Project Startup Workshop (PSW)

• Project startup sets foundation for success

• Many DoD projects struggled or have failed due to:
  – lack of common vision & plan for success
  – lack of supportive environment
  – Understood and mutually agreed performance measurement baseline including project risks

• Importance of working together to startup new projects

DOD & Industry Need to Find a Better Approach
Early Decisions Affect Life-Cycle Cost
(based on historical data)

System Life-Cycle

Cumulative Percent of Life-Cycle Cost

Life-Cycle Cost Effectively Rendered Unchangeable For a Given Design

Life-Cycle Cost Actually Expended

Milestones

Out of Service
Background

- Working in partnership, Raytheon and the Defense Acquisition University (DAU) developed the Project Startup Workshop

- Successful workshop pilot conducted on 16-19 March 2004 with SLAMRAAM (Surface Launched AMRAAM) in Huntsville AL

- Successful workshop conducted 13-15 July 2004 with MMA (Multi-mission Maritime Aircraft) in Seattle WA for the Navy and Boeing

- The Workshop is intended to:
  - create an environment of teamwork, collaboration, communication and trust
  - Be held soon (2-4 weeks) after contract award
  - be conducted jointly with the government and contractor teams
  - be a high-energy concentrated effort over 3-5 days
  - provide training on essential start-up activities
  - Lead to successful project execution

- The Workshop is based on best practices of successful programs
Workshop Objectives

• Educate government and industry teams on effective program startup actions
• Produce key program startup products
• Build an environment of trust, collaboration, teamwork and communication
• Establish the foundation to execute a successful program
PSW Success Story

• Navy’s Multi-mission Maritime Aircraft (MMA)

• Boeing awarded $3.9B system development contract on 14 Jun 04
MMA Agenda Setting Meeting (Meeting held at DAU)

- Met key workshop participants
- Identified workshop attendees
- Established workshop date and location
- Tailored workshop agenda
- Plan for participant workbook
- Discussed workshop logistics and assigned action items
# MMA Workshop (Held at Seattle WA)

<table>
<thead>
<tr>
<th>Tues 13 Jul</th>
<th>Wed 14 Jul</th>
<th>Thur 15 Jul</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 am 8am</td>
<td>Admin. Orientation</td>
<td>Review and Recap</td>
</tr>
<tr>
<td>9am</td>
<td>1 Project Startup Workshop</td>
<td>5 Teams Report Out</td>
</tr>
<tr>
<td></td>
<td>Workshop Orientation</td>
<td></td>
</tr>
<tr>
<td>10am</td>
<td>2A Project Start-up Overview</td>
<td>6 IDE Briefing &amp; Demo</td>
</tr>
<tr>
<td>11am</td>
<td>2B Project Startup Plan</td>
<td>7 Risk Mgt &amp; Demo</td>
</tr>
<tr>
<td>12pm</td>
<td>Lunch</td>
<td>8 Overview Metrics</td>
</tr>
<tr>
<td>1pm</td>
<td>3 Contract and Funding Baseline &amp; Change Mgt.</td>
<td>9 PMs Wrap-up</td>
</tr>
<tr>
<td>2pm</td>
<td>4 Boeing Best Practices</td>
<td></td>
</tr>
<tr>
<td>3pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lunch</td>
</tr>
</tbody>
</table>

### Tues 13 Jul
- **1 Project Startup Workshop Orientation**
- **2A Project Start-up Overview**
- **3 Contract and Funding Baseline & Change Mgt.**
- **4 Boeing Best Practices**
- **2B Project Startup Plan**
- **3 Team Working Sessions**
  - IBR Plan
  - CDRLs
  - *Working Lunch*
  - Charters
  - Issues & Concerns
  - (flexible end time)

### Wed 14 Jul
- **1 Project Startup Workshop Orientation**
- **2A Project Start-up Overview**
- **3 Contract and Funding Baseline & Change Mgt.**
- **4 Boeing Best Practices**
- **5 IPT Structuring & Chartering**
- **6 Boeing Organization**
- **7 Navy Organization**
- **8 Boeing Startup Planning**
- **9 IDE Briefing & Demo**
- **6 Risk Mgt & Demo**
- **8 Overview Metrics**
- **9 PMs Wrap-up**

### Thur 15 Jul
- **1 Admin. Orientation**
- **2 Project Startup Workshop Orientation**
- **3 Contract and Funding Baseline & Change Mgt.**
- **4 Boeing Best Practices**
- **5 Teams Report Out**
- **6 IDE Briefing & Demo**
- **7 Risk Mgt & Demo**
- **8 Overview Metrics**
- **9 PMs Wrap-up**

- **Lunch**
## Module Overviews

<table>
<thead>
<tr>
<th>Module Title:</th>
<th>Workshop Product Captured:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module 1:</strong> Workshop Orientation</td>
<td>Project Vision, Values, Mission, Goals</td>
</tr>
<tr>
<td></td>
<td>List of Project Success Factors and Potential Problem Areas</td>
</tr>
<tr>
<td><strong>Module 2:</strong> Project Startup Plan</td>
<td>Validated IBR Roadmap (Startup Plan)</td>
</tr>
<tr>
<td></td>
<td>List of Action Items and POCs</td>
</tr>
<tr>
<td><strong>Module 3:</strong> Contract Baseline &amp; Change Management</td>
<td>Contract Point of Contacts List</td>
</tr>
<tr>
<td></td>
<td>List of Issues That Need Clarification</td>
</tr>
<tr>
<td><strong>Module 4:</strong> Boeing Best Practices</td>
<td>List of Boeing Best Practice</td>
</tr>
<tr>
<td><strong>Module 5:</strong> Integrated Product Team (IPT) Structuring &amp; Chartering</td>
<td>Joint IPT Charters</td>
</tr>
<tr>
<td></td>
<td>Team inputs on CRDL and IBR Roadmap</td>
</tr>
<tr>
<td><strong>Module 6:</strong> Integrated Digital Environment (IDE) Briefing and Demo</td>
<td>Documented IDE Process for MMA</td>
</tr>
<tr>
<td></td>
<td>List of IDE Issues to be Resolved</td>
</tr>
<tr>
<td>Module Title</td>
<td>Workshop Product Captured</td>
</tr>
<tr>
<td>----------------------------</td>
<td>----------------------------------------------------------------</td>
</tr>
<tr>
<td>Module 7: Risk Management</td>
<td>Documented Risk Management Process for MMA</td>
</tr>
<tr>
<td>Module 8: Metrics Overview</td>
<td>High-Level Set of Project Metrics</td>
</tr>
<tr>
<td>Module 9: PMs Wrap-up</td>
<td>Review and Assignment of Actions Items Team Commitment to Work Together to Achieve Project Goals</td>
</tr>
<tr>
<td>Module 10: Team Handbook Signing</td>
<td>(not used)</td>
</tr>
</tbody>
</table>
Workshop Benefits

• Shared perspectives on project goals, business processes and intended outcomes
• Positive environment of trust, collaboration, teamwork and openness
• Solid plan for moving forward
• Consistency of project execution
• Reduced project risk
• Sharing of best practices
• Increased probability of project success
PSW Next Steps….

• Create generic workshop framework
• Continue to support new workshops
• Develop larger cadre of facilitators
• Market the workshop throughout DoD
  – Article for Defense AT&L Magazine
  – Include in fall PM conference
• Include information in PM career development track at DAU