Acquisition Measurement Workshop Notes *Creel, August 3, 2004*

1. Overview

This workshop was conducted in two half-day sessions. The following individuals participated:

Paul Caseley, Defence Science Technology Laboratory, UK
Rita Creel, Aerospace (workshop co-lead)
Paul Cymerman, Tecolote Research
Joe Dean, Tecolote Research (workshop co-lead)
Harpal Dhama, GPV, MITRE
Steve Hawald, Robbins-Gioia LLC
Rick Holcomb, NAVAIR AIR-4.1.11 (workshop note/action/issue logger)
Cheryl Jones, US ARMY ARDEC (workshop co-lead)
Mary Ann McGarry, Alion
Kevin Mooney, Robbins-Gioia LLC
S. Tim Morgan, DFAS-Denver
Ali Nikolai, SAIC
Don Reifer, Reifer Consultants, Inc.

The workshop was divided into three segments, development of (a) an acquisition resource estimation model, (b) acquisition measurement guidance, and (c) an *Information Need - Measurable Concept - Measures* (ICM) table for Acquisition Measures, and associated measure specifications.

The remainder of this writeup will discuss each workshop segment in turn, including discussion notes and action items. The last section of the writeup contains a consolidated list of action items for all segments along with information on the next meeting (click on ***Action Items and Next Steps*** to go directly there).

Special thanks are extended to **Rick Holcomb**, who recorded notes for all three workshop segments.

1.1 Segment a Overview: Acquisition Resource Estimation Model

Background. A draft acquisition cost model has been developed by the Air Force Materiel Command and used by Air Force Program Offices at Electronic Systems Center (ESC) to estimate the program office resources (manpower) needed to support an acquisition. While input parameters have been defined, the model and parameters are focused on the Air Force ESC environment. The intent of this workshop is to make the model generic enough for use by any acquisition organization (including those in industry). PSM work began in July 2003, with a review of draft model inputs and the related Work Breakdown Structure (WBS).

Workshop Goal. The goal for this workshop segment was to review and refine the model parameters, based on participant experiences.

Workshop Progress and Next Steps. Most of the participants did not have an opportunity to review the read-aheads, the model was explained at the workshop and reviewers solicited to provide comments in advance of the 13-15 October meeting, and to validate the model using their own organizations' data.

1.2 Segment b Overview: Acquisition Measurement Guidance

Background. Lessons learned are valuable for any organization to avoid repeating mistakes made by others. The goal of this workshop segment was to bring the experience of participants to bear in identifying key issues and areas for improvement, and to investigate which issues and associated improvements would be most fruitful to pursue from a measurement perspective. PSM work in this area began with preparations for the July 2004 workshop. A draft strawman on Acquisition Measurement Guidance was provided as a read-ahead. This document defines the scope of Acquisition Measurement, provides examples of issues and related questions that could be used to select measures, and identifies some best practices for acquisition measurement.

Workshop Goal. Again, the goal of the workshop was to review the draft strawman and collect additional lessons learned and best practices to translate into specific guidance.

Workshop Progress and Next Steps. During the workshop, the group discussed the strawman, brainstormed, and developed additional inputs for the Acquisition Measurement Guidance document. These inputs will be incorporated in an update to the draft strawman. Participants were solicited to provide comments on the strawman and additions to/remarks on the brainstorming notes (which appear herein in Section 3) in advance of the 13-15 October meeting.

1.3 Segment c Overview: Acquisition ICM Table and Measures

Background. An acquisition organization needs to be able to assess its performance, choose performance goals, and track progress toward meeting those goals. As such, a balanced set of measures for acquisition process improvement is needed. PSM work in this area began in July 2003.

Workshop Goal. The goal of the workshop was to review and refine the draft *Information Need - Measurable Concept - Measures* (ICM) table.

Workshop Progress and Next Steps. The workshop was used to brainstorm a series of questions in each of the PSM Information Categories as a key step in refining the draft *Information Need - Measurable Concept - Measures* (ICM) table. Volunteers were solicited to review the results to develop sample measure specifications. These are to be reviewed prior to the 13-15 October meeting.

2. Segment a Notes: Acquisition Resource Estimation Model Segment

Discussion. Joe Dean began by providing background into the model, which was originally developed by Air Force Materiel Command (AFMC) in 2001. He stated that he's been trying to identify the primary authors of the model. PSM work on the model began in July, 2003. The goal of the PSM effort is to make the model generic so it can be applied to environments outside the Air Force's Electronic Systems Center and the DoD.

Joe briefly walked participants through the purpose and structure of the model, which is called the Program Support Resource Model (PSRM). The PSRM was described and illustrated in the workshop read-ahead materials.

The purpose of the model is to identify the resources a Government program office needs to manage a major acquisition, and to provide justification to the Major Commands to allocate necessary resources to the program manager. The model is designed to be applied when staffing a program office. The goal of the work is to genericize and validate the model so it can be used in a comparable, non-DoD environment.

A program office's workload is impacted in varying degrees by interactions with external organizations, including headquarters organizations, users, other government agencies, and suppliers/contractors, as shown in Figure 1. These impacts are accounted for in the model, along with the types and intensities of activities that need to be performed.

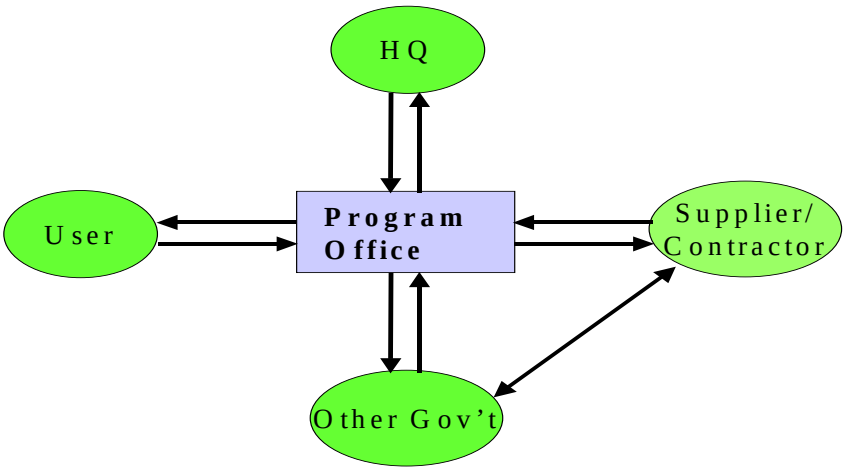


Figure 1. Program Office Impacts

Program office activities for an acquisition are identified using a draft Work Breakdown Structure (WBS). A draft WBS was supplied as a workshop read-ahead. Activity interfaces and required interaction are also defined. These activities, activity characteristics, and interactions form the basis for PSRM primary categories and workload descriptors, which are then scored and fed into the model. The model provides a nominal number of staff, along with a range. The model has proven useful on numerous ESC programs.

Inputs and Comments from Discussion

- Several participants wanted to ensure that program security requirements were adequately addressed. These include, for example, information security (of program office workstations and applications) and physical security.
- Steve Hawald mentioned he saw a WBS someone from the military was building around the acquisition life cycle (to estimate FTE requirements).
- One participant asked whether administrative support should be included in the model.

Action Items

For Action Items 2-4, participants are encouraged to pick one area and contribute whatever they can. The "a" in the number column is a reference to Segment a.

#	Who	What	How	When
a1	Steve Hawald Kevin Mooney	Acquisition Program Plan Steve & Kevin stated they have an APP that could be used to map to the SA-CMM and would see if they could provide it.	Please send an email to Joe/Rita and let us know whether you can provide it, and if so, when.	8/31
a2	All Participants	Internal Task Management Slide This slide lists a number of activities. Joe would like to know whether these are reasonable for civilian organizations.	Let Joe know whether the activities on the slide seem reasonable for civilian activities. Identify any needed deletions, additions, or explanations.	8/31
a3	All Participants	Strawman WBS for Acquisition Services AcquisitionServicesWBSrcc040629.1	Please review and send comments to Joe by 31 August. On the Deliverable Products list (at the end of the file), identify civilian/commercial products that may need to be added to the list.	8/31
a4	All Participants	Strawman Model Inputs PSRMInstructions-21April AFMCPSMExpandeddescriptors-10Jul01 ExamplePSRMPOMScoringWorksheet	Please review and send comments to Joe by 31 August. Review definitions of the descriptors and see whether they can be genericized. Provide your take on whether scoring from 1-5 is adequate or the scores need a wider range.	8/31
a5	Joe	Revise WBS and Model	Joe will revise the WBS and model based on comments received.	9/30
a6	All Participants	Review Revised WBS and Model File Names TBS	Review and send comments on revised products.	10/13

3. Segment b Notes: Acquisition Measurement Guidance Segment

Discussion. Rita Creel began by defining the scope of Acquisition Measurement, and the different kinds and levels of measurement an Acquisition Organization needs to be concerned with.

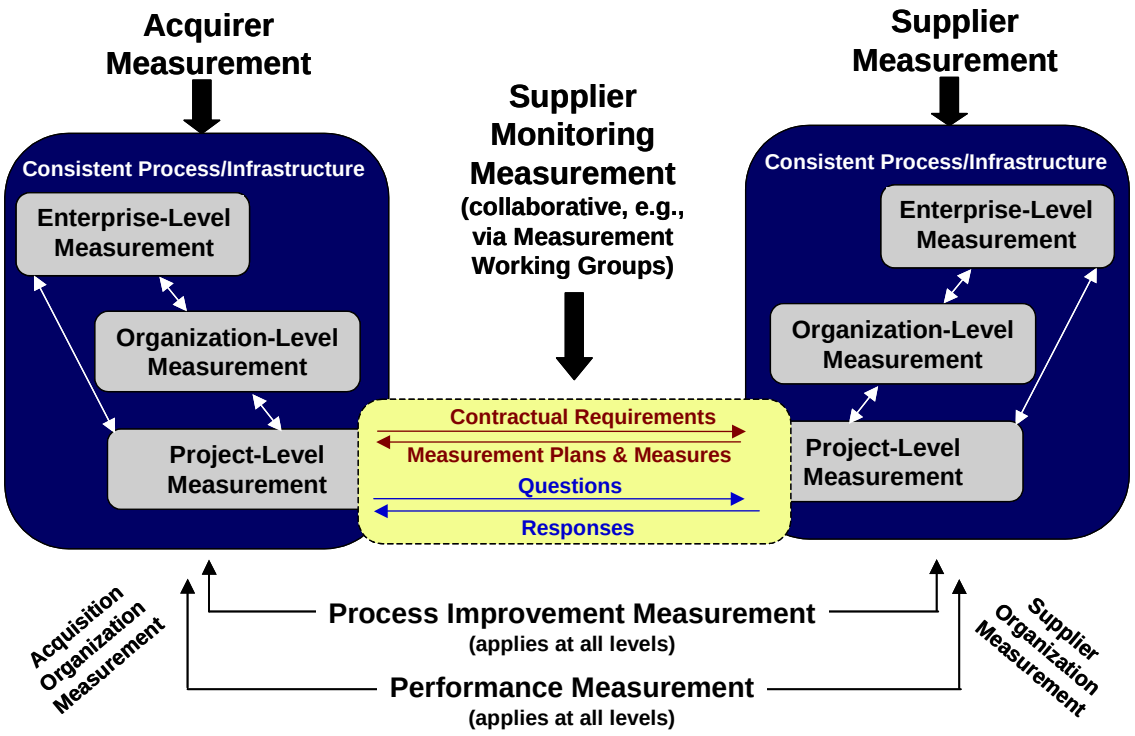
Acquisition Measurement, the process an acquirer uses to establish and sustain, plan, perform, and evaluate its measurement activities, has the following two facets for the acquisition organization, as illustrated in Figure 2:

- Supplier Monitoring Measurement (SMM) focuses on the acquirer's role and tasks in obtaining, analyzing and applying contractor data for the purpose of monitoring the supplier. This application of measurement is addressed by existing PSM guidance

- Acquisition Organization Measurement (AOM) focuses on selecting, defining, collecting, and analyzing data for the purposes of managing and monitoring an acquisition organization's internal products, processes and resources. Compared with SMM, there are few resources to help the acquirer establish and apply this kind of measurement.

The intended focus of the workshop was Acquisition Organization Measurement from a Process and Performance Improvement perspective. As such, the workshop identified some of the acquisition issues that most impact the acquirer's ability to be effective. From these issues, improvements would be identified along with initial concepts on how measurement could be used to track improvement progress.

Figure 2. Acquirer-Supplier Measurement Relationships



Brainstorming. The brainstorming sessions for this workshop segment were conducted in two steps. Step 1 targeted identification of key issues in acquisition program offices. In Step 2, three issues were chosen for a more detailed examination.

Step 1-Issue Brainstorming. The following issues were identified, and have been grouped into higher level "issue areas" as follows (alphabetical by Prelim. Issue Area):

Preliminary Issue Area	Issue
• Acquirer Process Capability • Teamwork	Acquirer-Supplier Process Environment (process interaction / infrastructure)
• Acquirer Process Capability	Documented Processes Not Followed
• Acquirer Process Capability	Lack of Documented Processes
• Acquirer Process Capability • External Influences	Project Estimation Process / Validation of Estimates
• Acquirer Process Capability/Capacity	Insufficient Staff / Slow Signature Cycles / Closure Time
• Acquirer Process Capability/Capacity	Insufficient Staff for Program Tracking and Oversight
• Acquirer Process Capability/Capacity	Lack of Independent QA on Program Office Work
• Acquirer Process Capability/Capacity	Inadequate insight into Supplier Product/Process Quality
• Acquirer Process Capability/Capacity	Program Office Data and Knowledge Management
• Acquirer Process Capability/Capacity • Acquirer Product/Process Quality	Rework
• Acquirer Process Capability/Capacity • Staffing	Appropriateness of Program Office Personnel Experience
• Architecture (see also Stability)	Architecture Instability
• External Influences	GAO Requirements
• External Influences • Acquirer Process Capability	Project Estimation Process / Validation of Estimates
• Funding	Ability to Justify Budgets
• Planning and Progress Monitoring (see also Stability)	Acquisition Planning
• Requirements (see also Stability)	Requirements Development and Management / Volatility
• Requirements (see also Stability)	Use of Performance-Based Specifications
• Risk	Risk Management / Information Sharing / Risk Categorization
• Stability - Staff - Requirements - Architecture - Funding - Technology - Plans	Stability and Change Management
• Staffing • Acquirer Process Capability/Capacity	Appropriateness of Program Office Personnel Experience
• Staffing (see also Stability)	Staff Volatility, especially for Military Personnel
• Acquirer Process Capability/Capacity	IPTs and IPT Reporting Structure
• Teamwork • Acquirer Process Capability	Acquirer-Supplier Process Environment (process interaction / infrastructure)
• Technology Suitability (see also Stability)	Use of Technology Readiness Levels

In summary, 12 higher level "Preliminary Issue Areas" were identified. Those selected for further analysis are annotated with:

1. Acquirer Process Capability/Capacity, where Capability refers to the existence, use, and suitability of the process, and Capacity to the adequacy of resources to execute the process
2. Acquirer Product/Process Quality
3. Architecture
4. External Influences
5. Funding
6. Planning and Progress Monitoring
7. Requirements
8. Risk (this encompasses Risk with respect to all other Issue Areas)
9. Stability (this encompasses Stability with respect to all other Issue Areas)
10. Staffing
11. Teamwork
12. Technology Suitability

Step 2-Issue Selection and Examination. In Step 2, participants were asked which issues have the greatest negative impact on their programs. These issues were then discussed with the following questions in mind:

- Which would be feasible for the program office to act on?
- Of these, which would have the greatest positive impact, if addressed?
- How could measurement be used to assess progress in addressing the candidate issues (i.e., what are the Information Needs associated with improving each issue)?

The issues selected for more detailed examination during the Users' Group Conference included the following:

- Requirements Volatility (Issue Areas 7, 8 & 9)
- Teamwork (Issue Areas 11, 8, & 9)
- Architecture Instability (Issue Areas 3, 8 &9).

Discussion notes for these issues are presented in the tables below. Observe that the issues below are closely coupled with other issues identified during the brainstorming session, especially in terms of perceived problems and causes, and lower level causes. Also note that the problems, causes, proposed improvement, and information needs are not exhaustive lists.

Issue Name	**Requirements Volatility**
Symptoms / Perceived Problem(s)	• Too much change in requirements allowed by project offices • No one has a clue as to how many changes are being made • Folks assigned to requirements analysis are not familiar with requirements or capabilities • It is difficult to make a quick assessment of the cost impacts of requirements changes
Perceived Cause(s)	• Insufficient upfront analysis and definition (lower level causes: not enough time, not the right personnel, acquisition reform) • User volatility / goldplating (lower level cause: no perceived negative impacts for

	change requesters)
Proposed Improvement(s)	• Apply requirements definition, volatility and traceability measures that help trace and quantify the system-wide impacts of requirements changes • At the start of a program, define criteria for accepting requirements changes • Apply a Requirements Prioritization tag to each requirement • Improve the resources applied to requirements analysis activities (ensure appropriate skills and experience) • Define the process, including inputs/outputs, steps, verification, entry/exit criteria and measures for each requirements analysis task.
Information Needs / Meas. Concepts	• Are requirements currently changing at an unacceptable rate (or is an unacceptable level of volatility expected)? • What are the expected cost, schedule, performance, and quality impacts of a requirements change? • Does this change meet all criteria for "requirements change acceptance"? • How will acceptance/implementation of this change impact the high-priority requirements? • Do the qualifications and quantity of personnel involved in requirements analysis match the qualifications/quantity needed? • Are requirements analysis activities being conducted according to the defined process?
SA-CMM Process Areas	• Requirements Development • Requirements Management • User Requirements

Issue Name	**Teamwork** (among all stakeholders, where stakeholders include everyone who has to pull together to make the project a success)
Symptoms / Perceived Problem(s)	• Lack of cooperation • Difficult interactions that impact cost, schedule and performance • Chaos
Perceived Cause(s)	• Diverse goals • Cultural differences • Maturity differences • Holder of the purse strings gets control; others may feel under-resourced • Communications difficulties • Inconsistent funding • Overextended personnel • Geographic dispersion
Proposed Improvement(s)	• Define a teaming process and consistent processes, tools, and training, especially for communication and data management • Define "win-win" conditions, i.e., each stakeholder's minimum acceptable items (other items negotiable) • Define a workable team structure (leverage the extensive body of knowledge on team building) • Make data accessible and share information to the extent possible • Identify a POC for each significant area and ensure the POC is available when needed • Plan for an appropriate number of well-structured, pre-planned, well-managed meetings
Information Needs / Meas. Concepts	Qualitative. The group conceded that attempting to define objective measures for Teamwork may not be effective. Instead, for each perceived cause and proposed improvement, use a scale to characterize potential positive/negative impact, and re-evaluate impacts according to that scale throughout the project (more frequently at the

	beginning and during times of transition). Thus, the Information Needs can be stated by taking each cause and asking "On a scale of x to y, with y being the most negative, how negative an impact does cause z pose to your program?" A similar approach can be used to obtain an objective view of the positive impact of proposed improvements. Information should be gathered to characterize each respondent to the questions. Quantitative. The group also suggested that quantifying the destructive impacts of inconsistent funding would be interesting and would provide objective ammunition against funding volatility, but consensus was that such measures might not have an impact due to politics.
SA-CMM Process Areas	• Integrated Team Management

Issue Name	**Architecture Instability** (architecture is defined as hardware, software, interfaces-external and internal, networks, and traceability to threads in CONOPs, including scenarios and performance threads)
Symptoms / Perceived Problem(s)	• Excessive architecture changes • Interface changes
Perceived Cause(s)	• Requirements changes (e.g., interoperability) • Security requirements changes (classification issues, malicious code in COTS) • Changes driven by poor performance discovered during low level design and implementation • Changes to the operational concept • Budget changes • Over reliance on COTS, changes in COTS vendor strategy product line and viability • Qualified personnel (architects) not available • All required information not available • Technology immaturity
Proposed Improvement(s)	• Architecture team capable of stabilizing architecture sooner • Prototyping in the system context (COTS evaluation, modeling and simulation) • Technology Insertion Planning (architectural flexibility to accommodate) • Interface Control Working Group (ICWG) with well defined process, for external systems (with appropriate funding, resources, authority, knowledge) • Improved stakeholder buy-in • Incorporation of ilities throughout the life cycle, beginning early in the life cycle • Consideration of O&M challenges from early in the life cycle • Intelligent and well-justified use of COTS • Architecture that simplifies refresh/renew (COTS upgrades, replacements) • Comprehensive encapsulation / performance trades • COTS protection profiling (assurance AND functional requirements); NIST has produced a profile
Information Needs / Meas. Concepts	• Is the architecture currently unstable, or does it appear that it will become unstable in the future? • What characteristics of the project/product are contributing to current or future instability and to what degree (functional-performance-security-interoperability-other ility requirements, funding, technology, COTS, personnel, etc.)? • What information is needed to develop/stabilize the architecture, how much of it is available, how soon will the rest of it be available, and how good is it? • What are the personnel qualifications for stabilizing the architecture, and are they available? • What resources are required to stabilize the architecture (e.g., prototyping labs, etc.)

	and are they available? • How do the O&M concepts affect architecture stability? • Do stakeholder views of the architecture present risks to stability? • Does the architecture reflect an appropriate balance of encapsulation/flexibility and performance? • Has the architecture and interfaces undergone effective analysis? • How is information on external interfaces managed and disseminated?
SA-CMM Process Areas	• Contract Performance Management • Evaluation • Transition to Support

Action Items

Participants are encouraged to pick one area and contribute whatever they can. The "b" in the number column is a reference to Segment b.

#	Who	What	How	When
b1	All Participants	Additional Issues Now that some time has passed, think about other issues acquisition organizations face.	Please send Rita and Cheryl one or more issues, specifying the Issue, Symptoms, Perceived Causes, Proposed Improvements, and Information Needs. You may want to use the Acquisition Services WBS as a memory jogger for Issues.	8/31
b2	All Participants	White Paper: Acquisition Measurement Introduction, Guidance, and Lessons Learned Outline Ideas-Acq Less Lrnd and Guidance Rept 040725	Please review and send comments to Joe by 31 August.	8/31
b3	Rita	White Paper Update	Rita will update the white paper based on inputs received by 8/31, and post the update to the website.	9/30
b4	All Participants	Review of Updated White Paper: Acquisition Measurement Introduction, Guidance, and Lessons Learned File Name TBD	Please review the updated white paper (after it has been sent out) and send comments to Rita by 10/13.	10/13

4. Segment c Notes: Acquisition ICM Table

Discussion. In this segment, Cheryl Jones led the group in brainstorming Information Needs associated with each of the seven PSM Information Categories. Each Information Need was framed in the form of a question. The resultant list of questions will be used to flesh out the Acquisition Issues-Measurable Concepts-Measures (ICM) table, focusing on questions and measures not already addressed in the existing PSM ICM table.

Brainstorming Information Needs. The following table lists PSM Information Categories with the associated Questions participants identified in the workshop. Some of the questions had an annotation that indicated whether the question applied at the Project level or Organization level. These annotations were not noted for all questions, so they do not appear for each question in the table.

PSM Information Category	P/O[1]	Information Needs (in Question format)
Schedule and Progress	-	Earned Value, if done correctly (?acquirer or supplier monitoring?)
	-	Rate of Progress charts (with exit criteria/quality gates), responsible individual
	P	Is the rate of completion sufficient?
	P	Can I get where I have to be?
	P	Can I handle slippage?
	O	Are all of my projects on track, and in either case, are they headed in the right (or wrong) direction)?
	O	What are my troubled projects?
	O	What is my work backlog (commercial)?
	O	What is my value delivered (commercial)?
	O	What is the priority of my projects/backlogs? What do I have to schedule next?
	P/O	What are my top schedule/progress risks?
	P	Are we making suitable progress in requirements and architecture definition (with appropriate criteria)?
	P	Have my interdisciplinary stakeholder teams been formed, trained and built?
	P	Will key resources be available to support the schedule? When (what does the profile look like)?
	P/O	Are my plans available as needed?
	P/O	Was the product delivered on schedule?
Resources and Cost	P	Am I getting bang for the buck (EV)? Note: It's not clear EV provides this information if applied in the traditional manner.
	P/O	Do I have the resources/infrastructure in place (facilities, equipment, material, labs, SCIF requirements)?
	P	Am I meeting my staffing/cost plan?
	P/O	Do I have the right skills mix?
	P/O	Are burdened rates being controlled?

[1] P/O: Project/Organization; "-" indicates P/O not recorded for that question.

PSM Information Category	P/O[1]	Information Needs (in Question format)
	P/O	Are resources communicating as necessary?
Product Size and Stability	P	What is my requirements volatility and what are the trends indicating?
	P	Is my architecture stable, can it support anticipated change and growth, and what do the stability trends indicate?
	P	How big is the job, and is the size changing?
	P	Are my interfaces stable?
	P	Is the concept of operations changing?
Product Quality Process and Performance	P	Is the product good enough for delivery to the user?
	P	Is the RFP and other acquisition projects (e.g., architecture analysis, CONOPs) good enough to go out on the street?
	P	Are the developer deliverables sufficiently reviewed/tested?
	P	Did the product meet: • user expectations • TPMs • delivery criteria • a permissible level of delivered defects?
	P	How difficult is the product to maintain?
	P	Are known problems being resolved? • During warranty? • What is the backlog of issues?
	P	What is performance in the field?
Process Performance	P	Am I managing my computer resources?
	P/O	Do I have repeatable acquisition processes in place? • Are they sufficient? • Are they followed? • Are they improved?
	P/O	How much effort and schedule are we expending on rework?
	P/O	What is my acquisition process cycle time? How long does it take to: • prepare an RFP • review proposals • review other developer deliverables • address corrective actions?
Technology Effectiveness	P/O	Do we have sufficient technology insertion plans?
	P/O	Are funds being appropriately directed to R&D requirements?
	P/O	Are alternative technologies/technology "off ramps" planned/being used?
	P/O	Are we prototyping appropriately?
	P/O	Will the selected technology be supported in the long term?
Customer Satisfaction	P/O	How do the stakeholders perceive the project/organizational performance?
	P/O	Are we meeting user expectations?
	P/O	Are we providing adequate customer support?

Action Items. Participants are encouraged to review the strawman ICM table when it is available. The "c" in the number column is a reference to Segment c.

#	Who	What	How	When
c1	Cheryl	Strawman ICM Table Filename TBD	Cheryl will provide a strawman ICM table and related questions to participants.	9/30
c2	All Participants	Strawman ICM Table Filename TBD	Please send Cheryl comments on the Strawman ICM table.	10/13

5. Action Items and Next Steps

Action Items. The following table consolidates Action Items from all three workshop segments. Please plan to contribute whatever you can for one or more of these items. The letters "a, b, and c" in the number column refer to the workshop segment to which the action item applies. The final action item, applicable to all workshops, is to *RSVP for the October workshop session.*

#	Who	What	How	When
a1	Steve Hawald Kevin Mooney	Acquisition Program Plan Steve & Kevin stated they have an APP that could be used to map to the SA-CMM and would see if they could provide it.	Please send an email to Joe/Rita and let us know whether you can provide it, and if so, when.	8/31
a2	All Participants	Internal Task Management Slide This slide lists a number of activities. Joe would like to know whether these are reasonable for civilian organizations.	Let Joe know whether the activities on the slide seem reasonable for civilian activities. Identify any needed deletions, additions, or explanations.	8/31
a3	All Participants	Strawman WBS for Acquisition Services AcquisitionServicesWBSrcc040629.1	Please review and send comments to Joe by 31 August. On the Deliverable Products list (at the end of the file), identify civilian/commercial products that may need to be added to the list.	8/31
a4	All Participants	Strawman Model Inputs PSRMInstructions-21April AFMCPSMExpandeddescriptors-10Jul01 ExamplePSRMPOMScoringWorksheet	Please review and send comments to Joe by 31 August. Review definitions of descriptors to determine mods needed to make them generic. Comment on whether scoring from 1-5 is adequate or a wider range is needed.	8/31
a5	Joe	Revise WBS and Model	Joe will revise the WBS	9/30

#	Who	What	How	When
			and model based on comments received.	
a6	All Participants	Review Revised WBS and Model File Names TBS	Review and send comments on revised products.	10/13
b1	All Participants	Additional Issues Now that some time has passed, think about other issues acquisition organizations face.	Please send Rita and Cheryl one or more issues, specifying the Issue, Symptoms, Perceived Causes, Proposed Improvements, and Information Needs. You may want to use the Acquisition Services WBS as a memory jogger for Issues.	8/31
b2	All Participants	White Paper: Acquisition Measurement Introduction, Guidance, and Lessons Learned Outline Ideas-Acq Less Lrnd and Guidance Rept 040725	Please review and send comments to Joe by 31 August.	8/31
b3	Rita	White Paper Update	Rita will update the white paper based on inputs received by 8/31, and post the update to the website.	9/30
b4	All Participants	Review of Updated White Paper: Acquisition Measurement Introduction, Guidance, and Lessons Learned File Name TBD	Please review the updated white paper (after it has been sent out) and send comments to Rita by 10/13.	10/13
c1	Cheryl	Strawman ICM Table Filename TBD	Cheryl will provide a strawman ICM table and related questions to participants.	9/30
c2	All Participants	Strawman ICM Table Filename TBD	Please send Cheryl comments on the Strawman ICM table.	10/13
ALL	All Participants	RSVP for October Workshop	Send an email to Cheryl Jones and Rita Creel, with your Social Security Number. Information and directions will be supplied.	10/1

Next Steps. Next steps (post October 2004) for each of the workshop segments are as follows:

All Segments: Workshop, October 13-15, The Aerospace Corporation, Chantilly, VA

Workshop a: Validate the Acquisition Cost/Resource Model

Workshop b: Expand scope of Acquisition Measurement covered by the white paper

Workshop c: Expand ICM table to all aspects of Acquisition Measurement, acquisition process improvement (at the enterprise, organizational, and project levels), Acquisition Performance (again, at all levels), and Supplier Monitoring (primarily at the project level)