



Building Excellence in Project Execution Integrated Project Management

James "Jamie" Schlosser
Space and Naval Warfare Systems Center Pacific

Report Documentation Page

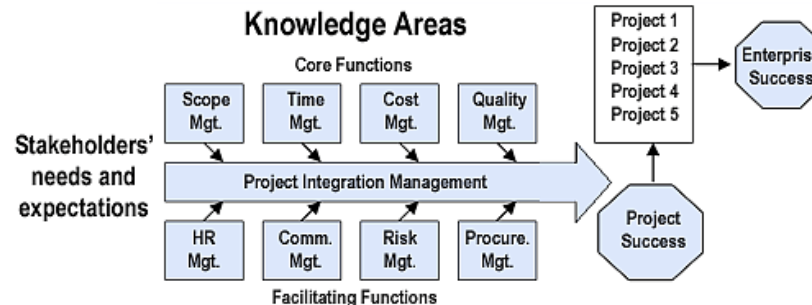
Form Approved
OMB No. 0704-0188

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

1. REPORT DATE MAY 2015		2. REPORT TYPE		3. DATES COVERED 00-00-2015 to 00-00-2015	
4. TITLE AND SUBTITLE Building Excellence in Project Execution Integrated Project Management				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Space and Naval Warfare Systems Center Pacific, 53560 Hull Street, San Diego, CA, 92152-5001				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES Presented at the 12th Annual Acquisition Research Symposium held May 13-14, 2015 in Monterey, CA.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT	b. ABSTRACT	c. THIS PAGE			
unclassified	unclassified	unclassified	Same as Report (SAR)	13	

▼ Reduced Defense Budgets, Alignment of Better Buying Power at the Program level drives projects that support those programs to become more effective and efficient.

▼ Integrated Project Management provides better insight into project execution across the lifecycle.



Better Buying Power 3.0
Achieving Dominant Capabilities through Technical Excellence and Innovation

Achieve Affordable Programs

- Continue to set and enforce affordability caps

Achieve Dominant Capabilities While Controlling Lifecycle Costs

- Strengthen and expand "should cost" based cost management
- Anticipate and plan for responsive and emerging threats by building stronger partnerships of acquisition, requirements and intelligence communities
- Institutionalize stronger DoD level Long Range R&D Program Plans
- Strengthen cybersecurity throughout the product lifecycle

Incentivize Productivity in Industry and Government

- Align profitability more tightly with Department goals
- Employ appropriate contract types, but increase the use of incentive type contracts
- Expand the superior supplier incentive program
- Ensure effective use of Performance-Based Logistics
- Remove barriers to commercial technology utilization
- Improve the return on investment in DoD laboratories
- Increase the productivity of corporate R&D

Incentivize Innovation in Industry and Government

- Increase the use of prototyping and experimentation
- Emphasize technology insertion and refresh in program planning
- Use Modular Open Systems Architecture to stimulate innovation
- Increase the return on and access to small business research and development
- Provide draft technical requirements to industry early and involve industry in funded concept definition
- Provide clear and objective "best value" definitions to industry

Eliminate Unproductive Processes and Bureaucracy

- Emphasize acquisition chain of command responsibility, authority and accountability
- Reduce cycle times while ensuring sound investments
- Streamline documentation requirements and staff reviews
- Remove unproductive requirements imposed on industry

Promote Effective Competition

- Create and maintain competitive environments
- Improve DoD outreach for technology and products from global markets
- Increase small business participation, including more effective use of market research

Improve Tradecraft in Acquisition of Services

- Strengthen contract management outside the normal acquisition chain – installations, etc.
- Improve requirements definition for services
- Improve the effectiveness and productivity of contracted engineering and technical services

Improve the Professionalism of the Total Acquisition Workforce

- Establish higher standards for key leadership positions
- Establish stronger professional qualification requirements for all acquisition specialties
- Strengthen organic engineering capabilities
- Ensure development program leadership is technically qualified to manage R&D activities
- Improve our leaders' ability to understand and mitigate technical risk
- Increase DoD support for STEM education

Continue Strengthening Our Culture of: Cost Consciousness, Professionalism, and Technical Excellence

Attachment 1

Project / Integrated Project Management Defined

▼ The Typical Project

PMI Definition - a temporary endeavor undertaken to create a unique product, service or result

▼ What about this "Integrated Project Management"

PMI Defined

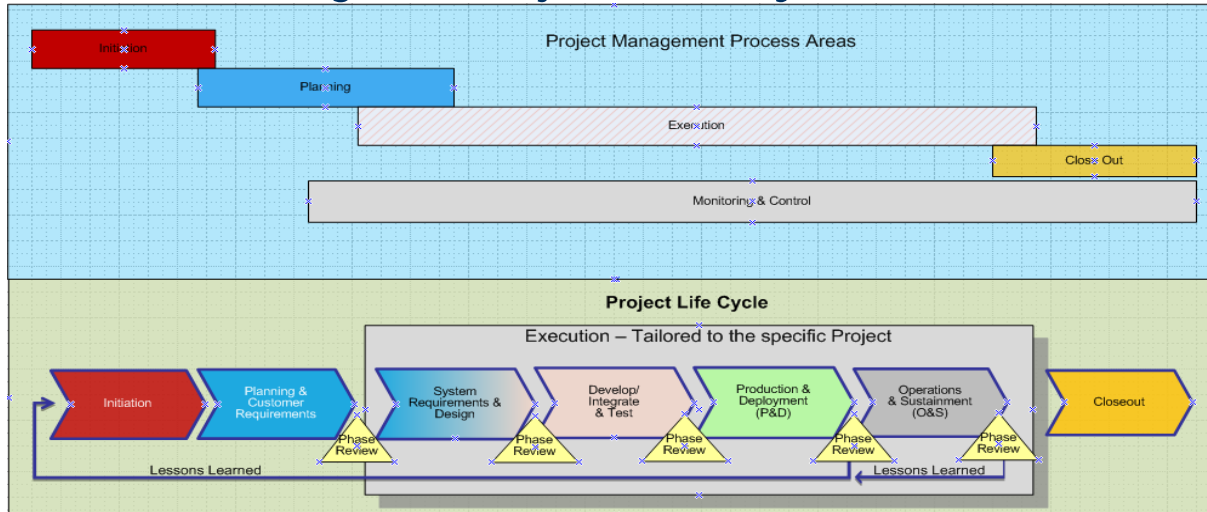
"Project Integration Management includes the processes and activities needed to **identify, define, combine, unify, and coordinate** the various processes and activities with the project management process groups. In the project management context, integration includes characteristics of **unification, consolidation, communication** and integrative actions that are crucial to **controlled project execution through completion**, successfully managing stakeholder expectations and meeting requirements

Capability Maturity Mode Integration (CMMI) Defined

The **integrated process** for the project management which is tailored from the organization's standard process of project management"

Project Life Cycle

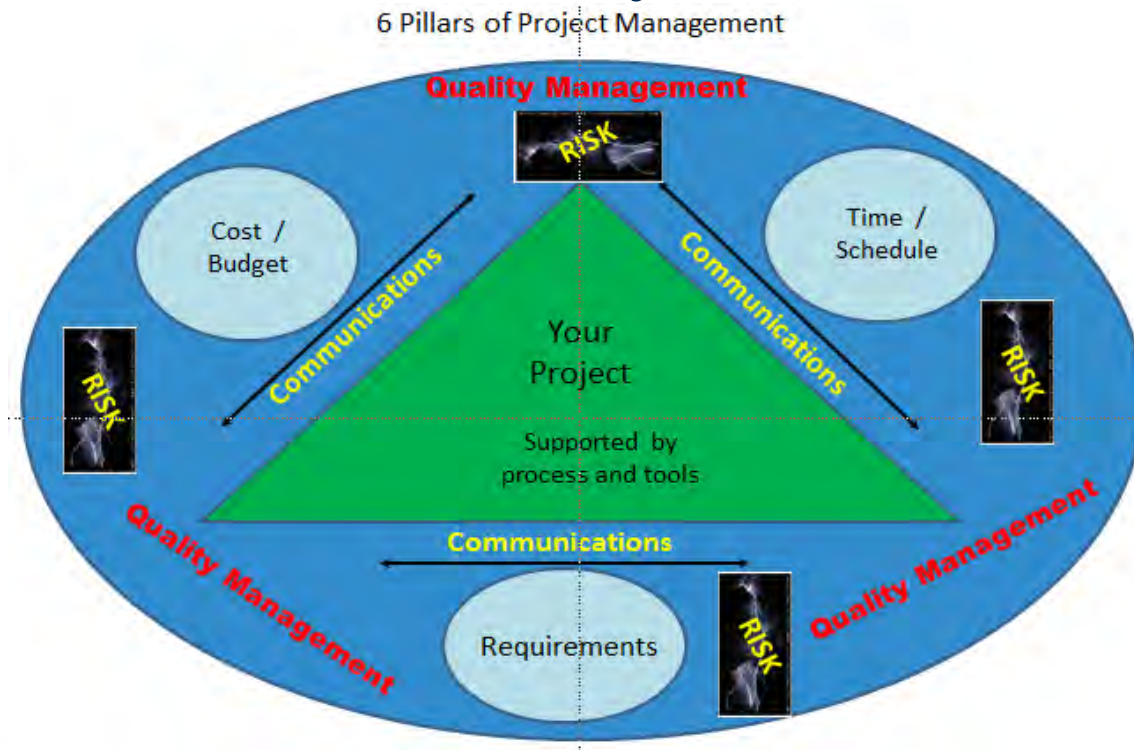
▼ Understanding the Project Life Cycle and Process Flow



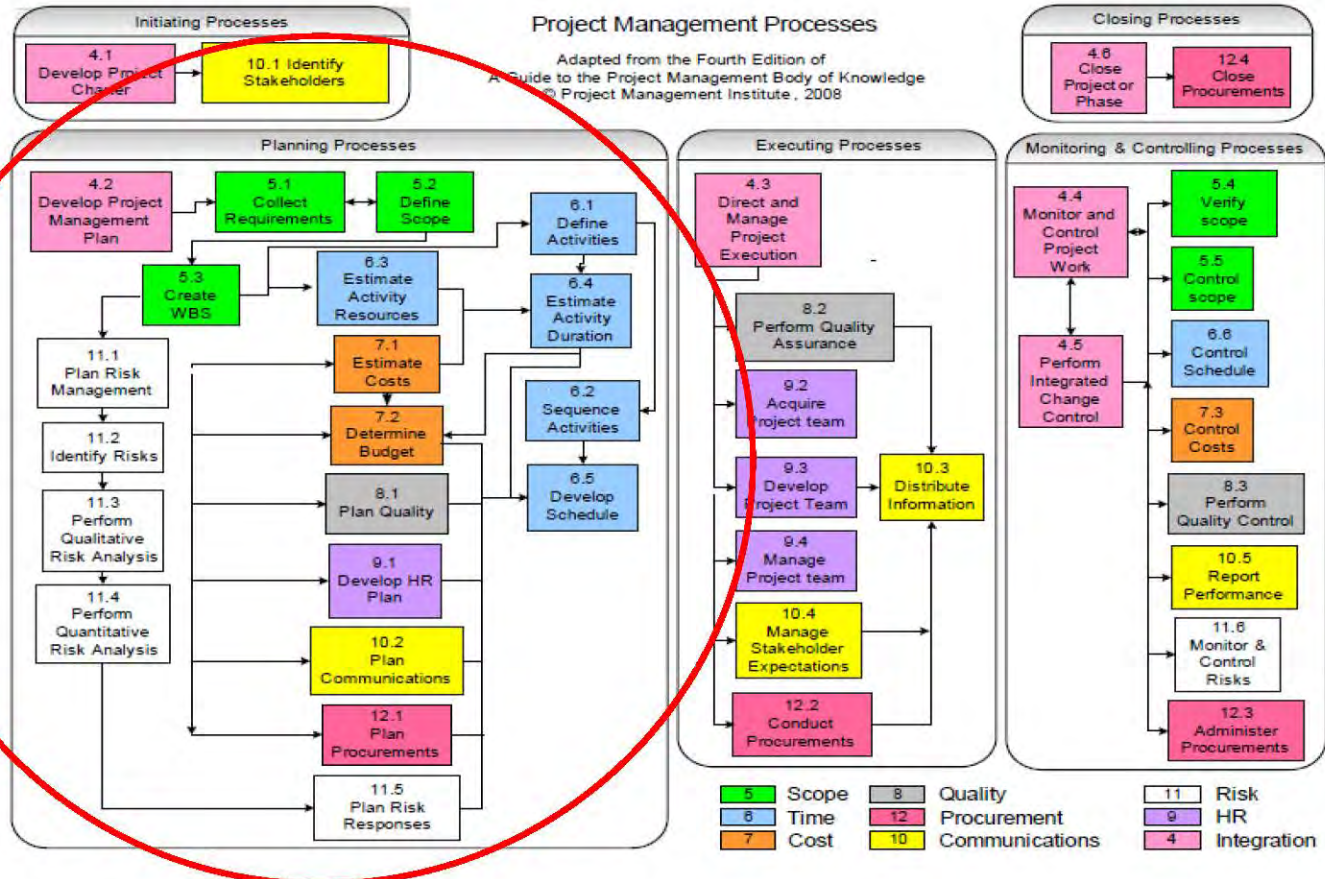
- ▼ Tailoring the Execution Phase
- ▼ Processes are intertwined and cyclical
- ▼ What about the project manager that “just wants to get the job done”

Integrated Project Management

- ▼ Cost / Schedule / Technical Performance = Core Pillars
- ▼ Quality Management / Risk / Communications = Support Pillars
- ▼ Planning Criticality
- ▼ Implementation Across the Life Cycle



Integrated Project Management



Determining SCOPE – Core Pillars

▼ Requirements Foundation

- Requirements Document
 - Clarity (needs, wants, outcomes)
 - Unknown Requirements
- Derived Requirements

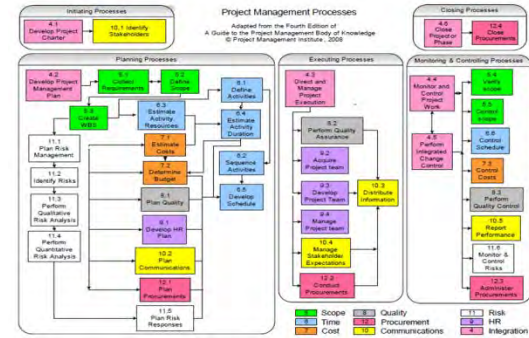
Derived requirements are definitized through requirements analysis as part of the overall systems engineering process (SEP) and are part of the allocated baseline” DAU Glossary Terms

- Breaking Down Requirements – Create the WBS
 - Getting the sequence right
 - Depth of Sequencing
 - Level of skills required for each work package

WBS Defined - a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables

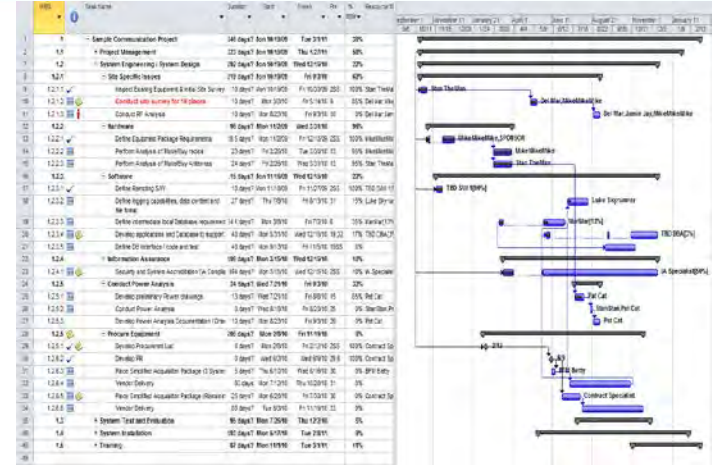
Scope = Performance Level (Requirements) + Budget Constraints (Cost) + Time

Work Package = a detailed short-span job or material item, identified for accomplishing work required



Determining Scope – Core Pillars

- ▼ From Sequence to Schedule
 - Only the beginning
 - Size / Complexity Matters
 - Make / Buy
 - Level of Effort Activities
 - Risk factors
 - Quality as a factor
 - Traceability to Requirements (testing)
- ▼ Resourcing
- ▼ Cost



Critical Path = the sequence of activities that represents the longest path through a project, which determines the shortest possible project duration

Supporting Pillars – Risk Management

▼ Why worry about Risk?

- Early and Often saves \$\$\$\$'s
- Risk can be a benefit (opportunity)

▼ All hands evolution

- Regular and often reviews – Build into Schedule
- If/Then statements
- Preparation for issues / Contingencies

▼ Risk Comes with a Cost

- Risk Analysis
- Qualitative (*High/Med/Low*) vs Quantitative (*probability & regression*)



Risk Management= Early risk analysis has an impact to the core pillars of the project; cost, schedule, and performance.

Supporting Pillars – Quality Management

▼ What is Quality Management

- Quality Planning – Plan of How
- Quality Assurance – Execution Processes
- Quality Control – Measuring progress via Metrics
- Independent Verification/Validation – Look from outside

▼ Meeting the Requirements – more than just testing

- Plan, Requirements Matrix, coordination, Documentation, reviews

▼ Build into the Schedule



Quality = the degree to which a set of inherent characteristics fulfills requirements

Supporting Pillars – Communication

- ▼ Grounding Element of a Program/Project
- ▼ Stakeholder engagement / Expectation Management
- ▼ Must be planned (Who, What, Where, Why, How)
 - Appropriate Level @ Appropriate Time
- ▼ Changes with lifecycle advances

WBS Element	Project Team Members					Other Stakeholders		
	I.B.You	M. Jones	R. Smith	H. Baker	F. Drake	Sponsor	Clnt Mgt	Func Mgt
I.0.1.1 Activity A	N				R			
I.0.1.2 Activity B		R	C					
I.0.1.3 Activity C	R		S			A		G
I.0.2 Activity D			R		S			A
I.0.3.1 Activity E			R			N		
I.0.3.2 Activity F				R				
I.0.3.3 Activity G	R			S		A	A	
I.0.4 Activity H		R			C	N		

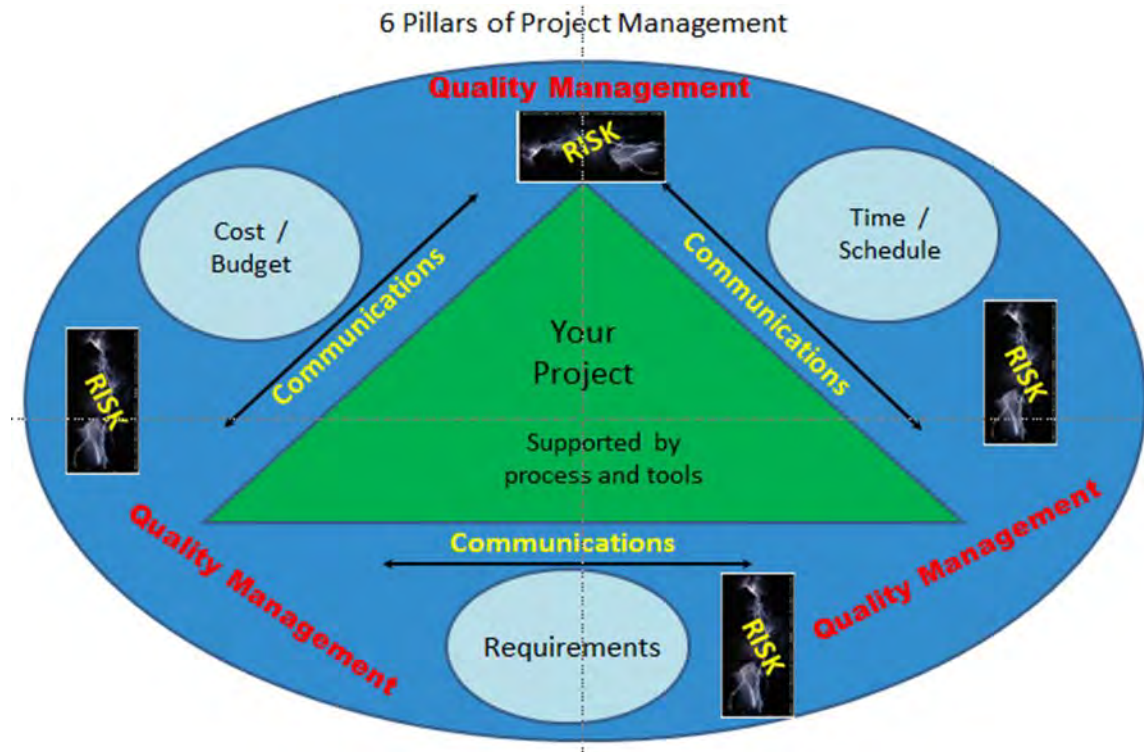
Key: R = Responsible, S = Support Required, C = Must Be Consulted, N = Must Be Notified, A = Approval Required, G = Gate Reviewer

Execute the Project

- ▼ Planning laid out the Project Roadmap
 - Schedule / Critical Path are known
- ▼ Comprehensive Requirements Understanding
 - Assemble the team – right people to right work, right time
 - What processes executed IAW Plan
- ▼ Continuous Risk Management
- ▼ Quality Control is active
 - Early defect detection
 - Requirements verification/validation
- ▼ Monitoring and Control
- ▼ Project Close out

Six Pillars of Project Management

▼ It all Starts with the Plan



- ▼ Plan guides the Project Lifecycle activities
- ▼ Supports Better Buying Power through efficient & effective execution