

New Program Startup Workshops

(Program Transition Workshops)

An Element of the OSD Program Manager Assists Capability



A Guide for Government and
Industry Program Managers

_____ 2010

Department of Defense

Foreword

This Guide addresses New Program Startup Workshops (NPSWs)/(Program Transition Workshops), an element of the Office of the Secretary of Defense (AT&L) Program Manager Assist Capability. This book is the first of a series of guides that together will describe the entire Program Manager Assist Capability. The Guide presents observations and experience planned to assist government and industry PMs and workshop facilitators in the planning and conduct of such workshops. This document is based on the lessons learned from the application of NPSWs processes in support of the management activities of DoD acquisition programs starting at a post Milestone (M/S) A, B or C contract award or a special event such as a Nunn-McCurdy restart (Section 2433a, Title 10 USC), critical cost growth in MDAPs where USD(AT&L) elects not to terminate. Each consulting effort is tailored to the needs of both the government and industry program managers.

This book is one of many technical management educational guides written from a Department of Defense perspective; i.e., non-Service specific. These guidebooks are written for current and potential acquisition management personnel who are familiar with basic terms and definitions employed in program offices. The guidebooks are designed to assist government and industry personnel in executing their management responsibilities relative to the acquisition and support of defense systems.

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Executive Summary

This Guide is intended to facilitate Government and Industry Program Managers (PMs) overseeing Department of Defense acquisition programs and who have made the decision to employ a New Program Startup Workshop (NPSW) or Program Transition Workshop.

For the remainder of this Guide the abbreviation NPSW is also include the alternate title of Program Transition Workshop.

The NPSW processes are applicable to the days and weeks immediately following contract award at Milestone (M/S) A, B, C or a special event such as a Nunn-McCurdy restart (Section 2433a, Title 10 USC, critical cost growth in MDAPs where USD(AT&L) elects not to terminate).

This is a “how to” guide that leads the joint government/contractor team through initial alignment for a major event. Emphasis is on “hands on” activities for the PMs and IPTs. Additionally, the government teams may use the workshop methodology to refine the internal government processes for program execution

The Guide is also intended for use by Defense Acquisition University (DAU) faculty members facilitating a NPSW. In this latter goal the aim of the text is to address methods for (1) the support of the government and willing industry program managers in aligning their teams to successfully execute the contract, and (2) thoroughly addresses many of the most critical, "core" aspects

of program startup planning. The principles stated in this Guide are focused on customizing and implementing a program-wide, planning process for DoD and industry.

A Note to Program Managers and IPT Members

This Note to Program Managers and their IPT Members addresses the all-important PM Pre-Workshop agenda setting and Workshop preparation activities. Included are PM self-training, the need for the PM to train the PMO staff for the Workshop, and ensuring all Government personnel understand and accept the need for complete, long-term alignment of PMO IPTs with the Contractor's IPTs. This means Government personnel are trained and have the tools to accept a commitment to engage (during the Workshop and afterwards) in a high energy, concentrated, product oriented effort to ensure the system is delivered as specified in the contract.

PM Self-Training/Preparation: Self-train by first, researching and planning two workshop agendas. One agenda is for training your staff prior to the Workshop and an actual Workshop agenda to coordinate with your Industry counterpart. At the top of both agendas is the need to think about what constitutes IPT alignment. Achieving the alignment goal is fundamental to a worthwhile and productive Workshop. Plan what you will be saying to your staff in this regard and how you will stress the preparation.

Next, think about and instruct your PMO team on a structured IPT process to use when engaged with the Industry IPTs. This should not be just a briefing. This should be training. Train your IPT members on what they need to do. Instruct them on the product you would like to have them jointly deliver at the conclusion of their Workshop effort and beyond. Of course, the two teams will have to negotiate this process once engaged, but with assurance that the negotiated process will still lead to the desired product. Your instructions to your IPT members, as coordinated with your Industry counterpart, must also include the need for your IPT Lead to consult with you early in the Workshop process when agreements cannot be reached.

Your IPT team members will be touching on and preparing for in the Workshop the “road to” or the processes associated with EVM, Metrics, IBR, PDR or CDR, and Risk. Your team needs to understand the level of emphasis you wish to be placed on these topics within the IPT discussions and to what level. They need to comprehend the directives and ultimate/continuing products that will flow from these important and required efforts that will impact every IPT.

The establishment by each IPT of a method for routine, regular and structured communication for the life of the program is essential. To enhance timeliness of status information in this effort the use of uncertified EVM data could be considered.

IPT Team Members: As an IPT Team member you and your PM need to feel that you have been trained to perform in a joint Government/Industry IPT collaborative effort. You should want to do your IPT job and know you will be held accountable for doing it. You need to truly understand what alignment means. You need to know the IPT process your PM wishes to use, as negotiated with the Industry IPTs. This point cannot be over emphasized. Failure of government IPT team members to know a process, your PM's process, has all too often led to unsatisfactory deliverables from Workshop IPTs. Further, an understanding by team members of the enhanced results that flow from IPTs that have a product orientation vs. functional orientation is important.

Summary: The PM needs to train his Workshop participants on what is needed and expected of them in terms of Workshop deliverables and continuing cooperation. This cannot be just a briefing. The concept of long-term team alignment and regular/planned communication will be essential to achieving satisfactory performance by both the Government and Industry.

1 Introduction

Working in partnership, DAU and Raytheon Company developed the New Program Startup Workshop at the request of the President of DAU and Raytheon to improve the program start up process. A further partnership with the National Defense Industrial Association became a key part of the 2009 program of transition assist. Much of this document is based on these efforts and subsequent lessons learned from DAU conducted workshops.

Specifically, the NPSW is intended to:

- Create an environment of teamwork, collaboration, communication and trust.
- Be held soon (three to six weeks) after contract award.
- Be conducted jointly with government/contractor teams.
- Be a high-energy concentrated effort over two and a half to four days.
- Align government and contractor startup activities.
- Focus on improved program execution and communication.

The Guide is organized so that the reader can use it to conduct a complete program startup planning process, or it can be used as a reference manual to address planning for specific modules as needed.

As noted above, program transition assist methodology for conducting the New Program Startup Workshop are grounded in several activities that call government and contractor teams to work through a process of alignment. This means part of NPSW plan will include DoD and Industry Joint

Integrated Product Team (IPT) alignment along **product** lines more than functional lines. This cooperation and structure is one of the keys to a successful workshop.

Another key is for both PMs to mutually coordinate application level actions that can benefit from “hands-on” coordination and leader attention.

*These are action items the Government PMO staff (in a joint IPT context) **must want to do** if they hope to improve program execution and **know** that their PEO and PM will hold them **accountable** for performing i.e., coordination leading to an IBR, SFR, PDR, CDR, etc.*

The workshops are designed for all major acquisition milestones. Figure 1-1 displays the Defense Acquisition Management System.

In summary, a joint DoD/industry NPSW is an upfront managerial tool. Properly planned and executed a workshop is a positive element for use in the early stages of any program phase.

Guidelines will describe for the facilitator, step-by-step, suggestions on how to conduct a thorough planning process that addresses realistic issues, is flexible and suited to the nature of the defense contractor and DoD offices engaged in program startup. Recognition is given to the fact all acquisition programs are different.

The premise for a NPSW is: How a program is started sets a foundation for success.

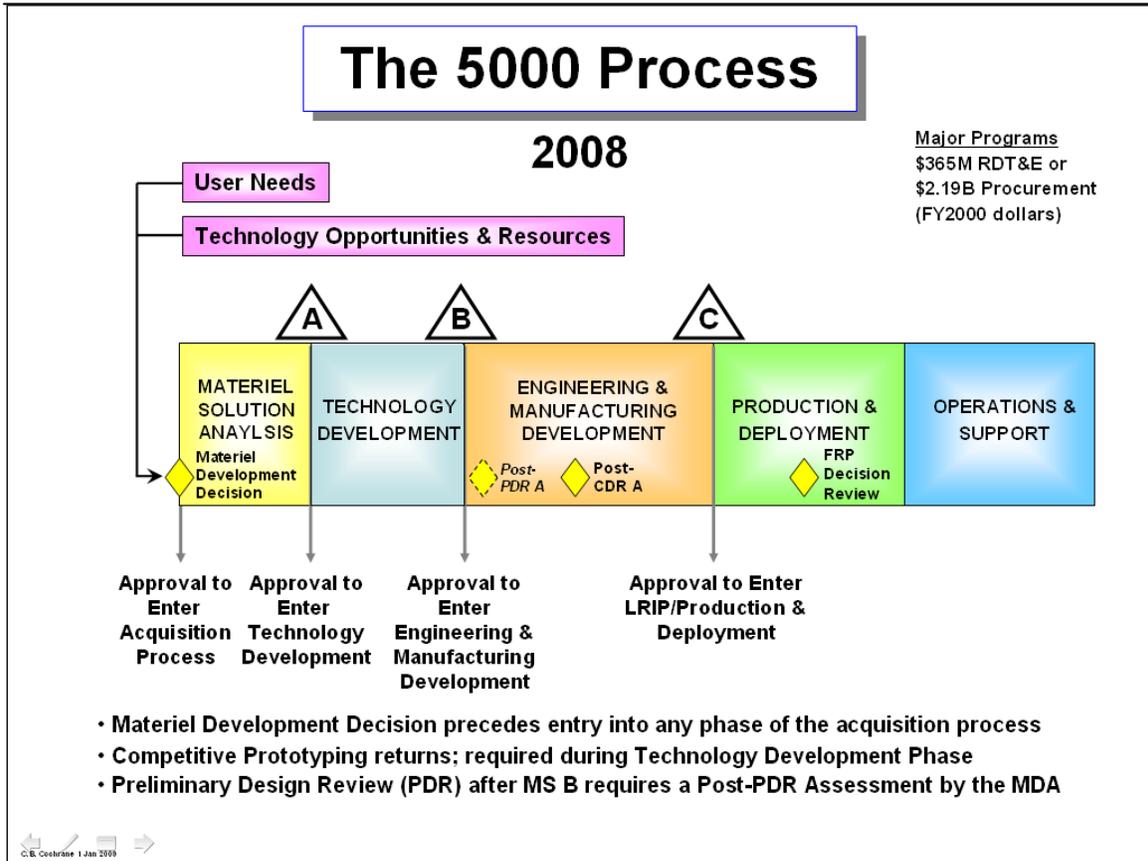


Figure 1-1

Note:

1. *Pre-System Acquisition* includes the above Materiel Solution Analysis phase and Technology Development phase.
2. *System Acquisition* includes the above Engineering and Manufacturing Development phase and Production and Deployment phase.
3. *Sustainment* is the Operations and Support phase.
4. *Program Initiation* occurs after a successful Milestone B.
5. PDRs before MS B are mandatory for all MDAPS (Public Law 111-23).
6. PDRs before MS B for other than MDAPs will be approved by the MDA when consistent with TDS or Acquisition Strategy objectives.

2 Importance of New Program Startup Workshops/Program Transition Assist

2.1 Why a New Program Startup Workshop?

Program Managers, both government and industry, who make the decision to employ a NPSW have made a significant and positive decision to enable the transition from solicitation and proposal activities to contract work. The NPSW is an opportunity for aligning teams from the selecting, winning and awarding a contract mind-set to overseeing and executing a DoD acquisition program. Also, this methodology may be used to plan for a major event, such as a PDR, IBR, etc.

Note: As stated earlier in the Guide, the reader should be aware that a NPSW, properly prepared for and executed, is a demanding task! Extensive preplanning is required.

Observation and experience have clearly shown that all too many DoD programs struggle or have even failed because of unrecognized problems that already existed or quickly evolved immediately after contract award. This statement applies to both government and industry. Examples of such problems are:

- Lack of a common (government and industry) vision and plan for success.
- Lack of a common supportive environment.
- Lack of comprehension of and mutually agreed to Performance Measurement Baseline (PMB) and risk and/or opportunity identification and resourcing.

- Failure to give sufficient priority to the need for working together to start a new program.

2.2 Background

Conclusions flowing from these observations led the Office of the Secretary of Defense, the Defense Acquisition University and members of the defense industry to take action aimed at enhancing the process for new program startups and programs in a transition process. A workshop format appeared to be a feasible format to meet this need. The workshops were intended to:

- Create an environment of teamwork, collaboration, communication and trust between the government and industry PMs and their staffs.
- Be held soon (three to six weeks) after contract award, or as required to improve team alignment.
- Be jointly conducted with government and contractor teams.
- Be a high-energy concentrated effort over two and a half to four days.

Working within the previously noted government/industry partnership, a format and content for a New Program Startup Workshop was developed in 2003. A number of workshops have been executed in the subsequent years. The National Defense Industrial Association, Acquisition and Technology Program have given emphasis to the workshops since 2008.

2.3 What Has Been Learned

As will be addressed in more detail later in this Guide, a new acquisition contract is a cultural change for many of the government and industry PMs, and in some cases their staffs. From several years of experience, DAU has found that preparing for a workshop after contract award is a difficult task for the following reasons:

- Neither the government nor industry is typically well prepared to align processes and teams.
- Lack of a workshop definition in the RFP.
- Government failure to model PM office contract execution behavior prior to source selection and to communicate expectations.

Recent workshops have further fortified the following lessons:

- Early government/contractor Program Office (PMO) alignment establishes joint expectations.
- **PM personal planning for and participation in the workshop and IPTs in particular is key to setting up and executing a successful workshop.**
- All workshop efforts by either PM are a burdensome event unless planned well prior to contract award.
- A workshop is, in-fact, joint leadership and management training.
- Workshops are about applying PM basics using contractual materials and DoD based IPT principles.
- **PMs need to know how to allocate PMO workload and train his/her people.**
- **PMs must address “hands-on” application level actions that need**

to be coordinated with the contractor. These are action items the Government PMO staff (in a joint IPT context) must **want to do** if they hope to achieve program success and know that their PEO and PM **will hold them accountable** for performing i.e., preparation for IBRs, and the SFR, PDR, CDR, etc.

2.4 Workshop Methodology

The methodology for conducting the New Program Startup Workshop is grounded in several activities that call for the government and contractor teams to work through a process of alignment. Frequently, this will be a post Milestone A/B event that will occur very soon (3-6 weeks) after contract award. However, Workshops can apply whether the program is starting at a post Milestone (M/S) A, B or C award or a special event such as a Nunn-McCurdy restart (Section 2433a, Title 10 USC, critical cost growth in MDAPs where USD(AT&L) elects not to terminate).

The initial focus of the Workshop is to emphasize planning for the first or next Integrated Baseline Review (IBR) and Joint Integrated Product Team (IPT) alignment. While the IBR planning is relatively straight forward (see Appendices E and F), aligning the product related IPTs requires the government and contractor teams to quickly move to the operational phase of the contract’s pending activities, or to have previously modeled both of their post award management processes.

Most programs will have several high priority goals during the first 4 to 6 months after contract award. Appropriate emphasis should be given

key events such as preparation for an IBR and the conduct of a PDR as required.

The IPT portion of the workshop is planned as the last activity requiring team interaction (information briefings could be later). In the workshop this activity is planned to last a minimum of 4 hours, normally 6-8 hours. Desired inputs to the workshop are joint IPT charters, facilitating alignment of the government team organization with the contractor's team for management purposes. This includes assigning teams the appropriate work breakdown structure items for them to manage, a joint risk/opportunity register with owners appropriately identified, and an integrated master schedule further integrated with the earned value management system. Also have available a draft PM/IPT communications plan and metrics for weekly and monthly reporting. Completion of these actions indicates the availability of a mature set of processes from which the program managers can oversee the work done using both the contractor's management processes and later the earned value management system.

While all of the above processes will not necessarily be in place at the time of the workshop, they must be a clear goal of each IPT. This allows the IPTs during the workshop to identify their responsibilities, authority, interdependencies, and express an understanding of allocated work. Goals also include establishing co-IPT lead roles and responsibilities, noting risks/opportunities, reviewing IMS linkage to the EVM system, structuring communications plans, and addressing

deliverables. Discussing these items in the post milestone or event orientated workshop and early in the contract establishes a management system, running from the PM through the IPTs, and allowing for the management of the program based on work performed at work package fidelity.

Note: If the program office (either government or contractor) has not carefully thought out the transition process of all activities leading to source selection, contract award, contract execution and their management methodology, completing the IPT module may be a difficult task.

2.5 Challenges

Challenges effecting workshop structure include program complexity, technology maturity, and government/contractor cultural differences. However, the creation and alignment of the DoD/industry joint IPTs are the most fundamental and powerful action to flow from any workshop and should apply across most, if not all, programs.

2.6 A Lesson Learned

Although not a system that has employed the NPSW process, the Navy E-2D Advanced Hawkeye airborne early warning aircraft program is an excellent example of the application of joint IPTs. Using proven IPT earned value and communication processes with Northrop Grumman, the Hawkeye PMs oversaw significant enhancements in program transparency, near-real-time status reporting, and the facilitation of well-understood risk/opportunity-oriented joint PM decisions. The benefits flow from the joint IPT work on the Integrated Baseline Review preparation

and attention to earned value management. Timeliness is essential; thus, the E-2D PMs receive comprehensive weekly contractor/staff briefings using *noncertified* but maturing EVM data as well as other metrics.

2.7 Important References

Two interesting and useful studies on the employment of IPTs on DoD weapon system programs include *The Use of The Integrated Product Team in the Naval*

Tomahawk Cruise Missile Program at The Defense Contracting Management Agency Raytheon by David H. Kao, December 2000. Click on: <http://handle.dtic.mil/100.2/ADA386336>

Secondly, please see GAO's *DoD Teaming Practices Not Achieving Potential Results* of April 2001. A narrative on an interesting IPT success is noted on pages 49 & 50. Search on: GAO-01-510.

3 Workshop Planning

3.1 Pre-Workshop

Considerations/Decisions

Prior to any decision to conduct a NPSW, the respective industry and DoD PMs need to meet/communicate and decide if there will be a workshop and, if so, what is to be accomplished in the workshop. *This meeting or conference call should occur no later than one week after contract award or the start of a new event.* If the decision is to conduct a NPSW or it is stated in the contract, a DAU facilitator should be contacted, or engaged immediately to firm-up the three “outputs” noted below. Please see Figure 3-1. Provision for a NPSW is recommended for inclusion in the pre-solicitation briefings, training, the solicitation, the contractor’s proposal and stated in the contract. However, none of these actions may have taken place prior to contract award. Desired outputs from the above PM contacts, meeting and conference call(s), *where the facilitator is included*, should address:

3.1.1 Outputs supporting the PMs needs:

- Defined workshop processes.
- Defined constraints of the workshop
- Understanding that the workshop can offer the opportunity to gain mutual perceptions and expectations of each other, staff members, how I work and how you work.

3.1.2 Outputs supporting PMs and the Facilitator:

- Agreements on convening a Pre-Workshop Agenda Setting Meeting (Titled Module 0), including:
 - Defined/agreed meeting output.

- Who will attend? (see Appendix A for assumptions for Module 0)
- The scheduling of such a meeting in terms of: where, when, and how long? (*The Pre-Workshop Agenda Setting Meeting, Module 0, should occur within two weeks after contract award.*)

3.1.3 Outputs supporting the Facilitator’s workshop needs:

- The full support and agreement of the PMs that DAU will facilitate the New Program Startup Workshop.
- Affirmation that the PMs really want the help the workshop is designed to provide.
- A Pre-Workshop (Module 0) go/no go, decision by the PMs

3.2 Workshop Content and Objectives

Figure 3-2 provides an overview of what a NPSW is, what it is not, and important individual participants. Best results tend to flow from a workshop when program managers have an agenda or strategic objective. Processes need to be modeled by the PMs to implement their strategies which also are a means of offering leadership. Ideally, prior to contract award internal alignment of IPTs can occur through transitions assist visits between PMs and the DAU facilitator.

3.2.1 Workshop mechanics are clearly enhanced by pre-RFP planning and post RFP Government PM process training for contract execution which flow from having a workshop clause in the RFP. Please see related comments in Appendix H, Module 3, last paragraph. Next, a pre-meeting between the PMs is essential to tailor the workshop agenda.

This could include several meetings and an expanded post-award conference and workshop. In any event, the principals need to set the tone of the workshop.

Notional Planning Timeline/Events

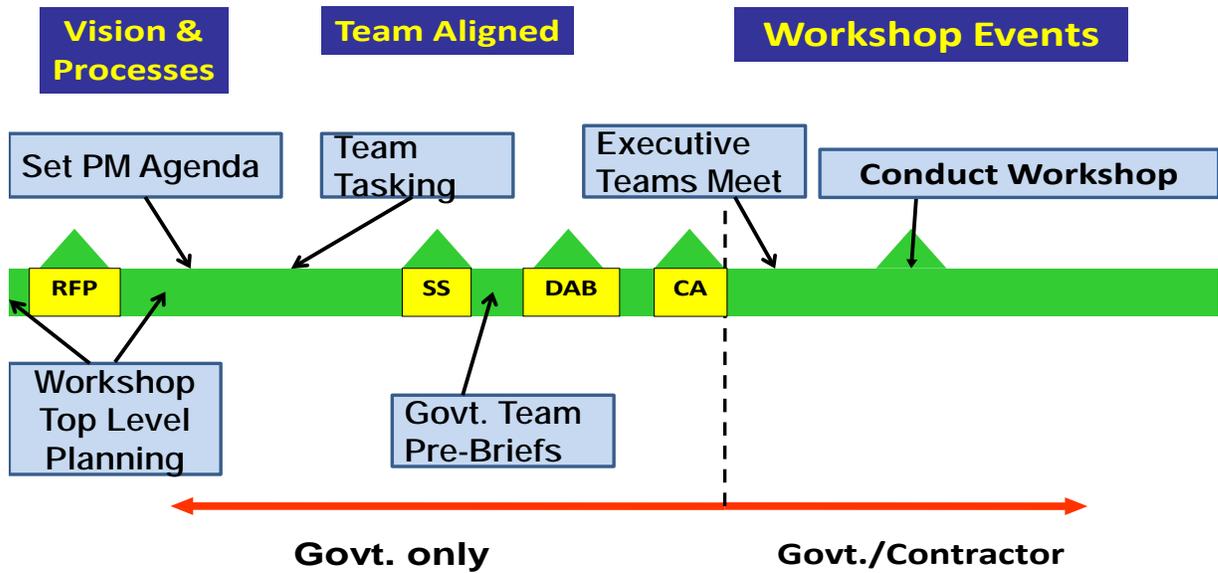


Figure 3-1

What NPSW IS	What NPSW Isn't	Participants
<ul style="list-style-type: none"> • Alignment of Gov't & Industry • Clarifications & Emphasis: <ul style="list-style-type: none"> - Transparency - Communications Plans - Key Contract Requirements - Baseline Management <ul style="list-style-type: none"> - - Mgt. Reserve / Incentives - IMP/IMS - Change Management - Data/Workflow Management • IBR Execution Plan • PMR Process Including Metrics • Risk Management • IPT Charters, Responsibilities, etc • Other Topics Selected By PMs 	<ul style="list-style-type: none"> • Program Oversight • Training • Integrated Baseline Review • Grading Program Managers • Baseline audit • Negotiation of Contract Changes • Post Award Orientation or Conference (unless integrated by government into workshop) <p><i>Not just for New Starts!</i></p>	<ul style="list-style-type: none"> • Program Managers • Deputy PMs • PCO/Contracting Head • Chief Financial Mgrs • EVM/IBR Leads • Chief Engineers • Chief Logisticians • Significant IPT Leads • DCMA PI /ACO/EV • PMs of Major Subs Sponsor/User Rep Facilitation Team
<p>Early Alignment & Mutual Commitment To Program Success</p>		

Figure 3-2

4 The DAU Facilitator

4.1 The Need

Participation in the workshop by an experienced facilitator greatly increases the quality of the workshop output. A DAU facilitator is capable of and has filled the coordination role in numerous past workshops. One of the facilitator's initial functions is to offer logical and knowledgeable responses to government and industry concerns that there is no need for a workshop. This is particularly true at the time of contract award when there has been little or no groundwork laid for a workshop in the pre-RFP, solicitation or proposal processes.

4.2 An Independent Third Party

The facilitator can be an asset for both PMs in the sense that he/she will bring less spin (government or industry) into the workshop. However, whatever role the facilitator plays in the workshop will be agreed to by the PMs and the facilitator team lead. Ideally, the facilitator can start working with the

PMs in pre-solicitation briefings/meetings. All this lays the groundwork for pre-workshop planning and mechanics. Whether provisions for a workshop are provided for very early in the process or the possible need only surfaces immediately after contract award the facilitator can offer positive up-front assistance to the PMs. Initially, this assistance is in deciding the question of whether or not to conduct a workshop, and if so (see 3.1):

- The role of the facilitator.
- Tailoring the workshop agenda.
- Helping the PMs gain an understanding of each other.
- Addressing range of IPTs, their leads and charters.
- Later, working with IPT leads in reviewing their presentations and coaching the IPT leads.

5 Examples

5.1 Agenda Setting

While proposals are being prepared by industry, the Government PM needs to complete prior to contract award a definitive post RFP process; a plan for contract execution and subsequent IPT process building. Following both PMs (government and industry) communicating and deciding to conduct a NPSW (see 3.1), in coordination with a DAU facilitator, a pre-workshop agenda setting meeting should be scheduled (known as Module 0).

The DAU Facilitator should prepare for this meeting by addressing and documenting/coordinating, as a minimum, the following topics:

5.2 Workshop Methodology

The methodology for conducting the NPSW is grounded in several activities that call for the government and contractor teams to work through a process of alignment. The initial focus of the workshop is to emphasize planning for the first or next Integrated Baseline Review, IPT alignment and *additional key goals*. While the Integrated Baseline Review preparation is relatively straight forward, aligning the IPTs requires the government and contractor teams to quickly move to the operational phase of the contract's pending activities in order to model their key post-award management processes. Other core workshop activities include contractor and government presentations on their processes (e.g., communications plan, event planning and assessments). Also, included are near-term activities, such as contract baselines, incentives, change

management, program metrics, risk and opportunity management, integrated master plan and scheduling of top-level reviews. These briefings and discussions serve as a basis for in-depth discussions during the IPT module.

The IPT portion of the workshop is planned as the last workshop activity requiring team interaction; and it should last a minimum of four hours, averaging six to eight hours. Desired inputs to the workshop are the draft joint IPT charters facilitating alignment of the government team organization with the contractor's team for management purposes. That effort includes assigning teams the appropriate work-breakdown structure items for them to manage, creating a joint-risk/opportunity register with appropriately identified owners, and developing an integrated master schedule further integrated with the earned value management system. Preparing IPT charters and complying with the spirit and intent of their content is a mark of commitment to the program.

Completion of those actions indicates the availability of a mature set of processes from which the program managers can oversee the work done using both the contractor's management processes and the earned value management system. While all of those processes will not necessarily be in place at the time of the workshop, achieving such processes must be a clear goal of each IPT. That allows the IPTs during the workshop to identify their responsibilities, authority, and interdependencies; and to express an understanding of allocated work.

Goals also include establishing co-IPT lead roles and responsibilities, noting risks/opportunities, reviewing integrated master schedule linkage to the EVM system, structuring communications plans, and addressing deliverables. Discussing these items in the milestone or event orientated workshop and early in the contract establishes a management system, running from the PM through the IPTs, and allows for the effective management of the program.

5.3 Workshop Flow and Modules

The flow of the workshop can be tailored as needed by the PMs. The facilitator should strive to ensure the PMs needs are met while offering advice based on prior experience. Please see Figure 5-1 for a generic graphic of workshop flow. Closely related to flow is the selection/designation of appropriate workshop participants. These are people in key leadership positions. Caution should be exercised here to limit attendees to the number suggested in Figure 5-2 in order to avoid the workshop deteriorating into a social event.

5.4 Further Detail

Appendix A, Module 0, contains detailed planning elements for the pre-workshop agenda setting meeting.

5.5 Post RFP Government Program Process Definition and Modeling

Minimizing the disruptive impact of a transition workshop occurs when the government program office establishes the processes and then tasks the team to model the expected contract execution. Key events for the Government PM are:

- PM and PMO Leadership establish contract execution philosophy; e.g., IPT roles, communications plan draft and review processes
- Map IPT and PMO members to product and functional tasks
- Participate with the workshop facilitator to address a workshop agenda and notify contractor of expected outline after award
- Facilitate work with key leaders to establish workshop content outline. Key leaders develop content
- Team leaders pre-brief content to PM prior to contract award
- Have team prepared to contact winning contractor team soon after contract award.
- Schedule and execute workshop with contractor(s)

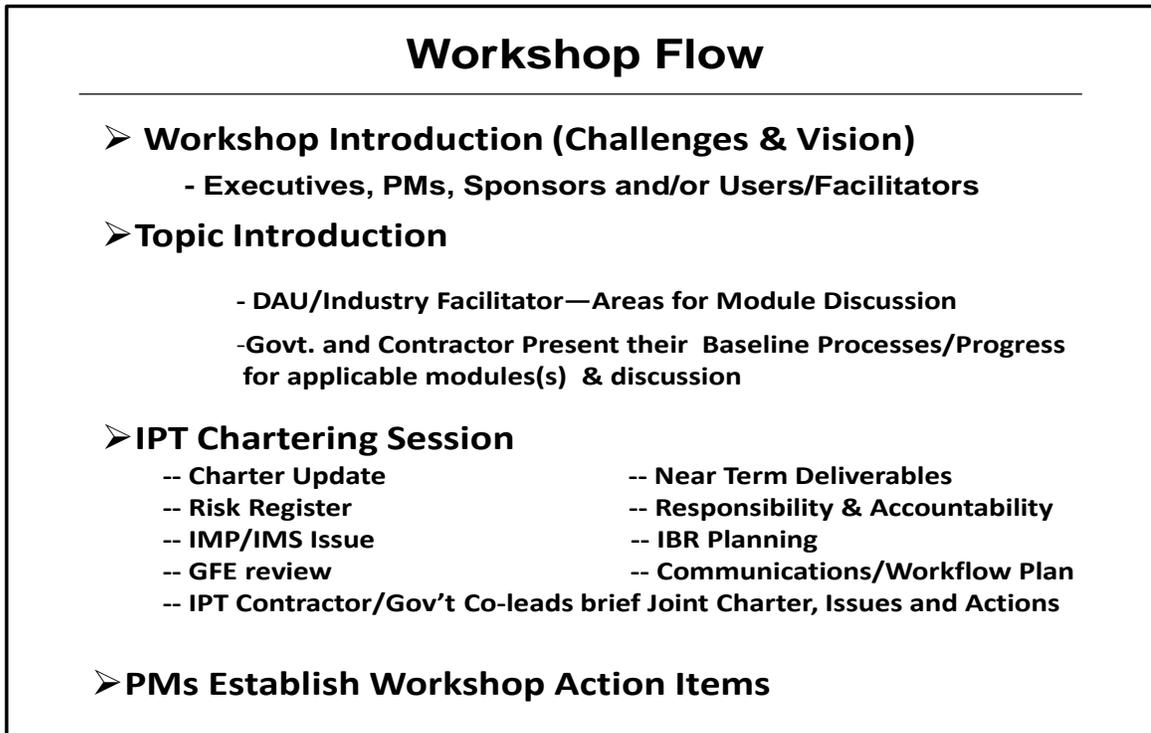


Figure 5-1

 Workshop Participants – More Attendees are Program Socialization!	
Prime Program Team	15 - 25
Subcontractors	2 - 6
Govt. Program Team	10 - 15
Resource Sponsor	1 - 3
DCMA	1 - 2
<u>DAU</u> & Corporate	<u>4 - 6</u>
Total	33 - 57
Key Leadership Team Members	

Figure 5-2

6 Communications

6.1 The Communications Plan—An Essential!

The communications plan is very important and can start with individual notes on possible communication issues.

Certain assumptions are necessary:

- Are IPT structures available?
- Are IPT charters available?
- Are both formal and informal communication channels operating simultaneously?
- Is the contractor/program office team data/workflow compatibility established?

Module objectives: (See Appendix M)

- Develop team communication plans.
- Agree on a method to orient new team members to the program.
- Identify management techniques and a resolution model for team conflict.
- Preliminary collaborative workflow processes identified.

Inputs/prerequisites:

- Determine *what* information needs to be communicated before identifying *how* this information will be exchanged (design the process to fit the requirement).
- Facilitator and PMs actions.
- Contractor internal/external early warning system.
- Government processes for streamlining and facilitation of contractor request and contracting actions, e.g., ECP review or CDRL expediting.
- Mechanisms for establishing facts, drawing conclusions, and making logical recommendations relative to appropriate and timely corrective actions.
- Use assumptions only when facts are not available. When assumptions are used they must be valid assumptions, i.e., they will make difference if they fail to come true.
- Draft IPT charters and assignments.

7 Workshop Modules

7.1 Tailor the Modules

The workshops should be tailored to the acquisition program asking for the start up support available within the processes broadly defined by this Guide. Obviously such support and the NPSW structure will depend on several variables including type system, acquisition phase, immediate milestone, ACAT level, special interest and other issues unique to the program. Figures 7-1 and 7-2 provide a generic DAU nine module workshop. The Pre-Workshop Agenda Setting Meeting, Module 0, is not displayed in these figures. In the generic configuration, Module 5 Integrated Product Team (IPT) Structuring and Chartering is highlighted. This is because the work by these product oriented IPTs in terms of government/contractor team alignment, the pending IBR and EVM activities are essential elements in attaining program success.

7.2 Content

The Appendices contains a formatted outline for workshop modules 1 to 8 as presented in this Guide plus modules 0 and 9. The module formatted outline topics are entitled: Administrative, Assumptions, Objectives, Inputs/Pre-requisites, Module Content and Outputs/Reports. In two cases a DAU facilitator's checklist is also offered in the Appendix for Module 0 Pre-Workshop Agenda Setting Meeting and Module 3 Contract Baseline: Change/Scope Management and Subcontract Management. Three PM checklists are offered in the areas of

design reviews, communications and risk/opportunity management.

7.3 Key Workshop Areas for Emphasis

Although each workshop module includes recommended inputs, outputs, objectives and content the PMs' and DAU Facilitator's attention is directed to three modules for emphasis in that they heavily impact the entire workshop.

7.3.1 First, are the inputs and outputs for Module 0, the Pre-Workshop Agenda Setting Meeting. This meeting should include:

Inputs-

- Draft program plan and schedule (IMP/IMS).
- Draft risk/opportunity management plan as addressed in the form of a CDRL.
- IPT charters (See 7.3.2 below for detail).
- Draft IBR roadmap (prepared as pre-work, See 7.3.3 below) with related IPT tasks.
- Linkage of IPTs to IBRs anticipated risk/opportunity identification and Performance Measurement Baseline assessment in the areas of:
 - Technical risk
 - Schedule risk
 - Management process risk
 - Opportunities to be exploited, shared, enhanced or accepted
- The contract. Have copies available.

Outputs-

- Team commitment to a structured and disciplined startup process.

- Government expectations for IBR defined.
- Integration points between government and industry startup processes identified and listed.
- IPT operating processes and action areas defined.
- Validated IBR roadmap (startup plan) plus other needed key goals.

7.3.2 Second, is the Module 5 activity impacted by Module O planning activity for Integrated Product Teams (IPT), Structuring and Chartering and execution. Within Module 5, some of the resulting activities of interest that should be planned for and ultimately executed are:

- IPTs finish charter and discussions.
 - Use charter template either as a reference or as the charter document. Figure M-5-1.
 - Provided copies of completed charter to PMs, leadership teams and facilitator.
- Briefing template.
 - Develop and study IPT action items.
 - Example — Government risk concerns applicable to each IPT.
 - o How would your IPT address the applicable risks?
 - o Brief-out to government and industry PMs.

7.3.3 Third, is the draft IBR roadmap. See Figure 7-3 and references listed in Appendix E, Module 2, Inputs/Pre-requisites.

The IBR roadmap is a very important NPSW function. The roadmap represents the early stages of preparation for IBR planning. It should include nomination

of selected control accounts or work package levels for review, suggested summary level risk/opportunity discussions, names and positions of likely Industry and Government IBR team members (by IPT), establish minimum needed training, etc. The following quotation is from the DoD EVM Implementation Guide, October 2006, paragraph “2.4.5 IBR Team.” It clearly applies to both the Industry and Government PMs and their teams and states:

“The IBR is a function of program management, not a financial or cost review. Therefore, OSD policy specifies that the PM plan the IBR, serve as the IBR team chief, and actively manage the IBR team. The primary team members are the IPT members of the PMO (edit: both Industry and Government) who have been given the integrated responsibility for managing a WBS element(s). The selection of control accounts for the IBR drives the selection of these primary team members. The PM should select individuals for the IBR team who are experienced with the technical disciplines and programmatic issues under review.”

For the NPSW, the IPTs performing early IBR planning should be the same joint teams from the Industry and Government Program Offices as will later perform the actual IBR(s).

7.4 Program Success Factors/Pitfalls – The Bottom Line

At the start of the workshop, an exercise to identify the driving (success factors) and restraining (problems and pitfalls) forces affecting the successful execution of the program will baseline the

viewpoint of the program leadership. This exercise can be used throughout the workshop to gauge progress in alignment.

7.5 Acquisition Document Development and Management

An acquisition document program that has the potential for broad application throughout DoD is a USAF initiative entitled the Acquisition Document Development & Management (ADDM). It is intended to assist the USAF acquisition community with the preparation of the documentation needed to successfully meet the next milestone. ADDM (currently available but still a work in progress) will standardize the USAF process to meet the next milestone by providing a single point for access to document templates, guidance, reference and instruction. ADDM will have the capability to auto-populate related content to several documents and

if the content changes in one document, the changes will propagate to all related documents. To achieve this goal, ADDM is to provide an automated capability for the Air Force Acquisition Domain (AcqDom) to manage the development, integration, tailoring and status reporting for acquisition documents supporting milestone reviews and decisions. As previously noted, the program appears to be broadly applicable to all DoD acquisition program managers. Department of the Army and Navy users will want to research the corresponding DoD and their Service Directive, Instruction or Regulation that is the basis of the documentation requirement. This is a secure site and may be found at: <https://afkm.wpafb.af.mil/community/views/home.aspx?Filter=AF-AQ-00-04>

Module Title	Workshop Products Captured
Module 0: Pre-Workshop Agenda Setting Meeting	Agreements on: Whether to convene a Workshop Orientation Meeting-Module 1, defined/agreed meeting output, who will attend, scheduling in terms of where, when, and how long.
Module 1: Workshop Orientation	Create an environment of teamwork, open communication and trust; state agenda and objectives; educate all on effective program startup actions; key program startup products; program success factors; problem areas.
Module 2: New Program Startup Plan to Integrated Baseline Review (IBR)	Validated IBR roadmap (Startup Plan) and link to other actions; IMS/IMP/critical path analysis; list of action Items and POCs; program analysis to determine maturity level (potential side meeting on processes).
Module 3: Contract Baseline; Change/Scope Management; and Subcontract Mgmt, Dispute Resolution	Introduce Gov't/Indust Contracting Officers; establish a mutual understanding of work to be done; current program status; how to manage and control contract changes; managing scope change; subcontracting obligations.
Module 4: Preliminary Design Review (PDR) or other Systems Engineering Reviews	Planning and pre-audit prep; conducting configuration audit; MIL-HDBK 61A, Section 8-3; PDR as the allocated baseline; Defense Acquisition Guidebook 4.2.3.1.6.2 & 4.3.2.4.2.3

Figure 7-1

Module 0 to 9 Post Milestone B Workshop Overviews

Module Title	Workshop Products Captured
Module 5: <u>Integrated Product Team (IPT), Structuring and Chartering</u>	IPT Charters; Integrated Master Schedule; IPT responsibilities; team inputs to IBR & PDR preparation; CDRLs; IPT communications plan; risk/opportunity management.
Module 6: Communications Planning/Collaborative Workshop	Communications content & scheduling; collaborative work processes; problem/conflict resolution.
Module 7: Risk and Opportunity Management	Documented risk/opportunity management processes; risk tracking; currently realized risks; root cause analysis.
Module 8: Program Metrics	Program metrics;-PoPS tool; Ps; Industry metrics.
Module 9: PM's Wrap-up	Review established environment of collaboration, trust, teamwork and communication; program leadership team; definitions of success; agreed upon assumptions; how we will work together and our mutual expectations; acknowledge our key interdependencies; what is involved in effective program startup and know what we need to do next.

Figure 7-2

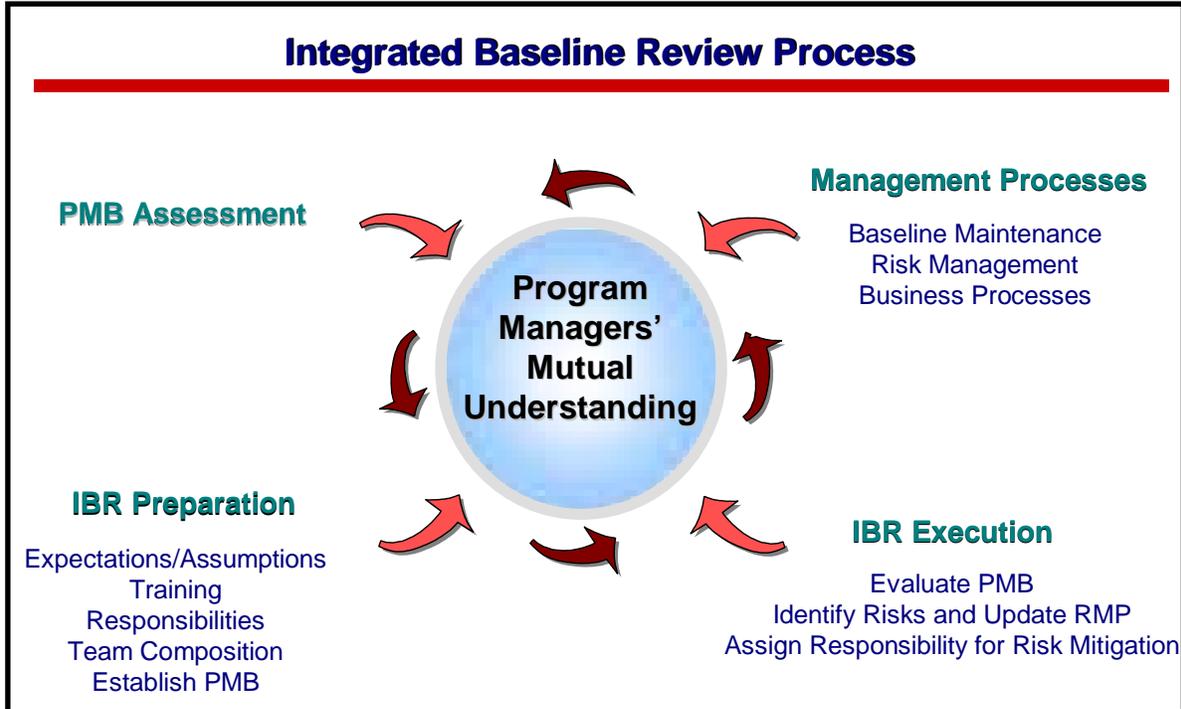


Figure 7-3

Appendices — Module Templates, Selected Checklists and Lessons Learned

Appendix A — Module 0.

Pre-Workshop Agenda Setting Meeting

Administrative:

- Pre-Workshop agenda support will be provided by the DAU, DAU Facilitator and assisting Facilitators.
- Module 0 meeting location, where, when, and how long has been established by the PMs during prior meetings/conference calls that included the DAU Facilitator.

Assumptions:

- Both Program Manager's readiness for Module 0 has been confirmed.
- Assisting government and industry facilitators have been identified and are prepared to participate in this Pre-Workshop Agenda Setting Meeting.
- Attendees: PMs/Contracting Officers/Chief Engineers/Working POCs (optional)/Facilitator Team.
- Appendix B: DAU Module 0, Facilitator Pre-Workshop Agenda Setting Meeting Checklist is being executed.
- Workshop will start within three to six weeks after contract award.

Objectives:

- Provide comprehensive overview of the New Program Startup Workshop (Modules 1-9) to all participants.
- Define and assign workshop administrative tasks.
- Select workshop participants.
- Establish a start date for the Workshop (Within three to six weeks after contract award)
- Determine structure and maturity of IPT charters (government and contractor)
- Explain workshop's Facilitation Team roles.
- Reaffirm workshop objectives and tailor workshop agenda (Modules 1-9, as adjusted/required).
- Define and assign workshop participant's roles.

Inputs/Pre-requisites (All Facilitator Actions)

- PMs identified and committed to the workshop activities.
- Structure Pre-Workshop Agenda Setting Meeting kick-off and introductions.
- Re-confirmation workshop to occur (phone call – principals only).
- Have draft administrative checklist (Appendix B) and know potential location of workshop.
- List of potential Pre-Workshop and workshop participants.
- Copies of this Guide made available to all workshop principals and/or the Guide will later be available at: <https://akss.dau.mil/pages/Menu.aspx?m=102>

- Obtain any supplementary materials.

Module Content

- Provide introduction as needed.
- DAU Facilitator ensures all Module 0 stated objectives are addressed, manages commitments by presenters, elapsed time allocation per topic, and materials needed. Pre-Workshop Agenda Setting Meeting Facilitator duties can also include:
 - Detailed description of the entire workshop including topics, objectives, inputs and outputs, assessment of work accomplished to-date including status of IPT charters.
 - Provide scheduling support and module-by-module detail. See Figures 0-1 to 0-4.
 - PM's presentations.
 - Working with PMs, tailor pending workshop agenda (Modules 1-9, as adjusted/required).
 - Workshop logistics.
- Roles and responsibilities; adjust Appendix B and other checklists. Industry facilitator's availability and participation identified.
- Program Manager's "one on one" agenda discussed.

Outputs/Reports (Facilitator coordinate/take for action)

- PM approval for workshop initiation (Modules 1-9)
- Workshop start date.
- PM approval of workshop location, dates, administrative and other checklists.
- Continuing Pre-Workshop activities and tasks assigned and acknowledged.
- PM approved participant list.
- Way forward on joint charters.
- Facilitation teams roles and responsibilities defined.
 - Government Procuring Contracting Officer must present Module on meeting post-award workshop contractual requirement, if scheduled as a workshop module.
- Tailored workshop agenda. Examples displayed below: Pre-Workshop Agenda Planning-Agenda Setting Meeting Objectives (Module 0), Figure 0-1; Nominal 2 ½ Day Agenda, Figure 0-2; Nominal 2 ½ Day Schedule, Figure 0-3; and Nominal 4 ½ Day Agenda, Figure 0-4. The two nominal agendas and the one schedule are provided as points-of-departure for planning.
- Workshop participants' roles and responsibilities defined.
- Point-of-Contact list of key players, including presentation managers.
- List of actions and assignments for workshop preparation (Modules 1-9).

Appendix B is a recommended administrative check-list that can be applied by the DAU Facilitator for both organizing the Pre-Workshop Agenda Setting Meeting (this Module) and establishing tasks to be completed during the meeting. The origination and documentation of most materials noted in the appendices to this Guide is the responsibility of the DAU Facilitator. Thus, the DAU Facilitator, based on the pre-workshop, should be able to tailor and provide documentation (handouts) to the program coordinators for each agreed workshop module.

Pre-Workshop Agenda Planning- Agenda Setting Meeting Objectives		
Day 1	Day 2	Objectives
8am	<ul style="list-style-type: none"> - Purpose of a team Startup Workshop - Leader readiness assessment to hold a workshop - Define desired outcomes of the workshop - Decisions on tailoring the workshop in the context of all program startup activities - Identify workshop team participants - Agree on dates / location 	<ul style="list-style-type: none"> • Meet key workshop participants • Identify workshop attendees • Establish workshop date and location • Tailor workshop agenda • Plan workshop logistics and assign action items
9am		
10am		
11am		
12pm		
1pm		
2pm		
3pm		
4pm		
5pm	Dinner / Social Event	

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Figure M-0-1, Module 0

This is a notional scheduled (with a private dinner or social event) with the assumption that the PMs or other attendees and their counterparts need to establish a professional relationship with a high degree of understanding of their counterparts personal management style and professional demands within his or her organization.

Nominal 2 1/2 Day Agenda

	Tuesday	Wednesday	Thursday
7:30 am			
8am		User Viewpoint	IPT Working Sessions
9am		Program Startup (IBR) Overview	
10am		Contract Baseline & Change Mgt.	
11am			Working Lunch
12pm		Working Lunch	IPT Status - Charter update - Responsibility - Accountability - Risk Register - IBR Planning -IMP/IMS Issues -Comm. Plan - Near term deliv.
1pm		Program Metrics and Best Practices	
2pm	Welcome	Program Risk & Opportunity Mgt	
3pm	Team Introductions	8 IDE	
4pm	Program Startup Workshop-PMs	IPT Structuring & Chartering	Action Items & PMs Wrap-up
5pm			
6 pm		Social/Dinner	

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3

Figure M- 0-2

Nominal 2.5 Day Workshop Schedule

Event	Briefer	Event	Briefer	Event	Briefer
		0730-0745 Recap	PMs/DAU	0730-0745 Recap	PMs/DAU
		0745-0830 User Viewpoint/Reporting Reqts	Users	0745-1130 IPT Working Sessions	IPT Leads
		0830-0915 Program Startup (IBR) Overview	DAU Cont./Gov.	1130-1200 Working Lunch	
		0915-0930 Break		1200-1500 IPT Status – Charter Update – Responsibility – Accountability – Risk Register – IBR Planning – IMP/IMS Issues – Comms Plan – Near Term Deliveries – GFE Review	IPT Leads (Co-Brief) Facilitator (Moderator)
		0930-1130 Contract Baseline, Incentives, & Change Mgmt	DAU Cont./Gov.		
		1130-1200 Working Lunch			
		1200-1245 Program Metrics/ Best Practices	DAU Contractor Government		
		1245-1345 Risk & Opportunity Mgmt / IMP/IMS	DAU Cont./Gov.		
1400-1415 Workshop Overview	DAU	1345-1415 Comm./Collaborative Workflow	DAU Cont./Gov.		
1415-1430 Introductions	Govt./Cont. Executives	1415-1430 Break			
1430-1515 Program Strengths/ Barriers to Success	DAU	1430-1730 IPT Working Sessions	IPT Leads	1500-1630 PM Review – Path to IBR – Action Items – Team Challenges	PMs Facilitator (Moderator)
1515-1630 PM Values & Vision	PMs	1730-2030 Dinner & Social			

Figure M-0-3

Nominal 4 ½ Day Agenda

	Day 1	Day 2	Day 3	Day 4	Day 5
8am	Program Startup Workshop Orientation	15 min morning kick-off	15 min morning kick-off	15 min morning kick-off	15 min morning kick-off
9am		Program Contract & Funding Baseline	Program Strategy (Values, Vision Mission & Goals)	IPT Structuring & Chartering	Plan for Program Start-up Review Affirm Schedule, immediate priorities, & Parking lot
10am					PM's Wrap-up
11am			Team Handbook Signing		
12pm	Lunch	Lunch	Lunch	Working Lunch	
1pm	Program Startup (Government & Industry Processes including structured checklists)	Contract Change Management "Test the process on pending change" Include Conflict Resolution	Program Metrics	8 IPT Structuring & Chartering	
2pm			Program Risk and Opportunity	Report-out	
3pm			Program Risk and Opportunity	Report-out	
4pm			15 min wrap-up/next day	15 min wrap-up/next day	IPT Time
5pm	Social Event			Team Dinner	
6pm			15 min wrap-up/next day		

Figure M-0-4

In most cases, there should be two workshop events vice a 4.5 day workshop, both to enhance productivity and avoid fatigue (participants doing their job and participating in the workshop) The NPSW can be tailored into segments depending on program needs or there can be side meetings to address specific topics. Generally, the pre-meeting should attempt to understand process maturity relative to the modules. If process development or training is needed, two segments may be justified. An example is the program need for EVM system discussions (a side session) or a short training session on EVM application for the attendees.

Appendix B – Module 0 (cont).

Facilitator's Checklist

Pre-Workshop Agenda Setting Meeting

Workshop Participants

1. Government and Industry PMs identified and fully supportive of workshop
2. Government contracting officer and Industry contract manager identified
3. DAU Facilitator and assisting Facilitators identified and their roles assigned
4. Workshop participant list established
5. Administrative and logistics support personnel identified

Workshop Design

1. Reaffirm workshop objectives
2. Tailor each workshop module (daily schedule, module topics, content, depth and breadth)
3. Review and modify comprehensive plan for the sequential presentation of all workshop modules as needed
4. Discuss plan for next steps and follow-up after workshop

Workshop Inputs

1. Create list of required workshop inputs (from module summaries)
2. Draft selected workshop inputs (during planning meeting)
3. Assign responsibilities and dates for remaining inputs

Workshop Materials

1. Identify all workshop materials (briefings, handouts, etc.)
2. Discuss participant workbook, CD or web access to materials
3. Schedule and point of contact to coordinate workshop materials
4. Determine participant pre-workshop requirements (and deliverables)
5. Participant bio sheets (provided if included)

Workshop Logistics

1. Establish workshop dates and location
2. Reserve meeting space (industry team to host workshop)
3. Review meeting room design and approve layout
4. Review travel requirements and create travel plan
5. Review food, break/snack, and social requirements and create plan
6. Review audio-visual, computer, telephone, and copier requirements and create plan
7. Plan for formal group photo and candid photos during workshop (optional)
8. Create outline for workshop invitation and focal point to accomplish
9. Assign responsibilities for all logistics and administrative activities

Workshop Outputs

1. Create list of required workshop outputs (from module summaries)
2. Develop process for recording and tracking workshop action items
3. Develop a process for follow-up on action items
4. Develop process for evaluating workshop effectiveness

Appendix C – Module 0 (cont).

Facilitator's Work File

Program Manager's ONLY "One on One" Discussion Topics

Personal Sharing

- Family/Hobbies
- Personal Goals/
- Potential next jobs

Personal Management Styles

- Soft Skills
- Meeting Management
- Mentoring/Team Development
- PM to PM communications frequency and normal depth

Corporate/Government Personal Objectives

- Performance evaluations
- Program goal setting
- Management expectations for program

Corporate metrics for PM through appropriate VP

- Cash flow including timing
- Booking Sales
- Profit targets
- Other target
- Qualify for and receiving contract incentives

Government

- PPBES
 - Planning process
 - Government costs in addition to contract costs
 - Sponsor relationships

Other:

- Team strengths/weaknesses and potential for change
- Conflict Resolution

Appendix D – Module 1.

Workshop Orientation

The DAU Facilitator should prepare for this module by addressing and documenting/coordinating, as a minimum, the following topics:

Administrative

- Completed (reviewed and confirmed) Module 0 and other checklist.
- Copies made of all Workshop materials identified in Workshop Agenda Setting Meeting by contractor and/or government PMO.

Assumptions

- Workshop Agenda Setting Meeting has been completed.
- All logistical pre-work actions have been completed.
- Attendees commit to fulltime participation in the workshop.

Objectives

- To orient attendees to the workshop agenda and objectives and to create a New Program Startup Plan.
- Define the purpose of the Workshop.
- Create an environment of teamwork, open communication and trust.
- Educate government and industry teams on effective program startup actions.
- Produce key program startup products.
- Establish workshop protocols and expectations.
- Identify and address attendee issues and concerns.
- Review financial management of the program.

Inputs/Pre-requisites (All Facilitator actions coordinated with PMs.)

- Facilitation Team roles and responsibilities defined.
- Workshop participants' roles and responsibilities defined.
- Facilitation Guide available (on-line or hard copy).
- Participant list with contact information/biographies.
- Pre-workshop activities completed.

Module Content

- DAU Facilitator, as assigned in the Pre-Workshop Module 0, structures the Module 1 Workshop Orientation meeting topics, elapsed time allocations per topic, topic presenter and material needed to correspond with workshop expectations established by program managers.

- Workshop Kickoff:

To begin the Workshop, the DAU Facilitator will introduce the purpose and history of the New Program Startup Workshops, setting the expectations for

the type of experience the participants are about to undertake. Facilities and site information will be addressed.

- New Program Managers Welcome:

The contractor and government New Program Managers start the meeting by welcoming the participants and sharing their visions for the New Program.

- Macro overview:

By users, sponsors, DoD and contractor executives as appropriate for program scope and phase

- Workshop Overview:

The Facilitator leads the team through an exercise to address the following items:

- Workshop Participant Introductions:
 - a. Your name.
 - b. Title/role on the program
 - c. Current job, location and organization.
- Address Workshop objectives and any additional overview.
- Address participant expectations of the workshop.
- Establish workshop agenda and formatted content of each module, i.e., administrative, assumptions, objectives, inputs/prerequisites, module content, and outputs/reports as structured in this Guide. Include provisions for each modules IPT's, the Charters and IPT actions and reports.

- Barriers and Bridges (Force Field) Exercise:

Either one or both PMs will lead an exercise to begin the communication process. The “Barriers and Bridges” exercise allows team members to discuss strengths and common problems of the New Program and allow them to address these problems right from the very beginning. The intent is to create an open environment and to get items out on the table so that participants can address them.

Facilitator will collect/group inputs for discussion at end of day or NLT morning recap. This can be used to chart progress of workshop.

Alternatively, a workshop expectation exercise may be used to track

progress.

- The government PM leads an overview of New Program Financial Management with a discussion of Integrated Data Environment (IDE).

Outputs/Reports

- Introductions.
- Leaders' vision captured.
- Workshop role clarity.
- "Parking Lot" items.
- Workshop expectation list.
- List of relevant observations from the issues and agendas flowing from "Barriers and Bridges" exercise.

Appendix E – Module 2.

New Program Startup Plan to Integrated Baseline Review (IBR)

The DAU Facilitator should prepare for this module by addressing and documenting/coordinating, as a minimum, the following topics:

Administrative

- Support for Module 2 IPTs

Assumptions

- Both contractor and the government will provide a presentation to describe their Startup Processes
- Contract New Program Plan & Schedule exists (IMP/IMS, if specified)

Objectives

- Identify connects/disconnects between contractor and government Startup Processes and determine how to address these connects/disconnects for the program.
- Identify integration points between the contractor and government Startup Processes
- Introduce the government and contractor expectations for **IBR**

Inputs/Pre-requisites

- *Integrated Baseline Review*, Defense Acquisition Guidebook, <https://akss.dau.mil/dag/>, Chapter 4 and 11.
- Integrated Baseline Review (IBR) Material. The following Web page contains numerous IBR references, some of which are repeated below. <http://www.acq.osd.mil/pm/ibrmats/ibrmats.htm>
- The Program Managers' Guide to the *Integrated Baseline Review* Process (DoD), of April 2003. http://www.acq.osd.mil/pm/currentpolicy/IBR_Guide_April_2003.doc
- See the DCMA DoD Earned Value Management Implementation Guide (EVMIG), October 2006, Part 2 Section 4, for excellent overview of IBR process and guidance.
- USD (AT&L) Memo of 3 July 2007, Subj: Use of Earned Value Management (EVM) in the Department of Defense. <http://www.acq.osd.mil/pm/>
- DoD Earned Value Management (EVM) Contract Requirements Checklist, 23 October 2007. http://www.acq.osd.mil/pm/documents/EVM_Contract_Req_Checklist_oct07.doc
- Draft IBR Roadmap (prepared as pre-work) with IPT tasks. (Industry PM)
- IMP/IMS top level summaries (both government and contractor, as appropriate). (Government and Industry PMs). Integrated Master Plan and Integrated Master Schedule Preparation and Use Guide, Version 0.9 of 21 October 2005. <http://www.acq.osd.mil/sse/guidance.html>
- DoD 5000.04–M–1, Cost and Software Data Reporting (CSDR) Manual of April 18, 2007. <http://www.dtic.mil/whs/directives/corres/pub1.html>

- Have the IBR topics noted in the Defense Acquisition Program Support Methodology, Version 2.0, Change 3: March 20, 2009 been addressed? See [Defense Acquisition Program Support Methodology](#)
- Risk management integration. (Government and Industry PMs).
- Opportunity management integration (Government and Industry PMs).
- Critical path analysis. (Industry PM).

Module Content

- Each PM reviews their individual program startup processes. Facilitator integrates these startup processes and encourages the teams to investigate thoroughness and disconnects.
- Rolling Wave Planning Concept addressed.
 - Scope
 - Schedule
 - Budget

Outputs/Reports

- IPT validated IBR roadmap (Project schedule key milestones are identified and supporting schedules reflect a logical flow to accomplish the work) – (The Startup Plan)
- Structured and disciplined Startup process tailored to the program.
- IBR Process
 - Scope of work identified with need to extend to control accounts and work package level.
 - Schedule in terms of need to arrange the work packages in order and schedule.
 - Budget in terms of need to classify the work and select an EV technique; budget the work packages; spread the budget over time; and calculate cumulative BCWS.
 - Example results: Search Google “Navy IBR” click on “PowerPoint Presentation”

Appendix F – Module 2 (cont).

Government PM IBR Lessons Learned (1 of 3)

Integrated Baseline Review (IBR) Pre-planning Considerations

The following are downstream IBR lessons learned, that the PM should be considering (even before contract award) and have allocated to his/her staff.

1. Both Government and Industry IBR teams may be so lacking in IBR Team skills that IBR may have to be suspended for one or two days while additional training is provided.
2. Engineers and CAMS may not have sufficiently equal knowledge of a given work package.
3. Industry team, particularly junior members, may be totally inadequate to the technical task.
4. CAM does not own the resources that are being displayed for a given task.
5. Question adequacy of reporting system for Subs to the Prime.
6. Who within the contract is doing the system integration?
7. Right people not attending an IBR.
8. Not clearly stated by Government or Contractor on how progress is measured.
9. Not all Government PMs “Put their foot down” relative to IBRs.
10. Good IBR, good start, but contractor reassigns the PM after six months. Unacceptable!
11. Fact that government PM has no choice, in some instances, but to hire a service contractor to fill out IBR team or as IPT members.
12. IPT Co-leads from Government and Industry do not understand each other’s roles and specific responsibilities.
13. Need to come out of the IBR with high confidence that funds are adequate for the stated task(s). If not, the money must be provided.
14. Closure of post-IBR actions must not be allowed to drag out.
15. During an IBR, the Government and the Contractor will jointly assess the Contractor’s baseline to be used for performance measurement to ensure complete coverage of the SOW, logical scheduling, adequate resourcing and risk. See DFAR 252.234-7002 (e), *April 23, 2008*.

Appendix G – Module 2 (cont).

Government PM Lessons Learned (2 of 3)

Earned Value Management (EVM) Pre-planning Considerations

The following are downstream EVM lessons learned, all linked to the IBR, that the PM should be considering (even before contract award) and have allocated to his/her staff if EVM is required on the program.

1. The EV contract clause
2. Have copies of the CPR, CFSR, and IMS CDRLs and DIDs
3. Have solid comprehension of the following:
 - a. The planned battle rhythm for analyzing, discussing and using EV in the program office and with the contractor
 - b. What is the planned EV analysis?
 - c. What EV metrics/info should be reviewed?
 - d. Role of DCMA vs the program office
 - e. Strategy for the IBR and review of the contractor's Performance Measurement Baseline (PMB).
 - f. How EV will be linked to the risk mgt process
 - g. How EV should be complemented with the IMS and TPMs
 - h. How to ensure funding is adequate

Appendix H – Module 3.

(a) Contract Baseline; (b) Change/Scope Management; and (c) Subcontractor Management

The DAU Facilitator should prepare for this module by addressing and documenting/coordinating, as a minimum, the following topics:

Administrative

- Copy of contract or key sections.
- Key sections of Federal Acquisition Regulations (FAR) and Defense Federal Acquisition Regulation Supplement (DFARS).

Assumptions

- Government Contracting Officer and Contractor's contract manager will attend and lead the contract review.
- PMs, Government Contracting Officer and Contractor's contract manager will have mutually supportive attitudes.
- Appendix I: DAU Module 3, Facilitator Contract Baseline; Change/Scope Management; Subcontractor Management Checklist is being executed.

Objectives

- Introduce Government Contracting Officer and Contractor's contract manager.
- Establish a mutual understanding and interpretation of the contract and work to be done.
- Establish a mutual understanding of current program status.
- Establish a mutual understanding of how to manage and control changes to the contract.
- Minimize the impact of Scope change on the program by reviewing potential causes of change and defining a process to manage scope change on the program (problem resolution).
 - Recognize the causes and effects of change on a program.
 - Introduce a process to manage contract change.
- Explain subcontracting obligations (e.g., Privity of contract, Primes responsibility for administration. Consent to placement, Small Business Subcontracting).

Inputs/Pre-requisites

- Contract. (Contracting Officer)
- Contract Point of Contact List, including Contracting Officer's Representative (COR) and Administrative Contracting Officer (ACO).
- New Program Point of Contact list (Facilitator)
- List of all contract deliverables (DD 1423 etc.) (Contracting Officer)

Module Content

- Introductory remarks by Facilitator and PMs. The remainder of this presentation is provided by the Government Contracting Officer in conjunction with the Contractor's contract manager.

- (a) Contract Baseline
 - Contract walkthrough:
 - CLIN Structure
 - Options
 - Delivery and Acceptance
 - Special Contract Requirements
 - Contract Clauses (See final note of this Appendix)
 - Funding and Payment, including required notifications and billing instructions
 - Contract Incentives
 - Intellectual Property
 - Identification of changes.

- (b) Change/Scope Management
 - Function and authority of U.S. Government personnel:
 - Contracting Officer
 - Administrative Contracting Officer
 - Contracting Officer's Representative
 - Other Government personnel
 - Unauthorized Commitments and Ratification
 - Contractor and Government Change Management Processes:
 - Contract Scope
 - Types of Contract Changes
 - Government Configuration Control Board (CCB) and Contractor Change process
 - Equitable Adjustments
 - Contract claims and resolution. Resolving issues at the lowest level, use of alternative dispute resolution (ADR), and the Armed Services Board of Contract Appeals (ASBCA).
 - Tailoring the Change Management Process
 - Use an existing change to facilitate discussion of roles and responsibilities in the change process to get from an identified need through Configuration Control Board (CCB) to contract modification (i.e., change order, supplemental agreement).
 - "Rules of the Road":
 - Contractor should request contract modification in writing.
 - Contract changes must be implemented by the contracting officer or ACO. The Contracting Officer's Representative may provide guidance within authority delegated by the Contracting Officer.
 - Individuals or IPTs shall not direct any changes that contradict the terms and conditions of the contract.

- If in doubt, check with the Contracting Officer.

(c) Subcontractor Management

- Discuss Privity of Contract and Government and Contractor roles and responsibilities, including the role of DCMA and the ACO in Contractor Purchasing System Review (CPSR).
- Define and identify major and non-major subcontractors.
 - Subcontractor's roles experience and risks/opportunities.
- Corporate subcontract management policies, processes, tracking and reviews, including small business subcontracting program.

Outputs/Reports

- Understanding of current status and contract requirements.
- Understanding change management.
- Exposure to contractor's subcontract management.
- Identification of contract issues that need clarification and identification of potential changes.
- Contract Points of contact list (Updated).
- Understanding of roles and responsibilities of DCMA and the ACO.
- Understand the contractor's and Government's approach to problem resolution.

Note: The following wording is offered for consideration by the Program Manager and Contracting Officer for the RFP and/or contract.

NEW OR REVISED PROGRAM POSTAWARD CONFERENCE WORKSHOP
(MMM YYYY)

(a) A program postaward conference workshop with the contractor is required. It will be scheduled within _____ [*Contracting Officer shall insert number of days*] days after the date of contract award. The conference is anticipated to be _____ [*Contracting Officer shall insert number of days*] in length . The conference will be held at _____ [*Contracting Officer shall insert place*] . The objective of the conference is to align the government and contractor teams. The implementation will be focused on Integrated Baseline Review (IBR) planning and joint government/contractor program manager and Integrated Product Team/Integrated Process Team (IPT) management processes emphasizing earned value management principles.

(b) The requirement for a program postaward conference workshop shall in no event constitute grounds for excusable delay by the Contractor in performance of any requirements of the contract.

Appendix I – Module 3 (cont).

Facilitator’s Checklist

(a) Contract Baseline; (b) Change/Scope Management; and (c) Subcontractor Management.

Module Participants

1. Government and Industry PMs, Government contracting officer, and Industry contract manager
2. DCMA representatives, including Administrative Contracting Officer (ACO)
3. DAU Facilitators (Contract Management)
4. Workshop participant list established
5. Administrative and logistics support personnel identified

Module Design

1. Reaffirm module objectives
2. Tailor workshop module (schedule, module topics, content, depth and breadth)
3. Review and modify plan for presentation of Module 3 as needed
4. Discuss plan for next steps and follow-up after workshop

Module Inputs

1. Create list of required module inputs (from module summaries)
2. Draft selected module inputs (during planning meeting)
3. Assign responsibilities and dates for remaining inputs

Module Materials

1. Identify all module materials (briefings, handouts, etc.)
2. Discuss inputs to participant workbook, CD or web access to materials (optional)
3. Schedule and point of contact to coordinate module materials

Module Logistics

1. Review meeting room design and approve layout
2. Review audio-visual, computer, telephone, and copier requirements and create plan
3. Assign responsibilities for all logistics and administrative activities

Module Outputs

1. Create list of required module outputs (from module summaries)
2. Develop process for recording and tracking module action items
3. Develop a process for follow-up on module action items
4. Develop process for evaluating module effectiveness

Appendix J – Module 4.

Preliminary Design Review (PDR) or other Systems Engineering Design Reviews

The DAU facilitator should prepare for this module by addressing and documenting/coordinating, as a minimum, the following topics:

Administrative

The following three cancelled documents all contain information applicable to current program design reviews. They contain excellent process and metrics and can be found at: <https://assist.daps.dla.mil/quicksearch/>

- ✓ MIL-HDBK-61A, 7 Feb 2001, Section 8.3, Configuration Management Guidance
- ✓ MIL-STD-1521B (USAF) Technical Reviews and Audits for Systems, Equipment, and Computer Software
- ✓ MIL-STD-973 Configuration Management
- Defense Acquisition Guidebook, 4.2.3.1.6.2 and 4.3.2.4.2.3
- The following three documents can be searched for on Google for general information or the below “control/click” points for direct access to purchase.
 - ✓ “Processes for Engineering a System”, ANSI/EIA-632-1999 at <http://webstore.ansi.org/RecordDetail.aspx?sku=ANSI%2FEIA-632-1999>
 - ✓ "Standard for Application and Management of the Systems Engineering Process -Description", IEEE Std 1220-1998, [IEEE](#), 1998
 - ✓ "Systems and software engineering - System life cycle processes", ISO/IEC 15288:2008, [ISO/IEC](#), 2008

Assumptions

- All Government program documents are available and kept current

Objectives

- Lay the groundwork for future configuration verification events, audit planning and pre-audit preparation
- Understand the purpose of government’s future SE oriented visits to the contractor are to observe design progress, observe test events and document review

Inputs/Pre-requisites (Gov’t Documents)

- Acquisition Strategy
- Systems Engineering Plan (SEP)
- Integrated Master Schedule (IMS)
- Applicable Contract CDRLs
- IBR Roadmap

Module Content

- At the IPT level, propose and discuss expectations in terms both Government and Industry Audit Planning, Pre-Audit Preparation, and Conduct of an Audit.
- Discussions of Audit Certification Checklist content. See MIL-HDBK-61A, Appendix E, Sample Configuration Audit Certifications

Outputs/Reports

- Each IPT provide a brief on their level of comprehension of the processes related to the purpose of design reviews and plan for accomplishing planning for the next program audit.

Appendix K – Module 4 (cont)

Government PM's Checklist

Preliminary Design Review (PDR) or Other Systems Engineering Design reviews

1. Are functional baseline related documents, from the completed System Functional Review (or other prior review), available for use by the PDR or other review team?
2. Do the above documents address the five issues noted in paragraph 4.3.2.4.2.2. of the DAG that should be provided by an SFR if next review is a PDR?
3. Similarly, do the above documents address the 15 typical SFR success criteria noted in paragraph 4.3.2.4.2.2. of the DAG (if the next review is a PDR) with affirmative answers.
4. Have the design review topics noted in the Defense Acquisition Program Support Methodology, Version 2.0, Change 3: March 20, 2009 been addressed? See: p. 312/313 [Defense Acquisition Program Support Methodology](#)
5. Relative to MIL-HDBK-61-A, Paragraph 8.3 with Tables and Appendix E, as apply to a PDR or other or other review:
 - Government only and Government/Contractor pre-review actions noted in Table 8-1 will be completed prior to the design review
 - Government/Contractor pre-review introductory actions noted in Table 8-2 will be completed prior to the design review.
 - Government audit sub-teams will be prepared to conduct review and document the review in accordance with Table 8-2.
 - Government Executive Panel and Team Leaders are prepared to execute post-review actions noted in Table 8-2 and 8-3.
 - Government personnel understand Appendix E certification responsibilities as applicable to a PDR or applicable review.

Appendix L – Module 5.

Integrated Product Team (IPT), Structuring and Chartering

The DAU facilitator should prepare for this module by addressing and documenting/coordinating, as a minimum, the following topics:

Administrative

- Preliminary program team structure.
- Work Breakdown Structure (WBS).

Assumptions

- DAU Module 5, Facilitator Integrated Product Team (IPT) Chartering Checklist/Template (below) is being executed.

Objectives

- Identify characteristics of Contractor's and Government's organizations and applicability to an IPT program structure.
- Recognize how Phase Driven Organizational Change relates to Program Team Structure and program execution.
- Describe the process used to align the Program Team Structure to the Work Breakdown Structure and program goals.
- Define teams' roles, responsibilities and interdependencies by documenting IPT Team Charters.
- Specify IPTs to be created.
- Designate members of each IPT and IPT Leads.
- Identify preliminary Integrated Product Team risks/opportunities.

Inputs/Pre-requisites

- Preliminary Team Structure with government mapping to contractor's IPT structure.
- Work Breakdown Structure allocations
- Top level IMS/IMP
- Government and contractor risk/opportunity registers.
- Draft team charters.
- Responsibility listing (see attached)

See: <https://sam.dau.mil/Store.aspx?currentContentID=e36a9fa0-ec1a-4c32-843f-2503c3e01485> Although this site is services oriented, the content is highly applicable to IPTs as addressed in this Guide.

Module Content

- Both PMs designate team member IPT assignments with a government and contractor co-lead.
- PMs and Facilitator tailor the content for the module, depending on the maturity of the established program processes. The Facilitator will discuss the purpose, value, and process to align the preliminary Program Team Structure with the

Work Breakdown Structure and the Program Success Criteria

Outputs/Reports

- Revised Integrated Program Team Structure.
- Documented IPT Charters with team roles, responsibilities and interdependencies
- Identification of preliminary Joint IPT risk/opportunity register and joint management methods.

Chartering Checklist/Template

Joint _____ IPT Charter Format (Draft V. 1.8)

Format is applicable to product, functional or other types of government/industry joint IPTs.

IPT Name	Product or Functional Area, or other Topic assigned to the IPT	
Team Lead:	Each PM will designate one IPT team member each as co-IPT team leads.	
Purpose	To establish a joint government/contractor (_____) IPT to manage the (Technology Development) Phase of the (_____) program for (a stated period).	
Responsibilities:	The ____ IPT has responsibility for providing: (contract deliverables and documents). The ____ IPT is responsible for (architecture or plans, identifying ____)	
Authority:	The ____ IPT has authority to: (identify, assess, impose, ensure).	
Accountability:	The ____ IPT owns and is accountable for: (originating, generating, maintaining ____ documents or products). The ____ IPT does not own ____ but is responsible to _____, the owner, for (content, testing, design, etc.)	
Team Interfaces & Interdependences:	a) Up	b) Down
		c) Horizontally
	Industry PM	Government PM
Signatures/Dates		

Attachments:

Attachment (1) _____ IPT organizational chart:

- Include subcontract members.
- The following table, structured as appropriate, or a wiring diagram will work.

Attachment (2) Joint risk and opportunity register:

- _____ IPT internal processes for risk/opportunity identification/management/retirement.
 - Develop an analysis method, display format, and regular PM to PM reporting requirement/rhythm that addresses risk & opportunity (R/O) by IPT (and supplier?). This would include for each IPT/ (Supplier?):
 - ✓ Description of each of the R/O(s), and then for each (R/O),
 - ✓ Previously reported R/O total cost/schedule impact

- ✓ Current R/O total cost/schedule impact
- ✓ Start date of next transition step within the mitigation plan for a specific R/O and confidence mitigation step will occur when planned
- ✓ Date R/O mitigation plan will be fully implemented
- ✓ Date R/O will be retired

Use an appropriate number of rows and columns.

Attachment (3) Battle Rhythm (Communications plan for implementing Joint PM Guidelines):

- Regular cyclic meetings and scheduling
- Key planning and assessment cycles
- Key IPT reports and products (See Accountability format block and Attachment 2)
- Communications Plan. The Communications Plan defines the detailed reporting requirements from the Joint IPT to the PMs. The following documents apply:
 - Agenda and Objectives
 - Identically formatted backup documentation employed in each PM to PM performance review cyclic meeting
 - Changes from a dated prior status for a given topic to a current status for the same topic are clearly noted.
 - Meeting Minutes (generated for each meeting)
 - Consolidated Action Item List (updated weekly)
- Meeting Topics. The Joint IPT meetings is a forum to discuss the following:
 - IPT product/task scheduling
 - IPT task and work package status (including EVM status, cost, schedule and performance)
 - Risk/opportunity identification, management, and tracking
 - Technical Issues (requirements, quality, test, performance measures)
 - IPT coordination among all Program stakeholders
 - IPT dependencies.
 - Action Items and Resolutions
 - Related Meetings, provisions for sidebars, need for PM attendance
 - Conflict resolution
- Provisions for obtaining specific data, maintaining currency of the data, and data sharing.
- Supporting Activities and security matters unique to each IPT.

Figure M-5-1

Appendix M – Module 5 (cont).

Government PM Lessons Learned (3 of 3)

Integrated Product Team (IPT), Structuring and Chartering

1. Prior to contract award Government PM has planned to participate in the post-award Workshop.
2. Prior to contract award Government PM, working with Industry PM, has completed alignment of joint IPTs
3. During or prior to the Pre-Workshop Agenda Setting Meeting, Module 0, joint expectations are discussed with Industry PM.
4. PM has scheduled his/her personal participation in the workshop and IPTs in particular.
5. A Workshop is an opportunity for the PM to demonstrate leadership and provide program management training. He/she has prepared accordingly.
6. PM is prepared to address program management basics using contractual materials and DoD based IPT principles.
7. PMs have allocated the PMO workload and have trained his/her people accordingly.
8. PMs have addressed “hands-on” application level actions that need to be coordinated with the contractor. These are action items the Government PMO staff (in a joint IPT context) must want to do if they hope to achieve program success and know that their PEO and PM will hold them accountable for performing i.e., IBR, SFR, PDR, CDR, etc.

Appendix N – Module 6.

Communications Planning/Collaborative Workflow

The DAU Facilitator should prepare for this module by addressing and documenting/coordinating, as a minimum, the following topics:

Administrative

- Individual notes on possible communication issues.

Assumptions

- Integrated Program Team Structure available.
- IPT Charters available.
- There will be both formal and informal communication channels operating simultaneously.
- Contractor/PMO team data/workflow compatibility established.

Objectives

- Develop team communication plans.
 - Agree on a method to orient new team members to the program.
 - Identify management techniques and a resolution model for team conflict.
- Preliminary collaborative workflow processes identified.

Inputs/Pre-requisites

- Determine WHAT information needs to be communicated before identifying HOW this information will be exchanged (design the process to fit the requirement). (Facilitator and PMs)
 - Contractor internal/external “early warning” system.
 - Government inputs.
 - Mechanisms for establishing facts, drawing conclusions and making logical recommendations relative to appropriate and timely corrective actions.
- Draft IPT Charters and assignments.

Module Content

- PMs offer introductory remarks about problem resolution.
- Facilitator provide “essentials of communication” discussion, addressing:
 - Causes of Conflict.
 - Techniques for managing problems.
 - Process for problem resolution.
- Employ IPT process in developing the two communication plans.
- Each group will be responsible for identifying the information they require within a Team Communication Plan. Each group will out brief their findings to the program team in the IPT Structuring and Chartering Module.
- PMs will refine their daily/weekly and monthly communication plan.

Outputs/Reports

- Team communication plan.

Appendix — O Module 6 (cont).

Government/Industry PM's Checklist

Communications Planning/Collaborative Workflow

1. Understand, accept and be aware of the common barriers to communications that may impact both Government and Industry teams, such as:
 - Said is not necessarily heard/written is not read
 - Heard/read is not necessarily understood
 - Understood is not necessarily agreed upon
 - Agreed is not necessarily acted upon
 - Acted is not necessarily repeated
2. Informal Communications: Ensure both PM staffs open informal communications channels with the understanding that certain matters must migrate to a formal communication in a timely manner.
3. Encourage Joint IPT Teams and others to employ a philosophy of a collaborative workflow.
4. Act on and employ, as appropriate, the guidance noted in Appendix M.
5. Formal Communications: Each Government/Industry Joint IPTs (product, control account, WBS item) have originated and published a formal communications plan(s) in terms of (1) Topic(s) to be addressed/Status to be reported, (2) Format as appropriate, (3) Frequency/Timing, (4) Method (in-person, discussion, briefing, video, telephone, electronic data, etc.), (5) Points of contact if not IPT team leads, (6) Disposition of action items, approvals, who receives minutes/summary.
6. Six Communications Actions the PMs and IPT Team Leads Should Do:
 - Develop an open and transparent culture
 - Encourage and value feedback
 - Use all relevant channels
 - Explain change
 - Be consistent
 - Live the message
7. Four Communications Items the PMs and IPT Team Leads Should Avoid:
 - Don't keep people in the dark
 - Don't spin
 - Don't forget the isolated
 - Don't neglect feedback

Appendix P — Module 7.

Risk and Opportunity Management

The DAU Facilitator should prepare for this module by addressing and documenting/coordinating, as a minimum, the following topics:

Administrative

- Contract
- Contract WBS
- IMP/IMS

Assumptions

- New Program contract.
- Contract WBS
- IMP/IMS
- IBR pending or completed

Objectives

- Affirm the Risk and Opportunity Management Processes enabling industry and government teams to share and prioritize and plan for known and unknown program risks/opportunities.
- Explore the concept of “shared risks/opportunities.”
- Characterize the process for identifying unknown risks and potential mitigating actions; or the handling of opportunities.

Inputs/Pre-requisites

- Contract Baseline and status review.
- Draft risk management process/plan. (contract CDRL)
- Organizational structure.
- Risks identified from earlier modules.
- Risk register, both positive (opportunities), and negative (risk).

Module Content

- Presentation by both PMs addressing (1) risk management process/tailoring, and (2) program risk identification.
- Strategy for managing opportunities: Exploit it; share it; enhance it; or accept it.
- Facilitator discuss risk management process.

Outputs/Reports

- Defined process.
- Define drivers, including impact, type, and severity of the driver.
- Defined roles and responsibilities in the risk/opportunity management process.
- Risk/opportunity update schedule.
- List of risks/opportunities, some potentially defined as urgent.

Appendix Q – Module 7 (cont)

Government PM's Checklist

Risk and Opportunity Management

1. Have read and complied with the DoD Risk Management Guide for DoD Acquisition, Sixth Edition (Version 1.0) of August 2006.
http://www.dau.mil/pubscats/Pages/risk_management.aspx
2. Have addressed risk as part of an Integrated Baseline Review (IBR).
3. Have prepared a Risk and Opportunity Register. For general guidance see:
<http://www.brighthub.com/office/project-management/articles/3247.aspx>
4. Understand basic risk Root Cause Analysis. See page 75, Program Managers Tool; Kit:
<http://www.dau.mil/pubscats/Pages/Tool%20Kit.aspx>
5. Have the risk topics noted in the Defense Acquisition Program Support Methodology, Version 2.0, Change 3: March 20, 2009 been addressed? See
[Defense Acquisition Program Support Methodology](#)
6. Has Opportunity Management been addressed in all appropriate program documents and is being actively managed. Go to: http://www.dau.mil/pubscats/Pages/2007_05_06.aspx
This URL will provide you with the May-June 2007 edition of *Defense AT&L*. See page 35. Also see the January-February 2010 edition, page 34.

Appendix R – Module 8.

Program Metrics

The DAU Facilitator should prepare for this module by addressing and documenting/coordinating, as a minimum, the following topics:

Administrative

- Individual notes on possible program metrics.

Assumptions

- Each team will present their metrics.

Objectives

- Create a Metrics process to use to track success on the program.
- Understand the government and contractors metrics development and tracking processes.
- Draft a high-level set of joint metrics that can be used on this program.

Inputs/Pre-requisites

- Contractors metrics
- Government PM present DoD (New Program) metrics
- Metric definitions (Defense Acquisition Guidebook).

Module Content

- The Facilitator guides the participants through an exercise to develop/distill Metrics from Goals defined in a risk/opportunity module.
- Contractors PM presents company metrics process.
- Government PM present DoD (New Program) metrics process.
- Facilitator presents metric definitions.
- Metric methods reconciled.

Outputs/Reports

- High level set of program metrics.

Appendix S – Module 9.

PMs' Wrap-up

The DAU Facilitator should prepare for this module by addressing and documenting/coordinating, as a minimum, the following topics:

Administrative

Assumptions

Objectives

- Review and summarize the workshop

Inputs/Pre-requisites

- Facilitator and PM's notes/memory.

Module Content

- Group session led by PMs and DAU Facilitator.

Outputs/Reports

- We have a “formed” program leadership team.
- We have established an environment of collaboration, trust, teamwork and communication.
- We have a common definition of success for the program.
- We have identified and agreed upon assumptions.
- We have affirmed how we will work together and our mutual expectations.
- We have acknowledged our key interdependencies.
- We understand what is involved in effective program startup.
- We accomplished as much productive mutual startup work as possible.
- We know what we need to do next.

Appendix T

Facilitator's Report Format

- DAU requirement.
- PMs' requirements.