

Performance Management for Defence

28th-29th April 2004 • Thistle Marble Arch Hotel, London

Drive down costs, reduce risk, enhance productivity and deliver on time



C-17 production line used Lean techniques to reduce the unit cost from \$240m to \$200m and thereby prevented early closure in 1990s

The JSF project currently uses Earned Value Management. Find out why this tool has proved so successful

"Lord Bach, minister for defence procurement, said his call for improved project management covered all companies doing business with the MoD." Financial Times, 23rd January 2004

The defence industry has long wrestled with the task of completing projects to cost and schedule. By attending this event, you can hear from leaders, both within and outside the defence industry, outlining effective strategies for project management

- ➔ Analyse the latest standards from the UK MoD's Earned Value Management Cell and Risk Cell
- ➔ Understand the usefulness of Technology Readiness Levels with a case-study from the Close Armour IPT, UK MoD
- ➔ Gain insight into the benefits of Lean enterprise manufacturing techniques from Boeing and Jaguar
- ➔ Master the dynamics of international project management within a multi-cultural company through a case study by AMS

Interact with fellow delegates at small, round-table discussion forums lead by the experts!

Master-classes – 27th April 2004

A) 9:30am - 12:30pm

Earned Value for Beginners – an introductory workshop

Facilitated by: Steve Wake, Engineering Project Management Forum with members of APM's EVM Specific Interest Group

B) 2pm – 5pm

Integrated Baseline Review

Facilitated by: Lauren Bone, Independent Consultant, the Heathrow Terminal 5 project

Official Associations



SPEAKERS INCLUDE:

- **Steve Highfield**, Earned Value Management Team Leader, Defence Procurement Agency, UK MoD
- **Mark Wright**, Risk Cell leader, Defence Procurement Agency, UK MoD
- **Andy Nicholls**, Head of Section - Cost Forecasting Air, Land & Space Electronic Systems, Defence Procurement Agency, UK MoD
- **Anthony Wood**, Managing Director, Defence Aerospace, Rolls-Royce Plc
- **Ed Schaniel**, Integrated Defence Systems EI and Lean Enterprise Functional Lead, Boeing
- **Trevor Bishop**, Business Management Accountant, Raytheon UK
- **Lieutenant Colonel T S Marwaha**, Programme Manager Armoured Vehicles, Close Armour IPT, Defence Procurement Agency, UK MoD
- **Mary McKinlay**, Head of Project Management, AMS
- **Manuel Sobral**, CEO OGMA, Portuguese Prime Contractor
- **Steve Wake**, Chair, Engineering Project Management Forum
- **Brigadier Frank Steer (ret'd)**, Director General, Institute of Quality Assurance
- **Miles Shepherd**, Chair, International Project Management Association
- **Tim Banfield**, Defence Director, National Audit Office
- **David Kirkpatrick**, Professor of Defence Analysis, Defence Engineering Group, University College London
- **Mike Cleary**, FPS Manager, Halewood Operations, Jaguar Cars
- **Alexandre Rodrigues**, Professor, I.P.P and U.Minho

**Book and Pay before
27th February
to take full advantage of our discounts!**

Master-class A
Earned Value for Beginners
 9am - 12pm

Over the last 15 years, Earned Value Management (EVM) has been adopted by US DoD, UK MoD, Australian MoD and Swedish MoD to help them run procurement projects. It has been used on projects such as C-17, Gripen, and is currently used for JSF. The advantage EVM has over conventional project management lies in its ability to link project cost to the engineering work achieved. This gives project managers, accountants and procurement officials the tools to ensure projects run to time and cost. EVM is now being adopted in the wider field, particularly in construction, with well-known projects such as Heathrow Terminal 5 and EURO 2004 international football tournament in Portugal.

This master-class is aimed at those new to Earned Value and project management covering

- Assessment of UK project management situation
- EVM terminology and processes
- Case-studies from current project

Steve Wake is a leading UK project management consultant with an international reputation. His commercial independence allows him to carry out his public duties with integrity, credibility and impartiality. His major skill is his ability to align stakeholders to a common purpose without pulling rank: a fundamental project management issue. He has a reputation for getting things done, and an ability to do the job as well as talk about it. Steve will be assisted by other members of the Association of Project Managers (APM) Earned Value management Specific Interest Group.

Master-class B
Integrated Baseline Review (IBR)
 2pm - 5pm

With the increasing formal adoption of EVM in the UK & Europe (and with particular encouragement from UK MoD) there is, naturally, increasing focus on the conduct of an Integrated Baseline Review to support project initiation. This session looks briefly at the purpose and conduct of the IBR. It will focus on what you should expect to be demonstrating for a successful IBR and why these issues are important, regardless of whether your requirement is a formal client review or good internal management best-practice.

The session will address:

- The benefit of conducting an IBR, regardless of the source of the requirement
- The EV features required to be demonstrated by an IBR whether through the use of storyboarding or interviews
- Brief discussion on what may have been considered in designing the EV features being demonstrated
- Brief tips for performing well in a formal IBR

Lauren Bone was first introduced to Earned Value in Australia in 1991 where she was on the team that achieved Australia's third EV System validation on the Jindalee Over the Horizon Radar Project. She has been an enthusiast and advocate ever since. She has experience with several clients world-wide, most notably assisting Elta Electronics (a subsidiary of Israeli Aircraft Industries) with the 'Greenfield' implementation of Project Controls incorporating Earned Value to achieve their very successful IBR on the Australian Wedgetail (AEW&C) Programme. She has more recently been engaged in Project Controls on the Heathrow Terminal 5 Programme and is currently advising Metronet on the implementation of Programme Assurance incorporating Earned Value to meet both internal and London Underground (LUL) requirements under their PPP contract.

SPONSORSHIP AND EXHIBITION OPPORTUNITIES

IQPC's Performance Management for Defence will be attended by senior officials and decision-makers from the military and industry worldwide, bringing together buyers and suppliers in one location. Focused and high-level, the event will be an excellent platform to initiate new business relationships. With tailored networking, sponsors can also achieve the face-to-face contact that overcrowded trade shows cannot deliver. Call +44 (0)20 7368 9500 or e-mail sponsorship@iqpc.co.uk to exhibit or sponsor at the event.

Day One - 28th April

- 09.00 **Chairman's welcome and introductory remarks**
Steve Wake, Chair, Engineering Project Management Forum
- 09.15 **UK MoD perspective on Earned Value Management**
 • A unified approach to performance management
 • Why Earned Value Management?
 • Changing the culture
 • Training
 • Results since implementing EVM
Steve Highfield, Earned Value Management Team Leader, Defence Procurement Agency, UK MoD
- 09.55 **Performance management of complex defence systems: JSF lift fan**
 • Design strategies
 • Technology readiness
 • Cost scheduling
 • Manufacturing techniques
Anthony Wood, Managing Director, Defence Aerospace, Rolls-Royce Plc
- 10.35 **Coffee**
- 10.55 **Integrated risk management**
 • Quantitative Risk Analysis
 • Confidence levels
 • Continuous risk calculation
 • The need for proper documentation
 • Sound planning
Mark Wright, Risk Cell Leader, Defence Procurement Agency, UK MoD
- 11.35 **EVM case study: Raytheon UK**
 • History of EVM within Raytheon
 • Implementation in UK
 • Training procedures
 • Projects using EVM
 • Results
Trevor Bishop, Business Management Accountant, Raytheon UK
- 12.15 **Lunch**
- 14.00 **Cost & schedule estimation**
 • The need for effective forecasting
 • Forming reasonable goals
 • Comparison of methods used
 • Tools available
Andy Nicholls, Head of Section - Cost Forecasting Air, Land & Space Electronic Systems, Defence Procurement Agency, UK MoD
- 14.40 **Defence Project management in Portugal**
 • Scope of the project
 • Resources and skills (internal and external)
 • Risks and problems encountered
 • Implementation
 • Customer satisfaction
 • The impact on entire enterprise
Manuel Sobral, CEO OGMA, Portuguese Prime Contractor
- 15.20 **Coffee**
- 15.40 **Extraordinary results through team-based Lean enterprise strategies**
 • Teaming and knowledge management
 • Leadership system
 • Setting the environment for peak performance
 • From management to empowerment
Ed Schaniel, Integrated Defence Systems EI and Lean Enterprise Functional Lead, Boeing

Project Management for Defence

- 16.20 **The importance of training**
- Communicating the need to improve
 - Providing the opportunity to learn
 - Aim for higher standards
 - Training bodies
- Miles Shepherd, Chair, International Project Management Association**

17.00 **Chairman's closing comment and end of day one.**

Day Two - 29th April

- 09.00 **Chairman's welcome and introductory remarks**
Steve Wake, Chair, Engineering Project Management Forum
- 09.15 **What drives successful acquisition?**
- The work of the National Audit Office
 - The track record of delivering major projects
 - The importance of focusing on delivering all aspects of capability
 - Acquisition not procurement: Taking the long term view
 - Managing risk
 - Success factors
- Tim Banfield, Defence Director, National Audit Office**
- 09.55 **Assessing maturity of technology**
- Need to manage technology risk in defence procurement
 - Technology Readiness Levels
 - System Readiness Levels
 - Use of TRL and SRL in Close Armour IPT
 - Lessons learned
- Lieutenant Colonel T S Marwaha, Programme Manager Armoured Vehicles, Close Armour IPT, Defence Procurement Agency, UK MoD**

10.35 **Coffee**

- 10.55 **Learning manufacturing practices from the automotive industry**
- It is well recognised that the automotive industry is leading the way in manufacturing. Analyse how these methods can be successfully applied to improve your business
- Changing management Behaviours
 - A3 reporting and Master Schedule
 - Value Stream Mapping
 - Standardised work and the team approach through
 - High levels of quality
 - Reduction of variation and
 - Ownership of the process
- Mike Cleary, FPS Manager, Halewood Operations, Jaguar Cars**

- 11.35 **Management of group performance**
- What to measure and why
 - The role and importance of the individual
 - Management systems as an aid to enhancing performance
 - The role of senior management
- Brigadier Frank Steer (ret'd), Director General, Institute of Quality Assurance**

12.15 **Lunch**

- 13.30 **Round Table Sessions. We provide interactive sessions run by the speakers and other experts. Learn, network and exchange best practice in small groups on topics including:**
- 1) EVM
Alexandre Rodrigues, Professor, I.P.P and U.Minho
 - 2) LEAN enterprise strategy
Ed Schaniel, Integrated Defence Systems EI and Lean Enterprise Functional Lead, Boeing
 - 3) Whole-life Costing & Project Constraints
David Kirkpatrick, Professor of Defence Analysis, Defence Engineering Group, University College London
 - 4) Motivating team members
Brigadier Frank Steer (ret'd), Director General, Institute of Quality Assurance
- Choose 2 topics, (50 minutes each)**

15.20 **Coffee**

- 15.40 **Establishing a common framework for project management in a trans-national company**
- Brief description of AMS
 - Outline of Lifecycle Management
 - Establishing the Project Management Council - a forum for discussion
 - Identifying the Project Management Community
 - Cultural issues
 - Understanding current practice
 - Establishing common process
 - Challenges
- Mary McKinlay, Head of Project Management, AMS**

- 16.20 **Improving Earned Value to Manage the Large-Scale Euro 2004 Project**
- Euro 2004 is the third largest sport event worldwide, with an unmovable deadline and a budget of €800 million. As a large-scale, complex project, Euro 2004 involves a number of different interrelated sub-projects with rather different scope natures, from civil construction, to information systems and human resources training, facing very similar issues and challenges as defence projects
- Reasons for using EVM
 - Project status - Performance - Forecasting
 - Limitations and improvements
 - Measuring quality performance,
 - Overcoming limitations of Schedule Performance Index
 - Improving the Cost Performance Index
- António Laranjo, Tournament Director, Euro 2004**
Alexandre Rodrigues, Professor, I.P.P and U.Minho

17.00 **Chairman's closing remarks and close of the conference**

Official Associations



The Association for Project Management is the largest independent professional body of its kind in Europe. It has over 13,500 individual and 240 corporate members throughout the UK and abroad. APM's key objectives are to develop and promote project management across all sectors of industry and beyond. At the heart of APM is the APM Body of Knowledge; the forty-two areas of knowledge required to manage any successful project. APM's focus is to promote and develop these areas through activities including qualifications, accredited training, research, publications and events. Members of the APM are skilled and experienced project managers recognised both in the UK and, as members of the International Project Management Association (IPMA), worldwide.

Association for Project Management, 150 West Wycombe Road, High Wycombe, HP12 3AE tel: 0845 458 1944, fax: 01494 528 937, email: info@apm.org.uk, web: www.apm.org.uk



The mission of the EPMF is to develop and promote the practice of Professional Project Management of all engineering disciplines, so as to enable and enhance the application and excellence of engineering skills Web: <http://epmf.iew.org/EPMF/>
EPMF, Mr S Wake EPMF Chairman, 9 Belmont Avenue, Palmers Green, London N13 4HD, 0208 886 5594, swprojects@blueyonder.co.uk



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Performance Management for Defence

Conference: 28th & 29th April 2004 • Pre-conference Master-classes: 27th April • Thistle Marble Arch Hotel, London

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