CUTTING COSTS & ESTABLISHING AN AFFORDABLE PROGRAM

Rick Packard, Lockheed Martin
2016 Project Management Symposium
Long Range Anti-Ship Missile (LRASM) Program Management Best Practices

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May 2016
Long Range Anti-Ship Missile (LRASM)

• Program Background
  – Urgent need for incremental capability – “Schedule Is King”
  – US Navy Anti-Ship Missile
    • AGM-158B JASSM-ER derivative
    • Multi-Service, Multi-Role
    • Intelligent routing and precision targeting

• Program Challenges
  – Team includes multiple government entities
    • LRASM Deployment Office (LDO) USAF, USN, DARPA
  – Team geographically dispersed
  – High risk accelerated schedule
What Worked...

- LRASM’s technology is sufficiently mature to serve as a Model 4 Accelerated Acquisition framework

- Due to the LRASM being an accelerated acquisition program they developed a weekly schedule analysis process to provide actionable information to internal and customer management

- IMS integrity checks to ensure accurate logic and status and critical path analysis to key events

- Process better manages problem resolution of unplanned schedule drivers and provides appropriate insight into future decisions
Team Integration and Synergy promotes one team working towards common goals
Collaborative Solution

Work Collaboratively

- Program Planner Integrated With Each IPT
- Rigorous Joint Business Rhythm
- Knowledge Sharing
- Increased Communication
- Pro-Actively Mitigate Issues

Fully Integrated Master Schedule

- One Central Repository
- Cross-Modular Dependencies
- Government/Supplier Task Inclusion
- Single Source for Reports and Metrics
**Schedule Snap Process**

- **Update Schedule Status**
- Responsible Stakeholders Enter Progress
- Input Mitigation Plans
- Determine Impacts

- **IMS Integrity Checks**
- Schedule Architecture
- Data Validation
- Increases Confidence in Data

- **Conduct Planning Analysis Meeting**
  - Real Time Analysis
    - Critical Paths
    - Performance
    - Execution
  - Resolve Actions

- **Generate Reports**
- Document Results
- Distribute Information

- **Customer – Contractor – Supplier Participation**

- **Post Meeting Analysis**
  - Validate Findings with IPTs
  - Ongoing Analysis/Mitigation
**LRASM Bi-Weekly IMS Business Rhythm**

**Week 1**

- **Mon**: IMS Statusing
- **Tue**: Schedule Coordination Telecom w/customer
- **Wed**: All IMSs statused as of COB Tuesday
- **Thu**: Distribute Draft Schedule Snap Results
- **Fri**: Prepare Schedule Snap Package

**Week 2**

- **Mon**: Schedule Coordination Telecom w/customer
- **Tue**: Distribute Package and Slides for Monday Telecom
- **Wed**: Management Review
- **Thu**: Manpower Data
- **Fri**: EV Milestones Mtg

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**MONDAY REPORTING**

**Week 1 (LM 5-Day Week)**
- Metrics
  - Manpower
  - BEI/ CEI
- Schedule Snap
  - Action Items

**Week 2 (LM 4-Day Week)**
- Metrics
  - Manpower
  - Schedule Snap
  - New Snap Results
  - Action Items

*(EV Milestones will be reviewed weekly at Wed AM Telecom)*

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Prep for “Week 1” Telecom

Prep for “Week 2” Telecom

Off-Friday
## Notional State of the Schedule

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### Drivers

- **Milestone 1**
  1) Software Build for A (-2)
  2) Software Build for B (+4)
  3) Hardware Qual (+7)

- **Milestone 2**
  1) Hardware #3 Avail (+7)
  2) Power Supply (+18)
  3) Test Conduct (+22)

- **Milestone 3**
  1) Power Supply (-1)
  2) Modeling/Sim (+5)
  3) Contract Award (+10)

- **Milestone 4**
  1) Government Task 1 (+30)
  2) Government Task 2 (+59)
  3) Government Task 3 (+85)

### Changes This Week

- **Milestone 1**
  Supplier software build delay has been partially mitigated

- **Milestone 2**
  Hardware #3 availability slipped 3 days - drives the build of the missile

- **Milestone 3**
  Power supply build slipped 1 day – working to pull back

- **Milestone 4**
  HW parts allocated to missile 3 will be transferred to missile 4; driving paths will be alleviated.

- **Milestone 5**
  IPT working power supply mitigation to return to baseline plan

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For description purposes only; no program data used
Conclusion

In a world where schedule is “king”...

If you fail to plan, you plan to fail

...effective IMS management is royalty!