
  - o Present Draft ADM
- Certifications (Program Initiation MS B or C) FY06&07 NDAA 2366a
  - o Market Research conducted; reduce duplication of existing technology and products
  - o Technology demonstrated in a relevant environment
  - o High likelihood of accomplishing intended mission
  - o Program is affordable considering unit and total acquisition cost and resources available
  - o AoA completed
  - o Affordable considering DoD ability to accomplish mission w/alternative system
  - o JROC accomplished its duties
  - o Reasonable Cost and Schedule estimates completed
  - o Funding is available to execute product development and production in FYDP
  - o Program complies with relevant DoD policies, regulations, and directives



# OIPTs in Preparation for Program Reviews

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- ▶ Program Reviews in response to changing circumstances
  - Called by PM or OIPT Chair
  - In order to prepare for planned DAB IPR
    - o Lengthy SDD; post specific event
  - DAES review
    - o Contract EVM leading indicator of APB issue (s)
  - Test Issue (s)
  
- ▶ Same process/organization as OIPTs for Milestone Meetings
  
- ▶ Memorandum Report with Recommendations to DAE



# Observations

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- ▶ Programs Enroute to Milestone Decisions
  - Lack of Detail in Program Planning
    - o Schedule –overly optimistic
    - o Cost – not inclusive; non-standard assumptions
  - Accept Requirements – Threshold and Objective same value
  - Lack of Inch Stone Planning to achieve Milestone Meeting
  - View Program and Issues from PM vice DAE perspective
    - o DAE assumes qualified PM and Staff – needs to understand issues
    - o Risks – not recognized, discussed
    - o Not Trust OSD
  
- ▶ Reviews of Executing Programs
  - EVM not understood/used
  - Issues & Risks