# Integrated Program Performance Management (IPPM)

**A Data-Driven Approach to Program Management**

GDIT

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# Introductions

## Scott LaFrance

Director of EVM at GDIT with over 23 years of program management/project controls experience in IT, Managed Services, and Manufacturing

Former board member of the National Defense Industrial Associations (NDIA) – Integrated Program Management Division. Adjunct instructor with the College of Performance Management. In 2020, he assisted the program team of the Battlefield Information Collection and Exploitation System (BICES) program to implement the Integrated Program Performance Management (IPPM) solution.

## Karen Anderson

Operations Senior Manager for IPPM programs at GDIT with over 20 years of experience implementing and managing performance reporting requirements on government programs

As the Operations Senior Manager, Karen designed and managed the implementation of a tailored IPPM solution on the Battlefield Information Collection and Exploitation System (BICES) program. With input from the BICES program, she worked with Scott and her team to establish a system of processes and reporting around performance, resources, schedule, and cost management enabling the program to successfully meet customer requirements.


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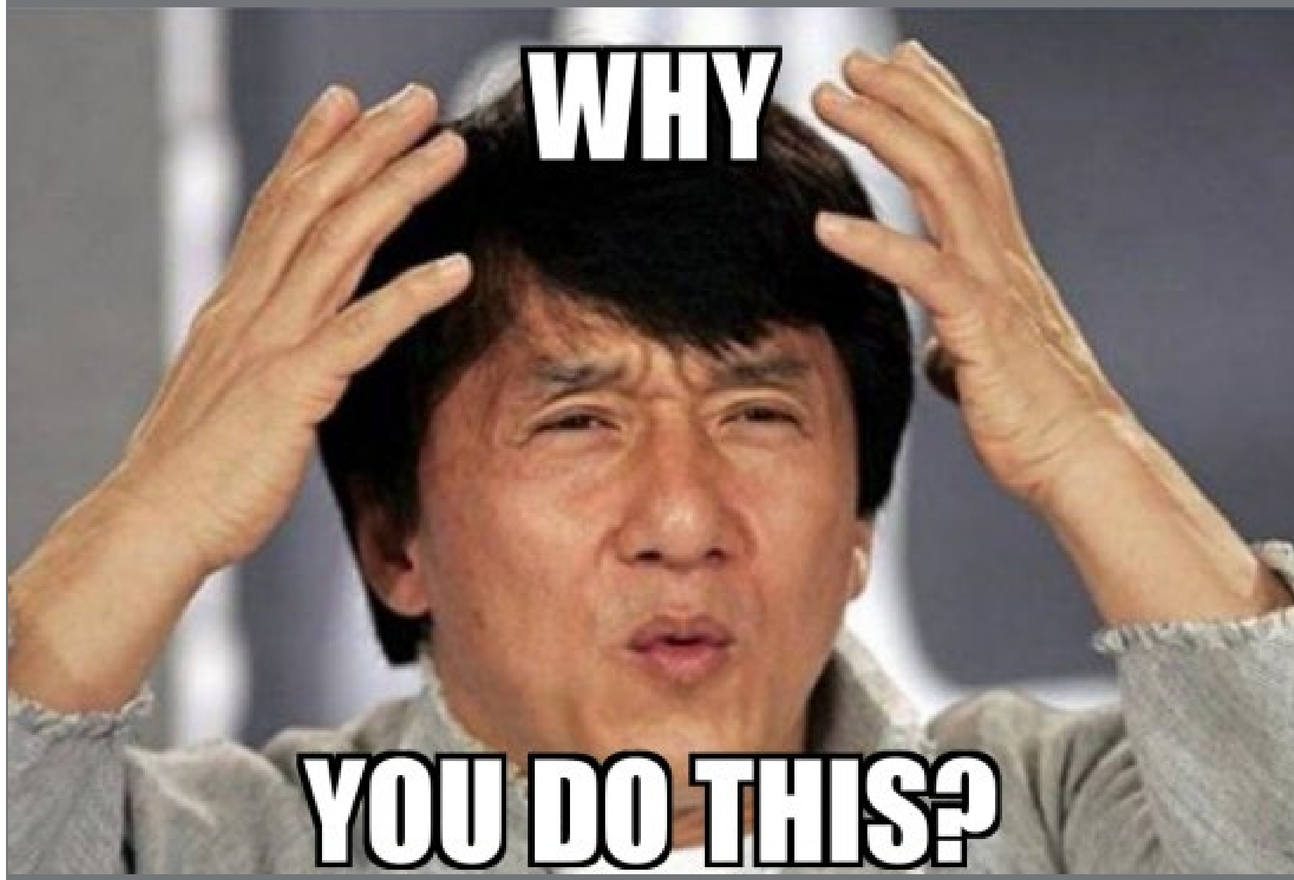
# Bottom Line Up Front (BLUF)

- Effective program management requires integrated cost and schedule controls
- Common systems (like EVMS) can be costly and untimely due to compliance and reporting requirements
- The Integrated Program Performance Management (IPPM) solution we've implemented mitigates much of of these concerns
- IPPM utilizes common Commercial Off The Shelf (COTS) tools and leverages existing processes and resources
- The IPPM solution is cost effective, tailorable, scalable, and value added
- Successful utilization requires support from program leadership




- Program Managers need integrated cost and schedule controls to help analyze and manage their programs' performance
- Recognize the benefits of EVMS without the regulatory elements, like the one employed at GDIT
- See how it can be implemented by any organization that needs it

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# An integrated cost and schedule control solution is essential to managing programs

## Without Integrated Cost and Schedule Controls, Programs...

- Rely on plan vs. actuals and burn rates to determine performance (often a fatal mistake)
- Produce unreliable Estimates to Complete (ETCs) and Estimates at Complete (EACs)
- Disconnect resource allocation and utilization from the Performance Measurement Baseline (PMB)
- Are incapable of generating performance reports and metrics
- Lack traceability and transparency
- Remain incapable of highlighting scope creep
- Make root cause analysis difficult

Budget v Actuals (Spend Plan Managment)

## With Integrated Cost and Schedule Controls, Programs...

- Provide ability to generate performance reporting and metrics
- Promote management by exception through variance analysis
- Generate reliable ETCs and EACs tied to the PMB
- Present accurate cost position shifts in accordance with regular schedule status updates
- Deliver improved management visibility
- Provides ability to plan and manage resources
- Foster disciplined planning and control
- Enhance traceability between cost and schedule mechanisms

Budget v Performance v Actuals

If the benefits of an integrated cost and schedule control system are so clear, then why do programs continuously rely on plan vs. actuals to manage programs…….and fail?


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# Industry's typical integrated solution (EVMS) is slow and expensive

- Driven by EIA-748 contract requirements focusing on compliance over analysis
- Reports generated in 3rd week of the next reporting period
  - Too late for management to make decisions
  - Staff focused on compliance instead of analysis
- Requires multiple, specialized tools
  - EV cost engines (Deltek Cobra)
  - EV reporting tools (Deltek wInsight)
  - Custom APIs developed to load and manage data
- Requires specialized labor
  - EV Cost Engineers to drive the cost tools
  - Master Scheduler Planners with strong EVM experience
- Requires substantial investment in time and training from PMs and Control Account Managers (CAMs)

Costly integrated solutions like EVMS were designed for large DoD weapons systems. GDIT needed a cost-effective solution it could apply to programs of any size, complexity, and risk……..enter IPPM.


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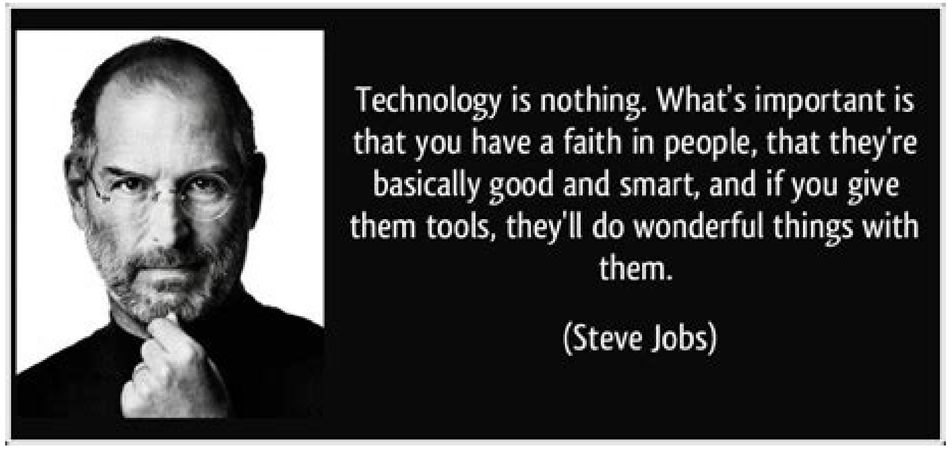
# The IPPM solution is cost effective, tailorable, scalable, and value added

- Promotes data analysis and management decision-making rather than regulatory compliance
- Can be implemented with as little as one Master Scheduler Planner
- Scalable to contract size, complexity, and risk
- COTS tools employed are commonly used, low cost, and likely already in-house
- PowerBI and SSI Tools provide scalable reporting capability tailored to management needs
- Used today on contracts from $10M to $1.5B+ in FedCiv, Intelligence, and Defense
- Can be spun-up to meet portfolio-level management and reporting




With additional process discipline and artifact generation the IPPM solution can also fulfill EIA-748 EVMS contract requirements.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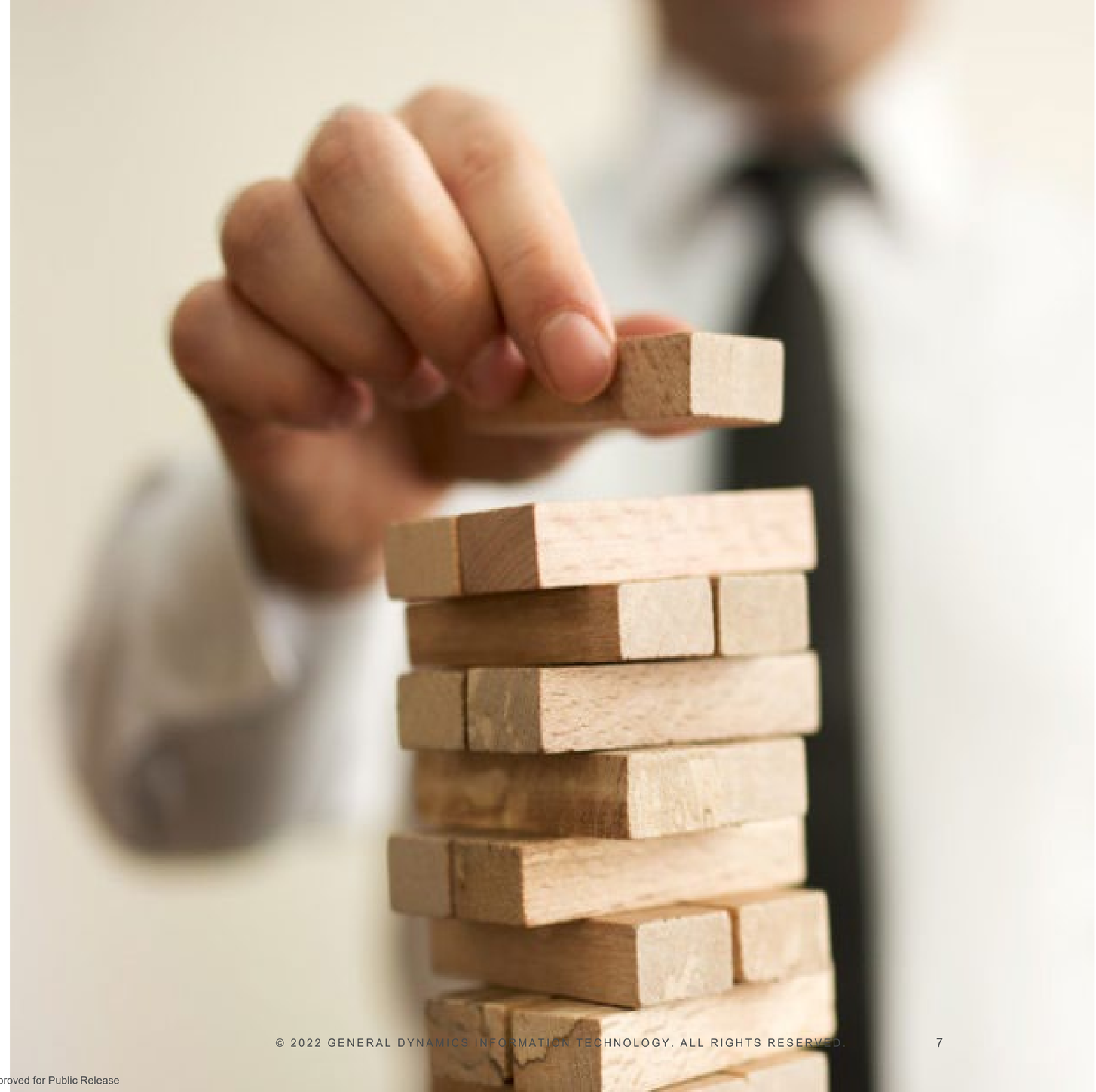
# IPPM critical success factors are like pieces to a puzzle – they must fit together in order to work

- Executive leadership demanding actionable performance data/metrics
- A PMO understanding the value and need for an integrated cost and schedule control system
- A trained project controls team that as subject matter experts at driving  the tools and processes and know how to deliver value-added analysis
- A set of defined processes and reports/dashboards aimed at promoting consistency, accuracy, and management value
- An integrated toolset



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# IPPM utilizes COTS tools and leverages existing processes and resources

## The Integrated Program Performance Management (IPPM) Solution

### COTS Tools

- MS O365
- MS SharePoint
- MS Project Web-Access (aka Project On-line)
- MS Excel with Power Query
- MS PowerBI
- SSI Tools
- Barbecana Full Monte

+

### Existing Processes

- Real-Time Dashboard Reporting
- Standard Work Authorization
- Baseline Change Control
- Weekly Schedule Status
- Bi-Weekly Resource Management
- Schedule Risk Analysis
- ETC/EAC Analysis

+

### Existing Resources

- Scheduler Planners*
- Cost Engineers**

* With strong cost engineering or EVMS background
** When warranted by size, scope and complexity

The elements of IPPM are simple, low-cost, and readily available to most organizations. Programs don't need a large roster of Subject Matter Experts. Anyone can implement an IPPM-like solution which is scalable for all type of programs.


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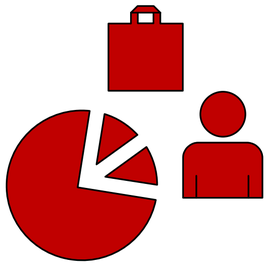
# Roles & Responsibilities

## External Customer

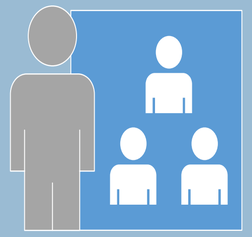


Customer feedback (formal or informal) may serve as a catalyst for change. Feedback on KPI performance, project management processes, schedule visibility or cost overruns may serve as a cause for change to the existing ways of managing project performance.

## Champion

Champions create the vision and engage the PSC to help create a concept of operations. Socialize and obtain agreement in the targeted areas/programs. Help overcome obstacles. Pave the way for PSC to implement the IPPM Solution. Champions are likely in executive leader roles.

## Program Support Center (PSC)



Implement, tailor and operate the IPPM System. Includes setup & maintenance of the PWA enterprise tables and fields. Provide consulting and educate the project team. Manage project schedules. Generate data, business intelligence, metrics & analysis. Initiate project update activities with project teams in accordance with the business rhythm.

## Project Manager & Project Team

Project Manager manages the project team executing to the established project baseline schedule. Manages and deconflicts resources. Provides updates to schedules. Performs Risk Management practices and provides updates for IPPM. Review & approve timecards. Review & analyze data, business intelligence & metrics reports. Deliver project status to Customer. Project Team provides updates to the project schedules, risk management and works to the established business rhythm.

## Finance

Oracle Expenditures (actuals) made available to PSC. Project costs (without fee) are included in IPPM data and metrics. Open and closes project charge numbers and task codes. Invoicing is not an input or output of IPPM.
IPPM estimates to complete (ETC)s are developed from remaining project work and may be used for 75% funding letters and ETC for projects.



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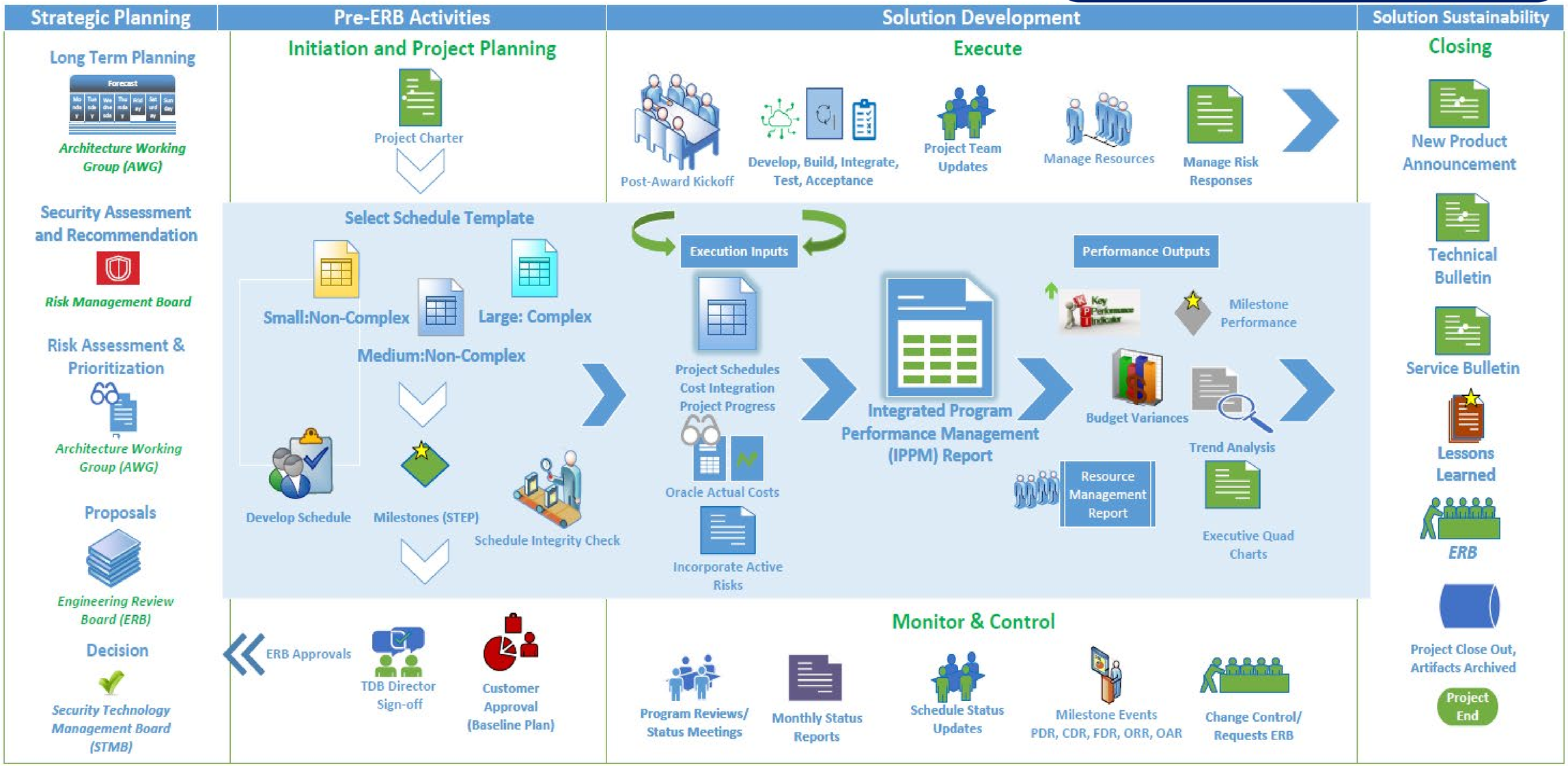
# Roles & Responsibilities
# IPPM and the Project Management Processes

**IPPM is central to the Project Management Processes and involved early in the Initiation & Planning. PSC is well integrated with the team during Execution & Closing and leads & guides team through the defined IPPM processes**



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# Executive Manager | Portfolio Level View

KPI 6.1 Legend: Finish Variance (Days) </= 5

Finish Variance (Days) > 5

| PROJECT | KPI 6.1 | BaseYear / Quarter (Baseline Finish) | % COMPLETE | SCHEDULE DATES | | | | FINISH VARIANCE (DAYS) | CUMULATIVE TO DATE | | | | | | STATUS DATE: | | 9/9/2022 | | AT COMPLETION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | START | FINISH | BASELINE START | BASELINE FINISH | | BUDGETED COST | | ACTUAL | CURRENT SPI | CURRENT CPI | LAST SPI | LAST CPI | TREND | | BUDGET | REMAINING COST | ESTIMATE AT COMPLETION | VARIANCE AT COMPLETION | VAC % |
| | | | | | | | | | WORK SCHEDULED | WORK PERFORMED | COST WORK PERFORMED | | | | | SPI | CPI | | | | | |
| GSE&SC TDB | | | | | | | | | 2,030,852 | 1,981,820 | 2,243,416 | 0.98 | 0.88 | 0.98 | 0.89 | | | 8,882,744 | 6,968,334 | 9,211,750 | (329,006) | -3.7% |
| TDB Projects | 57% | | | | | | | | 347,304 | 313,408 | 399,708 | 0.90 | 0.78 | 0.90 | 0.78 | | | 881,008 | 561,717 | 961,425 | (80,417) | |
| Group 1 | | | | | | | | 23 | 52,097 | 47,073 | 40,242 | 0.90 | 1.17 | 0.88 | 1.17 | | | 151,176 | 102,227 | 142,469 | 8,707 | |
| System 1 | | | | | | | | 23 | 38,156 | 33,089 | 27,528 | 0.87 | 1.20 | 0.82 | 1.22 | | | 136,795 | 102,102 | 129,630 | 7,165 | |
| Project A | | BY4/Q4 | 25% | 5/16/2022 | 10/11/2023 | 5/16/2022 | 9/7/2023 | 23 | 38,156 | 33,089 | 27,528 | 0.87 | 1.20 | 0.82 | 1.22 | | | 136,795 | 102,102 | 129,630 | 7,165 | 5.2% |
| System 2 | | | | | | | | 0 | 13,941 | 13,985 | 12,714 | 1.00 | 1.10 | 1.05 | 1.09 | | | 14,381 | 125 | 12,839 | 1,542 | |
| Project B | | BY4/Q1 | 94% | 6/6/2022 | 9/14/2022 | 6/6/2022 | 9/14/2022 | 0 | 13,941 | 13,985 | 12,714 | 1.00 | 1.10 | 1.05 | 1.09 | | | 14,381 | 125 | 12,839 | 1,542 | 10.7% |
| Group 2 | | | | | | | | 136 | 152,247 | 150,182 | 237,930 | 0.99 | 0.63 | 0.98 | 0.64 | | | 152,247 | 1,665 | 239,595 | (87,348) | |
| System 3 | | | | | | | | 136 | 152,247 | 150,182 | 237,930 | 0.99 | 0.63 | 0.98 | 0.64 | | | 152,247 | 1,665 | 239,595 | (87,348) | |
| Project C | | BY3/Q3 | 97% | 11/10/2020 | 9/28/2022 | 11/10/2020 | 3/16/2022 | 136 | 110,174 | 108,109 | 162,290 | 0.98 | 0.67 | 0.98 | 0.69 | | | 110,174 | 1,665 | 163,956 | (53,782) | -48.8% |
| Project D | | BY3/Q3 | 99% | 9/7/2021 | 9/14/2022 | 9/7/2021 | 3/8/2022 | 131 | 42,073 | 42,073 | 75,639 | 1.00 | 0.56 | 0.99 | 0.55 | | | 42,073 | 0 | 75,639 | (33,566) | -79.8% |
| Group 3 | | | | | | | | 52 | 142,960 | 116,153 | 121,536 | 0.81 | 0.96 | 0.82 | 0.94 | | | 577,585 | 457,825 | 579,362 | -1,776 | |
| System 4 | | | | | | | | 0 | 2,781 | 1,326 | 0 | 0.48 | - | - | - | | | 419,809 | 418,524 | 418,524 | 1,285 | |
| Project E | | OY1/Q3 | 0% | 9/9/2022 | 4/14/2025 | 9/9/2022 | 4/14/2025 | 0 | 2,781 | 1,326 | 0 | 0.48 | - | - | - | | | 419,809 | 418,524 | 418,524 | 1,285 | 0.3% |
| System 5 | | | | | | | | 7 | 36,446 | 32,045 | 31,182 | 0.88 | 1.03 | 0.76 | 1.00 | | | 41,065 | 6,631 | 37,813 | 3,252 | |
| Project F | | BY4/Q1 | 90% | 4/5/2021 | 11/10/2022 | 4/5/2021 | 11/1/2022 | 7 | 36,446 | 32,045 | 31,182 | 0.88 | 1.03 | 0.76 | 1.00 | | | 41,065 | 6,631 | 37,813 | 3,252 | 7.9% |
| System 6 | | | | | | | | 9 | 3,225 | 806 | 1,244 | 0.25 | 0.65 | - | - | | | 8,358 | 7,003 | 8,247 | 111 | |
| Project G | | BY4/Q2 | 7% | 8/25/2022 | 12/23/2022 | 8/25/2022 | 12/12/2022 | 9 | 3,225 | 806 | 1,244 | 0.25 | 0.65 | - | - | | | 8,358 | 7,003 | 8,247 | 111 | 1.3% |
| System 7 | | | | | | | | 52 | 100,507 | 81,975 | 89,110 | 0.82 | 0.92 | 0.85 | 0.92 | | | 108,353 | 25,668 | 114,778 | (6,425) | |
| Project H | | BY4/Q1 | 76% | 5/13/2021 | 2/2/2023 | 5/13/2021 | 11/16/2022 | 52 | 100,507 | 81,975 | 89,110 | 0.82 | 0.92 | 0.85 | 0.92 | | | 108,353 | 25,668 | 114,778 | (6,425) | -5.9% |
| Approved Hold: Pending External Dependency | | | | | | | | | 41,614 | 26,251 | 25,039 | 0.63 | 1.05 | 0.63 | 1.05 | | | 101,022 | 72,506 | 97,545 | 3,477 | |
| System 8 | | | | | | | | 56 | 41,614 | 26,251 | 25,039 | 0.63 | 1.05 | 0.63 | 1.05 | | | 101,022 | 72,506 | 97,545 | 3,477 | |
| Project I | | | 39% | 3/29/2021 | 5/1/2023 | 3/29/2021 | 2/9/2023 | 56 | 41,614 | 26,251 | 25,039 | 0.63 | 1.05 | 0.63 | 1.05 | | | 101,022 | 72,506 | 97,545 | 3,477 | 3.4% |
| Closed | | | | | | | | | 165,795 | 166,021 | 157,204 | 1.00 | 1.06 | 1.00 | 1.06 | | | 222,954 | 0 | 157,204 | 65,751 | |
| System 9 | | | | | | | | 0 | 21,681 | 21,681 | 17,418 | 1.00 | 1.24 | 1.00 | 1.24 | | | 21,681 | 0 | 17,418 | 4,263 | |
| Project J | | BY3/Q4 | 100% | 3/14/2022 | 7/27/2022 | 3/14/2022 | 7/27/2022 | 0 | 21,681 | 21,681 | 17,418 | 1.00 | 1.24 | 1.00 | 1.24 | | | 21,681 | 0 | 17,418 | 4,263 | 19.7% |
| System 10 | | | | | | | | 4 | 64,884 | 65,110 | 58,966 | 1.00 | 1.10 | 1.00 | 1.10 | | | 122,043 | 0 | 58,966 | 63,076 | |
| Project K | | BY4/Q3 | 100% | 10/12/2021 | 7/14/2022 | 10/12/2021 | 4/26/2023 | (196) | 41,046 | 41,272 | 42,534 | 1.01 | 0.97 | 1.01 | 0.97 | | | 98,205 | 0 | 42,534 | 55,671 | 56.7% |
| Project L | | BY3/Q4 | 100% | 12/9/2021 | 7/19/2022 | 12/9/2021 | 7/13/2022 | 4 | 23,838 | 23,838 | 16,433 | 1.00 | 1.45 | 1.00 | 1.45 | | | 23,838 | 0 | 16,433 | 7,405 | 31.1% |
| System 11 | | | | | | | | 0 | 18,912 | 18,912 | 13,376 | 1.00 | 1.41 | 1.00 | 1.41 | | | 18,912 | 0 | 13,376 | 5,536 | |
| Project M | | BY3/Q3 | 100% | 12/13/2021 | 4/12/2022 | 12/13/2021 | 4/12/2022 | 0 | 18,912 | 18,912 | 13,376 | 1.00 | 1.41 | 1.00 | 1.41 | | | 18,912 | 0 | 13,376 | 5,536 | 29.3% |
| System 12 | | | | | | | | 0 | 46,174 | 46,174 | 51,101 | 1.00 | 0.90 | 1.00 | 0.90 | | | 46,174 | 0 | 51,101 | (4,927) | |
| Project N | | BY3/Q4 | 100% | 5/2/2022 | 8/17/2022 | 5/2/2022 | 8/17/2022 | 0 | 46,174 | 46,174 | 51,101 | 1.00 | 0.90 | 1.00 | 0.90 | | | 46,174 | 0 | 51,101 | (4,927) | -10.7% |
| System 13 | | | | | | | | 5 | 14,144 | 14,144 | 16,342 | 1.00 | 0.87 | 1.00 | 0.87 | | | 14,144 | 0 | 16,342 | (2,198) | |
| Project O | | BY3/Q3 | 100% | 11/1/2021 | 8/26/2022 | 11/1/2021 | 8/19/2022 | 5 | 14,144 | 14,144 | 16,342 | 1.00 | 0.87 | 1.00 | 0.87 | | | 14,144 | 0 | 16,342 | (2,198) | -15.5% |
| O&M Projects | | | | | | | | | 1,476,139 | 1,476,139 | 1,661,465 | 1.00 | 0.89 | 1.00 | 0.89 | | | 7,677,760 | 6,334,111 | 7,995,576 | (317,816) | -4.1% |
| Project P | | | 20% | 3/14/2022 | 9/6/2024 | 3/14/2022 | 9/6/2024 | 0 | 578,689 | 578,689 | [illegible] | 1.00 | 0.98 | 1.00 | 0.99 | | | 2,970,879 | 2,390,482 | 2,983,531 | (12,651) | -0.4% |
| Project Q | | | 20% | 3/7/2022 | 9/6/2024 | 3/14/2022 | 9/6/2024 | 0 | 66,638 | 66,638 | 18,265 | [illegible] | 3.65 | 1.00 | 3.77 | | | 358,368 | 293,470 | 311,735 | 46,633 | 13.0% |
| Project R | | | 20% | 3/14/2022 | 9/6/2024 | 3/14/2022 | 9/6/2024 | 0 | 336,806 | 336,806 | 366,694 | [illegible] | 0.92 | 1.00 | 0.91 | | | 1,743,721 | 1,395,463 | 1,762,157 | (18,437) | -1.1% |
| Project S | | | 14% | 3/14/2022 | 9/6/2024 | 3/14/2022 | 9/6/2024 | 0 | 428,901 | 428,901 | 615,005 | 1.00 | [illegible] | 1.00 | 0.70 | | | 2,265,305 | 1,978,978 | 2,593,984 | (328,679) | -14.5% |
| Project T | | | 20% | 3/14/2022 | 9/6/2024 | 3/14/2022 | 9/6/2024 | 0 | 65,106 | 65,106 | 68,451 | 1.00 | 0.95 | [illegible] | 0.92 | | | 339,487 | 275,718 | 344,169 | (4,683) | -1.4% |

**Trend Indicators**

**Management by Exception**
**Visibility of problematic tasks**

**Rollup Schedule and Budget Performance across the Portfolio**

**No manual manipulation of metrics**

**Budgets & ETCs**

*Project names and references concealed due to sensitive content*



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# The IPPM dashboards combine cost, schedule, and EV performance

Completely system generated with no manual manipulation of the data

**WEEK 1 - REGION EAST AND TO PROJECTS MONTHLY STATUS REVIEW** **March 1, 2022**

## EUCOM New Bilat (Conversion)

### Scope

New bilat requirement, converting EC04 to SECRET//REL network to support information sharing requirements

| | |
|---|---|
| **SR:** | **SR819133** |
| **Project Manager:** | **Wilkinson; Robert M** |
| **Project Engineer:** | **Bork; Jeffrey D** |
| **Scheduler:** | **Farnsworth; Lauren L** |
| **Functional Area:** | **A&E - Enhancement** |
| **Process Phase:** | **Active** |

| | |
|---|---|
| Schedule | |
| Cost | Project scope expanded to meet mission requirements and ensure a timely delivery of capabilities and services to the customer. To meet mission requirements, EUCOM had to leverage resources across the Enterprise to ensure success. |
| Risk | |

### Next 30 Days

| PROJECT / TASK | EXTERNAL TASK OWNER | PROJECT SCHEDULE HEALTH | % COMPLETE | SCHEDULE DATES | | | | FINISH VARIANCE (DAYS) | CUMULATIVE TO DATE | | | | STATUS DATE: | | 2/25/2022 | | AT COMPLETION | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | START | FINISH | BASELINE START | BASELINE FINISH | | BUDGETED COST WORK SCHEDULED | BUDGETED COST WORK PERFORMED | ACTUAL COST WORK PERFORMED | CURRENT SPI | CURRENT CPI | LAST SPI | LAST CPI | TREND SPI | TREND CPI | BUDGET | REMAINING COST | ESTIMATE AT COMPLETION | VARIANCE AT COMPLETION |
| **EUCOM New Bilat (Conversion)** | | | **91%** | **10/4/2021** | **3/29/2022** | **10/4/2021** | **3/21/2022** | **(8)** | **$ 120,212** | **$ 116,187** | **$ 131,247** | **0.97** | **0.89** | **1.01** | **0.87** | | | **$ 134,237** | **$ 15,313** | **$ 146,560** | **$ (12,323)** |
| Hubsite Complete - Systems | | | 0% | 2/28/2022 | 2/28/2022 | 1/31/2022 | 1/31/2022 | (28) | $ - | $ - | | - | | | | | | | | | |
| Final Test | | | 0% | 2/28/2022 | 2/28/2022 | 1/31/2022 | 1/31/2022 | (28) | $ 80 | $ - | | - | | | | | | | | | |
| Develop Budget Engineering Estimate of Materials (BEE) | | | 50% | 12/29/2021 | 2/28/2022 | 12/29/2021 | 2/28/2022 | 0 | $ 3,052 | $ 1,537 | | 0.50 | | | | | | | | | |
| SVT - Updated Security Classification Guide | GOV | | 0% | 2/28/2022 | 2/28/2022 | 2/28/2022 | 2/28/2022 | 0 | $ - | $ - | | - | | | | | | | | | |

### Last Month's Accomplishments

| TASK | % COMPLETE | START | FINISH | BASELINE START | BASELINE FINISH | FINISH VARIANCE |
|---|---|---|---|---|---|---|
| SVT - Facility Accreditation | 100% | 1/24/2022 | 1/28/2022 | | | |
| Update accreditation package with new site | 100% | 1/27/2022 | 1/28/2022 | 1/27/2022 | 1/28/2022 | 0 |
| Black Transport Connectivity | 100% | 1/31/2022 | 1/31/2022 | | | |
| Ship Materials to Remote Sites | 100% | 1/7/2022 | 2/1/2022 | 1/7/2022 | 2/1/2022 | 0 |
| Procurement complete | 100% | 2/1/2022 | 2/1/2022 | 2/1/2022 | 2/1/2022 | 0 |
| SVT - Site Survey | 100% | 2/1/2022 | 2/1/2022 | 2/1/2022 | 2/1/2022 | 0 |

### Remaining Critical Path

| TASK | % COMPLETE | START | FINISH | BASELINE START | BASELINE FINISH | FINISH VARIANCE |
|---|---|---|---|---|---|---|
| Final Test | 0% | 2/28/2022 | 2/28/2022 | 1/31/2022 | 1/31/2022 | (28) |
| Generate Checklists | 0% | 3/1/2022 | 3/14/2022 | 2/1/2022 | 2/14/2022 | (28) |
| Address Added Controls | 0% | 3/15/2022 | 3/24/2022 | 2/15/2022 | 2/24/2022 | (28) |
| Accreditation Amendment Submitted | 0% | 3/25/2022 | 3/25/2022 | 2/25/2022 | 2/25/2022 | (28) |
| Submit Amendment to eMASS Package | 0% | 3/25/2022 | 3/25/2022 | 2/25/2022 | 2/25/2022 | (28) |
| Accreditation Package Validated | 0% | 3/25/2022 | 3/25/2022 | 2/25/2022 | 2/25/2022 | (28) |
| Lessons Learned | 0% | 3/28/2022 | 3/29/2022 | 3/15/2022 | 3/16/2022 | (13) |
| Project Complete | 0% | 3/29/2022 | 3/29/2022 | 3/21/2022 | 3/21/2022 | (8) |

### Risks / Issues

| RISK ID/TITLE | EXPOSURE | STATUS |
|---|---|---|
| BICES_EUCOM_EUCOM New Bilat (Conversion)_5<br>Site 681 - Communications Closet Construction<br>Description: If the site's communications closet for this installation is not ready for installation by 10 Feb 22, then the schedule will be impacted. | 1 | Watch |
| BICES_EUCOM_EUCOM New Bilat (Conversion)_4<br>Embassy Transport Network Available<br>Description: If a determination for who will fund the Embassy transport network to support this install and ensure it is in place is not identified and executed, then this installation will be completed. | 0.6 | Watch |
| BICES_EUCOM_EUCOM New Bilat (Conversion)_1<br>EUCOM New Bilat (EC04 Conversion)-COVID Travel Restrictions<br>Description: If the restrictions and rules continue to change rapidly as cases increase across Europe and the partner nation has been designated as a COVID high risk area by Germany, then there may be an impact to technicians being able to travel to installation site. | 0.5 | Mitigate |

Generated within minutes using VBA and Power Query

Easily customized to meet program requirements; all source data is in PWA

This dashboard report is a snapshot of a project's health, accomplishments, performance to date, critical path, and associated risks

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# Resource Assignment Report & Analysis

Source: project schedules

Select Active, Planning, On-Hold, and/or Future Pipeline Projects

What is the work assigned in the next few weeks?

How many hours will these tasks take?

Identifies Charge Code for Tasks

What is Employee assigned to do?

| Project State | (Multiple Items) | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Sum of AssignmentRemainingWork | Column Labels | | | | | | | | | | |
| | 2022 | | | | | | | | | | 2022 Total |
| | 9 | | | | | 10 | | | | | |
| Row Labels | 9/26/2022 | 9/27/2022 | 9/28/2022 | 9/29/2022 | 9/30/2022 | 10/3/2022 | 10/4/2022 | 10/5/2022 | 10/6/2022 | 10/7/2022 | |
| Employee A | 14.6 | 14.6 | 11.7 | 11.7 | 11.7 | 8.1 | 8.8 | 8.8 | 8.8 | 9.6 | 106.5 |
| GSE&SC_TDB_2_0_Project 1 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 27.2 |
| 284 514660 211 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 22.3 |
| Task 1 | 1.7 | 1.7 | 1.7 | 1.7 | 1.7 | 1.7 | 1.7 | 1.7 | 1.7 | 1.7 | 17.2 |
| Task 2 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.5 |
| Task 3 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 4.6 |
| 284 514660 212 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 5.0 |
| Task 4 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 5.0 |
| GSE&SC_TDB_EDS3_Project 2 | 7.5 | 7.5 | 7.5 | 7.5 | 7.5 | 1.9 | 1.9 | 1.9 | 1.9 | 1.9 | 46.9 |
| 284 514660 3491A | 7.5 | 7.5 | 7.5 | 7.5 | 7.5 | 1.9 | 1.9 | 1.9 | 1.9 | 1.9 | 46.9 |
| Site 1: Testing and monitoring | 2.5 | 2.5 | 2.5 | 2.5 | 2.5 | 0.6 | 0.6 | 0.6 | 0.6 | 0.6 | 15.7 |
| Site 2: Testing and monitoring | 2.5 | 2.5 | 2.5 | 2.5 | 2.5 | 0.6 | 0.6 | 0.6 | 0.6 | 0.6 | 15.7 |
| Site 3: Testing and monitoring | 2.5 | 2.5 | 2.5 | 2.5 | 2.5 | 0.6 | 0.6 | 0.6 | 0.6 | 0.6 | 15.6 |
| GSE&SC_TDB_5_0_Project 3 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 15.2 |
| 284 514660 511 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 2.5 |
| Task 5 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 2.5 |
| 284 514660 512 | 1.3 | 1.3 | 1.3 | 1.3 | 1.3 | 1.3 | 1.3 | 1.3 | 1.3 | 1.3 | 12.7 |
| Task 6 | 1.3 | 1.3 | 1.3 | 1.3 | 1.3 | 1.3 | 1.3 | 1.3 | 1.3 | 1.3 | 12.7 |
| GSE&SC_TDB_DSLP_Project 4 | 2.9 | 2.9 | | | | | | | | | 5.7 |
| GSE&SC_TDB_5_1_4_Project 5 | | | | | | | | | | 0.8 | 0.8 |
| GSE&SC_TDB_EDS1_Project 6 | | | | | | | 2.7 | 2.7 | 2.7 | 2.7 | 10.7 |

Project names and references concealed due to sensitive content

Flags over-allocations & prompts resource deconfliction discussion & decisions

- Fast power query refresh when schedules are updated
- Top down and drill down view of all resource assignments across all projects
- Same data with different views: by Resource, Project, Manager View
- Color conditioning highlights Over/Under Allocations, advances the resource deconfliction process

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# Customer View | Project Level Quad Chart

| Project A | State | Ac | Evaluation-Alpha |
|---|---|---|---|

## Description

Description of the project concealed due to sensitive content. Description of the project concealed due to sensitive content. Description of the project concealed due to sensitive content. Description of the project concealed due to sensitive content. Description of the project concealed due to sensitive content. Description of the project concealed due to sensitive content. Description of the project concealed due to sensitive content. Description of the project concealed due to sensitive content. Description of the project concealed due to sensitive content. Description of the project concealed due to sensitive content.

**Text inputs from Project Managers Source: PWA**

## Milestones and Key Delive

**Performance Tracking for Key Milestones Source: Schedules**

| | Status | Baseline | Finish | | Finish Variance |
|---|---|---|---|---|---|
| PDR | Waived | | | | |
| CDR | Waived | | | | |
| FDR | | 11/3/2022 | 12/19/2022 | - | 30 |
| ORR | | 8/4/2023 | 9/13/2023 | - | 27 |
| OAR | | 9/7/2023 | 10/11/2023 | - | 23 |

Notes:
PDR and CDR were completed prior to legacy conversion. FDR projected to be be late due to {root cause}, corrective actions being take {action 1, action 2,etc). This delay impacts the subsequent milestones.

## Overall Status

| Baseline Start | Baseline Finish | Forecast Finish |
|---|---|---|
| 5/16/2022 | 9/7/2023 | 10/11/2023 |

Due to the technical issues and the vendor delays, the project is tracking to a late finish variance of 23 days. Technical issues are under evaluation and SME has been assigned to provide evaluation and recommend corrective actions. Branch Chief has been briefed in the week of 9/9/22.

**Consolidated Data Sets from Different Sources into One Report**

## Active Risks and Issues

| Description | Response Type |
|---|---|
| IF during the installation and configuration of XYZ, TDB experience issues requiring abc support, THEN an approved schedule change will be required. | Accept |
| IF vendor delay is beyond the planned baseline then a schedule change will be | Mitigate |
| | |
| | |
| | |
| | |
| | |
| | |

Notes:

**Risk Tracking Source: Excel Risk Register**

## Power of the PWA Queries

- Template is designed to pull the required information
- Data mined from several sources when invoked with the query
- Fast powerful results in minutes
- Repeatable process
- Produces integrated and organized data in the appropriate quadrants

*Project names and references concealed due to sensitive content*

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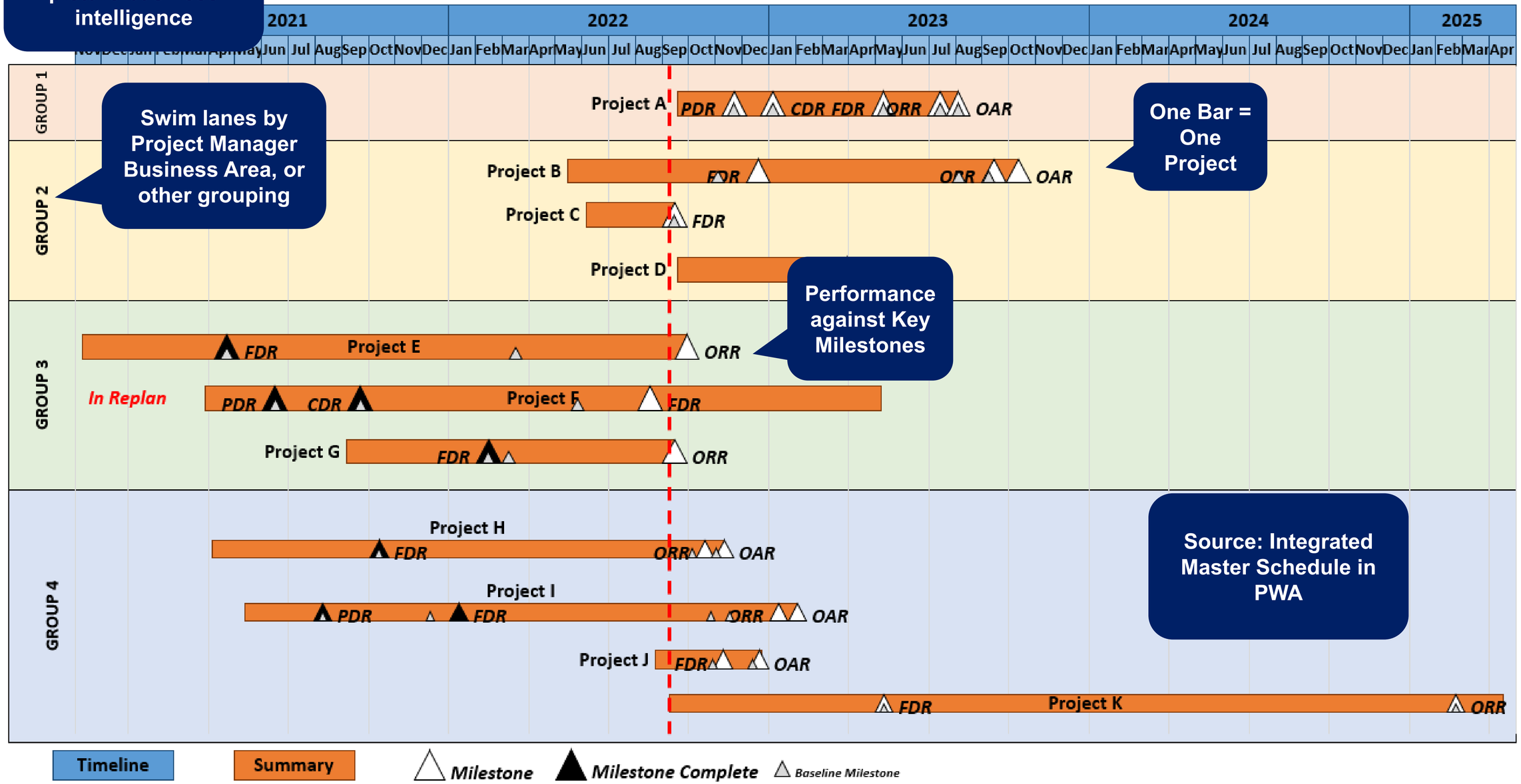
# Customer View –Portfolio Project Status

Summarize thousands of line of data into big picture business intelligence

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# IPPM on the Air Force BICES program

## Background

- Battlefield Information Collection & Exploitation Systems (BICES)
- Cost Plus Fixed Fee
- $1.5B Total Contract Value
- Over 500 GDIT employees and subcontractors
- Supporting 42 locations globally
- 270+ individual project schedules feeding one IMS
- IPPM maintained by 4 FTEs (Scheduler/Planners)

## Benefits of IPPM

- Single-source for all cost/schedule data and analysis
- Faster, more accurate performance reporting
  - Reduced time to generate reporting by over 80%
  - Increased reporting from monthly to bi-weekly
- High customer satisfaction (GDIT and Air Force)
  - Favorable Contractor Performance Assessment Reports (CPARs)
  - Additional sole-source work (2 years $B)
- Reduced cost to maintain performance reporting

## Favorable Contractor Performance Assessment Report (October 2021)

“There were issues with project schedules and timeliness during the first quarter of the PoP. To resolve the concerns, GDIT used corporate schedulers to monitor and create a path forward to get the schedule(s) under control and integrated. This team helped identify what items needed to be in the Integrated Master Schedule (IMS) to provide the required visibility for the Government.

This effort led to more robust project management oversight which helped GDIT meet the requirements in the contract. GDIT started conducting detailed Critical Path Analysis, schedule risk assessments and is meeting DCMA schedule health checks. GDIT also started facilitating weekly project meetings providing visibility into schedule progress and project completion. This ensures the Government is made aware of potential issues much earlier and mitigation can be pursued, which was a problem historically for this contract.

Given what I know today about the contractor’s ability to perform in accordance with this contract or order’s most significant requirements, I would recommend them for similar requirements in the future.” Shannon Jenkins – US BICES Program Manager


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# PROGRAM SUPPORT CENTER

*Services In Support Of Our Programs*

## REPORTING & ANALYSIS

- PMRs; process, status reporting, PM team & PRA support, tools
- EPMRs; process, PM team and Division support, form/format
- Analysis: Proactive and expanded data analysis, including loss analysis dissemination for all divisions
- In development: Insight automation forward looking metrics & measures

## EVM & SCHEDULING

- Maintain GDIT's DCMA approved EVM business system
- Conduct EVMS compliance and surveillance reviews for DCMA
- New program (startup) implementations
- Crisis support and recovery services
- Enterprise-wide schedule and schedule management training
- Managing the GDIT Scheduling Community of Interest (SCOI)
- Bid and Implement Industry Leading Tools and Solutions

forProject, SSI, Deltek Cobra, Steelray, Full Monte, Milestones Professional, w Insight

## QUALITY & EHS

- Quality; Process approach & Risk-based implementation, Quality requirements embedded in PM and Functional Area processes, Customer focus, align best practices & certification requirements, continual improvement focus
- OSHA / EPA; regulations, compliance, implementation, reporting and risk mitigation
- ISO 9001 (Quality QMS), 14001 (Environmental EMS) and ISO 45001 (Safety OH&S) Registered Management Systems

OSHA, BPM, ISO, EPA

## POLICY & PROCESS

- GDIT policy & process; standards, repository, and facilitation (PPWG)
- CMMI Certifications
- Program & Project Management Best practice library (GOAL)
- 6 Sigma process reviews and improvements (Kaizen events)
- ITIL Training (in coordination with T&D & ITSM4Gov)

GOAL, CMMI, ITIL

## PROGRAM SUPPORT & MATURITY

- PM Tool Box Portal
- PM Medleys
- Supporting PM Development
- PM Council / Summit
- Provide PM Point of View for GDIT initiatives

VISIT US ON GDIT CONNECT
https://thecloudi.sharepoint.us/sites/PSC

ENGAGE US VIA EMAIL
ProgramSupportCenter@gdit.com

PARTNERED WITH
DIVISION OPERATIONS

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