

In Case Study #4, we explore the tools and processes used to consistently execute the Monitoring and Controlling Phase, which should be performed continually and concurrently with all phases of the Program Management Lifecycle. Every day a team member is performing on any project, from contract award to contract close, there is performance to be monitored and cost to be controlled. Within the structure of our certified ISO 9001:2015 Quality Management System, ITC Defense establishes Quality Objectives and associated key performance indicators to measure performance of our business processes. The Quality Objectives of timely deliverables and customer satisfaction serve as the foundation of our approach to monitor, measure, and control internal performance and external feedback.

CHALLENGE:

- Performing beyond the customer's expectations while delivering on schedule and within budget, ensuring an annual CPARS rating of "Exceptional"
- Continually communicating budget, schedule, and performance parameters to key team players to be factored into every program action and decision.
- Consistently performing in compliance with the PWS requirements and monitoring for "scope creep" while managing customer requests which may fall outside the contract scope of work.
- Proactively identifying potential risks and non-conformances, ensuring mitigation plans and required corrective actions are developed quickly and communicated to all team members.

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SOLUTION:

- The PM documented all customer communication, positive and negative, and final approval of deliverables to continuously collect feedback and measure against key performance indicators associated with Quality Objectives.
- In the event of negative feedback or a documented non-conformance, the Quality Manager worked with the PM to perform a root cause analysis and communicated the corrective action plan to all impacted team members ensuring the risk of repetition is reduced.
- The PM coordinated with the Accounts Payable/Receivable lead to ensure all purchase orders and invoices are approved in accordance with the program budget.
- The PM hosted weekly internal meetings with key team members to review project schedules and discuss potential risks and issues with performance and cost.
- The PM elevated major risks to senior leadership and customers with proposed solution and plan for mitigation.
- The PM identified key program metrics to be communicated to the customer on a monthly basis through in person meetings and monthly status reporting; collecting the data on key metrics from team members also served as a recurring reminder to stay focused on achieving these goals.



BENEFITS:

- Certification of, and adherence to, a quality management system against an internationally recognized standard guaranteed a consistent baseline of performance management which enhanced confidence of foreign customers, the US Government team and ITC leadership.
- Leadership-endorsed, company-wide quality objectives provided a common basis for evaluation and improvement of multiple projects as well as top-level keystone from which to develop project and milestone-specific objectives and indicators.
- Careful and consistent documentation of customer communication identified areas for continuous performance improvement, potential program risks, business growth opportunities and identification of additional customer requirements.
- A data-centric measurement approach reduced the subjectivity of program performance evaluation and provided key metrics for modeling impacts of program decisions on cost, schedule, and quality, resulting in more accurate indicators towards positive CPARS ratings.
- Focus on risk identification and mitigation encouraged ongoing discussion of threats, vulnerabilities, and countermeasures, helping to reduce the likelihood and impact of program disruptions.