

Time for a New Paradigm
Integrated Project/Program Management (IP2M)
Maturity and Environment Total Risk Rating (METRR)



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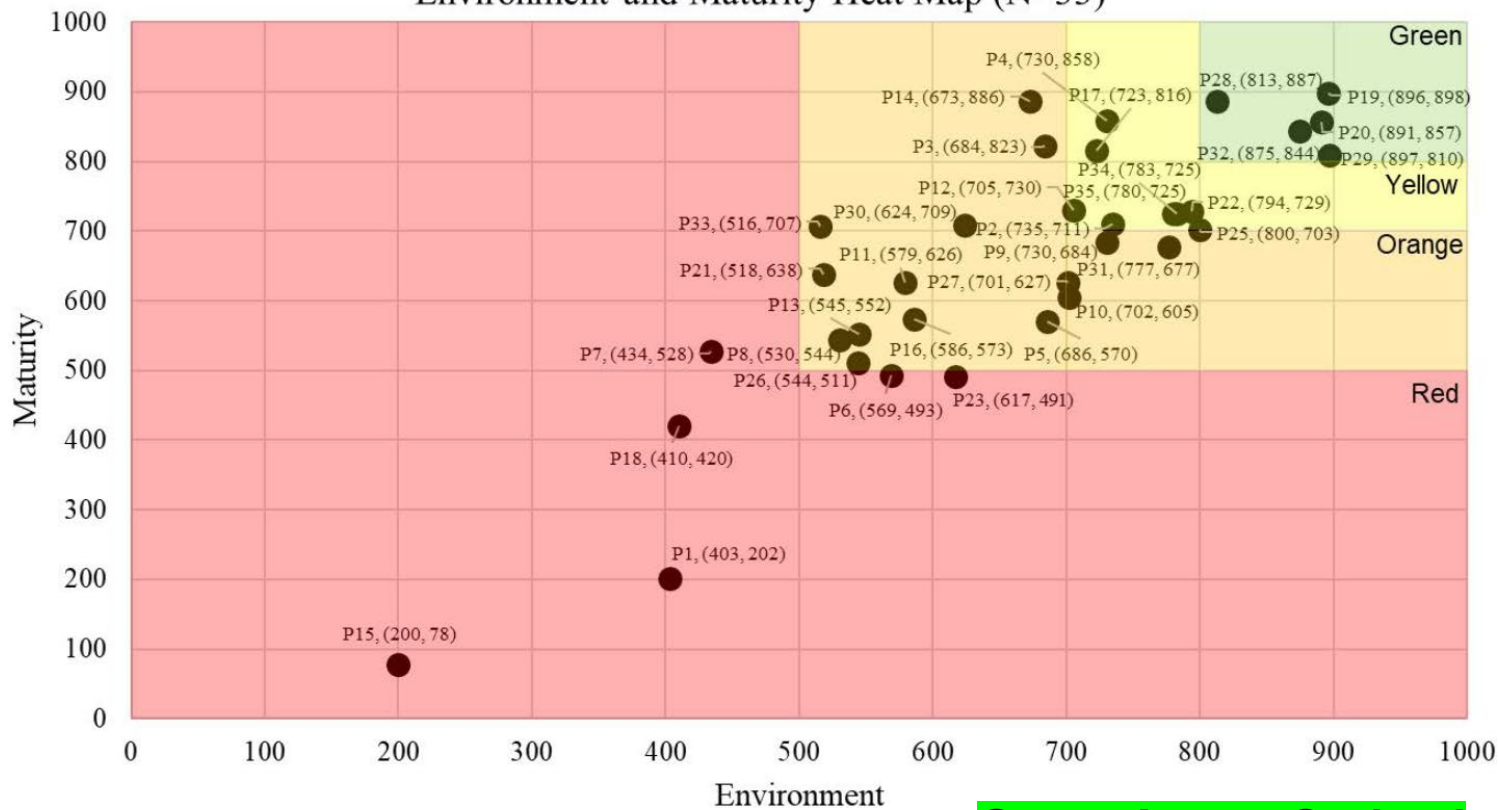


- Transformative Thinking
- ASU Study IP2M METRR
- Top Environment Drivers (Maturity Causation)
- Recent DOE Implementation Results of IP2M METRR
- A Pivot to Transformation
- Next Steps

IP2M METRR: Results Oriented



Environment and Maturity Heat Map (N=33)



Transition from Compliance Centric to Results Oriented

Green Area – Optimal

Yellow Area – Within PB

Orange / Red – Not good

GREEN (>800)		YELLOW (700-799)	
N:	5	N:	7
Mean Cost Growth:	-0.3%	Mean Cost Growth:	+13.7%
Mean Schedule Growth:	-5.9%	Mean Schedule Growth:	+3.8%
ORANGE (500-699)		RED (<500)	
N:	15	N:	6
Mean Cost Growth:	+48.2%	Mean Cost Growth:	+92.3%
Mean Schedule Growth:	+26.9%	Mean Schedule Growth:	+24.3%



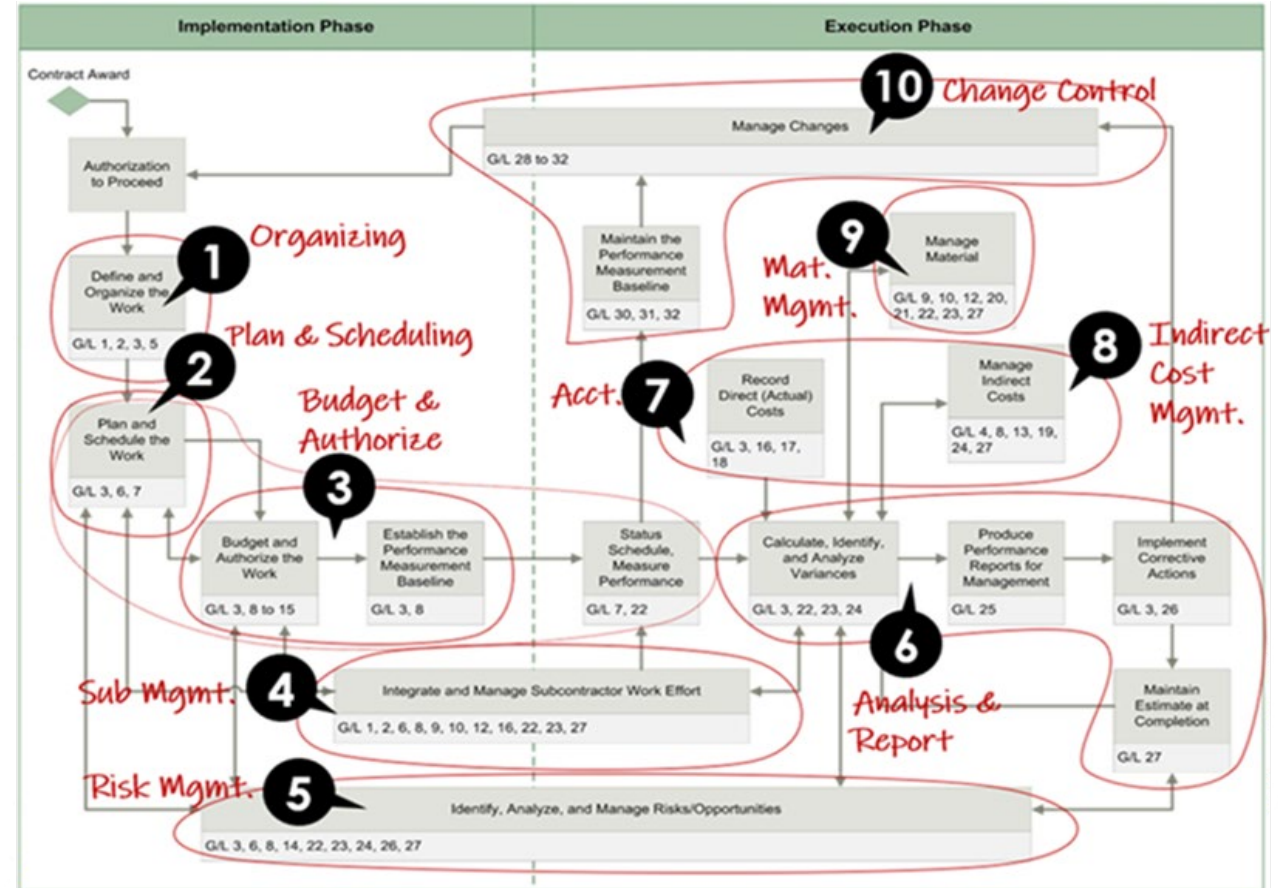
- A needed (and positive) first step in transforming how we implement an EVMS is to fully understand its intended purpose
- What is central purpose of an EVMS?
 - Deliver an efficient, effective, and accountable integrated management process leading to favorable project/program outcomes
- Imbalance between need for EVMS compliance requirements and management needs of project/program teams to deliver mission capabilities on time, on quality, and on cost
- Key inflection point for the meaningful implementation of an EVMS
 - IP2M METRR developed in partnership with Arizona State University (ASU)
 - IT WORKS!!!



- Cultivates openness and transparency, builds collaboration through trust, and provides succinct, actionable insights
- IP2M METRR considers customer, contractor, and stakeholder behaviors and interests
 - Assesses both the maturity and environment of an EVMS implementation
- Results show statistically significant differences between projects/programs that implement an effective (or compliant) EVMS, and those less committed
- Strong positive statistical correlation between EVMS maturity (dependent variable) and environment (independent variable) within which EVMS operates
- Typical EVMS assessments do not consider the primary driver for its effectiveness
- Promotes EVMS scalability to meet unique needs of project/program team while holding project/program accountable for appropriate implementation

IP2M METRR – One Part Maturity

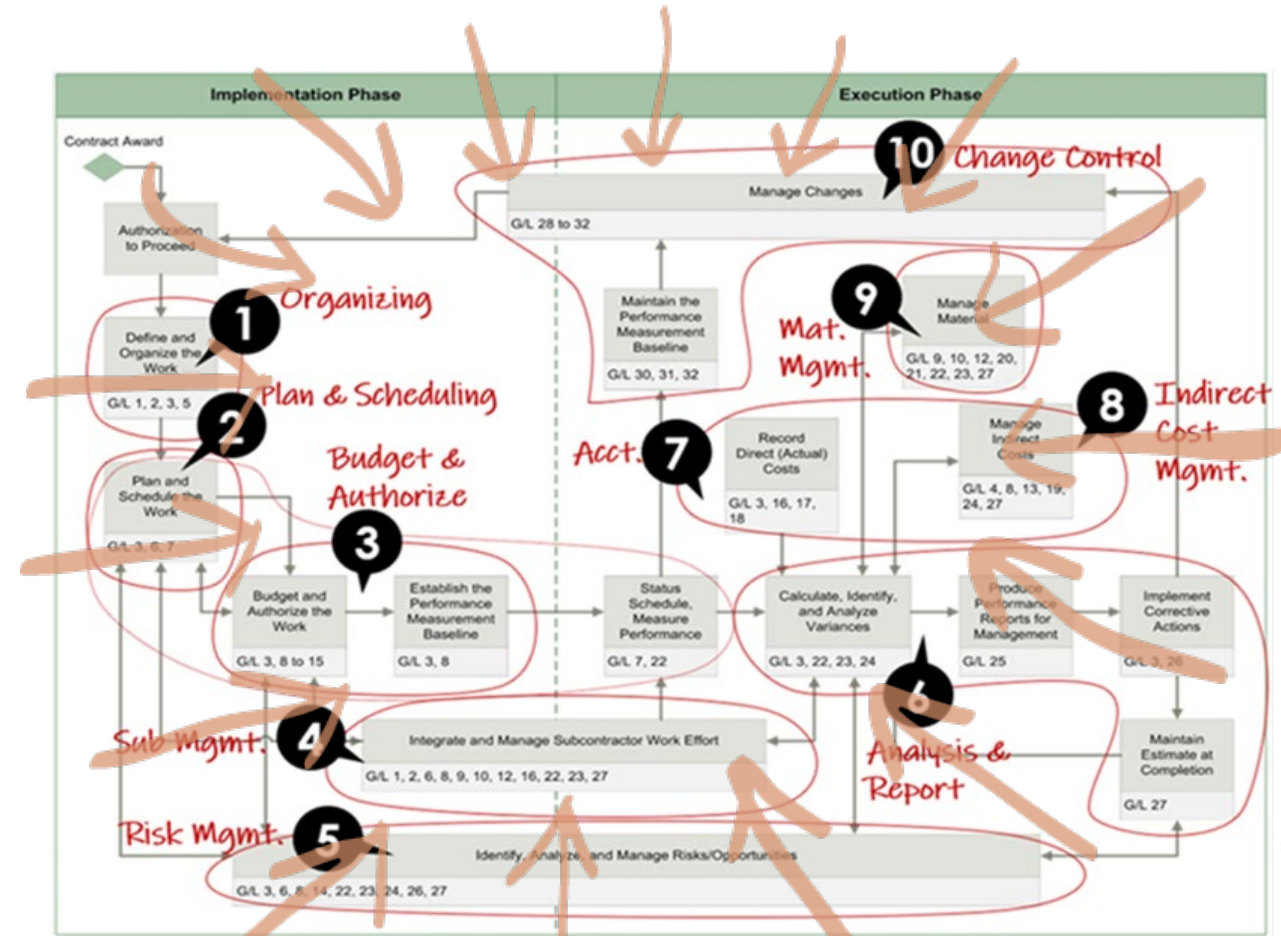
- IP2M METRR defines an EVMS by 10 integrated management subprocesses and 56 attributes
- Concept of EVMS maturity refers to the level of effectiveness of each management subprocess to produce reliable data
- Weighted scores for each attribute are the mechanism for quantifying the maturity of an EVMS



Source: NDIA Earned Value Management Intent Guide

IP2M METRR – Main Part Environment

- IP2M METRR defines a project/program environment by four categories and 27 factors
- Concept of project/program environment refers to all circumstances and conditions (i.e., pressure points) both internal and external influencing implementation of EVMS
- Weighted scores for each factor are mechanism for quantifying EVMS environment



Source: NDIA Earned Value Management Intent Guide

“**Environment** is the broth of the EVMS soup, making it taste either good or bad.”



Mel Frank
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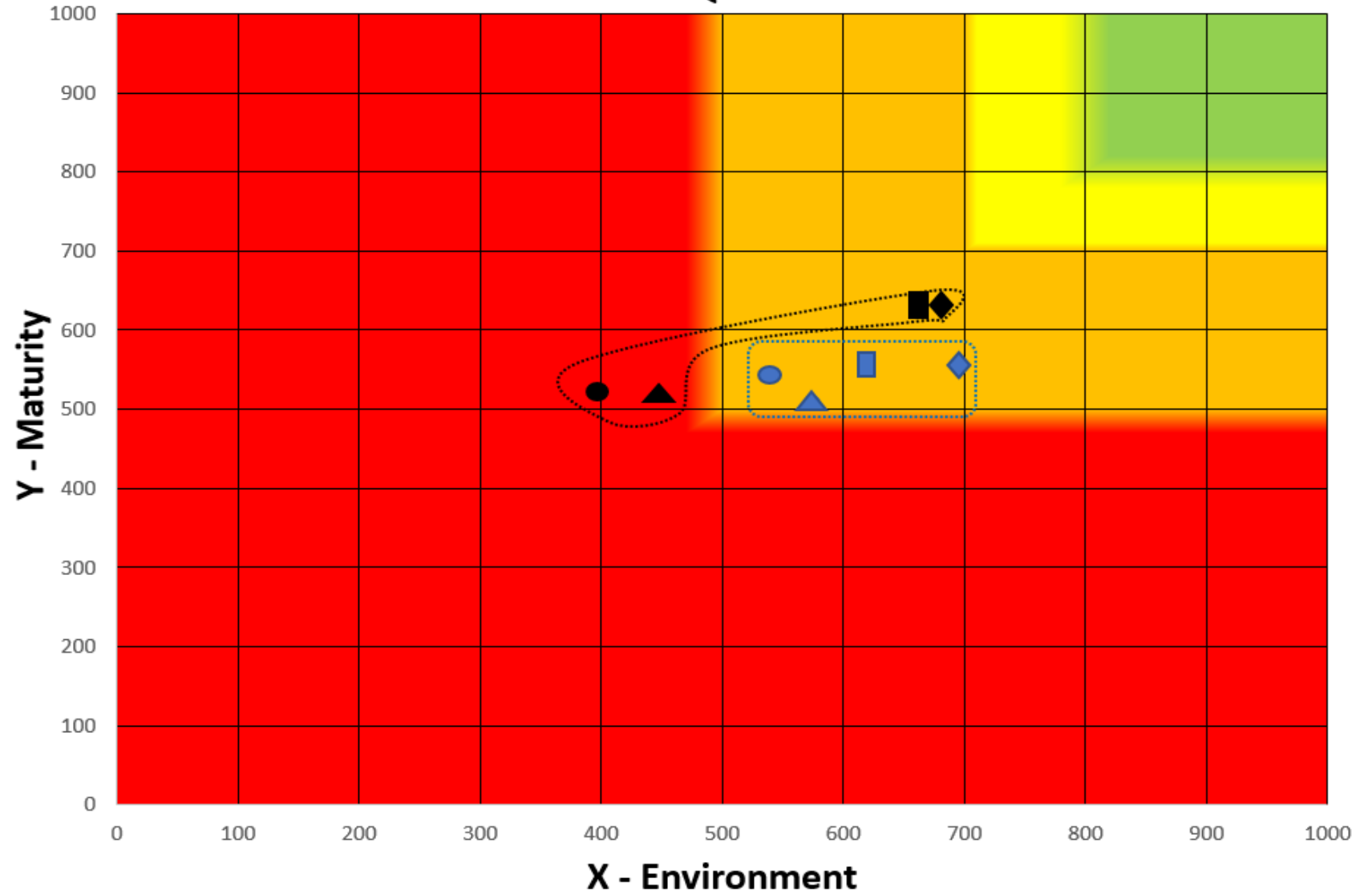


- Understanding and expertise of EVMS compliance is lacking
- A genuine commitment to the full implementation of the EVMS is lacking
- EVMS data are not the primary source used for decision making
- A culture of EVMS compliance as a priority and necessity for project success is missing
- Customers are overly dependent on contractor for inherently customer oversight and analysis functions
- Customers are uninterested and not concerned with EVMS implementation issues
- More times than not the EVMS is manipulated to carry a desired narrative
- Importance and effectiveness of contractor's self governance process in question

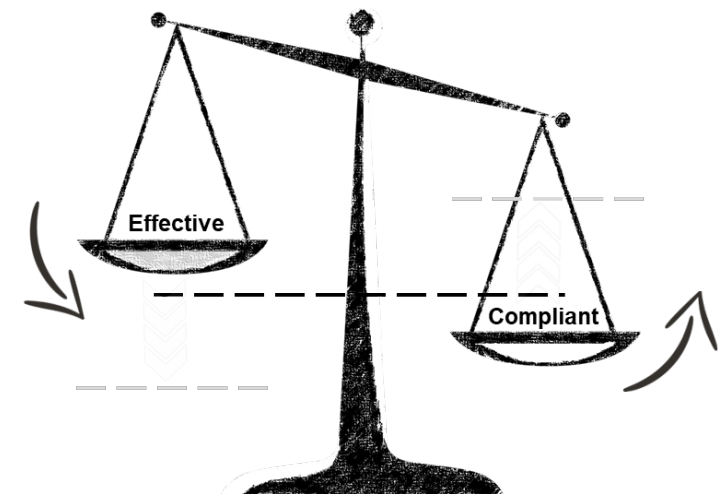


IP2M METRR XY QUADRANT GRAPH

- Contractor 1
- Contractor 2
- ◇ Contractor Leadership
- Contractor Practitioners
- △ Local Federal Customer
- Review Team



- Pivoting to principles-based approach using IP2M METRR requires rethinking how we efficiently and effectively implement EVMS and conduct EVMS assessments
 - Bring compliance requirements into balance with project/program management needs to deliver mission capabilities on time, quality, and cost
- Periodic discussion and analysis as part of self-governance
 - Allow customers and contractors alike to assess the effectiveness of an EVMS through the eyes of management with risk factors highlighting the most significant and impactful concerns
- Six (6) areas to transform
 - Policy
 - Digital Technology
 - Organization
 - Culture
 - Relations
 - Cost





- ✓ **Policy transformation – changing** how agencies/companies conduct daily operations including
 - overhaul of policies, processes, and procedures
 - redefining how we judge and measure success
 - enhancing the level of customer/contractor engagement
- For example,
 - EVMS process or implementation concerns can be better discussed in the context of their associated management subprocess with the aid of a storyboard or process flowchart rather than a random line of questioning about an isolated anomaly identified on an artifact
 - A group discussion can provide more meaningful responses to an EVMS process or implementation concern rather than an isolated interview



- ✓ **Digital Technology transformation** – remain current by **updating/changing**
 - digital communications and data storage methods
 - using information system solutions to automate the management of operations and information
 - creating actionable insights
- For example,
 - Building a technology platform that can predict and visualize risk level(s) of an integrated project management process using a limited amount of EVMS generated performance data
 - Oversight engagement (and assistance) as needed



- **✓ Organizational transformation – changing** an agency's/company's hierarchical structure
 - ensuring independence of functions while maintaining teamwork
 - improving project/program teams' skills with professional courses
 - encouraging teamwork and collaboration
- **✓ Cultural transformation – changing** individual and collective attitudes starting with senior leadership to adopt the transformation and serve as an example to project/program teams
- **✓ Relations transformation – enhance/change** the current way of interacting with customers/contractors to build trust as a daily commitment to implementing the EVMS
- **✓ Cost transformation – reduce/eliminate** the cost of inefficient, unnecessary, and redundant systems and processes for implementing the EVMS

- Conduct facilitated IP2M METRR to assess current state of your EVMS implementation strategy
 - Maturity - Consensus
 - Environment - Anonymous
- Devise transformation strategy to address gaps and shortcomings
- Be open to new (and possibly better) ideas and methods
 - Be inclusive
- Set transformation goals (both short term and long term)
- Run pilot tests; gather feedback and refine
- Seek out partners and expertise
- Stay committed to the **change!**



“Change before you have to.”

Jack Welch

General Electric