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EVA 22
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This presentation gives an insight into the US Defence Contracts Management Agency (DCMA) Standard.

What are some of the perceived benefits to projects and whether anything can be learned that can help other sectors in the UK and could there even be a link to Brexit?

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UK Defense Budget
c. £45 billion

US DoD Budget

c. \$580 billion

DoD Base + OCO Budget (Dollars in Billions)

Budget by Appropriation	FY 2016 Enacted	FY 2017 Request	\$ Change
Military Personnel	138.6	138.8	+ 0.3
Operation and Maintenance	244.4	250.9	+ 6.5
Procurement	118.9	112.1	- 6.8
RDT & E	69.0	71.8	+ 2.8
Revolving and Management Funds	1.3	1.5	+ 0.2
Military Construction	6.9	6.3	- 0.6
Family Housing	1.3	1.3	+ 0.0
TOTAL	580.3	582.7	+ 2.4

Budget by Military Departments	FY 2016 Enacted	FY 2017 Request	\$ Change
Army	146.9	148.0	+ 1.1
Navy	168.8	164.9	- 3.9
Air Force	161.8	166.9	+ 5.1
Defence-Wide	102.8	102.9	+ 0.1
TOTAL	580.3	582.7	+ 2.4

Budget Request \$582.7 Billion

Numbers may not add due to rounding

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How do you manage
all of that change?

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Introducing the DCMA 14 point check.

Why the DCMA 14 point assessment?

USD AT&L* has mandated use of an Integrated Master Schedule (IMS) for cost or incentive contracts/subcontracts and intra-government work agreements of at least \$20 million

DCMA has responsibility to ensure that the **IMS is at an acceptable level of quality** to support compliance with ANSI/EIA-748

DCMA designed the 14 Point Assessment to **improve their ability to assess the quality** of IMS submittals

Provides a **consistent**, DoD-wide **approach** to schedule analysis

Assess IMS using proven metrics **that have been successfully applied** on multiple programs

Catalyst for constructive discussions between the contractor and DCMA

Baseline for **tracking IMS improvement** over time

Support two important OSD Tripwire metrics + Critical Path Length Index (CPLI) + Baseline Execution Index (BEI)

What is the DCMA 14 point?

- 1. Logic**
Activities that do not have either predecessor or successor (or both), no more than 5%
- 2. Leads**
0% (forced overlaps)
- 3. Lags**
Less than 5%
- 4. FS Relations**
Number of activities with Finish to Start (FS) logic, > 90%
- 5. Hard Constraint**
Activities with hard constraints, no more than 5%
- 6. High Float**
Activities with total float > 2 months, no more than 5%
- 7. Negative Float**
No negative float being adopted by MoD

What is the DCMA 14 point?

8. **High Duration**

% of activities with duration greater than 2 months, no more than 5%

9. **Invalid Dates**

No historically incomplete activities and no completed activities in the future.

10. **Resources**

All incomplete activities must have resources assigned

11. **Missed Activities**

Number of activities that have slipped from baseline, no more than 5%

12. **Critical Path Test**

Forced time now delay is equal to finish delay +/- Total Float

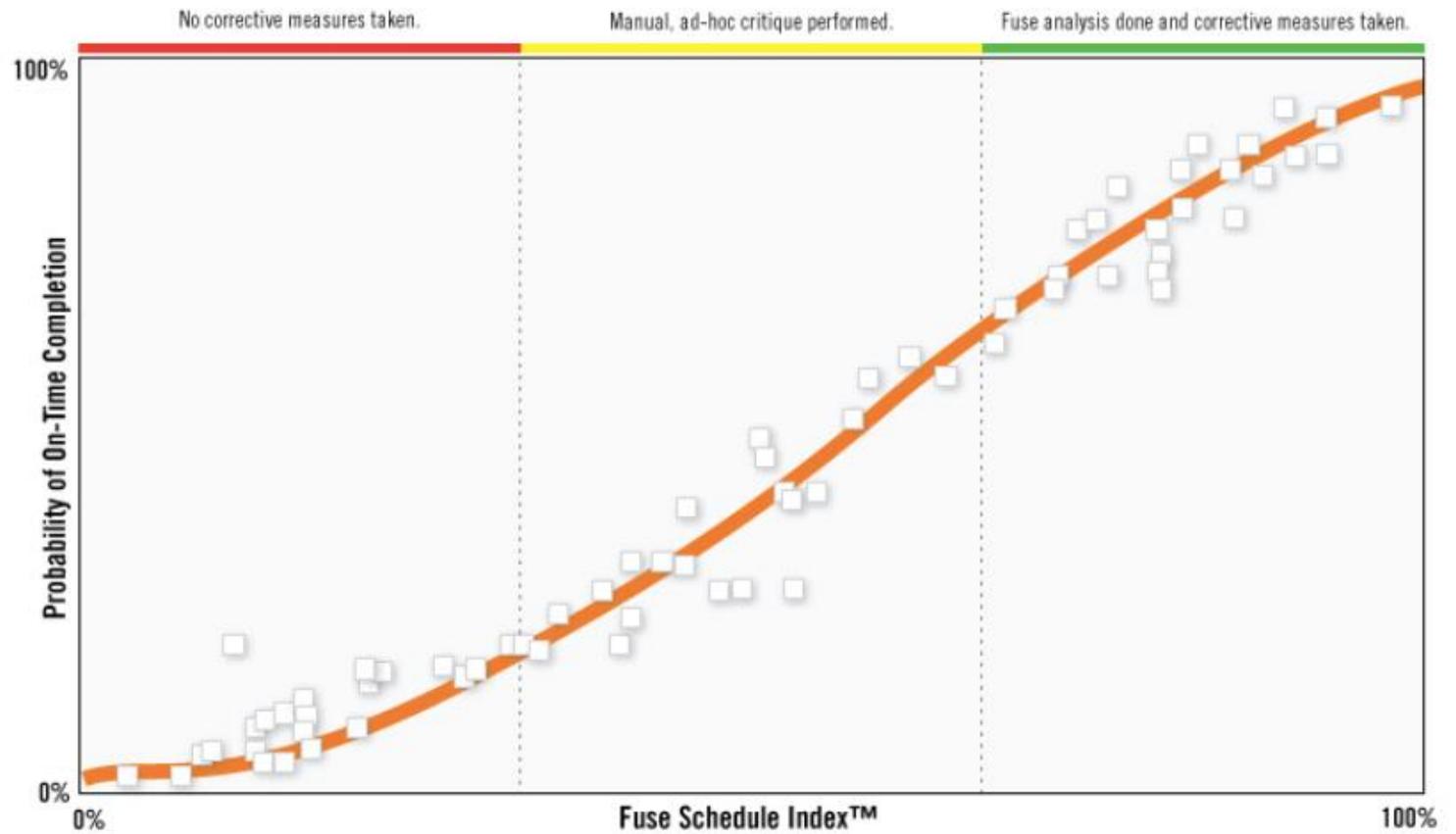
13. **Critical Path Length Index (CPLI)**

$(\text{Critical Path Length} \pm \text{Total Float}) / \text{Critical Path Length}$,
< 1 bad >1 good

14. **Baseline Execution Index**

Number of tasks you should have completed as per your baseline, < 1 bad >1 good being adopted by MoD

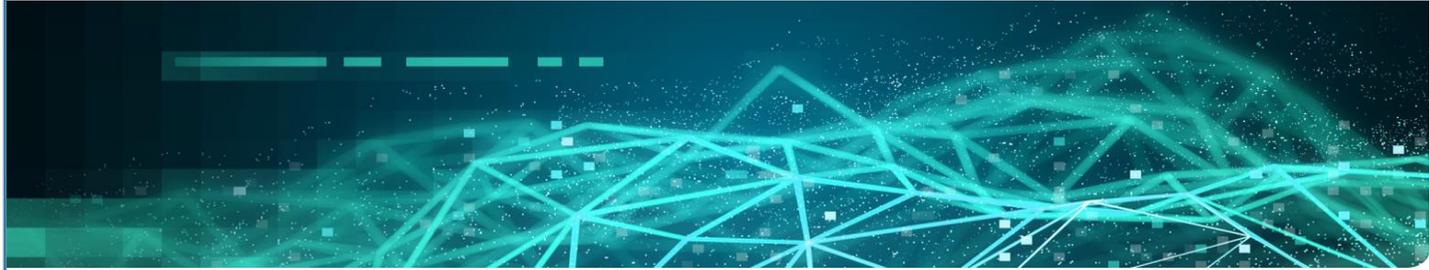
Data Quality is good for delivery.



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Is this relevant
for the UK?

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The public sector has had a poor track record in delivering projects successfully. While in the last Parliament, the NAO reported on improvements in the way aspects of programmes in some departments were managed, we also reported regularly on project failures and on ongoing projects that were experiencing considerable difficulties.

Key recurring issues included an absence of **portfolio management** at both departmental and government level; **lack of clear, consistent data** with which to measure performance; **poor early planning**; **lack of capacity and capability** to undertake a growing number of projects; and a **lack of clear accountability** for leadership of a project.

Source NAO 2016

NEC 4

- Out soon, uses schedule big time. Everything comes in with varying quality as there is no universal recognised standard
- People move on and knowledge is lost
- Poor quality schedules lead to poor quality delay analysis and attribution

There will be a “deemed acceptance” of the programme if the Project Manager fails to respond to the issued programme and a subsequent reminder (GMHPlanning)

What are the perceived benefits for projects, PMO's and clients?

- Lots of data coming in so this should speed up analysis and understanding
- Separates the wheat from the chaff
- Focus on quality upskills supply chain
- Increased confidence in outturn position
- Increased organisational maturity
- Consistency of process means less reliance on individual skill

What are the perceived benefits for contractors?

- Speaks to planning capability during tender phase
- Sub supply chain management is key to success
- Focus on schedule quality increases chance of '*driven by*' instead of '*reacted to*'
- Increased organisational maturity
- Integrated controls professionalises project delivery
- No research data to back up benefits.....**so why should we believe this?**

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The background is a solid teal color with a faint pattern of white stars, similar to the European Union flag. A silver marker with a blue tip is positioned diagonally across the upper right. Below the marker, there is a hole in the teal surface, revealing a white, fibrous material underneath, suggesting the marker has been used to pierce through the surface.

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DCMA 14Pc

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The Brexit bit.....



Market globalisation

- MoD are looking to implement the DCMA 14 point check.
- Consistent language with US markets
- Project Management is seen as mature in UK, can we sell our capability?
- Can we move towards a universal definition of good?

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Questions...

Defense Contract Management Agency (DMCA)

Automating and Standardizing Project Assessments with Deltek Acumen

Industry:
Government

Deltek Product(s):
Deltek Acumen Fuse

After a review of the market and an in-depth analysis of its capabilities, the Defense Contract Management Agency (DCMA) selected Acumen Fuse® to support their role in ensuring federal acquisition programs, supplies, and services meet performance requirements and are delivered on time and within cost. Fuse is used by DCMA's key analysis employees to automate and standardize their project assessments against an internal 14 point schedule assessment.

Challenges/Objectives

- After a contract is formed between a contractor and the Department of Defense (DoD), the DCMA is responsible for monitoring contractor performance to ensure that cost, product performance, and delivery schedules are in compliance with their contracts, which include quality standards.
- Additionally, a 14 Point Assessment was developed as a starting point towards an objective and thorough analysis of the influx of schedules.
- The new 14 points made the assessment process transparent and stable, but employing a mix of manual and automated processes was time-consuming and difficult.
- The agency began to search for a software solution that could guarantee accuracy and integrity while significantly cutting man hours.

Solution

- The ease of use, scalability, support and inclusion of the DCMA's 14 Point Assessment metrics made Acumen Fuse the obvious choice. The automated, repeatable analysis and reporting method was a clear advantage in the software.
- DCMA is using Acumen Fuse in the following ways:
 - ✓ Acumen Fuse completes the 14 Point Assessment, and all metric analyses, in just a few moments and has advanced drill down capabilities at the click of a mouse.
 - ✓ In addition to the 14 Point Assessment, Fuse includes checks for project performance, earned value, resources and more, and provides features like logic trace, industry benchmarking, and dashboard reports.
 - ✓ DCMA uses Fuse to report analysis results back to the contractor quickly including providing a 'to-do' list of necessary improvements. Fuse publishes custom reports to Microsoft Word or Excel, Crystal Reports, Sharepoint, the Web, and more.

Benefits

- Acumen Fuse provides metrics to quickly assess a schedule against the entire DCMA 14 Point criteria, giving analysts more time to focus on project planning.
- With customizable metrics, deeper analysis options can be saved as repeatable processes, allowing analysts to easily share information across the organization.
- Clear and concise reports means analysis and performance is easily reported to the contractor, including a to-do list of necessary improvements.