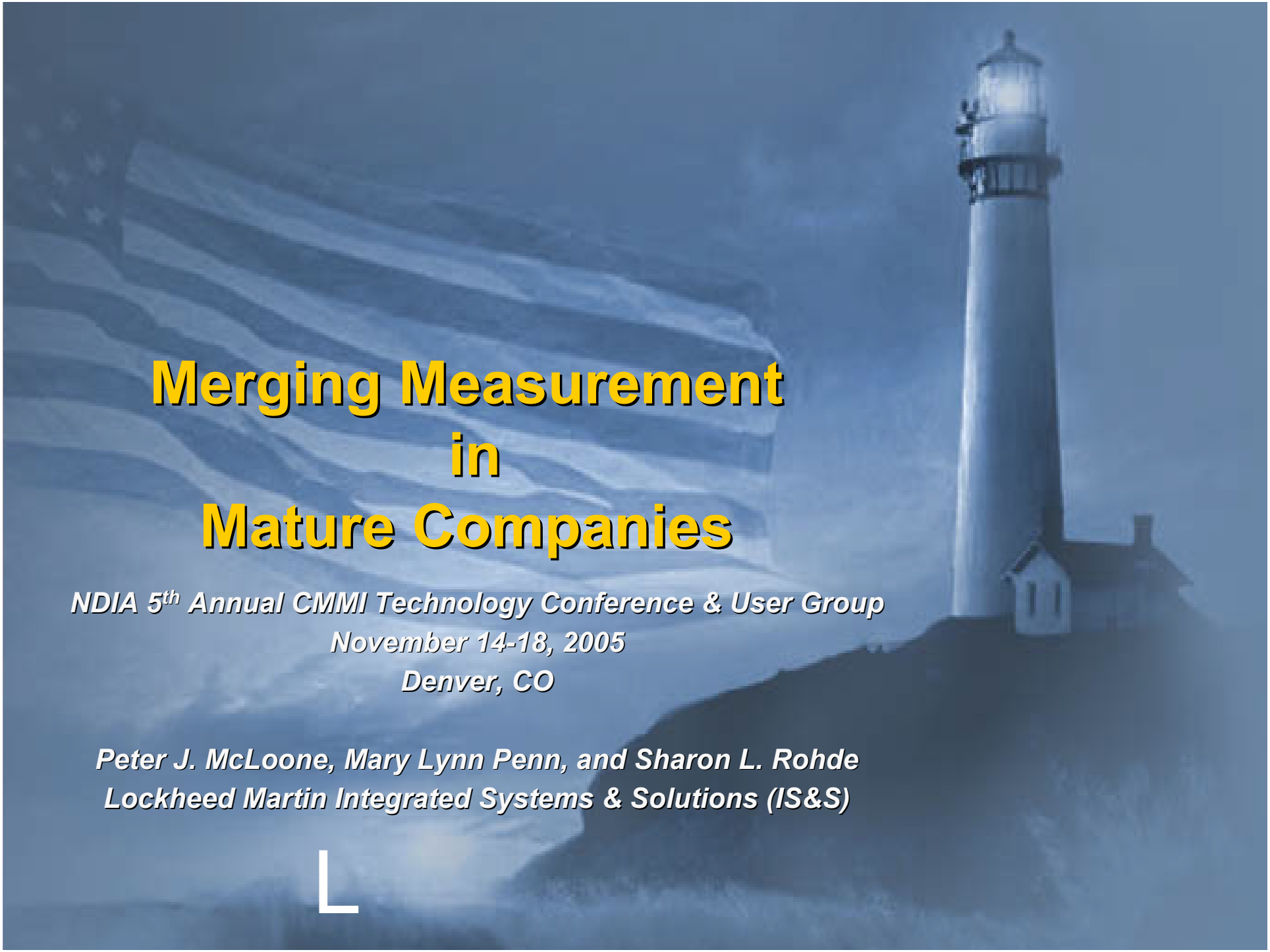

Merging Measurement in Mature Companies

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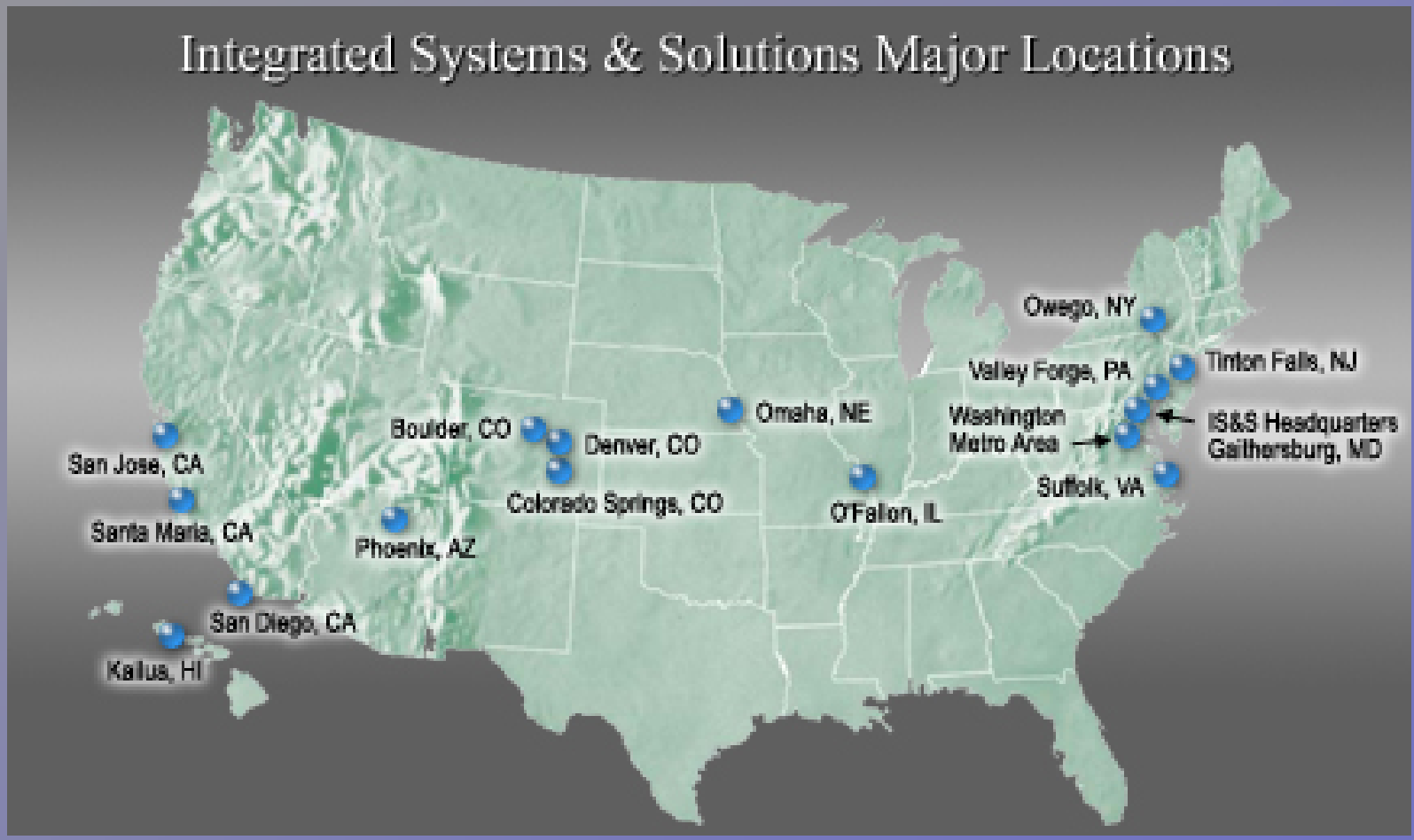
Topics

- Introduction
- Approach for Merger & Integration
- Methods Used
- Artifacts Analyzed
- Risks
- Findings
- Best Practices
- Causal Analysis & Actions

Lockheed Martin IS&S

Lockheed Martin Integrated Systems & Solutions (IS&S) specializes in developing horizontally-integrated solutions for network-centric operations, so that systems allow defense and intelligence organizations to act with greater speed, precision and effectiveness than ever before.



Approach for Merger & Integration

- Company A + Company B => Company C
- Analyzed artifacts, noted Best Practices
- Identified risks, documented mitigation plan
  - Included change management of many cultures
- Developed Transition Plan and Schedule
- Conducted Kickoff
- Implemented Plan according to schedule

Methods Used

- **Analyzed artifacts from two heritage Measurement Programs**
  - Comprehend
  - Contrast and compare
  - Developed mappings, tracking spreadsheets
- **Conducted Technical Interchange Meetings (TIMs)**
- **Provided clarifications**
- **Documented analysis**
- **Briefed results**

Artifacts Analyzed

- Policies
- Processes
- Procedures
- Manuals
- Forms
- Quantitative Management Plan (template)
- Training
- Boundary dependencies

Risks

- *Assume all programs participate in merger.*
- *Some programs may not be able to address some requirements or there may be unexpected actions that cannot be completed in a timely manner.*
- *Of greatest risk were those programs and companies recently acquired that may not have been operating at a high level of maturity. Typically, they may not have yet assimilated the requisite process and culture changes.*

Findings (1 of 2)

- Program Profile database
- Program Process Standard with supporting procedures
- Process Asset Library, available to all
- Different measurements for program types
- Inspection Process as a critical subprocess across the life cycle
  - Defect Density, Prep & Pace rates are statistically managed using Statistical Process Control (SPC)

Findings (2 of 2)

- Process Performance Baselines reported
- Standard accounting system for labor
- User Survey – Effectiveness of Indicators
- Proposal support and cost estimation
- Corrective Action Request process and database
- Subject Matter Experts in Measurement support to corporate organizations

Best Practices

- Measurement Program Steering Committee (MPSC)
- Executive Process Steering Committee (EPSC)
- Quantitative Management Manual (QMM)
- Hands-on with program Level 4&5 activities
- Checkpoint-driven collection of program data sets
- Inspection Tracking Tool (ITT)
- Integrated Program Environment (IPE) web sites for collaboration

Causal Analysis & Actions

- Re-charter MPSC to expand responsibilities
- Conduct across-company reviews of QMPs and monthly Measurement Reports, submit examples to Best Practices Library
- Provide additional training – QM, SPC
- Automate annual Survey to encourage participation
- Conduct on-going TIMs with boundary groups

Questions & Answers