

ROBBINS & GIOIA

Applying PSM in an Acquisition Environment

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Agenda

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U.S. Customs and Border Protection Modernization Office(CBPMO) Primer

**Provide the right information
to the right people
at the right time and place**

**Balance risk and
facilitation by
trading information
for inspections**



**Assure the integrity
of information for
decision making
and reporting**



**Be a value-adding participant
in the global supply chain
of U.S. trade**

**Provide rapid, secure
distribution of intelligence,
and collaborative
investigation and
case management tools**



**Enforce the
trade risk targeting
process**



U.S. Customs and Border Protection Modernization Office(CBPMO) Primer



U.S. Customs and Border Protection

■ CBPMO

- Prime Acquisition Office
- Government & Subcontractors
 - Robbins-Gioia, LLC – Program Management
 - The MITRE Corp – Independent Technical Oversight
 - Tecolote Research, Inc. – Cost Modeling
 - Stratecon – Contract Administration
 - EDS – Quality Assurance
- Responsible for all program oversight activities



U.S. Customs and Border Protection Modernization Office(CBPMO) Primer



- e-Customs Partnership (eCP)
 - Systems integration contractor
 - Consortium led by IBM Global Services
 - Lockheed Martin
 - Bearing Point
 - Computer Sciences Corporation
 - Sandler & Travis Trade Advisory Services
 - 40 other contractors
 - Helping design, build, and implement ACE and other new information systems
 - Responsible for ensuring all modernization projects are integrated into one enterprise solution



Measurement Workshop Objectives

- Identify/clarify information needs and their priorities
 - Need input from U.S. Customs Acquisition Directors and Business Managers
- Align the current measurement program to information needs
 - Begin to map existing measures to information needs
 - Focus on high priority information needs
 - Identify gaps
 - Information needs without measures
 - Measures without information needs
- Identify steps needed to improve usefulness of the measurement process
- Train/Accept PSM Framework for CBPMO
- Validate Measurements Baseline (48 measures)



Background

- Held a total of 4 workshops
 - Acquisition Organization - CBPMO
 - Measurement Workshop – 17 Dec 03
 - Follow-up Workshop – 10 Mar 04
 - Supplier Organization - eCP
 - Measurement Workshop – 16 Feb 04
 - Follow-up Workshop- 11 Mar 04
- Identified Objective: improve measurement program so that it
 - provides a basis for objective communication between Acquirer and Supplier
 - is used to make decisions
 - addresses high-priority issues



Acquisition Organization Workshop

Issues Prioritization

- Issues categorized as belonging to the Acquisition Organization:
(21 issues)
 1. Process performance
 2. Scope and stability
 3. End-user environment
 4. Resources and cost
 5. Others
 - Schedule and progress
 - Product and service quality



Acquisition Organization Workshop Issues Prioritization

- Issues categorized as belonging to the Supplier: (22 issues)
 1. Process performance
 2. Resources and cost
 3. Acquisition office satisfaction
 4. Schedule and progress
 5. Product and service quality
 6. Product and service size and stability
 7. Others
 - Technology effectiveness



Supplier Organization Workshop Issues Prioritization

- Issues categorized as belonging to either the Acquisition Organization or the Supplier: (16 issues)
 1. Size and Stability
 2. Process Performance
 3. Technology Effectiveness
 4. Resources and Cost
 5. Schedule and Progress
 6. Customer Satisfaction
 7. Business Value



Other Workshop Issues

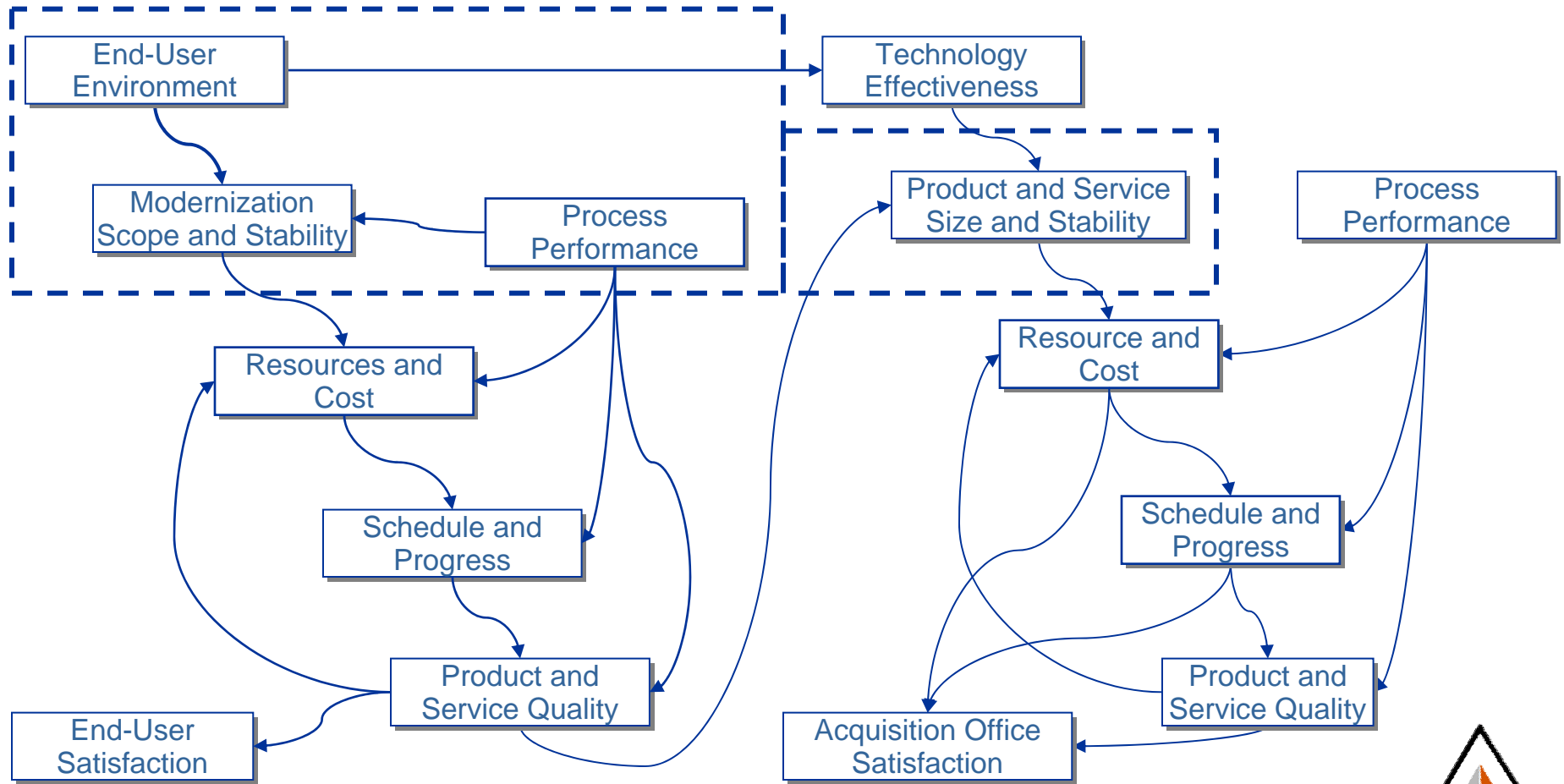
- A number of issues touched on fundamental management areas (13 issues)
 - Must be addressed for program to succeed (some by the Acquisition Organization, some by the supplier, or jointly)
 - These were categorized as “Management Issues”



Integrated Analysis Model

Acquisition Organization

Supplier Organization



A Success Story @ CBPMO

- CBPMO/eCP Metrics:
 - Before
 - Many diverse measures
 - Data – not information
 - Now
 - Measures are specified, organized, and incorporated into the program management process
 - Future
 - Work with management to identify the most useful measures and archive those not needed



PSM Next Steps

1. Measurement workshop to identify and prioritize *Information Needs*
2. Align the current measurement program with Information Needs
3. Obtain management commitment on Information Needs and associated measures
4. Periodic data collection, analysis, reporting, and review of new/revised measures
5. Periodic feedback sessions with management to ensure Information Needs are being addressed

“Continuous Process Improvement is a never-ending journey”



Q&A

- Questions?

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