ITCDEFENSE
INTEGRATING TECHNOLOGY & CULTURE

Program Management: The Key to Successful FMS Contracts

PHASE III: EXECUTION

In Case Study #3, we explore keys to successfully surviving the longest phase of the Program Management Lifecycle, the Execution Phase. As described in Case Studies #1 and #2, the management of a foreign military sales contract requires effectively balancing the needs, responsibilities, and expectations of two customers while developing and delivering quality solutions which exceed the compliance requirements of the PWS, reducing risk for both customers. The Execution Phase is where the magic happens; the contract is in place, the schedules have been created, the budget has been set, the team is in place and now it's time to deliver the product.

CHALLENGE:

- Exceeding customer expectations through on-time delivery within budget across multiple integrated project schedules:
  - Software development, testing, QA and deployment
  - Hardware shipping and Customs inspection
  - Team travel and logistics
  - OCONUS installation at Foreign Military Facilities
  - OCONUS training documentation development in multiple languages
- Managing aggressive two-week sprint cycles focused on developing new functionality, while continuously incorporating user feedback from key stakeholders, fixing detected bugs, identifying preventative and corrective actions and addressing customer feedback.
- Retaining, challenging, and continuously engaging a skilled team of designers, consultants and engineers who are focused on the project goals and stakeholders, interested in learning new tools and skills and can perform effectively remotely.

CONTACT

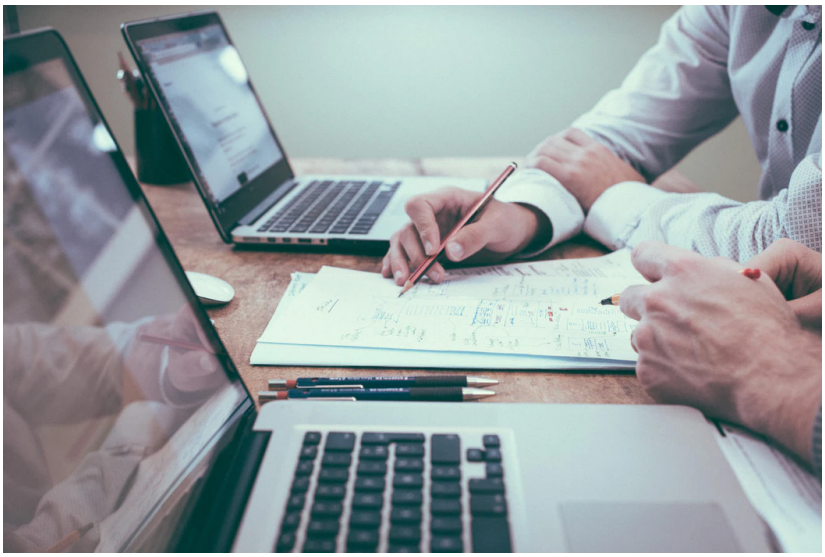
2461 S Clark Street
Suite 940
Arlington, VA 22202

P: 703 842 4852
F: 703 229 0568

www.itcdefense.com

SOLUTION:

- The PM and the Scrum Master extended software development sprint cycles from 2 weeks to 3 weeks to allow for more user story planning, thorough QA testing, bug identification and fixes, and retrospective analysis upon completion of each cycle.
- ITC leadership implemented a certified ISO 9001:2015 quality management system to achieve customer satisfaction and continuous improvement across well-defined, repeatable PM and software Design and Development processes via the Plan, Do, Check, Act cycle. (See Case Study #4 for project monitoring and controlling)
- PM managed overall program schedules with Foreign Military customers, US Govt clients and ITC leadership, and communicated upcoming milestones with team leads during weekly project meetings to ensure the integrated pieces were in place on time to keep everyone on track.
- ITC invested in information management system tools such as Microsoft Project and Jira to assist the PM and Scrum Master with planning key deliverables, assessing progress against project milestones, preparing project overview reports, communicating potential risks and mitigations and balancing internal resources to effectively meet all schedules.



BENEFITS:

- Software engineering team was provided enhanced detail and clarity earlier in the sprint development cycle, while the QA and testing team had more time at the end of the sprint to ensure smooth release to production.
- Adhering to a certified ISO 9001:2015 Design and Development process resulted in higher quality, improved efficiency, and focus on consistency for the engineering team during the execution phase.
- Establishing proactive communication channels with internal and external stakeholders through monthly reporting of project progress, key program metrics, priorities for coming month, potential issues and risks, project schedules, and status of contract deliverables.
- Early identification and communication of preventative and corrective actions resulted in approval of required Engineering Change Proposals, reduced risk for the customer and minimal schedule impact for the engineering team.
- Customer expectations were exceeded (See Case Study #4 for more details on CPARS) and project team was continuously informed and empowered to produce the expected deliverables.