# Tactical Planning at Program Start-Up

Guiding Projects Toward Excellence in Execution

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Agenda

- How did Boots Come About?

- What is Boots?

- How Boots Works

- What Boots Does Not Provide

- Assessment Tools

- Hurdles

- Summary

- Backup Information

- Acronyms
  - GCSD – Government Communications System Division
  - DPG – Division Process Group

How did Boots Come About?

Program Teams

Program X

Pr...
Pr...
Pr...
Program A
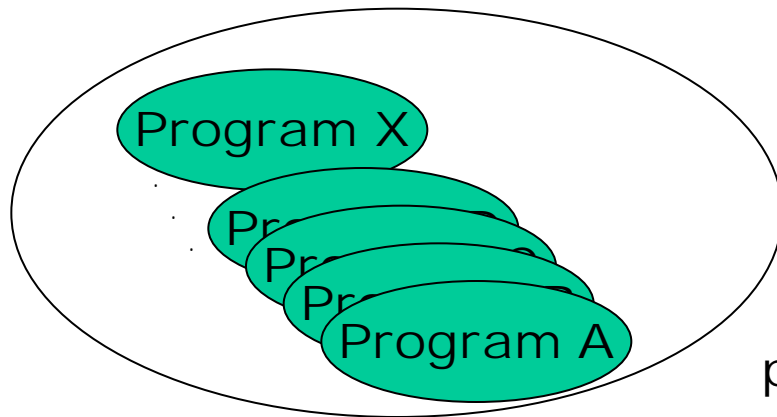
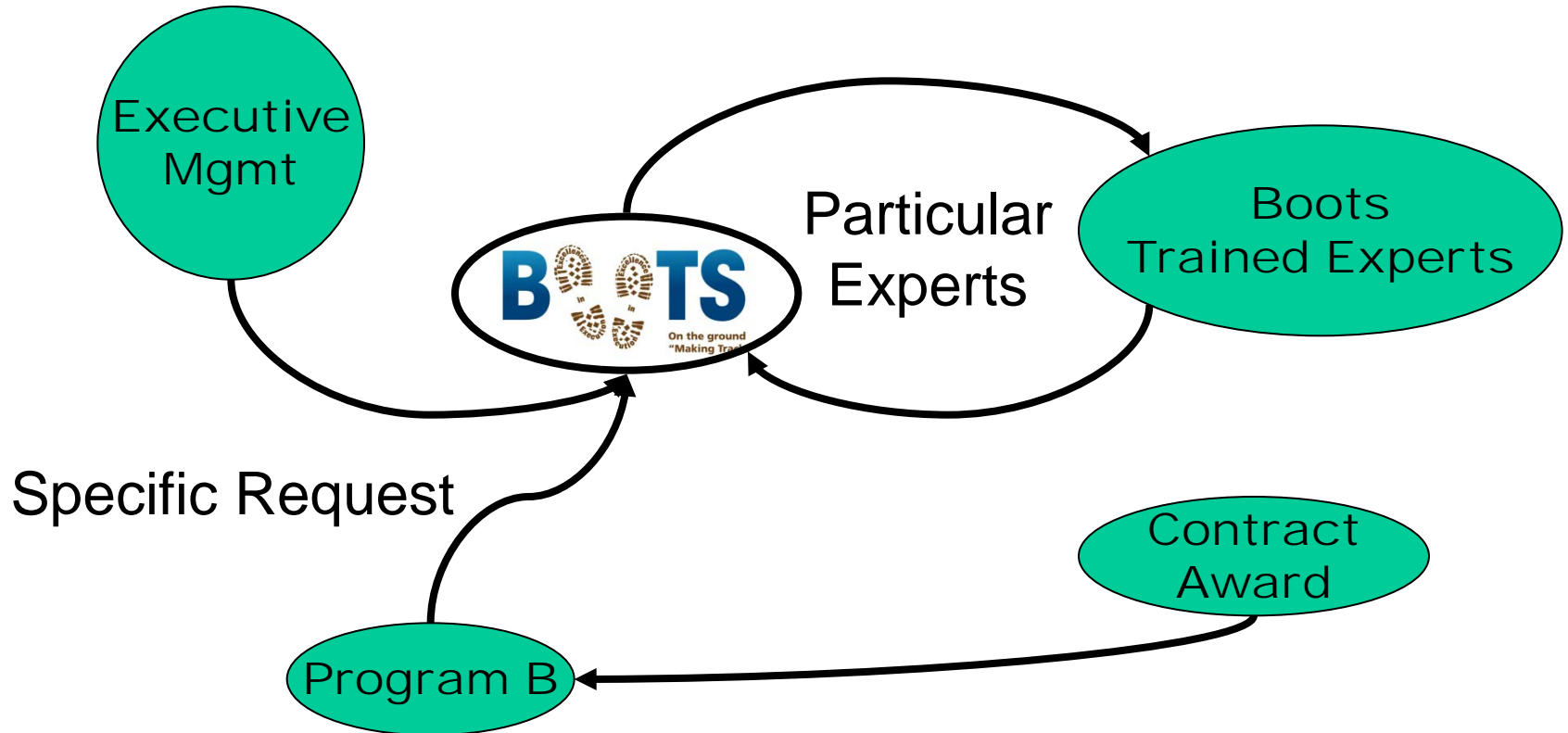**GCSD Programs are empowered to execute within the bounds of the customer contract**

Some programs performed better than others

Reactive support was given to programs that did not perform well

June 2007 - "When are we going to stop trying to fix red programs and start getting programs off on the right foot?"

The Concept For Boots Was Formed

What is Boots?

- "Boots on the ground" is the help on the front lines (on the program) during start-up
  - Boots is not Air Support
    - Coming in and strategically taking out the big targets
  - Boots is the ground troops helping to clear a route for your team to get to a successful Start-Up Review
- Boots is part of the refocusing the DPG from Functional Centric (Air Support) to Program Centric (Boots on the Ground)
- NDIA Program Start-up Workshop:
  - "Provide Program Start-Up Assistance to PMs"
  - "Act as a Catalyst for Rapidly Applying Lessons Learned, Best Practices, and Exemplary Program Management Approaches"

How Boots Works

Executive Mgmt

B**TS**
On the ground
"Making Tr..."

Particular Experts

Boots Trained Experts

Specific Request

Contract Award

Program B

The Particular Team Is Composed Of Experts Who Understand The Customization Needed For The Specific Program Type

Boots Charter

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- Boots **facilitates** a program team's **application of processes, tools and people** needed to permit the program to complete a **successful program Start-Up Review** (SUR).

- The Boots Team **focuses** on the establishment of a **solid integrated technical, cost and schedule baseline** including;

  – risk and opportunity tools and processes

  – and a comprehensive change management process.

**Facilitating the Start-Up Review
Process to Produce
An Integrated Program Baseline**

Working with the Program Team

BOOTS
On the ground
"Making Tracks"

Program C

- **Facilitation** of the Start-Up processes and tools
- **Assistance** with refresher training
- **Program Advocate for the Program**
- **Mentor**
- **Feedback** to DPG on processes and tools
- **Improve the probability of success**
- **Improve their ability to accurately predict**
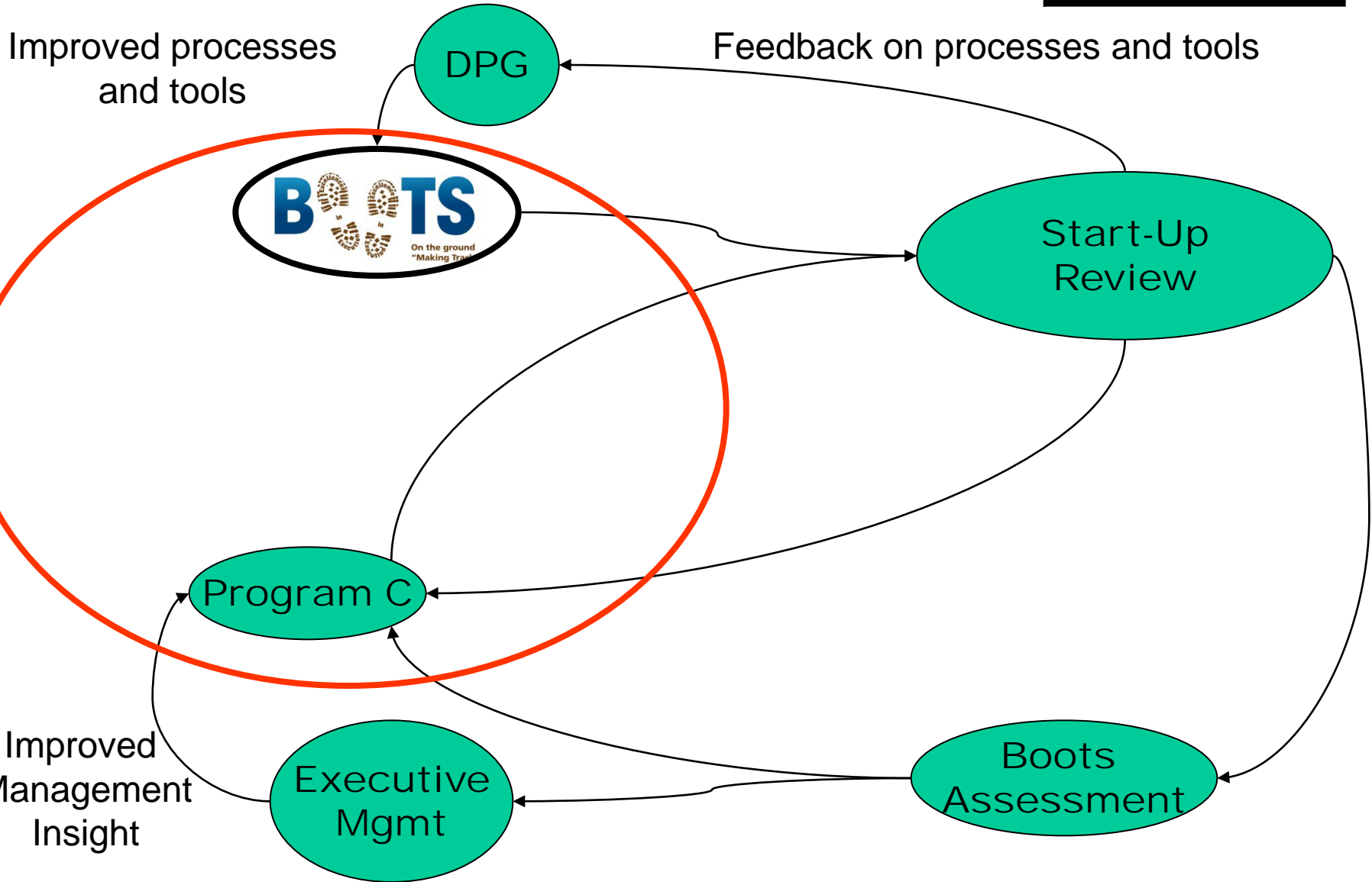- **Independent Assessment**
- **Improve Morale**

One Size Does Not Fit All

Customize Processes And Tools, Implement Initial Processes And Tools,
Use Industry Accepted Assessments, And Program Start-up

Start-Up Review

Program C

Mature program execution plan
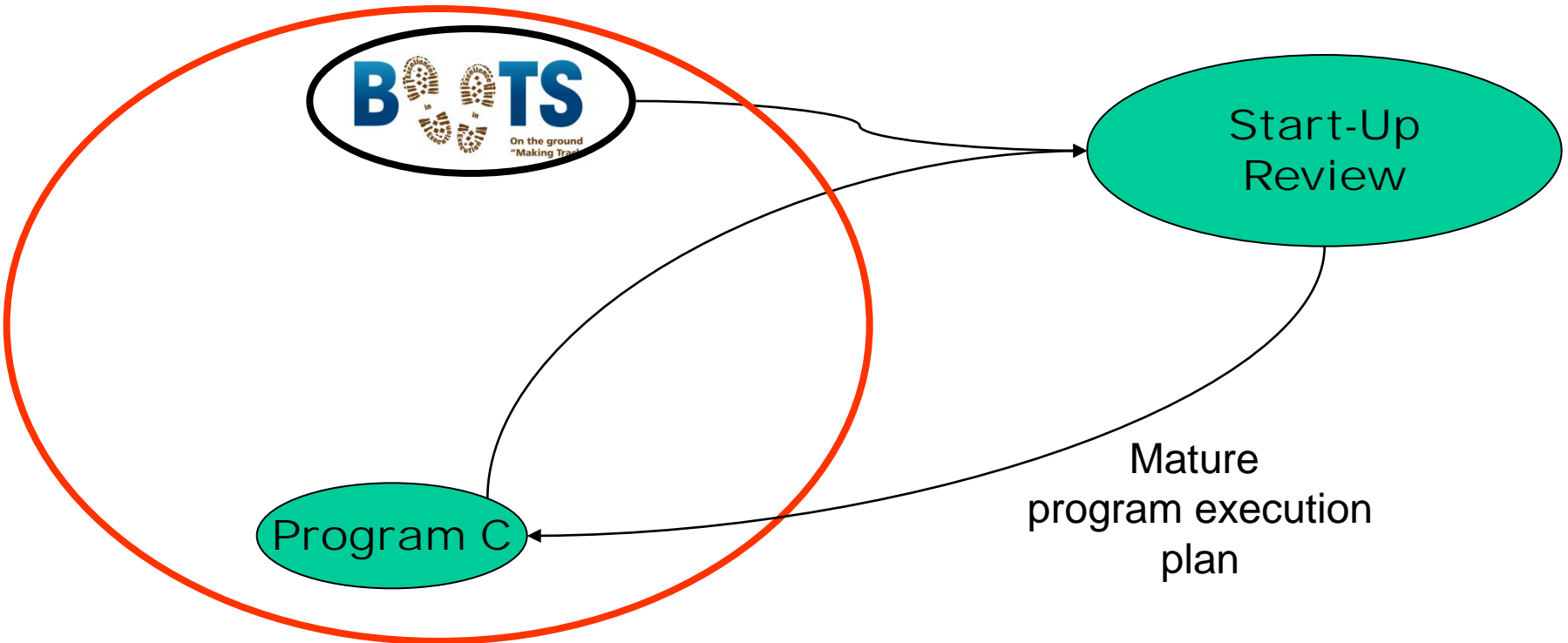
The Boots And Program Team Members Must Address Program Specific Conditions And Satisfy Customer Requirements (Externally And Internally)

Feedback to the Division

Improved processes and tools

DPG

Feedback on processes and tools

B▪▪TS
On the ground
"Making Tra"

Start-Up Review

Program C

Improved Management Insight

Executive Mgmt

Boots Assessment

What Boots Does Not Provide

- Forty different ways to do everything
  - Boots is going to suggest proven best practices, but support variation where required

- An answer to every problem in Start-Up
  - The program team knows the program best and the final decision rests with the program team

- An independent staff to do the Start-Up

**Boots assists in the building of the plan,
Keeping the tempo high to Start-Up
and guiding the team in the right direction
(avoiding missteps)**

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Focus	Score	Sub-Focus	
1.0 Program Planning			
1.0 Program Planning		1.1 - EVMS	
		1.2 - Concurrent Scheduling	
		1.3 - Requirements Allocations	
2.0 Baseline &			
3.0 Risk Mgt.			
4.0 Design			
		4.5 - Design-to-Cost	
5.0 Material Procurement			
5.0		5 - Material Procurement	
6.0 Subcontract Management			
6.0		6 - Subcontract Management	
7.0 Monitoring, Statusing, Control			
7.0 Monitoring		7.1 - Program Reviews	
		7.2 - Customer Relationship / Intimacy	
		7.3 - Roles/Responsiblity/Accountability	
		7.4 - Team Communications	
8.0 Product Development			
8.0 Product		8.1 - Transition to Production / Operations	
		8.2 - Product Quality Mgt.	

Sub-Focus		Objective measure	Score (0-4)	Scoring method	User Input		Score (0-4)
1.1 - EVMS							
		Baseline Macro: Current wave is 100% in sync	4	Yes/No	Yes		4
		Do you have a monthly ETC review process?	-	Yes/No	No		0
		Baseline Macro: Value of "yellow months" compared total value of each month	4	Percentage of dollars in "yellow" status for "yellow months"	$ 12,000,000	$ 300,000	4
1.1 EVMS	2.5	Is the entire program planned? (Headcount is distributed across the entire contract life)	-	Yes/No	No		0
		Percent LOE (must be the dollar value) (Is this based on the current rolling wave or on all packages including planning packages?)	2	Input percent LOE	$ 15,000,000	$ 2,500,000	2

Boots has selected objective evaluation of work products to be used in combination with subjective evaluation of the team overall

Hurdles

- Program Teams are suspicious
  - Trust must be developed and maintained
- "Support" must be clearly defined
  - Some teams see Boots only as additional (free) resources, not experts to help avoid past pitfalls
- Program team restrictions
  - Proper credentials must be in place for Boots team members or new, properly credentialed, Boots team members must be trained

The Boots Team Members Must Have Excellent Interaction Skills And Be Conscious Of These Hurdles

Summary

- Boots cannot provide everything
  - Program team knowledge is required
- The support must be open and collaborative
- The assessment must involve the program team
  - No Surprises
- Teams using Boots have successfully completed Start-Up Review on first pass

**"Boots made my job easier. They were a sounding board and their involvement significantly contributed to our delivery success. They proved again;
GREAT STARTUPS = GREAT EXECUTION"
Bob Hails, Harris Program Manager**

The Bottom Line

- **Establish** The Plan

- **Measure** Against The Plan

- Determine How To **Get Back On Plan**

- Regularly **Estimate** The Effort **To Complete** The Plan

**Facilitates
The Establishment Of The Plan
And The Needed Processes
To Promote
Excellence In Execution**

Backup

Boots on the Ground:
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- Provide credible Program Management and Integration Assistance
- Create Applicable Program Management Solutions and Deliver a High Value Assistance to Wings and Functional Staffs
- Build Robust Organic Acquisition Program Management and Integration Capabilities
- Provide Program Start-Up Assistance to PMs
- Provide Program Executability and Sufficiency Assistance
- Develop Reusable Life Cycle Based Integrated Risk Objects for Program Management and Integration Capability
- Act as a Catalyst for Rapidly Applying Lessons Learned, Best Practices, and Exemplary Program Management Approaches
- Lead, Manage, Train, and Equip PMAG members to Develop High Performance Integrated PM Capability to Assist Program Managers

Source: September 8, 2008 NDIA Industrial Committee for Program Management, Program Startup Workshop, Presentation by Colonel Kwon (USAF) of SMC on Program Management Assistance Group.

Other Supporting References

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