

Question	Answer
<p>Are the 31 BPIs accessible by individuals at other Centers and if so how is access provided?</p>	<p>The 31 BPIs at GSFC are currently housed on the Planning and Scheduling Knowledge Network that is behind the Center’s firewall, only accessible to GSFC-badged employees. For specific information on any of the BPIs please contact Val Lunz at Val.Lunz@nasa.gov or Linda Wunderlick at Linda.K.Wunderlick@nasa.gov.</p> <p>For Orion PP&C lessons learned and PP&C Next Generation reference material, contact Lucy Kranz at lucy.v.kranz@nasa.gov or Larry Dyer at larry.dyer-1@nasa.gov.</p>
<p>Is there a hand book that gives "old school" or "what works" insight for all the business/ development activities....if so will the BCI outcomes/ recommendation identify it? If not will something be pushed out as the "bible' to follow?</p>	<p>Currently the BCI offers various Fact Sheets, presentations, and overviews to address the approach, framework, and strategies used to deploy change. In the near future, the BCI plans to further assess the lessons learned from our progress to-date and record within our Knowledge Network Portal via SharePoint. Lessons will be available to external parties per request. A formal summary will be developed to document the approach and lessons learned following the conclusion of all three phases of the initiative.</p> <p>MPCV PP&C has documented its work in presentations, white papers and briefings. A list of documents was provided as a backup Chart 4 of 4 in Lucy’s presentation. Lucy offers her documentation of PP&C learning and the references to standards and best practices (e.g., GAO) as guidance to Centers and Programs/Project as you design your PP&C system to achieve program management commitments.</p>
<p>What is the responsibility of the PP&C team in terms of implementing corrective actions when deviations from the baseline occur?</p>	<p>PP&C does not have the authority to change any baseline. PP&C provides information to the Program Manager to inform baseline planning, performance to plans, and analyses and assessments to assist program management decisions and operations in the program control “trade space” (Lucy’s Backup page 2 of 4).</p> <p>If PP&C is operating correctly (i.e., in an integrated fashion), PP&C reports and recommendations stay ahead of negative performance so the Program Manager can implement timely direction and/or redirection.</p> <p>At GSFC a similar approach is followed keeping the authority as depicted in NASA Policy Directive 7120.5. The best practices, guidance, and policy that is derived from the BCI (PP&C) teams is not serving as a new decision body, but a peer in the planning, development, and execution of the project lifecycle.</p>
<p>What is NASA's capability to do Integrated Analysis (As Kranz talks about)? Where is the expertise on this? Is</p>	<p>The Orion PP&C shift to integrated analysis created a demand for analysts in addition to discipline experts. PP&C staff with experience data diving, integrating data and with systems engineering familiarity were best prepared to ‘integrate’ discipline-focused processes and data</p>

<p>there any NASA documented methods, examples, etc. for this? Those of us in programs and projects need help in this area....where can we find it? Are there subcontractors who do this well at NASA?</p>	<p>reports into information (e.g., statements about status or position relative to plans). Capable personnel, with intuition and curiosity, integrating data across functional interfaces are the most successful in Next Gen PP&C. We found both civil servants and contractor personnel operate well in this approach, but both types need to rethink PP&C and apply the PP&C system approach to successfully perform the work.</p> <p>MPCV PP&C has documented its work in presentations, white papers and briefings. A list of documents was provided as a backup Chart 4 of 4 in Lucy’s presentation.</p> <p>Similar to MPCV, GSFC has followed a similar approach to identify our Subject Matter Experts in the disciplines of Cost, Schedule, Earned Value Management, Configuration Management, Management Reporting, and Knowledge Management to serve as focal points. These focal points have made up what we call under the BCI our “Action Teams.” The Action Teams produce the templates, guidance, practices, and policy for their discipline strength and provide the workforce with POCs for questions, feedback, and additional guidance in these areas. One challenge that GSFC continues to face is the opportunity to retain SME involvement and availability to commit. We are continuing to identify additional SMEs to build the pool in order to adequately allocate time.</p>
<p>Where can I get more information on how you developed the Sharepoint resources to support the PMO function?</p>	<p>For lessons, feedback, and requirements on GSFC’s use of SharePoint please contact Cecilia.A.Czarnecki@nasa.gov or Val.Lunz@nasa.gov. GSFC Flight Projects Directorate is utilizing an enterprise license to provide SharePoint services for several initiatives and workforce requirements. The BCI SharePoint Portal is one of those.</p>
<p>How do you validate the results of Integrated Analysis? How do you make sure you are not grading your own work?</p>	<p>Integrated Analysis is performed in the Monthly MPCV Orion Program Performance Review (MOPPR) shown in Chart 8 of Lucy’s presentation. The exercise includes presentations of data reports and forecasts, and independent assessments. Performance status relative to planned performance is articulated and discussed. Persons presenting data as well as those providing independent assessments also work with the CAMs to ensure that the data are correct and integrity is maintained as those data are used to support the assessments to be provided to the Program Manager.</p> <p>GSFC works to identify teams for cost, schedule, and performance integrated analyses that are independent of the project under study. SMEs are pulled from other programs/projects by the Directorate to perform the independent assessments, aside from what the project may have already done or is monitoring. Following, the integrated analysis is shared, collaboratively with the project for review and how the results should be responded to.</p>
<p>When do you perform EVM?</p>	<p>EVM is performed when there is a stable baseline. For a single-project program, like MPCV-Orion, the Agency Baseline Commitment is</p>

	<p>established at KDP-C after which formal EVM reporting begins. EVM principles (including plan the work; associate budget and schedule with the work; status performance to the plan using actual budget and schedule performance; assess performance using variance explanations as input) are applied from the beginning of Programs/Projects, long before formal EVM baselines are in place.</p> <p>EVM is executed on all projects applicable per the guidance of NASA Procedural Requirements (NPR) 7120.5. The EVM Action Team continues to coordinate with the Agency Working Group to assess the EVM guidelines and opportune for scalability. Deployment of EVM policy, reporting, training, and tools is assessed across the portfolio to ensure applicability and availability to meet performance goals.</p>
<p>How do you measure your performance?</p>	<p>Orion PP&C measures its performance by feedback from program management, time required to prepare an integrated analysis and accuracy of the information provided.</p> <p>Integrated analysis is performed collectively by discipline experts, systems engineers and PP&C management. Discipline analysts also work directly with CAMs.</p> <p>Initially one day was required to review data and perform the integrated analysis. The analysis performed earlier this month took less than four hours.</p> <p>Based on feedback from the Program Manager and CAMs, Orion PP&C is providing better information than prior to PP&C Next Generation. Neither the Program Managers nor any CAM has identified any problems with data integrity.</p> <p>Collectively, PP&C is providing better information with half the resources used prior to PP&C Next Generation.</p> <p>To-date the efforts of the BCI are being measured by the feedback and engagement of the workforce on the continuing activities and deployments of the changes. In the near future we will begin to have the capabilities to measure performance by adoption of the recent set of ten changes that were deployed in June to measure satisfaction, accuracy, and compliance. For example, the recent Procedural Guidelines for Schedule Management will require that all projects are compliant within six months. The implementations of the BCI will continue to be tracked and monitored to ensure that as appropriate updates and new changes are being identified and deployed.</p>