Workshop Sessions

Coordinator: Dale Gillam

WS-01 Better EVM Implementation
Ivan Bembers, National Reconnaissance Office (NRO)
Michelle Jones, National Reconnaissance Office (NRO)
Jeff Traczyk, National Reconnaissance Office (NRO)
Suzanne Perry, Lockheed Martin Corporation

WS-02 EVM and Agile Synergies in a DoD Environment
Gordon Kranz, Earned Value Management, PARCA
Kevin McKenna

WS-03 Panel on DoD EVMS Interpretation Guide
Facilitator - Gordon Kranz, Earned Value Management, PARCA

WS-04 Panel on Trends and Lessons Learned in Effective Contracting
National Contract Management Association’s (NCMA’s) Tysons VA Chapter

WS-05 NDIA IPMD Facilitated Industry Clearinghouse Discussion
Pete Wynne, Lockheed Martin Space Systems Company and Past Chair, NDIA IPMD
Dan Lynch, Raytheon Missile Systems, and Chair, NDIA IPMD

WS-06 Data Driven Compliance Reviews
David Kester, Defense Contract Management Agency (DCMA)

WS-01 Better EVM Implementation

This is a follow-on to the IPM 2014 Fall conference presentation entitled “An Investigation into the cost premium of Government EVM requirements – Results and Recommendations” The Joint Space Cost Council (JSCC), made up of government and industry partners in the space acquisition community, performed a study that surveyed 50 major space acquisition programs on the impact of 78 EVM cost areas. Study results identified areas with a delta implementation cost between EVM on commercial programs versus EVM on Government programs. This update will provide an overview of the study and include the themes, recommendations and suggested action items that could lead to Better EVM Implementation.

Ivan Bembers
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Mr. Bembers is the Chief of the National Reconnaissance Office (NRO) Earned Value Management Center of Excellence in the Cost and Acquisition Assessment Group (CAAG). He is responsible for EVM system acceptance and surveillance reviews, facilitating Integrated Baseline Reviews and supporting programs’ use of EVM across the enterprise.
Michelle Jones, PMP, EVP

Ms. Jones is a Cost and Earned Value support contract lead supporting the NRO CAAG. She has experience as a Project Controls Analyst, and EVM Analyst supporting program assessment and cost estimates. She has presented at conferences including Integrated Program Management (2009-2014), DoDCAS (2012), and PMI Australia’s Inaugural Conference in Sydney, Australia (2013). Ms. Jones has been with Booz Allen Hamilton since 2002.

Jeff Traczyk, PMP
jtraczyk@csc.com

Mr. Traczyk supports the NRO Earned Value Center of Excellence, which is responsible for US Government oversight of industry earned value management systems (EVMS). Mr. Traczyk has developed and implemented business process models to provide a consistent and repeatable methodology for performing EVMS oversight including policies and artifacts that implement Federal and National Defense Industry Association best practices. He participates in EVMS surveillance reviews and in the development of metrics to track review effectiveness at enterprise, company and program levels. A former US Air Force officer, he has been with Welkin Associates, a CSC company, since 2004.

Suzanne Perry
suzanne.perry@lmco.com

Suzanne is currently Director, Program Assessment and Evaluation at Lockheed Martin Corporate Headquarters. She leads functional improvement initiatives for the nearly 3200 Program Finance professionals across the corporation by providing policy guidance, common tools and training, career path development, and enhanced horizontal integration both organizationally and functionally. In addition, Suzanne has overall responsibility for EVM policy and implementation. She joined Lockheed Martin (then General Electric Aerospace Division) as part of GE’s Financial Management Program. Over the course of her career, she has performed diverse leadership roles increasing in scope and responsibility, encompassing Business, Program, and Proposal Management within several Lockheed Martin Business Areas. Suzanne received both an Individual Recognition Award and a Public Service Achievement Award from NASA, as well as a Nova Award from Lockheed Martin. She has a BA in Economics from Georgetown University, an MBA from Villanova University, and is a member of the International Business Honor Society, Beta Gamma Sigma.

WS-02 EVM and Agile Synergies in a DoD Environment

Performance Assessments and Root Cause Analyses (PARCA) in the Office of the Assistant Secretary of Defense for Acquisition serves as the Department of Defense (DoD) focal point for all policy, guidance, and competency relating to EVM. In recent months PARCA EVM has been exploring the nexus between Agile software development and EVM. Primary areas of interest include: applicability, baseline establishment, progress measurement, adapting to changes in requirements, and the standardization of Agile-related terminology. This workshop will discuss initial
findings from program discussions and provide the audience the opportunity to share their experiences.

Gordon M. Kranz, Deputy Director, Earned Value Management, PARCA
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Mr. Gordon M. Kranz is the Deputy Director for Earned Value Management Performance Assessments and Root Cause Analyses in the Office of the Assistant Secretary of Defense for Acquisition. Mr. Kranz’s office serves as the Department of Defense focal point for all policy, guidance, and competency relating to Earned Value Management. Earned Value Management (EVM) is one of DoD’s and industry’s most powerful integrated program management tools used by the government and industry program managers and their teams to support decision making as they navigate the day-to-day constraints and risks that all DoD programs face.

Prior, Mr. Kranz held positions as the Executive Director, Engineering and Analysis, for the Defense Contract Management Agency (DCMA) and the Director, Systems and Software Engineering, in the Office of the Deputy Under Secretary of Defense (DUSD) for Acquisition and Technology (A&T). In these roles, Mr. Kranz provided policy, training, and tools required to perform systems engineering, software engineering, earned value management, manufacturing and production, quality, system assurance, risk management, and supply chain predictability.

Mr. Kranz has 30 years of defense acquisition experience, including 16 years in private industry as a senior technical lead and program manager and 10 years as an acquisition program manager for the United States Air Force.

Mr. Kranz received a Bachelor of Science degree in Electrical Engineering from North Dakota State University, a Master of Science degree in Electrical Engineering from the Air Force Institute of Technology, and is certified by the Project Management Institute as a Project Management Professional.

Additional Presenter: Kevin McKenna

WS-03 Panel on DoD EVMS Interpretation Guide

Performance Assessments and Root Cause Analyses (PARCA) in the Office of the Assistant Secretary of Defense for Acquisition serves as the Department of Defense (DoD) focal point for all policy, guidance, and competency relating to EVM.

This session is a facilitated panel discussion hosted by PARCA to provide a forum for key stakeholders to share insight and answer questions related to the DoD EVMSIG. PARCA, in collaboration with the DoD EVM compliance community (Dept of Navy/SUPSHIP, Intelligence Community, DCMA, DCAA), authored a DoD interpretation of the EVS guidelines.

The EVS SIG provides the single, authoritative DoD interpretation of the 32 Guidelines contained in the EIA-748 EVS Standard for use in conducting DoD EVMS compliance and surveillance reviews. The EVS SIG facilitates consistency
and a common understanding for determining EVMS compliance within DoD. In the EVMSIG, each guideline is broken down into the following sections:

- DoD Strategic Intent
- Attributes
- Typical Work Products
- Where appropriate, acknowledges differences in guideline interpretation and application for development versus production type work.

**Panel Facilitator: Gordon M. Kranz, Deputy Director, Earned Value Management, PARCA**

Phone (703) 697-3703, E-mail: gordon.m.kranz.civ@mail.mil

Mr. Gordon M. Kranz is the Deputy Director for Earned Value Management Performance Assessments and Root Cause Analyses in the Office of the Assistant Secretary of Defense for Acquisition. Mr. Kranz’s office serves as the Department of Defense focal point for all policy, guidance, and competency relating to Earned Value Management. Earned Value Management (EVM) is one of DoD’s and industry’s most powerful integrated program management tools used by the government and industry program managers and their teams to support decision making as they navigate the day-to-day constraints and risks that all DoD programs face.

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**WS-04 Panel on Trends and Lessons Learned in Effective Contracting**

Contracting establishes the environment that governs the relationships between the end customer, supplier(s), oversight authorities, and other key stakeholders.

This session is a facilitated panel discussion hosted by the National Contract Management Association’s (NCMA’s) Tysons VA Chapter to share lessons learned and best practices in effective contracting and to discuss current trends and the way forward with Federal Government contracts.

In this session, we will discuss in an open forum:
• Discuss new regulations and how it affects doing business with the Federal Government
• Small Business concerns
• Lessons Learned within Effective Contracting

Panelists include representatives providing their personal point of view from the Federal Government, Industry and small business

Panel Facilitator: Dale Gillam, Program Manager with SAIC  
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Dale Gillam is a Program Manager and the Earned Value Management (EVM) and Scheduling Focal Point for SAIC. Mr. Gillam’s expertise is in program planning, scheduling, and EVM, with an emphasis on implementing Integrated Program Management (IPM) solutions. Mr. Gillam has overseen hundreds and led dozens of IPM solutions for many U.S. Department of Defense and Civilian Agency customers.

Mr. Gillam serves on the Governing Board of the National Defense Industrial Association’s Integrated Program Management Division (NDIA IPMD), the Governing Board of the College of Performance Management (CPM), and on the Board of the National Contract Management Association (NCMA) Tyson’s Chapter with the intent of working improvements to better integrate the practices of these interrelated communities.

Mr. Gillam’s formal education includes a B.B.A. and an M.B.A and several executive programs from the University of Virginia, Stanford University, George Washington University, San Diego State University, and Radford University. Mr. Gillam also has eleven current industry certifications in different functional areas related to integrated program management (CFM, SCPM, CMC, CCE/A, PMP, CMQ/OE, CMA, EVP, CSM, CSSGB, PMI-SP).

Panelist: Crystal Glenn, Century Link, and NCMA Tysons Chapter President  
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Crystal Glenn has more than ten years experience in various career fields, including Finance and Accounting, Contract Administration, Marketing, and Commercial Insurance. Currently, she is a Program Control Consultant at CenturyLink Government Services and previously employed as a Project Control Manager for Science Applications International Corporation (SAIC) and Program Controller for the National Institute of Aerospace (NIA). She has worked on various Government and International programs managing budgets and scheduling of $100M+ with earned value requirements providing various project and financial reporting. She works closely with the program managers, program team members, contracts, program control team, accounting and finance to ensure program requirements are met and overall team collaboration.

Crystal currently serves as President for National Contract Management Association (NCMA) Tysons Corner chapter. She previously served as Treasurer, VP, Mentoring Program, and Chair of Programs for the Tysons and Hampton Roads chapters. Crystal also completed the elite NCMA Inaugural Contract Management Leadership
Development Program (CMLDP) as an honor graduate. She is a certified Project Management Professional (PMP) with the Project Management Institute (PMI).

She earned a Bachelor’s degree in Business Administration with an International Business emphasis and a Minor in Accounting from Marist College. Crystal received a Board of Trustees scholarship from Hawaii Pacific University, where she earned a Masters of Business Administration (MBA) with an International Business concentration; and she was the first student at the university to complete the one-year MBA program.

**WS-05 NDIA IPMD Facilitated Industry Clearinghouse Discussion**

This workshop will focus on IPMD Clearinghouse working group activities. The Clearinghouse provides a forum for industry’s EVMS practitioners to raise and discuss EVMS issues. The goal is to identify common issues, gather facts and supporting data, formulate industry positions, and develop recommendations for issue resolution. This working group will present to the participants the process steps necessary to capture the facts and data to take the issue forward to be vetted within the IPMD and to develop mutually acceptable resolutions along with specific recommendations that can be presented to the IPMD board for further action. The group consists of a diverse assemblage of contractors that support the defense industry.

**Pete Wynne - Lockheed Martin Space Systems Company and Past Chair, NDIA IPMD**

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Pete Wynne is a member of the Lockheed Martin Space Systems Company (SSC) Program Performance Management team providing expertise and guidance on all EVMS matters. Pete advises programs on effective and efficient implementation of PPM/EVM through application of proven techniques and guides the SSC policy board responsible for maintaining a compliant EVM system description. Most recently, Pete was Corporate Director of Program Performance Operations responsible for the development of Lockheed Martin’s corporate PPM / EVM policies and processes and for interfacing with government agencies on LM’s implementation of EVM principles. Prior to joining the corporate staff, Pete was Director, Program Finance, at Lockheed Martin Aeronautics, where he established and maintained the Aeronautics Earned Value Management System across diverse manufacturing sites delivering airlift and fighter aircraft and advance development products. Pete has also served as Chairman of the NDIA IPMD.

**Dan Lynch, Raytheon Missile Systems, and Chair, NDIA IPMD**

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Mr. Lynch has over 35 years of Earned Value/Program Management experience in the defense industry ranging within the design, development, and production environments with Raytheon, BAE Systems, and RCA Corporation. Within that span, he also spent 10 years working as a self-employed consultant with clients such as CS Solutions, GEC-Marconi, Lockheed-Martin, and the DCMA. Currently, he is the EVMS Focal Point for Raytheon Missile Systems (RMS), a multi-billion dollar
annual sales operation with an EVM System that was validated with a perfect score in 2008. His primary interests and focus is on the Implementation, Compliance, and Surveillance of RMS’ EVM System as well as bringing Integrated Program Management disciplines and practices to a wider range of defense efforts. Mr. Lynch was granted a BA with honors from Rowan University and is currently serving as the Vice-Chair within the NDIA-IPMD.

WS-06 Data Driven Compliance Reviews

On Feb. 18, the DoD EVMS Interpretation Guide (EVMSIG) was issued by the Office of Performance Assessment and Root Cause Analyses (PARCA). It will be used as the basis for the DoD to assess EVMS compliance to the 32 EIA-748 EVMS Guidelines. EVMSIG Section 1.1 requires agencies and organizations charged with conducting initial and continuing EVMS compliance activities to develop evaluation methods for guideline attributes. DCMA will discuss how it will execute EVMS compliance following a data driven approach to effectively and efficiently test the reliability of core management processes. The aim of the workshop is to discuss the quantitative analysis techniques and automated technologies for the validation and verification of management system properties such as reliability (trustworthiness) and relevance (usefulness) of data.

David Kester, Director for Earned Value Management Policy and Strategy, Defense Contract Management Agency (DCMA)

David Kester is the Director for Earned Value Management Policy and Strategy within the Defense Contract Management Agency (DCMA). He serves as the Agency's focal point for deploying policies, assessment methods, and automated solutions to advance the oversight of contractor EVMS implementation. This function supports DFARS 242.302 (S71) and DCMA’s Contract Administration Office responsibilities for Earned Value Management Systems (EVMS), including the responsibility for reviewing contractor EVMS plans and verifying initial and continuing compliance with DoD EVMS criteria.

Mr. Kester has over 28 years of program management, business and financial analysis experience in both public and private sectors. He holds a Bachelor of Science degree in Industrial Management from LeTourneau University, Longview, Texas and a Master of Science degree in International Management and Commerce from the University of Maryland University College, College Park, Maryland. Mr. Kester is a certified Acquisition Professional in the Business, Cost Estimating and Financial Management (BCF) career field.