

rubber meets the road in execution. The final cost, schedule, and performance measure the total product of the plan.

- For *cost* performance, there is no approach better than the Earned Value Management (EVM) system. (EVM is a system that uses work completed vs. funds expended to develop cost and schedule performance indexes. It develops a Cost Performance Index [CPI] and Schedule Performance Index [SPI] to assess work efficiency as it is being performed. Courses in EVM are taught by the Defense Acquisition University [DAU] and are also offered online.)
- *Schedule* is measured directly in time to accomplish work.
- *Performance* is measured in a variety of methods, from CASREP (Casualty Report) free time to performance vs.

advertised standards. Again, metrics shared between the provider and the customer provide a common reference for the success of the modernization performed.

Good Metrics Evolve

The modernization example demonstrates how we started by identifying a core competency, mapped our processes to it, and developed metrics to measure the process. Actually, the example given discussed only a small fraction of the metrics we measure on a daily basis. There are many more at several different levels required to fully understand what is driving our cost, schedule, and performance and ultimately to provide the objective evidence to let us “know what we know.” Good metrics also evolve, and by continually measuring

the same things, you may be missing new opportunities to improve.

Set Goals

When you start measuring your processes, set goals. When you achieve your goals, raise the bar and keep measuring. Push your metrics to your customers and show your customers how they can contribute to process efficiency. You really are what you measure, and measuring the product of the plan needs to be part of doing business every single day.

Think you are doing fine?—Show me the metrics!

Editor’s Note: The author welcomes questions or comments on this article. Contact him at david.antanitus@navy.mil.

DAU SOUTH REGION SIGNS MOA WITH U.S. ARMY SPACE & MISSILE DEFENSE COMMAND & ACQUISITION SUPPORT CENTER, SOUTHERN & WESTERN REGIONS



On Feb. 5, 2003, the Defense Acquisition University South Region (DAU South), located in Huntsville, Ala., and representatives from the U.S. Army Space and Missile Defense Command (SMDC) and the Acquisition Support Center (ASC), Southern and Western Regions, signed a Memorandum of Agreement (MOA) establishing and entering into an educational and strategic partnership. Their partnership will seek to leverage mutual learning opportunities.

Signatories of the MOA were from left: Maxine Maples Kilgore, Director, ASC Southern and Western Regions; Mark Lumer, Principal Assistant Responsible for Contracting, U.S. Army SMDC; and Jim McCullough, Dean, DAU South Region.

For more information on DAU Strategic Partnerships, contact Wayne Glass at wayne.glass@dau.mil.

Photo by Debra Valine