Managing the Message

John Kovach, *Federal Program Management Specialist*

Chris Bates, *Federal Test & Evaluation Manager*

Deloitte Consulting, LLP
Acquisition program decisions are complex

A lot of money is involved

Uncertainty is a major issue

Increasing pressure on T&E performance

There is a lot of data, but it is not all good information

Manage the Message with Effective Metrics
Cost and Schedule

Test Team Performance

System Performance

Is the plan relevant and achievable?

Can you execute?

Can you execute to plan?

Are we prepared for the next milestone?

Does the system meet requirements?

Planning

- Test Plan Development
- Test Asset Allocation
- Staffing Allocation
- Planned Test Events

Executing

- Test Events Attempted
- Resource Utilization
- Planned Test Events
- Resource Utilization
- Completed Test Events
- Planned Test Events
- Completion by System, Requirements, etc.
- Execution Rates
- Estimate to Complete
- Resource Utilization
- Completion by System, Requirements
- Milestone Readiness
- Verification Status

Reporting

- Verification Status
- Deficiency Reports
- Report of Test Results
- Performance against budget

Effective Metrics Evolve with Program Lifecycle
### Cost and Schedule

**Is the plan relevant and achievable?**

- **Can you execute?**
- **Can you execute to plan?**
- **Are we prepared for the next milestone?**
- **Does the system meet requirements?**

### Test Team Performance

- **Flights**
- **Flight Hours**

<table>
<thead>
<tr>
<th>Aircraft</th>
<th>Actual</th>
<th>Planning Factor</th>
<th>Efficiency</th>
<th>Actual</th>
<th>Planning Factor</th>
<th>Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aircraft 1</td>
<td>3</td>
<td>3</td>
<td>100%</td>
<td>13.7</td>
<td>15</td>
<td>91%</td>
</tr>
<tr>
<td>Aircraft 2</td>
<td>3</td>
<td>2.5</td>
<td>120%</td>
<td>12.3</td>
<td>10</td>
<td>123%</td>
</tr>
<tr>
<td>Aircraft 3</td>
<td>2</td>
<td>2.5</td>
<td>80%</td>
<td>6.2</td>
<td>10</td>
<td>62%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>9</td>
<td>8</td>
<td>163%</td>
<td>42</td>
<td>35</td>
<td>106%</td>
</tr>
</tbody>
</table>

### System Performance

**Performance Snapshot and Trends**
Cost and Schedule  Test Team Performance  System Performance

Is the plan relevant and achievable?  Can you execute?  Can you execute to plan?  Are we prepared for the next milestone?  Does the system meet requirements?

---

Cost and Schedule

Test Points Planned
18878

System Performance

Test Points Completed
7345

Test Points Remaining
11533

Progress to Plan

Number of Test Points

0  2000  4000  6000  8000  10000  12000  14000  16000  18000  20000

Jan-11  Apr-11  Jul-11  Oct-11  Jan-12  Apr-12  Jul-12

Baseline Plan  Actuals  Current State

Planned IOT&E Start  Ready for IOT&E Start

IOT&E Start

Copyright © 2011 Deloitte Development LLC. All rights reserved.
**Cost and Schedule**

**Test Team Performance**

**System Performance**

Is the plan relevant and achievable?

Can you execute?

Can you execute to plan?

Are we prepared for the next milestone?

Does the system meet requirements?

---

**Plan for Testing with Barriers to Execution**
Cost and Schedule  Test Team Performance  System Performance

Is the plan relevant and achievable?  Can you execute?  Can you execute to plan?  Are we prepared for the next milestone?  Does the system meet requirements?

Backlog of Testing Remaining  Process to Complete Testing  Test Completion Status

Projected Number of Opportunities Needed to Complete Remaining Test Events  Number of Opportunities Available to Complete Remaining Test Events thru Planned End Date  Issues Driving the End Date of Testing Beyond Plan

Test Events Remaining Pre-Milestone  Testing Capacity is NOT the Schedule Driver  Impact of Barriers on End of Test Date

546 Blocked 157  857  982

Baseline Plan  Actuals  Current State  Remove Barrier 1  Remove Barrier 2  Remove Barrier 3

Duration of Testing  Impact on End Date of Current State

Jan-11  Apr-11  Jul-11  Oct-11  Jan-12  Apr-12  Jul-12

Impacts to Schedule

2011 ITEA Symposium Program Office Perspective on T&E

Copyright © 2011 Deloitte Development LLC. All rights reserved.
Effective Metrics Evolve with Program Lifecycle
Questions

John Kovach

jkovach@deloitte.com

Chris Bates

chbates@deloitte.com