

Attached FYI are

thoughts on problems in OIT
cont
program management and
some possible fixes, you
might want to spend a
few minutes to discuss
these with him --
when we have our

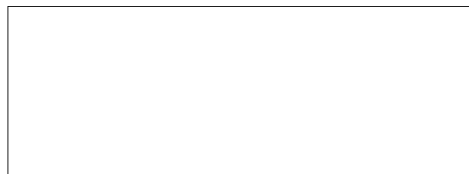
session with OIT on our
current shortfall issues,
you might want to
ask them:

- what configuration management mechanism exists for programs like these?
- what formal program review process exists?
- what are the dollar thresholds for reviewing programs?

- How often are they reviewed?
- Do any warrant DDA-level review
- what training do your CTRs have or need?

If they have no or inadequate responses, you could task them to come up with answers.

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PROGRAM MANAGEMENT CONCERNS

- * A more structured approach to planning and formulating technical, cost and schedule baselines needs to be employed during the requirements definition and program definition phase.
- * Unrealistic budgeting, scheduling, and technical expectations are the result of inadequate resources and/or time being allotted to requirements definition, documentation and/or planning activities.
- * Programs are managed based on expenditures to date and a perception of status, rather than an integrated technical, cost and schedule baseline which measures performance and allows foresight.
- * Decision making is often reactionary, rather than controlled through established baseline management procedures and thorough planning.
- * Requirements for contract cost and schedule reporting or performance measurement are subject to contractor and COTR preference as opposed to established guidelines and proven methodologies.
- * COTRs and contractors are not structuring or defining programs in terms which would allow cost and schedule information to provide clear insight into project status.
- * With no visible commitment to developing or perpetuating an effective Program Management discipline, basic program management practices and warning signals are being ignored.
- * No established configuration management and control policy exists to assure that change processing is consistently applied and managed.
- * No configuration management and control infrastructure exists to coordinate, assimilate or assess the impact of changes or related activities beyond the program environment.
- * No formal program review process or other structured mechanism exists for escalating issues which must be resolved beyond or have an impact on the project environment.
- * With the Office culture indicating that messengers will be shot on sight, many issues are not being escalated or resolved in either a timely or effective manner.
- * COTRs are developed through a program of baptism by fire rather than a structured program involving specialized training and a progression of management opportunities/responsibilities.

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ALTERNATIVES

1. Using the NBCP as a case study, establish a Tiger Team of Agency and industry Project Management (PM) specialists to: assess the effectiveness of existing management methodologies and practices; identify ways to reinforce accountability within the program; implement reliable measures of performance, and; assist in the development of a detailed program plan and budget for transitioning the NBCP into the O&M environment.
2. Formulate and publish guidance and procedures for the development of program initiatives and plans that: offer basic guidelines and principles for estimating and scheduling programs; identifies the general factors to be addressed when formulating a program initiative, establishes program prerequisites, and; describes a cycle and thresholds for approval.
3. Conduct an organization or program resource assessment to determine whether there is an equitable distribution of both budget and personnel resources given the level of activity. The NBCP could serve as a test case to determine what factors should be considered during the assessment process.
4. Develop policy and formalize requirements for Monthly Project Status Reviews, and develop a plan for implementing the review cycle. Status requirements should address the types of data, analysis or performance measures to be presented, and the checks and balances needed to verify program integrity. Implementing the review cycle could, for example, require 50% of the projects in excess of \$10M to be on a monthly review cycle within 6 months, 50% of those in excess of \$2M within 12 months, and all in excess of \$500K within 18 months.
5. Formulate and publish policy for Project Management and Performance Measurement that, together, will serve to define expectations for COTRs; encourage the development of management accountability and discipline, and; enable contractors to be evaluated more effectively during the proposal stage.
6. Establish a configuration management and control policy and develop a mechanism to identify, coordinate, evaluate and approve changes that have an impact on or beyond the program. Such a mechanism could also involve Directorate level participation as well.
7. Develop a Project Management Training Plan or Development Program that will: demonstrate a commitment to excellence in program management; assure that Project Engineers and managers alike receive the proper training, and have the requisite experience(s) necessary to assume or oversee program responsibilities, and; encourage the development of management skills. (OIT could be encouraged to factor the "Project Management Course" developed by the DS&T into their program and take the lead in offering its support to (DS&T) and OTE in their joint endeavor).

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key points —

- lack of adequate configuration or control management involvement
- lack of adequate program reviews — again — need for more sr. mgmt involvement
- lack of adequate COTR training

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