



Project Controls Expo – 18th Nov 2014

Emirates Stadium, London

**The 6 Key Elements for Improving
Project Maturity and Visibility**

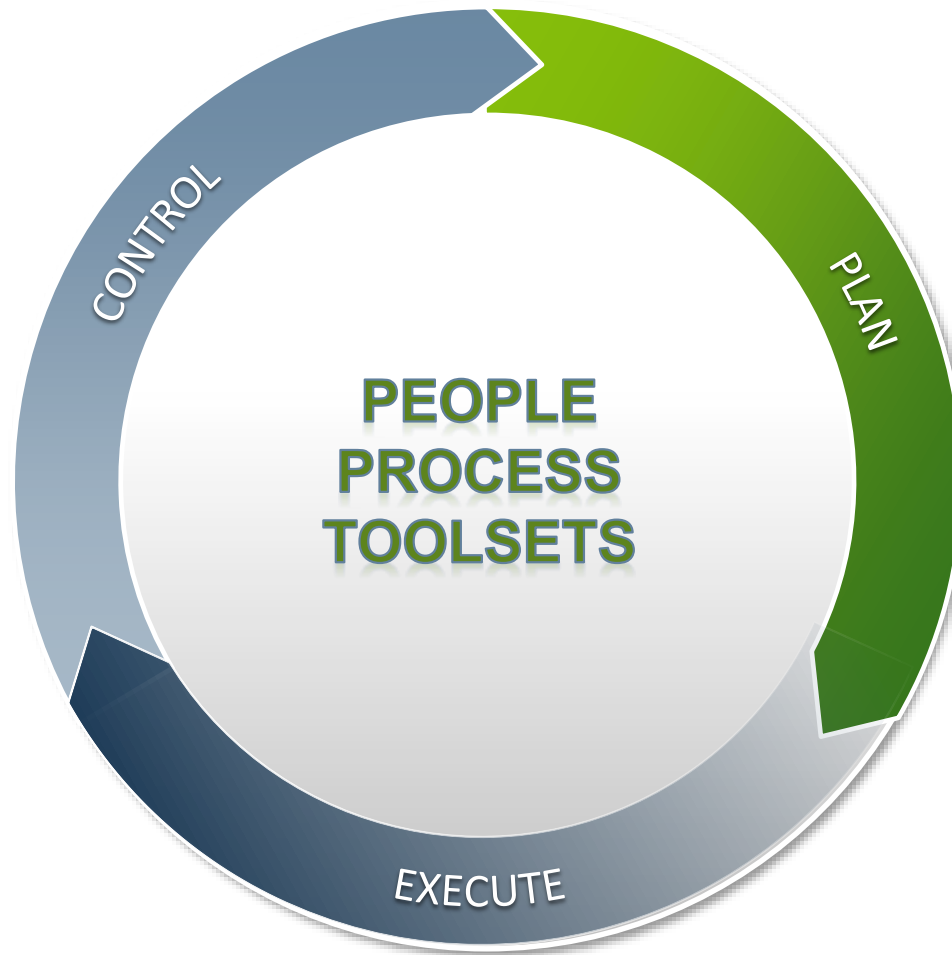
About the Speaker

Jim Malkin



Currently the Director IPM - International for Deltek. Previously the PMO Director for General Dynamics European Land Systems where he led the implementation of professional development, process development, project management tools and practices across the business for the entire project lifecycle from business capture through to project completion. Jim has over 18 years of project management experience across many industry sectors and has been volunteering for the Association for Project Management (APM) since 2002 and is a member of the Planning, Monitoring & Control Specific Interest Group (PMC-SIG).

Project Controls Lifecycle



Six Guidelines for Improving Project Visibility

Project Portfolio Management

- Visibility into existing projects and pipeline
- Comprehensive and consistent data
- Resource adjustments



Check List – Project Portfolio Management

People



- Communicate organizational goals to employees
- Train Business Development and other capture personnel on the gate process
- Role based training on where to access data that effects their work

Processes



- Consolidate project information into the portfolio level
- Proposal processes and the need for upfront analysis
- How to gain access to data – past and present

Tools



- Understand the performance of the product line
- Provides information on projects, PMs, etc....who is the most profitable
- Understand business mix – FP vs. CP
- Bottoms-Up Portfolio view

Six Guidelines for Improving Project Visibility

Risk and Opportunity Management

- “Do more without more.”
- Move to fixed-price contracts
- Minimize surprises



Check List – Risk and Opportunity Management

People



- Provide a risk culture
- Reward reporting of risks and opportunities
- Provide role based training on risk/opportunity discipline

Processes



- Have a RIO policy in place for project/portfolio/and enterprise
- Schedule Risk Analysis (SRA) at proposal stage as well as during execution
- Mitigation steps, inclusion in EACs and Schedules
- Diagnose the schedule and understand the risk

Tools



- Collaborative risk register
- Scoring for each level of the organization
- Mitigation Plans and MR burn-down
- Optimization tools

Six Guidelines for Improving Project Visibility

Change Management

- Efficient and accurate contractual changes
- “What if” analysis
- Consistent documentation



Check List Change Management

People



- Train on Change Control process processes
- Communicate the need to avoid scope creep
- No hand shake agreements in this environment

Processes



- Robust change control processes
- Workflows that force adherence
- Detail out how to replan/restructure work
- Contract Value updated timely

Tools



- Forces compliance to the processes
- Sand box environment to do what if analysis
- Management by Exception
- Automation of the change control process (cost and schedule)

Six Guidelines for Improving Project Visibility

Forecast Accuracy

- Project-level forecasting
- Resource planning
- Revenue plans
- Timely visibility to proactively make decisions



Check List - Forecast Accuracy

People



- **Concept Training – Budgets, Schedules, and EACs**
- **Tools training where appropriate**
- **Role based training on company policy**

Processes



- **Establishment of Baseline (Cost and Schedule)**
- **Define who is responsible to complete and approve the forecast**
- **Frequency of Grass Roots or Bottoms-Up Forecasts**
- **Certifications?**

Tools



- **Time Phased by Resource and Element of Cost**
- **Capability to do What-if'ing with the ability to compare multiple forecasts**
- **Will easily integrate with a scheduling tool**
- **Methods to expediently get info into the system**
- **Access to the information for decision making**

Six Guidelines for Improving Project Visibility

Actionable Information

- Identify, plan for, evaluate, communicate and manage obstacles
- Automated alerts
- Data rich, knowledge poor
- Drill-down capability



Check List – Actionable Information

People



- Encourage participation in the creation of dashboards and reports
- Define dashboards and reports that different roles require
- Train on the information in the report

Processes



- Need report generation and format change (IT)
- Define cadence so that status delivered on a defined basis
- Define the use of BI vs. Associative Tools

Tools



- Associative model analysis
- Users can drill the way they think
- KPI's delivers that are role appropriate
- Monitor project/program status and KPI

Six Guidelines for Improving Project Visibility

Collaboration

- Better communication needed
- Automated business processes
- Standard Key Performance Indicators (KPIs)



Check List - Collaboration

People



- People are basically social so that need a venue to socialize
- Need information to make day to day and strategic decisions
- Role based conversations with all stakeholders
- Alerts based on defined roles

Processes



- Define a business cadence that will force collaboration
 - Daily, weekly, monthly, quarterly
- Workflows that allow all the stakeholders to gain insight into the process

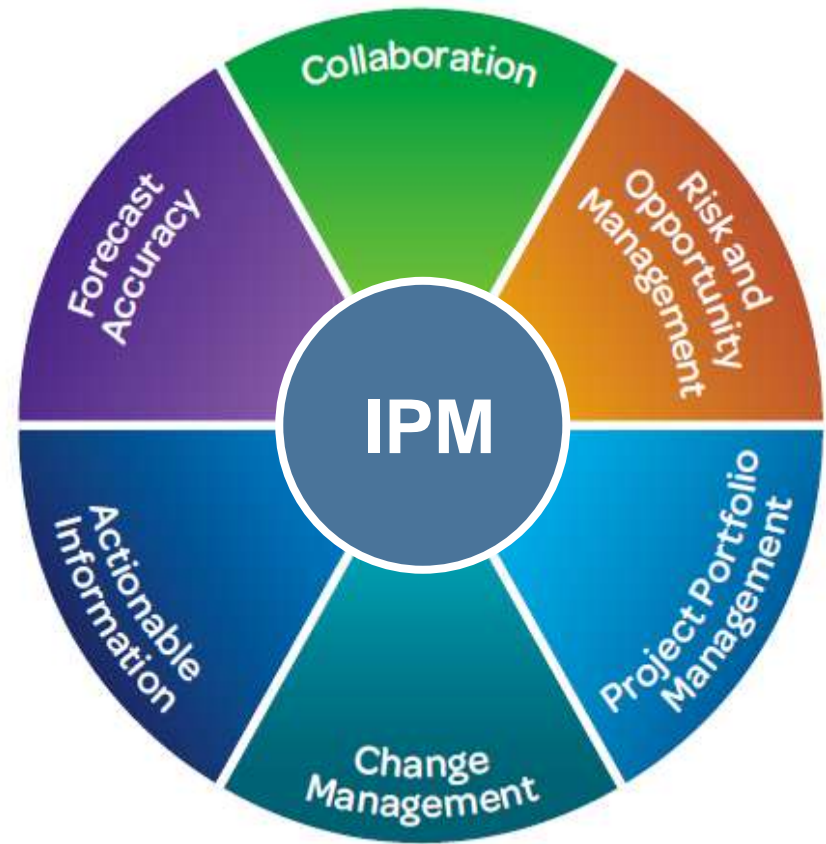
Tools



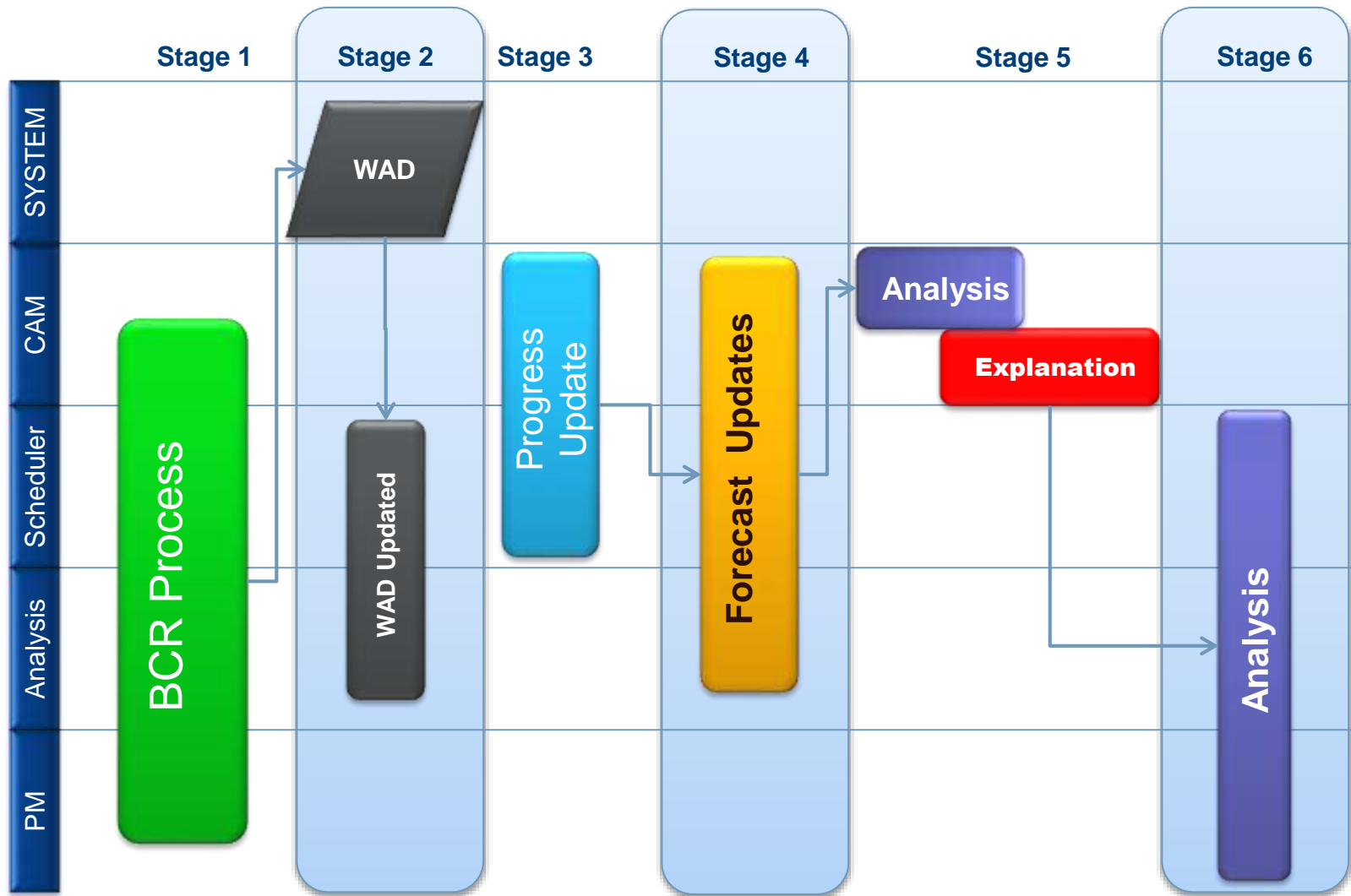
- Tracking of conversations without maxing out email and keeping history
- Notifications of issues that effect work
- Management by Exception
- Process Enforcement and Tracking

Six Guidelines for Improving Project Visibility

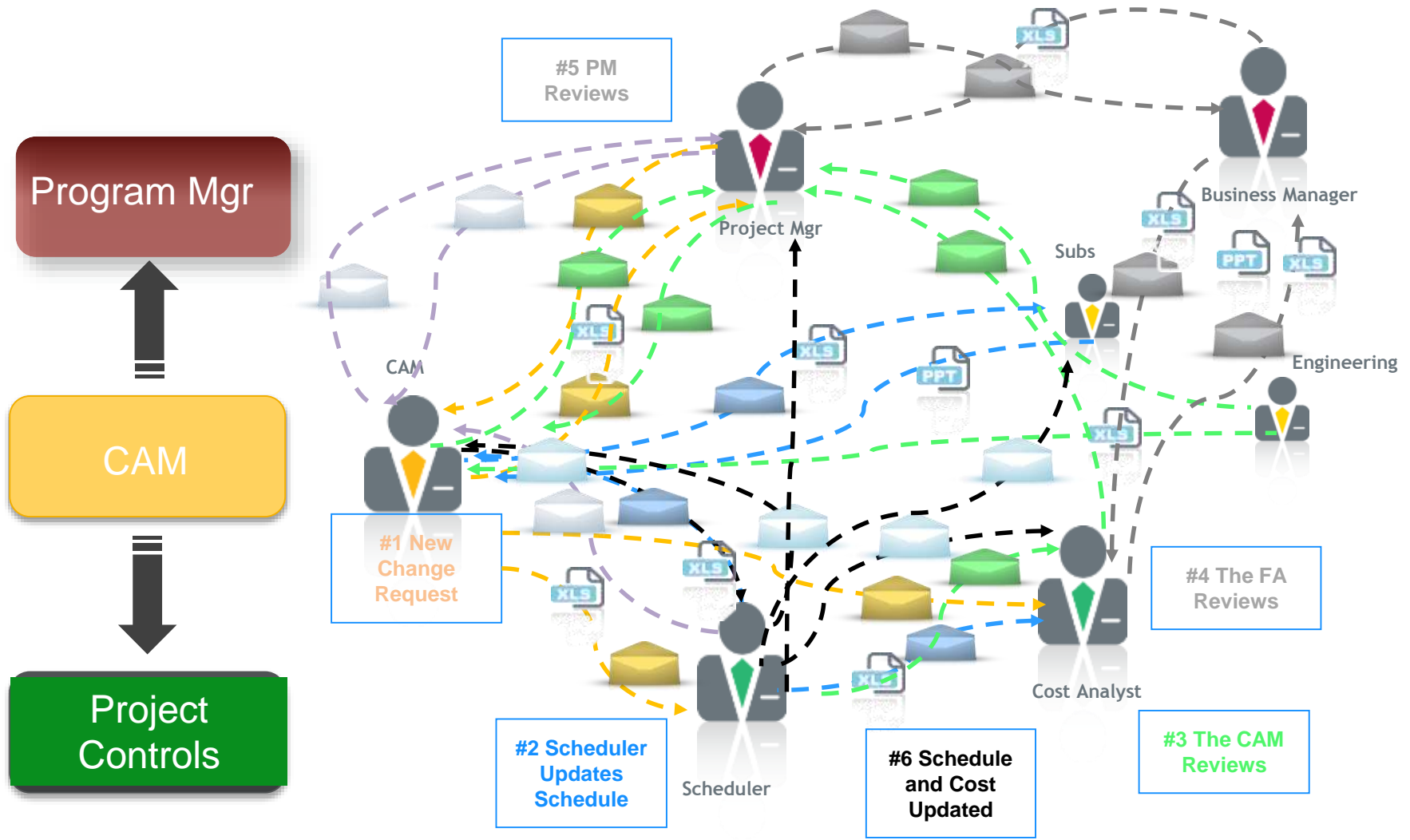
When organizations implement solutions that deliver these six elements of visibility and control, they provide their financial and program managers, as well as executives, the tools they need to improve predictability, avoid surprises and better manage profit margins.



How to introduce greater visibility



Initial Typical Cycle



Integrated Approach – Improved Visibility

A DAY IN THE LIFE
OF A PROJECT

Meet the Project Team



SUSANA

Scheduler

- Plan work & update baseline
- Validate Information & Progress
- Evaluate Changes
- Facilitate Communication
- Coordinate & Integrate Staff



MARGARET

Program Manager

- Gain Transparency & Visibility
- Make Effective Decisions
- Take Action & Reduce Risks
- Communicate Progress
- Optimize Resources
- Manage Change



JASON

Control Account Manager

- Gain Transparency & Visibility
- Make Effective Decisions
- Take Action & Reduce Risks
- Communicate Progress & Status
- Optimize Resources
- Manage Change



DON

VP of Programs

- Gain Transparency & Visibility
- Make Effective Decisions based on Profit and Status
- Review status at Program Level



WALTER

Program Control Analyst

- Analyze cost and EV metrics
- Forecast & Status
- Validate Information & Progress
- Request & Implement Changes
- Facilitate Communication
- Coordinate & Integrate Staff



9:00 AM

- Jason logs into Deltek PM Compass
 - Sees a personalized, interactive program command center
 - Monitors the status of the control accounts within each project that he is responsible for

PAST DUE!

Status update due in 30 minutes.



JASON

**Control Account
Manager**

- Gain Transparency & Visibility
- Make Effective Decisions
- Take Action & Reduce Risks
- Communicate Progress & Status
- Optimize Resources
- Manage Change

Alerts

Alerts	Item Priority	Item Type	Date Created
Step ended for "Email Test 4"	Medium	Action Item	3/19/2013 3:44
Step ended for "Email Test 2"	Medium	Action Item	3/19/2013 3:32
Step ended for "Email Test 3-19-13"	Medium	Action Item	3/19/2013 3:32

Data Mining Detail

Condition	Projects	Occurrences
Task complete this period	6	13
Cumulative actual costs exceed budget at complete (BAC)	4	9
Cumulative actual costs equal budget at complete (BAC)	13	59
Forecasted cost is zero for incomplete Control account	3	6
Cumulative actual costs exceed estimate at complete (EAC)	1	1
TCPI is greater than CPI by more than 0.35	6	16
Earned value has increased with no increase in actual costs	2	2
Actual costs have increased with no increase in earned value	7	22

Check for Activity Progress (AUG12 CAM)

Activity ID	Description	Original Duration	Remaining Duration
Control Account: 10600.01.001.A1 / 10.10.1.1			
10600.01.001.A1.08	Finalize Concept	50d	3d
Control Account: 10600.01.001.A2 / 10.10.1.1			
10600.01.001.A2.01	Conduct Project Kick Off Meeting	5d	5d
10600.01.001.A2.02	Consolidate Subproject Plans	15d	15d

wInsight Analytics

Contract: Satellite Components for

Indented Sort View - Cumulative Dollars

WBS	SV	CV	Vac	SV
Top - Satellite Compo	↑	↑	↑	-493
10600 - NG SATELLITE CO	↑	↔	↑	-493
10600.01 - ANTENNA SYSTEM	↑	↔	↑	-493
10600.01.001 - DESIGN	↑	↔	↑	-493
10600.01.001.A1 - SYSTE	↓	↔	↑	-3,383
10600.01.001.A2 - PRELIM	↑	↓	↑	-10,441
10600.01.001.A3 - CRITIC	↑	↑	↑	13,330
10600.01.002 - TESTING			↔	0
10600.01.002.A1 - TESTIN			↔	0
10600.01.002.A2 - FINAL T			↔	0
10600.02 - POWER PACKAGE			↔	0
10600.02.001 - BUILD			↔	0
10600.02.001.A1 - PRODU			↔	0
10600.02.001.A2 - COMPO			↔	0
10600.02.001.A3 - ASSEM			↔	0
TURI - UNDIST BUDGET			↔	0

Past Due

Workflow ID	Workflow Title	Workflow Status	Project	Cont
Workflow Type: Project Recap				
Project: Battleship_A				
Workflow Status:				
PR000001399	Jul-2012 Monthend Recap		Battleship_A	

Workflow List
Wednesday, July 16, 2014 11:29:38 PM
v2.0.300 (SYSADMIN) -



9:00 AM

- Jason reviews and updates the status for his individual projects
- Information is fed from the scheduling tool into PM Compass
- Updates are made directly in PM Compass



JASON

**Control Account
Manager**

- Gain Transparency & Visibility
- Make Effective Decisions
- Take Action & Reduce Risks
- Communicate Progress & Status
- Optimize Resources
- Manage Change

Deltek PM Compass - Enter Schedule Progress - v2.0

Show Navigation Back Forward Settings Help Log Off

Enter Schedule Progress

Save List View Submit Print Help

Ship Status Date: 1/3/2013

Schedule Progress

Select	Schedule Project	Activity ID	Activity Description	Duration	Actual Start	Actual Finish	Expected Finish	Physical % Complete	Progress Type	Progress Value
<input type="checkbox"/>	USS San Antonio	1.1.1.1	Develop Hull Systems	3m					As Planned	0
<input type="checkbox"/>	USS San Antonio	1.1.3.1	3D Modeling Zone 1	6m					As Planned	0
<input type="checkbox"/>	USS San Antonio	1.1.3.2	3D Modeling Zone 2	8m					As Planned	0

General Resources Relationships User Fields Notes Codes

Activity ID: 1.1.1.1

Physical % Complete: 0

Progress Type: As Planned

Progress Value: 0

Expected Finish: [Calendar Icon]

Description: Develop Hull Systems

Status: Planned

Type: ASAP

Duration: 3m

Criticality: Not Critical

Cost Links

Work Package

CAM

Dates

	Start	Finish
Actual		
Forecast	1/7/2013	3/29/2013
Baseline	1/7/2013	3/29/2013
Target		

Ready

Deltek PM Compass - Enter Schedule Progress - v2.0

Show Navigation Back Forward Settings Help Log Off

Enter Schedule Progress

Save List View Submit Print Help

Ship Status Date: 1/3/2013

Schedule Progress

Select	Schedule Project	Activity ID	Activity Description	Duration	Actual Start	Actual Finish	Expected Finish	Physical % Complete	Progress Type	Progress Value
<input checked="" type="checkbox"/>	USS San Antonio	1.1.1.1	Develop Hull Systems	3m	1/7/2013				As Planned	0
<input checked="" type="checkbox"/>	USS San Antonio	1.1.3.1	3D Modeling Zone 1	6m	1/8/2013				As Planned	0
<input checked="" type="checkbox"/>	USS San Antonio	1.1.3.2	3D Modeling Zone 2	8m	1/2/2013				As Planned	0

General Resources Relationships User Fields Notes Codes

Activity ID: 1.1.1.1

Physical % Complete: 0

Progress Type: As Planned

Progress Value: 0

Expected Finish: [Calendar Icon]

Description: Develop Hull Systems

Status: Planned

Type: ASAP

Duration: 3m

Criticality: Not Critical

Cost Links

Work Package: 1.1.1.1.ENG.CLARK/1.1.1.1

CAM: Jack Tinker

Dates

	Start	Finish
Actual	1/7/2013	
Forecast	1/7/2013	3/29/2013
Baseline	1/7/2013	3/29/2013
Target		

Ready



9:30 AM

- Susan accesses the status update from Jason and other CAMS through her role-based dashboard in PM Compass
- Reviews and accepts all proposed changes



SUSAN
Scheduler

- Plan work & update baseline
- Validate Information & Progress
- Evaluate Changes
- Facilitate Communication
- Coordinate & Integrate Staff

Ship Status Date: 1/3/2013

Schedule Progress											
Δ	Select	Schedule Project	Activity ID	Activity Description	Duration	Actual Start	Actual Finish	Expected Finish	Physical % Complete	Progress Type	Progress Value
	<input type="checkbox"/>	USS San Antonio	1.1.1.1	Develop Hull Systems	3m					As Planned	0
	<input type="checkbox"/>	USS San Antonio	1.1.3.1	3D Modeling Zone 1	6m					As Planned	0
	<input checked="" type="checkbox"/>	USS San Antonio	1.1.3.2	3D Modeling Zone 2	8m	1/2/2013				As Planned	0

Progress Changes ✕

Activity 1.1.3.2 - 3D Modeling Zone 2

Schedule Project: USS San Antonio

Column	Old Value	New Value
Actual Start		1/2/2013

Activity ID:

Physical % Complete:

Progress Type:

Progress Value:

Expected Finish:

Dates

Start		
Actual	<input type="text" value="1/2/2013"/>	<input type="text" value="31"/>
Forecast	<input type="text" value="1/7/2013"/>	<input type="text" value="31"/>
Baseline	<input type="text" value="1/7/2013"/>	<input type="text" value="31"/>
Target	<input type="text"/>	<input type="text" value="31"/>

CAM



9:30 AM

- Susan also
 - Evaluates the impact of changes
 - Updates the Open Plan baseline with a single click

ALERT!

The critical path has changed!



SUSAN
Scheduler

- Plan work & update baseline
- Validate Information & Progress
- Evaluate Changes
- Facilitate Communication
- Coordinate & Integrate Staff



Next 30 Days

Activity ID	Description	Original Duration	Remaining Duration	Total Float	Baseline
4.2	Communications	5d	5d		11/2

Activity List

Thursday, October 30, 2014 5:02:34 PM

Next 31 to 60 Days

Activity ID	Description	Original Duration	Remaining Duration	Total Float	Baseline
4.3	Interfaces	35d	35d		12/
5	Procurement	148d	148d		12/
5.2	Initial Long Lead items	90d	90d		12/

Next 61 to 90 Days

No data has been found for this report.

Activity List

Thursday, October 30, 2014 5:02:34 PM

Milestone Report

Activity ID	Milestone Id	Milestone Weight	Description	Baseline Start	Baseline Finish	Forecast Start	Forecast Finish	Actual Start	Actual Finish	Critical Flag	Date Change
Assignee: HENRY											
10600.01.001.A2.07.01	WP00500-1	25.00	P001: Setup	3/15/2012	3/28/2012	3/15/2012	3/28/2012	3/15/2012	3/28/2012		
10600.01.001.A2.07.02	WP00500-2	20.00	P002: Systems	3/29/2012	4/25/2012	3/29/2012	4/25/2012	3/29/2012	4/25/2012		
10600.01.001.A2.07.03	WP00500-3	20.00	P003: Hardware	4/26/2012	5/23/2012	4/26/2012	5/23/2012	4/26/2012	5/23/2012		
10600.01.001.A2.07.04	WP00500-4	20.00	P004: Software	5/24/2012	6/19/2012	5/24/2012	6/19/2012	5/24/2012	6/19/2012		
10600.01.001.A2.07.05	WP00500-5	10.00	P005: Material	6/20/2012	7/17/2012	6/20/2012	7/17/2012	6/20/2012	7/17/2012		
10600.01.001.A2.07.06	WP00500-6	5.00	P006: Requirements	7/18/2012	8/14/2012	7/18/2012	8/14/2012	7/18/2012	8/14/2012		



10:30 AM

- Walter imports actuals to produce earned value metrics and analyze performance
 - Analyzes budgets, actuals and forecasts
 - Uses integration wizard to attach resources to activities
 - Recalculates added costs from schedule changes



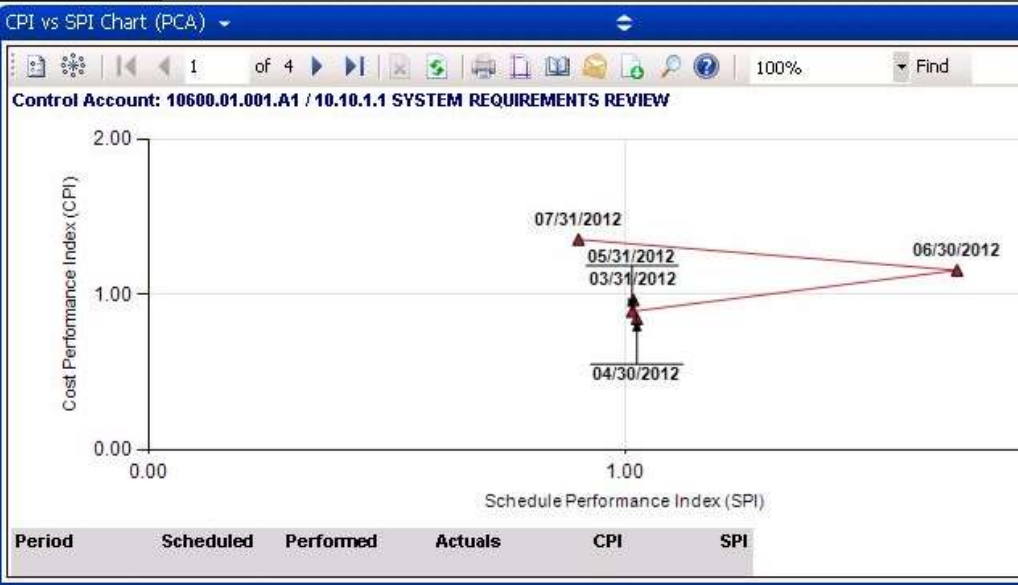
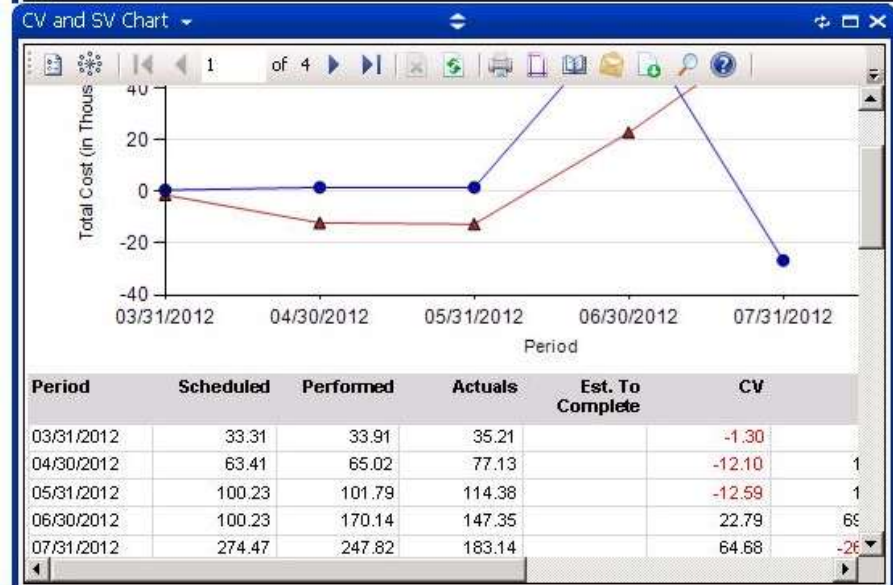
WALTER

Program Control Analyst

- Analyze cost and EV metrics
- Forecast & Status
- Validate Information & Progress
- Request & Implement Changes
- Facilitate Communication
- Coordinate & Integrate Staff

CA and WP Group Activity List

Activity ID	Description	EVT	Original Duration	Remaining Duration	Physical % Complete	Early Start	Early Finish	Actual Finish	Actual Start	Forecast Start
Control Account:										
Work Package ID:										
10600	Satellite Components Project	C	564d	455d	.38	3/1/2012	4/29/2014		3/1/2012	3/1/2012
10600.00	Milestones	C	538d	441d		3/15/2012	4/29/2014		3/15/2012	3/15/2012
10600.00.01	Start Program	C	0	0		3/15/2012	8/1/2012		3/15/2012	3/15/2012
10600.00.02	End Program	C	0	0		4/29/2014	4/29/2014			4/29/2014
10600.01	Antenna System	C	396d	287d	1.43	3/1/2012	9/5/2013		3/1/2012	3/1/2012
10600.01.001	Design	C	396d	287d	1.54	3/1/2012	9/5/2013		3/1/2012	3/1/2012
10600.01.001.A1	System Requirements Review	C	112d	3d	41.65	3/1/2012	8/3/2012		3/1/2012	3/1/2012
10600.01.001.A2	Preliminary Design Review	C	189d	90d		3/15/2012	12/4/2012		3/15/2012	3/15/2012
10600.01.001.A3	Critical Design Review	C	386d	287d		3/15/2012	9/5/2013		3/15/2012	3/15/2012
10600.01.001.A3.01	Design application logic	C	105d	105d		12/5/2012	4/30/2013			12/5/2012
10600.01.001.A3.02	Design database	C	60d	60d		1/30/2013	4/23/2013			1/30/2013





Noon

- Jason checks in on the projects

ALERT!

You've exceeded a threshold on your schedule. VAR required.

- Accesses a re-configured VAR form standardized across the business.
- Reports variance, impact and corrective action



JASON

**Control Account
Manager**

- Gain Transparency & Visibility
- Make Effective Decisions
- Take Action & Reduce Risks
- Communicate Progress & Status
- Optimize Resources
- Manage Change

Explanation of Variance

Explanation of Variance: Inter-Planet Shuttle - 1.3.1/1220 /Software Design

General Child Workflows Links Progress

ID: VAR0000000291 Due Date: 4/9/2013

Title: Explanation of Variance: Inter-Planet Shuttle - 1.3.1/1220 /S Status Date: 11/30/2011

Project: Inter-Planet Shuttle

Control Account: 1.3.1/1220

Cost Detail

	BCWS	BCWP	ACWP	SV	SV %	CV	CV
Current:	7,386.00	5,009.00	255.00	-2,377.00	-32	4,755.00	
Cumulative:	12,471.00	28,376.00	7,120.00	15,905.00	128	21,256.00	

	BAC	EAC	VAC	VAC %	TCPI to BAC	TCPI to EAC
At complete:	211,860.00	212,884.00	-1,024.00	0	0.90	0.89

Variances that exceeded thresholds:
 Schedule variance: Current percentage. Cumulative percentage.
 Cost variance: Current value. Cumulative value.
 Values calculated using: COM, DIRECT, FRINGE, G&A, OVERHEAD

Copy Narratives...



1:00 PM

- Walter's PM Compass workspace presents him an exception report
- Highlights anomalies and inconsistencies
- Drill down into the details to determine reasons behind inconsistencies



WALTER

Program Control Analyst

- Analyze cost and EV metrics
- Forecast & Status
- Validate Information & Progress
- Request & Implement Changes
- Facilitate Communication
- Coordinate & Integrate Staff

Data Mining Summary (ALL)

Condition	Projects	Occurrences
Cumulative actual costs equal budget at complete (BAC)	1	8
SPI is less than 1.00	1	11
Scheduled work package has not started	1	9
Current SV % greater than		
Cumulative SV % greater		
Control account with budg		

Data Mining Summary
 Tuesday, September 30, 2014 3:25:42 PM
 Data Mining Was Last Run:
 7/24/2014 9:41:54 AM
 v2.1.800 (JACK) -

Data Mining Summary (ALL)

Project	Project Description	Control Account	Work Package
Rule Description: SPI is less than 1.00			
Ship	USS San Antonio	1.1.1 / 1.ENG.CLARK	
Ship	USS San Antonio	1.1.1 / 1.ENG.CLARK	1.1.1.1
Ship	USS San Antonio	1.1.3 / 1.ENG.CLARK	
Ship	USS San Antonio		
Ship	USS San Antonio		
Ship	USS San Antonio		
Ship	USS San Antonio		
Ship	USS San Antonio		
Ship	USS San Antonio		
Ship	USS San Antonio		

Data Mining Detail
 Tuesday, September 30, 2014 3:25:42 PM
 Data Mining Was Last Run:
 7/24/2014 9:41:54 AM
 v2.1.800 (JACK) -

Data Mining Summary (ALL)

	30JUN2011	31JUL2011	31AUG2011	Total
Control Account: 1.1.1 / 1.ENG.CLARK				
Key Plans				
Scheduled	3,400.00	6,433.33	4,166.67	14,000.00
Est. At Complete		6,433.33	4,166.67	10,600.00

Report Options

Criteria: SPI is less than 1.00, Control Account: 1.1.1 / 1.ENG.CLARK, Work Package: 1.1.1.1

Results: Total Cost

Cost Sets: Performed, Actuals, Scheduled, Est. At Complete

Calendar:

Time Phased
 Tuesday, September 30, 2014 3:26:56 PM
 Project: Ship - USS San Antonio
 Status Date: 6/30/2011
 v2.1.800 (JACK) -



1:45 PM

- Susan accesses a cost/schedule validation report automatically sent to her
- Pinpoints any place where cost & schedule doesn't match
- Enables traceability
- Demonstrates compliance



SUSAN
Scheduler

- Plan work & update baseline
- Validate Information & Progress
- Evaluate Changes
- Facilitate Communication
- Coordinate & Integrate Staff

Project: Ship

Work Package	Activity ID	Baseline Start Date		Baseline Finish Date		Forecast Start Date		Forecast Finish Date		Actual Start Date		Actual Cobra
		Cobra	OPP	Cobra	OPP	Cobra	OPP	Cobra	OPP	Cobra	OPP	
Control Account: 1.1.1 / 1.ENG.CLARK Key Plans												
1.1.1.1	1.1.1.1	1/7/2013	1/7/2013	3/29/2013	3/29/2013	1/7/2013	1/7/2013	3/29/2013	3/29/2013			
1.1.1.2	1.1.1.2	4/1/2013	4/1/2013	5/24/2013	5/24/2013	4/1/2013	4/1/2013	5/24/2013	5/24/2013			
1.1.1.3	1.1.1.3	5/27/2013	5/27/2013	7/19/2013	7/19/2013	5/27/2013	5/27/2013	7/19/2013	7/19/2013			
Control Account: 1.1.3 / 1.ENG.CLARK 3D Modeling												
1.1.3.1	1.1.3.1	1/7/2013	1/7/2013	6/21/2013	6/21/2013	1/7/2013	1/7/2013	6/21/2013	6/21/2013			
1.1.3.2	1.1.3.2	1/7/2013	1/7/2013	8/16/2013	8/16/2013	1/7/2013	1/7/2013	8/16/2013	8/16/2013			
Control Account: 1.1.4 / 1.ENG.SCHULTZ 2d Const Dwg Extraction (Units)												
1.1.4.101	1.1.4.101	1/7/2013	6/24/2013	7/19/2013	7/19/2013	6/24/2013	6/24/2013	8/16/2013	7/19/2013			
1.1.4.101	1.1.4.104	1/7/2013	1/7/2013	7/19/2013	3/1/2013	6/24/2013		8/16/2013				
1.1.4.102	1.1.4.102	6/24/2013	6/24/2013	8/16/2013	8/16/2013	6/24/2013	6/24/2013	8/16/2013	8/16/2013			
1.1.4.103	1.1.4.103	8/19/2013	8/19/2013	9/13/2013	9/13/2013	8/19/2013	8/19/2013	9/13/2013	9/13/2013			
Control Account: 1.2.A.101 / 1.MFG.FRM1 Assemble Unit 101 wing unit												
1.2.A.101.02	1.2.A.101.02	1/7/2013	1/7/2013	2/8/2013	2/8/2013	1/7/2013	1/7/2013	2/8/2013	2/8/2013			
1.2.A.101.06	1.2.A.101.06	7/29/2013	7/29/2013	8/30/2013	8/30/2013	7/29/2013	7/29/2013	8/30/2013	8/30/2013			
1.2.A.101.07	1.2.A.101.07	9/30/2013	9/30/2013	10/11/2013	10/11/2013	9/30/2013	9/30/2013	10/11/2013	10/11/2013			
1.2.A.101.09	1.2.A.101.09	9/2/2013	9/2/2013	9/13/2013	9/13/2013	9/2/2013	9/2/2013	9/13/2013	9/13/2013			
1.2.A.101.20	1.2.A.101.20	9/16/2013	9/16/2013	9/27/2013	9/27/2013	9/16/2013	9/16/2013	9/27/2013	9/27/2013			
Control Account: 1.2.A.102 / 1.MFG.FRM1 Assemble Unit 102												
1.2.A.102.02	1.2.A.102.02	1/7/2013	1/7/2013	2/8/2013	2/8/2013	1/7/2013	1/7/2013	2/8/2013	2/8/2013			
1.2.A.102.06	1.2.A.102.06	8/26/2013	8/26/2013	9/27/2013	9/27/2013	8/26/2013	8/26/2013	9/27/2013	9/27/2013			
1.2.A.102.07	1.2.A.102.07	10/28/2013	10/28/2013	11/8/2013	11/8/2013	10/28/2013	10/28/2013	11/8/2013	11/8/2013			
1.2.A.102.09	1.2.A.102.09	9/30/2013	9/30/2013	10/11/2013	10/11/2013	9/30/2013	9/30/2013	10/11/2013	10/11/2013			
1.2.A.102.20	1.2.A.102.20	10/14/2013	10/14/2013	10/25/2013	10/25/2013	10/14/2013	10/14/2013	10/25/2013	10/25/2013			
Control Account: 1.2.A.103 / 1.MFG.FRM2 Assemble Unit 103												
1.2.A.103.02	1.2.A.103.02	1/7/2013	1/7/2013	2/8/2013	2/8/2013	1/7/2013	1/7/2013	2/8/2013	2/8/2013			
1.2.A.103.06	1.2.A.103.06	9/23/2013	9/23/2013	10/25/2013	10/25/2013	9/23/2013	9/23/2013	10/25/2013	10/25/2013			
1.2.A.103.07	1.2.A.103.07	11/25/2013	11/25/2013	12/6/2013	12/6/2013	11/25/2013	11/25/2013	12/6/2013	12/6/2013			
1.2.A.103.09	1.2.A.103.09	10/28/2013	10/28/2013	11/8/2013	11/8/2013	10/28/2013	10/28/2013	11/8/2013	11/8/2013			
1.2.A.103.20	1.2.A.103.20	11/11/2013	11/11/2013	11/22/2013	11/22/2013	11/11/2013	11/11/2013	11/22/2013	11/22/2013			
Control Account: 1.2.F.06 / 1.MFG.FRM3 Cost Group 06 Pipe												
1.2.F.06.101	1.2.F.06.101	7/22/2013	7/22/2013	7/26/2013	7/26/2013	7/22/2013	7/22/2013	7/26/2013	7/26/2013			
1.2.F.06.102	1.2.F.06.102	8/19/2013	8/19/2013	8/23/2013	8/23/2013	8/19/2013	8/19/2013	8/23/2013	8/23/2013			
1.2.F.06.103	1.2.F.06.103	9/16/2013	9/16/2013	9/20/2013	9/20/2013	9/16/2013	9/16/2013	9/20/2013	9/20/2013			



2:50 PM

- Margaret views her role-based command center for project status
 - Immediately sees everything that's happened since 9:00 AM
- Utilizes risk management tool to review mitigation steps
- Tracks these mitigation steps as Jason completes them



MARGARET

**Program
Manager**

- Gain Transparency & Visibility
- Make Effective Decisions
- Take Action & Reduce Risks
- Communicate Progress
- Optimize Resources
- Manage Change

Alerts

Alerts	Item Priority	Item Type	Date Cre
An assignment for "Insufficient solar wind for spir	Medium	Project Risk	6/20/201
An assignment for "Performance Evaluation"	Medium	Action Item	6/20/201
An assignment for "Final Contract Review"	Medium	Action Item	6/20/201

Important Items

Title	My Due Date	My Action Required	Workflow Status
EoV Ergonomics Nov 11		None	
Call Vendor Regarding Late Shipments		None	
Final Contract Review	6/27/2013	Complete	Active
Insufficient solar wind for spiral fol	8/1/2013	Complete	Active
Performance Evaluation	6/27/2013	Complete	Active
Contractor for carbon composites?		None	Active
Request budget for greater surveillance on Acmi		None	Active

winsight

Summary Data Validation Detail Analysis Emerging Issues EAC Realism Custom Views

Current Month: Nov-2010
Unit Scale in Ones

Contract Info.

Name	Type	Manager	Start	End	Est.
MOH-2	FPI	MR B. TECH	3/1/2007	9/15/2008	9/

Period: 1/1/2008

Cumulative Current

Amt Percent

Contract by Period

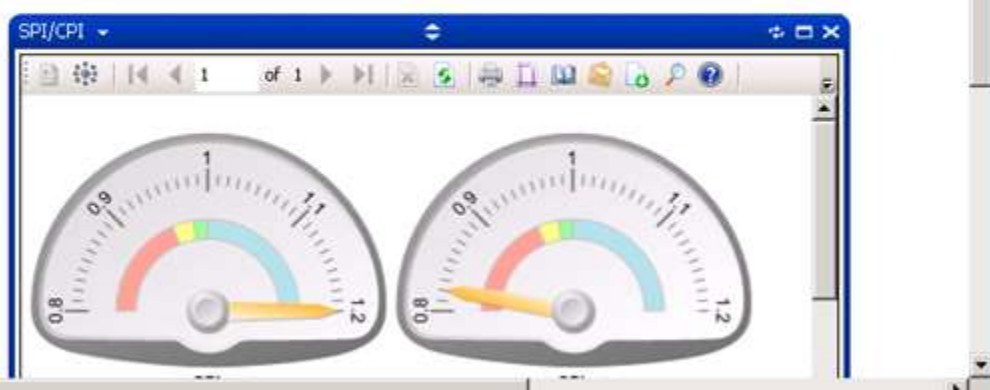
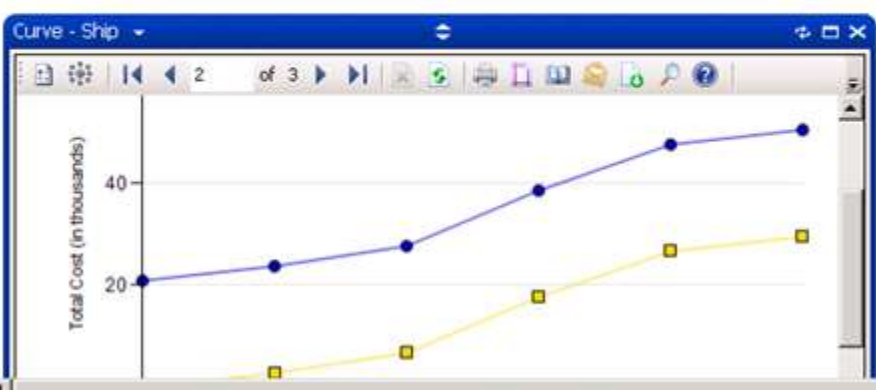
- MOH-2 2008-Jan
- MDR
- MOH-2-WEEKLY
- A9G_M
- SpaceShuttle
- ALPHA

Dataset Option

Unit: Dollars
Structure: WBS

Standard View By 1/1/2008 By Dollars

WBS	SV	CV	VAC	SV
1000 - MOH-2				-427.80
2000 - PROJ MANAGEMENT				-13.20
2100 - PROJ MANAGEMENT				-12.00
2200 - SYS ENGINEERING				6.40
2300 - FUNC INTEGRA				-7.60
3000 - PRIME EQUIP				-384.80
3100 - SENSORS				-36.60
3200 - COMMUNICATIONS				-203.20
3300 - AUX EQUIP				-93.20
3400 - ADPE				-10.20
3500 - COMP PROGRAMS				-0.20
3600 - PCC				-11.40
3700 - DATA PROCESS				-113.00





5:15 PM

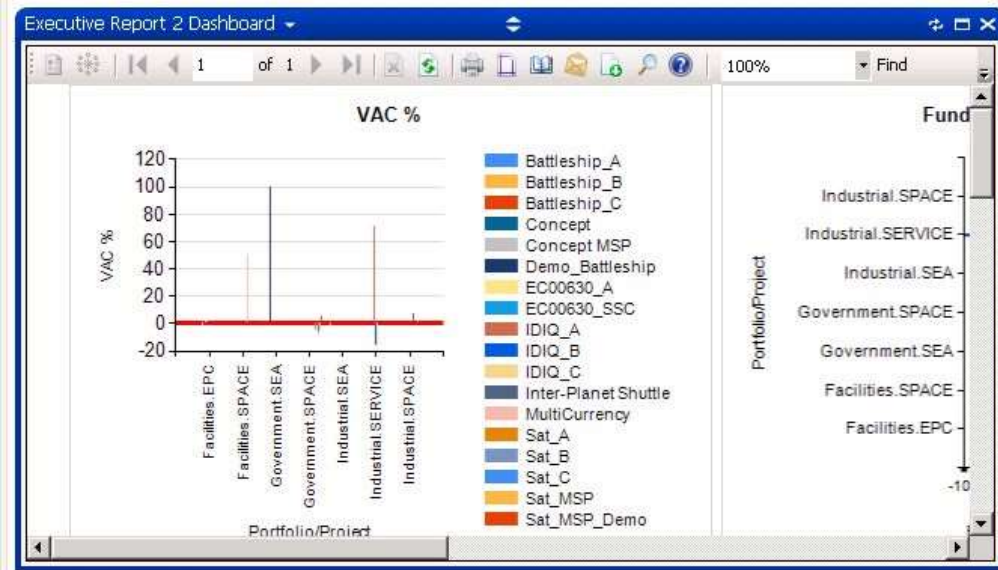
- Don reviews the entire portfolio of programs in his PM Compass work space
 - Looks at profitability
 - Reviews schedule status
 - Evaluates forecast vs. actuals
 - Analyzes KPIs to evaluate high level performance trends and objectives
 - Reviews overall product line to evaluate current project mix



DON

VP of Programs

- Gain Transparency & Visibility
- Make Effective Decisions based on Profit and Status
- Review status at Program Level



wInsight Analytics - Multi

Contract View Emerging Issues Data Validation and Views WBS OBS View

Period: 1/31/2008

Contracts with Actuals Up Through

COMMO	Jul - 09
JSF	Jan - 08
UnManned	Jun - 08

Multi-Project Summary at Level 3

Contract	Level 1	SV	CV	VAC	SV
JSF	1000 - JSF Vehicle ...	↓	↓	↓	-136.20
UnManned	1 - Un-Manned Ve...	↑	↓	↔	-863.00
COMMO	MDR_ - COMMO P...	↑	↓	↑	669.41

Project Scorecard

PORTFOLIO	PROGRAM	CONTRACT	ATD	ETC
SEA	Battleship_A	23,000,000	364,405	18,732,544
	Battleship_B	23,000,000	263,474	18,956,765
	Battleship_C	23,000,000	372,006	18,733,126
SPACE	Sat_A	8,750,000	647,270	7,885,740
	Sat_C	8,750,000	647,270	7,990,944
	Sat_MSP	8,750,000	647,270	7,885,740
	Sat_B	8,750,000	725,306	7,479,467

wInsight Analytics - Project View

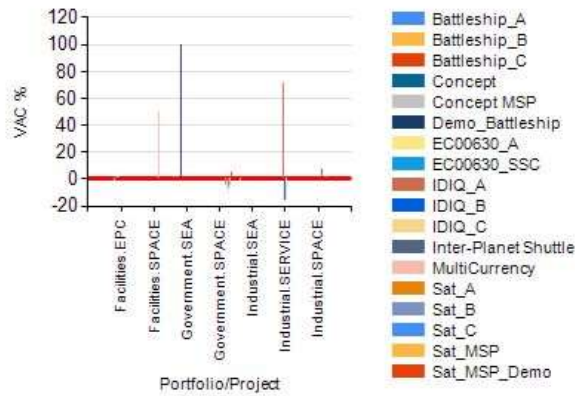
Master Dashboard Data Validation Emerging Issues Detail Analysis

Contract: COMMO for 07/31/09

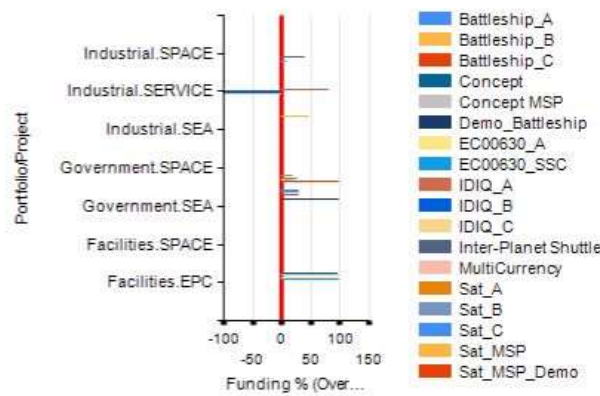
Sort View - Cumulative Amount

Sort View - Cumulative Amount	SV	CV	VAC	SV
MDR .00.1 - Mission Analsi				0.00
MDR .00.2 - Investment Anal				0.00
MDR .00.3 - Solution Develo				0.00
MDR .00.4 - Production Deci				0.00
MDR .01.3 - Solution Develo	↔	↔	↔	0.00

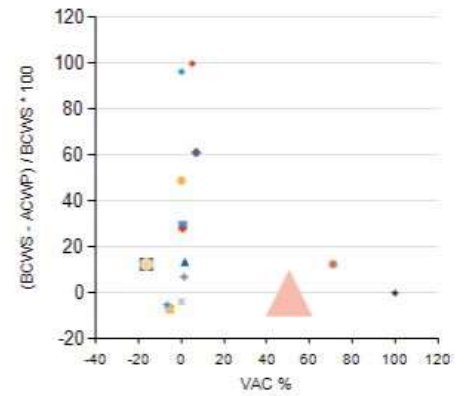
VAC %



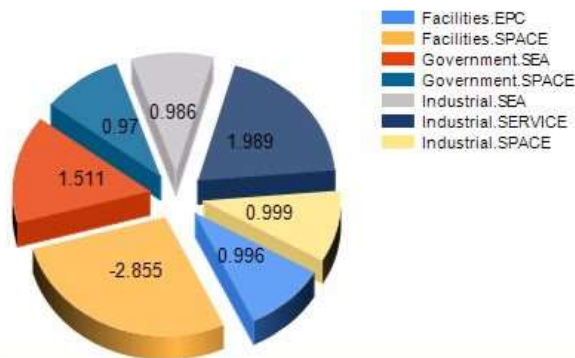
Funding (Over) Remaining %



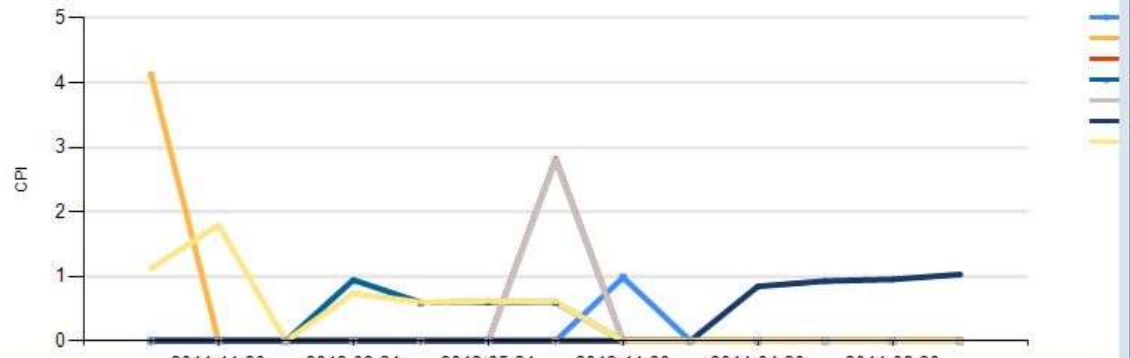
VAC vs. Bud - Act as % (%Spent Bubble)



TCPI EAC



CPI Historical Trend



Period: 1/31/2008

Contracts with Actuals Up Through

COMMO	Jul - 09
JSF	Jan - 08
UnManned	Jun - 08

Cumulative Current

Amount Percent

Data Options

Structure: WBS
Unit: Dollars
Exclude Indirect:

Additional Filters

Project Manager:
Analyst:
Program Type:
CAM:
User Filters:

Multi-Project Summary at Level 3 as of 01/31/08

Select a Contract To Drill Show C

Sort View - Current Amount

Contract	Level 1	SV	CV	VAC	SV	CV	VAC
JSF	1000 - JSF Vehicle ...	↓	↓	↓	-136.20	-197.80	35.20
UnManned	1 - Un-Manned Ve...	↓	↓	↔	-863.00	-797.00	34,600.00
COMMO	MDR_ - COMMO P...	↑	↓	↑	669.41	-305.29	6,663.77

Bottom 5 Current SV

Level 1	SV	SV
1 - Un-Manned Vehic (UnManned)	-863.00	↓
1000 - JSF Vehicle (JSF)	-136.20	↓
MDR_ - COMMO Prog (COMMO)	669.41	↑

Top 5 Current SV

Level 1	SV
MDR_ - COMMO Prog (COMMO)	6,663.77
1000 - JSF Vehicle (JSF)	-136.20
1 - Un-Manned Vehic (UnMann...	-863.00

Bottom 5 Current CV

Level 1	CV	CV
1 - Un-Manned Vehic (UnManned)	-797.00	↓
MDR_ - COMMO Prog (COMMO)	-305.29	↓
1000 - JSF Vehicle (JSF)	-197.80	↑

Top 5 Current CV

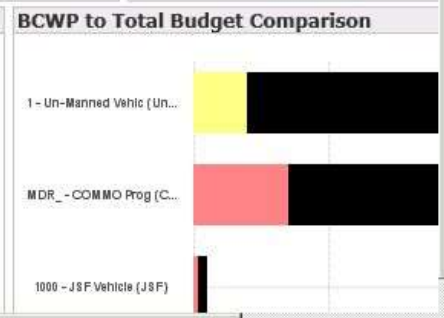
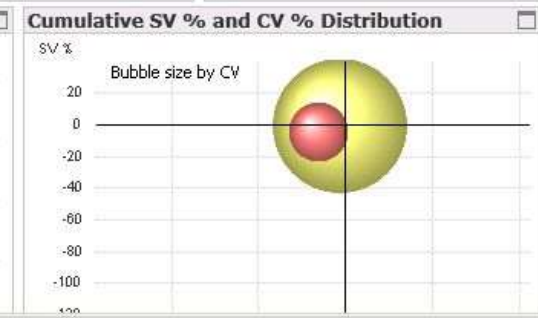
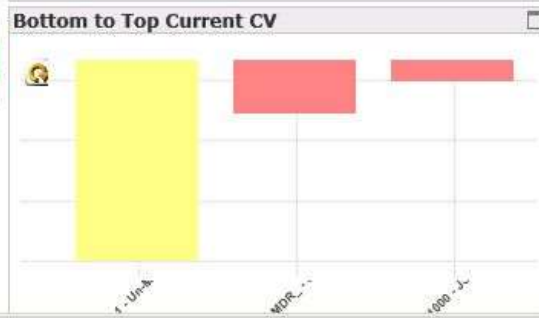
Level 1	CV
1000 - JSF Vehicle (JSF)	-136.20
MDR_ - COMMO Prog (COMMO)	-305.29
1 - Un-Manned Vehic (UnMann...	-863.00

Bottom 5 VAC

Level 1	VAC	VAC
1000 - JSF Vehicle (JSF)	35.20	↓
MDR_ - COMMO Prog (COMMO)	6,663.77	↑
1 - Un-Manned Vehic (UnManned)	34,600.00	↔

Top 5 VAC

Level 1	VAC
1 - Un-Manned Vehic (UnMann...	34,600.00
MDR_ - COMMO Prog (COMMO)	6,663.77
1000 - JSF Vehicle (JSF)	35.20



Project Scorecard

PORTFOLIO	PROGRAM	CONTRACT	ATD	ETC	EAC	WORST CASE	PROFIT	ROS	CPI	SPI	CUSTOMER
SEA	Battleship_A	23,000,000	364,405	18,732,544	19,096,949	0	3,903,051	17.0%	1.1	0.8	Yellow
	Battleship_B	23,000,000	263,474	18,956,765	19,220,239	0	3,779,761	16.4%	1.1	0.5	Green
	Battleship_C	23,000,000	372,006	18,733,126	19,105,132	0	3,894,868	16.9%	1.1	0.8	Yellow
SPACE	Sat_A	8,750,000	647,270	7,885,740	8,533,010	0	216,990	2.5%	1.0	1.0	Red
	Sat_C	8,750,000	647,270	7,990,944	8,638,214	0	111,786	1.3%	1.0	1.0	Green
	Sat_MSP	8,750,000	647,270	7,885,740	8,533,010	0	216,990	2.5%	1.0	1.0	Green
	Sat_B	8,750,000	725,306	7,479,467	8,204,773	0	545,227	6.2%	1.0	1.0	Yellow

Flag Chart

Visibility and Control Drives Business Advantages

- All stakeholders have a clear understanding of Who, What, When
- Current performance is available for course correction
- Everyone is marching with focus to achieve the same goals
- Resources are managed across the enterprise
- Automated insight into project/programs/portfolios
- Improves Control by arming Executives with decision making information



Manage
Profit



Reduce
Surprises



Increase
Predictability