

**Raytheon**

Raytheon Systems Company

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# Integrated Baseline Review

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**3 May 1999**

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# IBR Spectrum



**System Audit  
“SAR”**

**“Check the Block”**

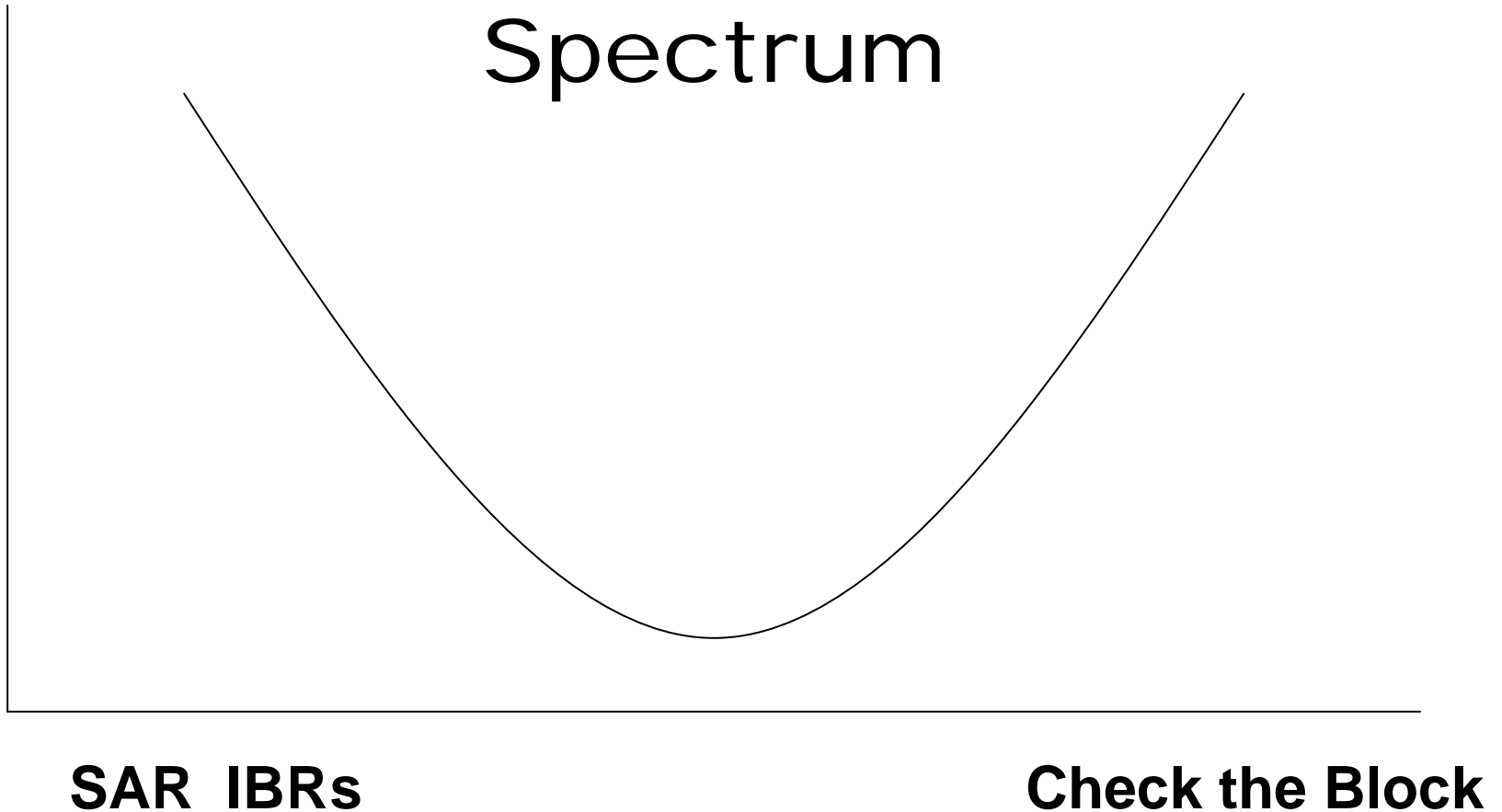
## IBR "SAR"

- **At one end of the spectrum is the IBR "SAR"**
- **It carries the IBR name but:**
  - **It is run by the C/SCS cultists or consultants**
  - **It is System Description oriented**
  - **It is document oriented**
  - **It is trace oriented**
  - **It is a SYSTEM REVIEW**

## IBR “Check the Block”

- **At the other end is the “Check the block”**
- **It carries the IBR name but:**
  - **There is no real check of the contract scope of work tie to the program plan**
  - **There is no real check of the schedule’s major interdependencies**
  - **There is no real check of the a realistic resource allocation**
  - **There is minimal reaction to identified risk**

# Current Status Against The Spectrum



# What Is Needed

- **IBR early in program**
  - **If there is a delay, it generally is a warning sign**
  - **Delays cost money**
  - **Contractor hasn't had time to get ready**
    - **IBR approach incorrect**
- **Critical in-depth review of the plan**
  - **Good for customer**
  - **Good for contractor**
  - **Focus on content not grammar**

# Improvements - Possible Step Approach for IBR

- Identify plan (IMP)
- Identify schedule (IMS)
- Investigate resource loading
- Investigate performance measurement approach
- Investigate communication approach
- Investigate baseline control
- Investigate forecasting
- Risk identification
- Expectation leveling

# Identify Plan

- **What are contract requirements**
- **What are customer expectations based on proposal/negotiations**
- **How has contractor ensured the explicit and implicit requirements are met**
- **How has contractor integrated any subcontractors in the plan**
- **Where is the risk in the plan (technical)**

# Identify Schedule

- **Are tasks identified to support the plan (including subcontractors)**
- **Are the tasks logical and provide continuity**
- **Are the tasks identified to an organization**
- **Are the needed interdependencies identified between tasks**
- **Where is the risk in the schedule**

# Investigate Resource Loading

- Are the labor and material estimates consistent with the associated tasks (including subcontractors)
- Is the organization staffing consistent to their tasks' estimates
- Are the rates (labor, overhead, etc.) appropriate for the organization
- What resource (cost) risks are there

# Investigate Performance Measurement Approach

- **What portions of the plan are critical**
- **What techniques are used by the contractor and subcontractors to measure the performance on those portions of the plan**
- **What is the risk on the Performance Measurement approach**

# Investigate Communication Approach

- **How does the contractor internally communicate programmatic items**
- **How is the contractor planning to communicate externally**
  - **Customer, vender, subcontractor**
  - **IPTs, functionally, weekly, monthly, etc**
- **How does the contractor link cost, schedule, risk and technical**

# Investigate Baseline Control

- **Funding, Contract Mods, Re-planning, and OTBs**
  - **What are the processes and controls**
  - **What is linkage to plans, schedules and resources**
  - **What is impact on performance measurement**
  - **How are they communicated**
- **What is the risk in the Baseline Control approach**

# Investigate Forecasting

- **How, who and when**
  - **Techniques, detail, and risk incorporation**
  - **Engineering, manufacturing and subcontractors**
  - **How often, cycle time, and thresholds for updates**
- **What is the risk in the forecasting approach**

# Risk Identification

- **Identify the risks from above**
  - **Technical**
  - **Schedule**
  - **Cost**
  - **Performance Measurement**
  - **Communication**
  - **Baseline control**
  - **Forecasting**
- **How can the risks be mitigated**

# Expectation Leveling

- **Customer expectations**
  - **Wants a Lincoln, contractor should be able to make a Sable**
- **Contractor expectations**
  - **Knows how to build an Escort, might be able to make a Taurus**

# Challenge To All Of Us

- **An IBR is a joint effort**
- **A good IBR expands that joint approach**
  - **Contractor gains insights on their customer and receives a free health check**
  - **Customers gain insights on their contractors and gain assurance that there won't be any surprises**
- **Outcome can be a win-win situation for all**

