# 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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# 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

# LRASM Accelerated Acquisition Stakeholders


LRASM DEPLOYMENT OFFICE

DARPA • U.S. NAVY • U.S. AIR FORCE

LRASM

LONG RANGE ANTI-SHIP MISSILE

# LRASM Organization


**CUSTOMERS** | **LOCKHEED MARTIN** | **SUPPLIERS**

U.S. AIR FORCE

DARPA

- Program Director
- Senior IPT
  - Admin Assistant
  - Planning
  - Finance
  - Contracts
  - Security
  - Communications
  - Quality
  - CDM
  - Mission Success
  - Procurement
  - Production
  - Business Dev
  - Affordability
- Production PM & Deputy
- Chief Engineer
- Integrated Test Strategy
- Software
- AUR
- Sensors
- Data Link
- System Test
- Modeling & Sim
- Aircraft Integration
- BMIT
- SEIT
- Product Support
- Test Equipment

BAE SYSTEMS

HARRIS COMMUNICATIONS

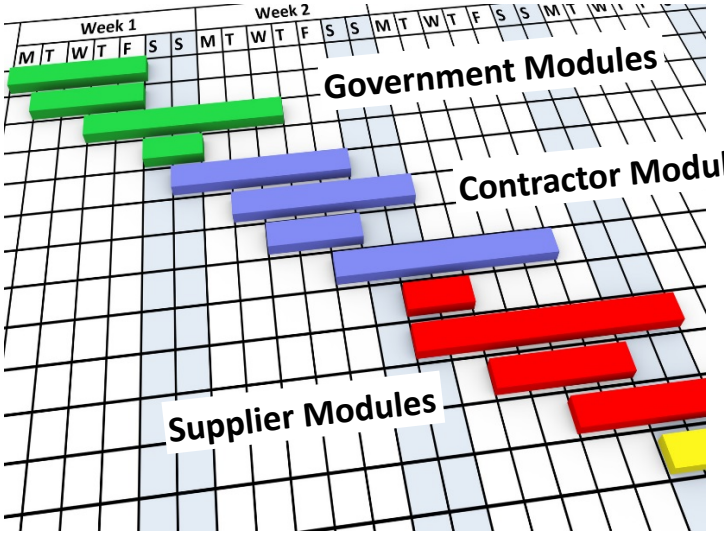

MAROTTA®

***Team Integration and Synergy promotes <u>one</u> team working towards common goals***

# Collaborative Solution

**Work Collaboratively**

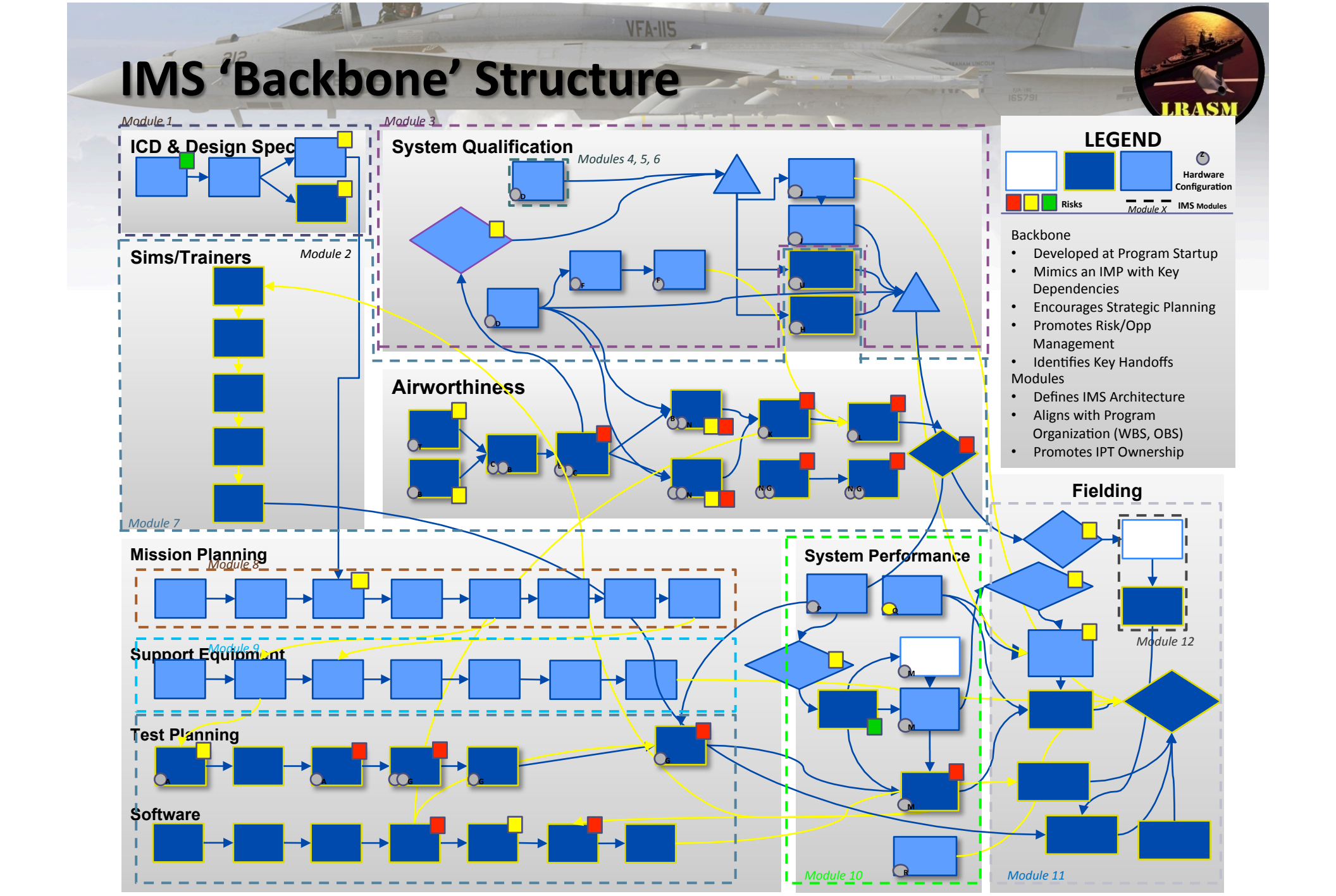
**Fully Integrated Master Schedule**




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

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

# IMS 'Backbone' Structure



# Schedule Snap Process

*Customer – Contractor – Supplier Participation*

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

**Generate Reports**
Document Results
Distribute Information

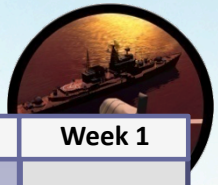

**IMS Integrity Checks**
Schedule Architecture
Data Validation
Increases Confidence in Data

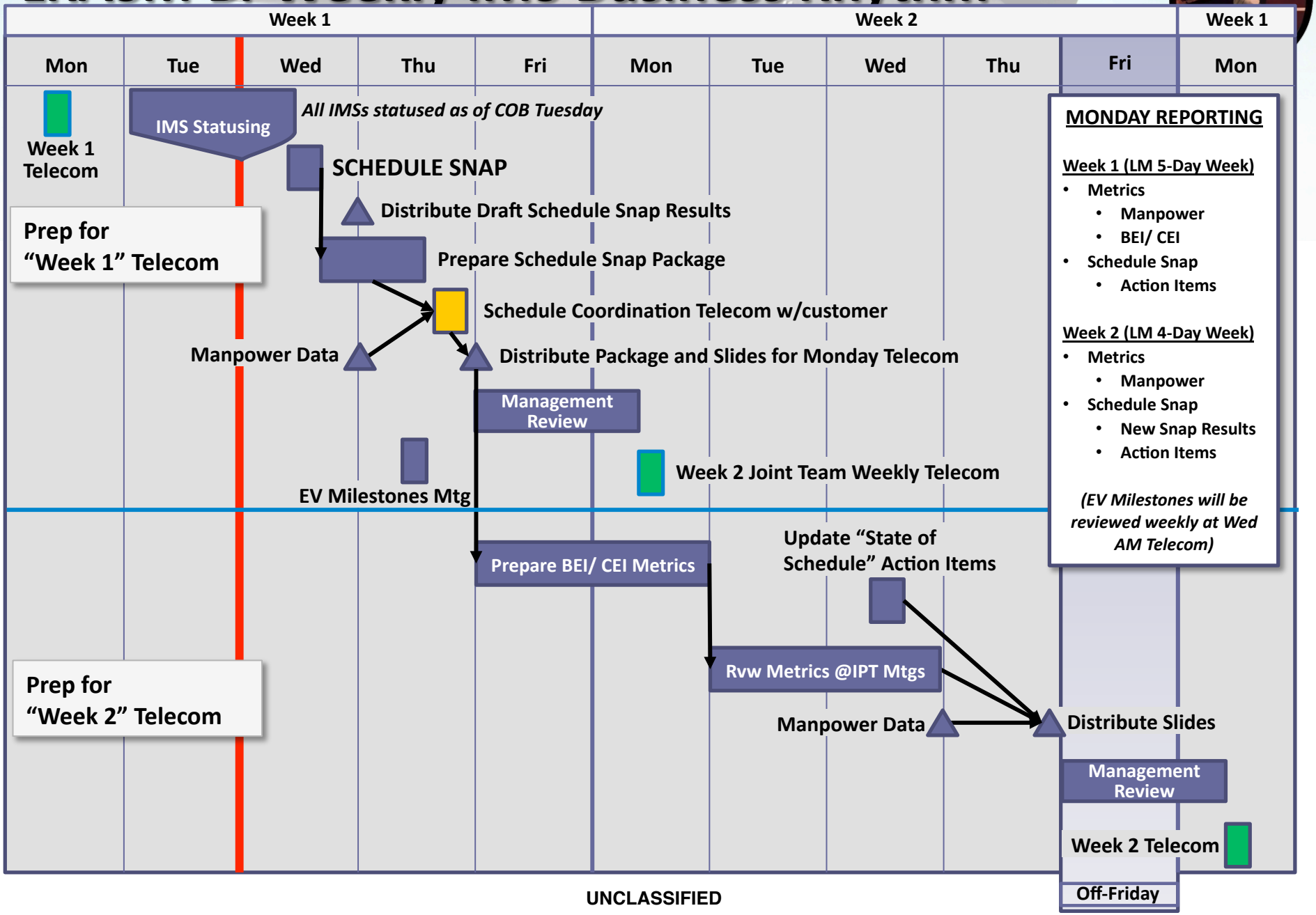
**Conduct Planning Analysis Meeting**
Real Time Analysis
- Critical Paths
- Performance
- Execution

Resolve Actions

**Post Meeting Analysis**
Validate Findings with IPTs
Ongoing Analysis/Mitigation

# LRASM Bi-Weekly IMS Business Rhythm





# Notional State of the Schedule

| Schedule Slack | Milestone 1 (2/28/2016) | Milestone 2 (6/10/2016) | Milestone 3 (5/31/2017) | Milestone 4 (7/30/2018) | Milestone 5 (3/30/2019) |
|---|---|---|---|---|---|
| | 0 (0) | -2 (4) | +7 (-3) | -1 (-1) | +30 (0) |
| **Drivers** | | 1) Software Build for A (-2)<br>2) Software Build for B (+4)<br>3) Hardware Qual (+7) | 1) Hardware #3 Avail (+7)<br>2) Power Supply (+18)<br>3) Test Conduct (+22) | 1) Power Supply (-1)<br>2) Modeling/Sim (+5)<br>3) Contract Award (+10) | 1) Government Task 1 (+30)<br>2) Government Task 2 (+59)<br>3) Government Task 3 (+85) |
| **Changes This Week** | COMPLETE! | Supplier software build delay has been partially mitigated | Hardware #3 availability slipped 3 days - drives the build of the missile | Power supply build slipped 1 day – working to pull back | |
| **Notes** | | | HW parts allocated to missile 3 will be transferred to missile 4; driving paths will be alleviated. | IPT working power supply mitigation to return to baseline plan | |

For description purposes only; no program data used

# Conclusion

***In a world where schedule is "king"…***


***…effective IMS management is royalty!***