

Integrated Baseline Review

(IBR)

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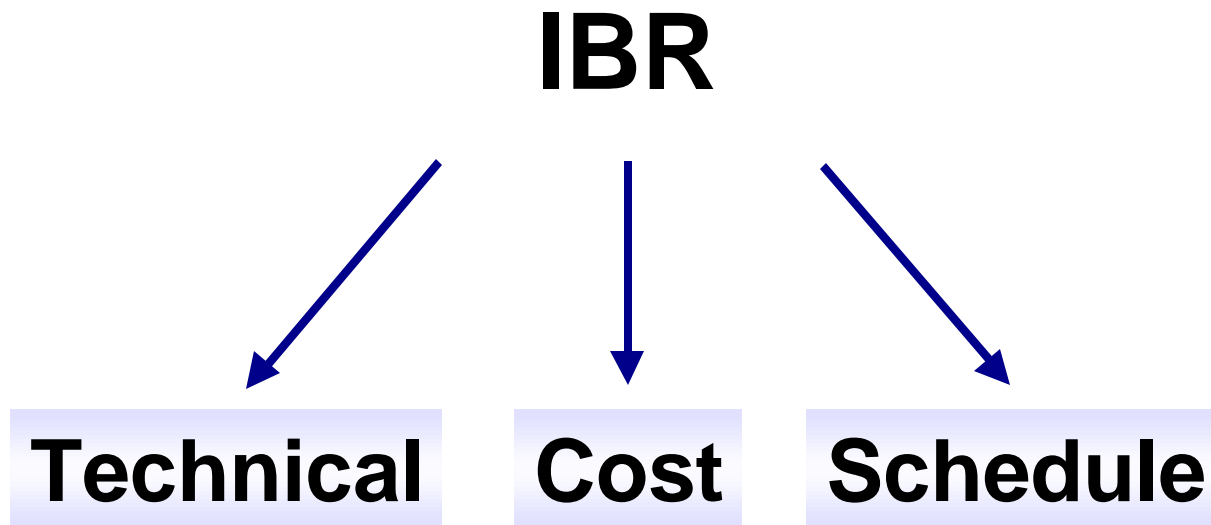
IBR Overview

- *Background*
- **Team Composition**
- **Preparation**
- **Technical Execution**

IBR Goals

- **Communicate to Program Management the adequacy of the current program plan**
 - **Identify responsibilities, boundaries, planning, and foster forward thinking.**
 - **Identify risk issues.**

IBR Definition

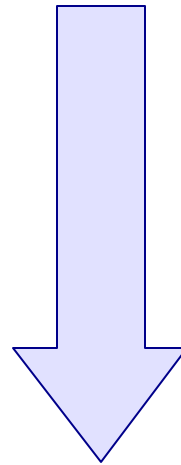


Designed to understand the SOW, budget adequacy and to assess the risk.

Integrated Baseline Management

Technical

- Specifications
- Risk Management
- Reviews
- Technical Plan
- Change Control



Schedule

CWBS

- Responsibility matrix
- Schedule attainability
- Program management baseline
- Risk management

Cost

- Budget adequacy
- Resources logically distributed
- Risk management

Integrated Baseline Management

Effective Management:

The integration of objectives:

- 
- **Technical**
 - **Schedule**
 - **Cost**

- **Objectively assess accomplishments**
- **Summarize data to higher levels for management decision making**
- **Analyze significant variances**
- **Forecast impacts**

Integrated Baseline Management

PMs' "Ownership"

- Technical Content
- Schedule Attainability
- Budget Adequacy
- Resources
- Earned Value

Outcome of an IBR

Government

Contractor

Program Managers

have a common technical and
business understanding for successful
program execution

Benefits of an IBR

A common understanding of Program by stakeholders...

- Ensures PM *ownership* of the Integrated Baseline
- Confirms that the Integrated Baseline covers the entire technical scope of work
- Promotes confidence in the performance data
- Improves communication

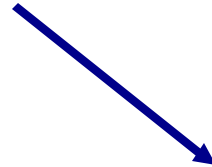
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IBR Team Composition

Customer

Contractor



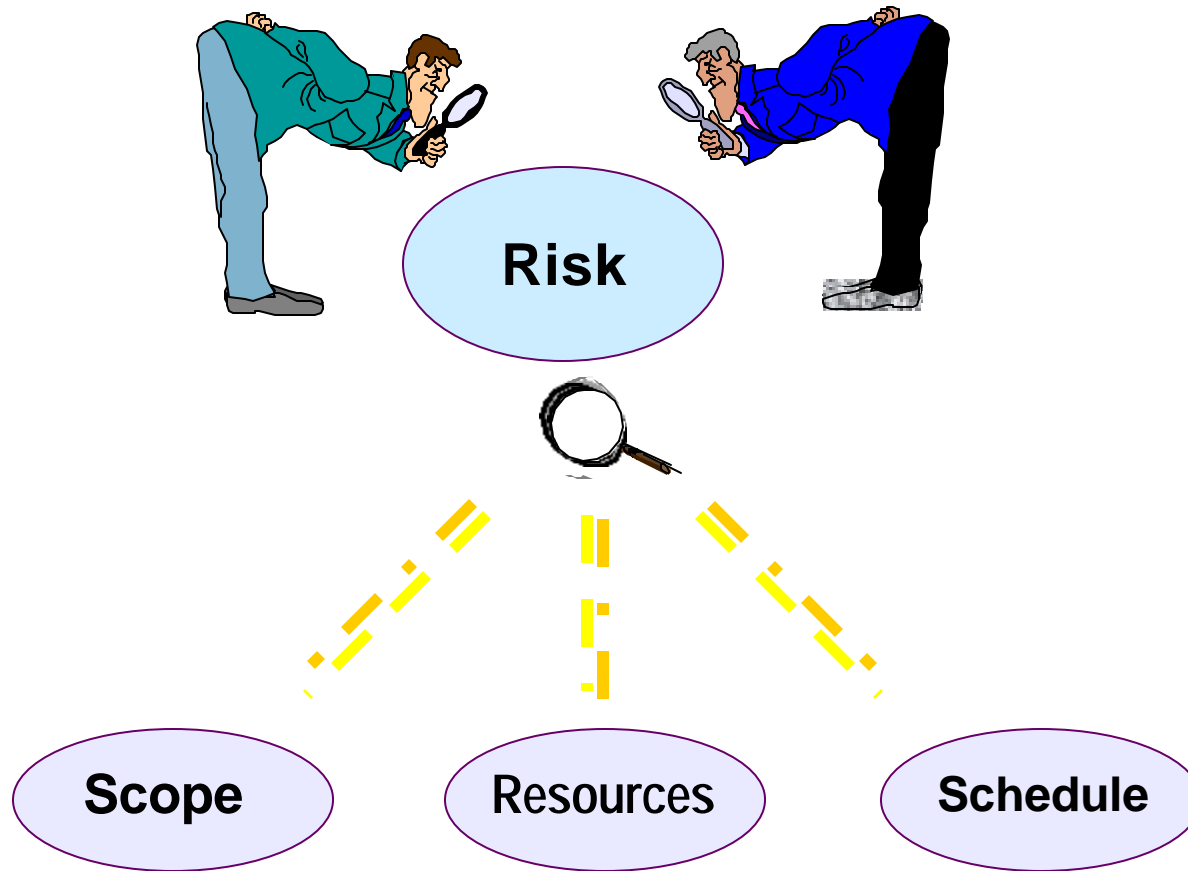
Program Managers

Technical Representatives

Control Account Managers

Support Staff Specialists

IBR Team Focus



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IBR Frequency

- **90 to 180 days after Contract Award**
- **Major Contract Modification**
 - **Significant change to the Integrated Baseline**
- **At Program Managers' request**
 - **Government or contractor**

Team Preparation Schedule

Successfully:

- Plan
- Prepare
 - Train
- Schedule
- Conduct
- Close



Success Factors

- **Strive for an “open environment”**
- **Actively participate**
- **Accept responsibility for success or failure of outcome**

Review Barriers

- **Expectations not clearly defined**
- **No preparation in evidence**
- **Key program personnel rely on assistants for all input**
- **“Yes/No” responses with no detail offered**
- **Participants unfocused**

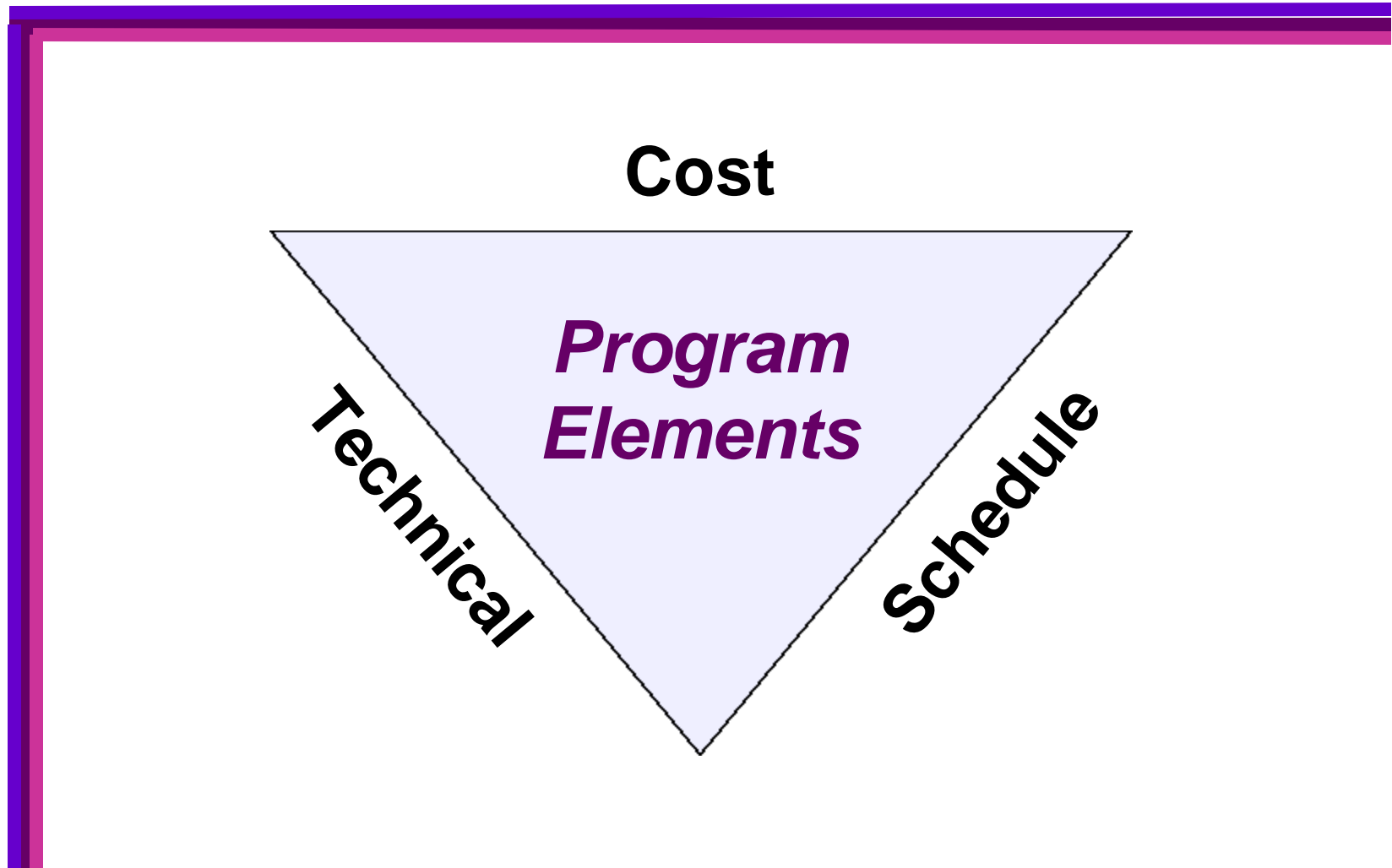
SAMPLE IBR REQUIREMENTS PLANNING
TEMPLATE

ID	Task Name	Dur.	Responsibility	September			October			November				December	
				9/13	9/20	9/27	10/4	10/11	10/18	10/25	11/1	11/8	11/15	11/22	11/29
1	Notification letter (from SPO)	0d													
2	Identifies "what" is planned	0d													
3	When (the schedule of events)	0d													
4	Identifies attendees	0d													
5	Identifies data requirements	0d													
6	In advance to the visiting team	0d													
7	Provided "on site"	0d													
8	Establish program IBR focal point	0d													
9	Program IBR briefing to CAMs	0d													
10	Identify scope, goals, and technical responsibilities	0d													
11	Schedule mock interviews and training	0d													
12	Program cost and schedule review	0d													
13	Ensure program schedule accuracy and traceability	0d													
14	Update tier IVs (scope and budget)	0d													
15	Ensure proper work authorization flow	0d													
16	Verify document flow meets IMSIV reqmts	0d													
17	CAMS	0d													
18	EVMS training	0d													
19	IBR requirements defined	0d													
20	Review of program documentation	0d													
21	Cam/Customer have common understanding of SOW	0d													
22	IBR team requirements	0d													
23	Establish number of people coming	0d													
24	Interview schedule	0d													

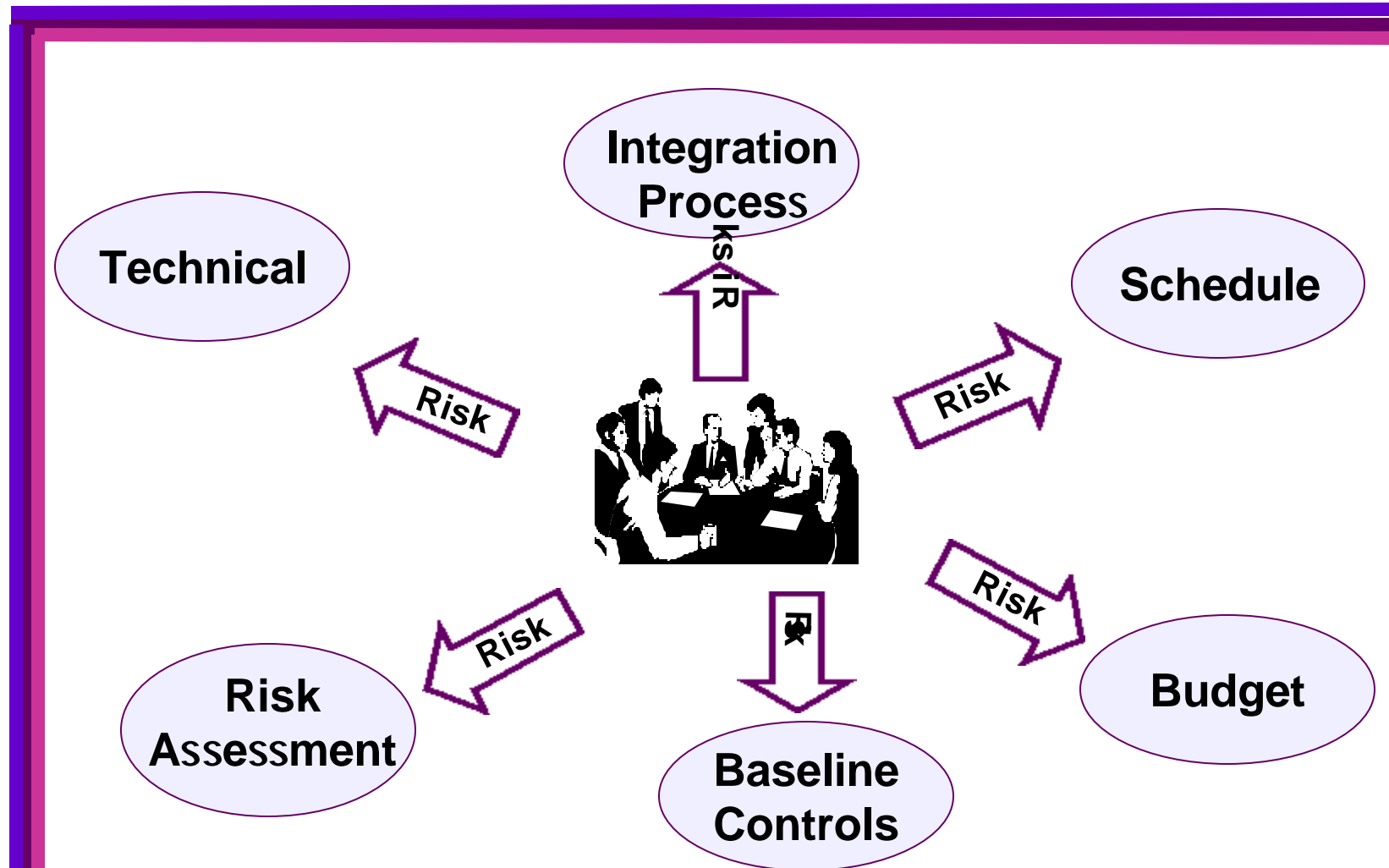
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- ***Technical Execution***

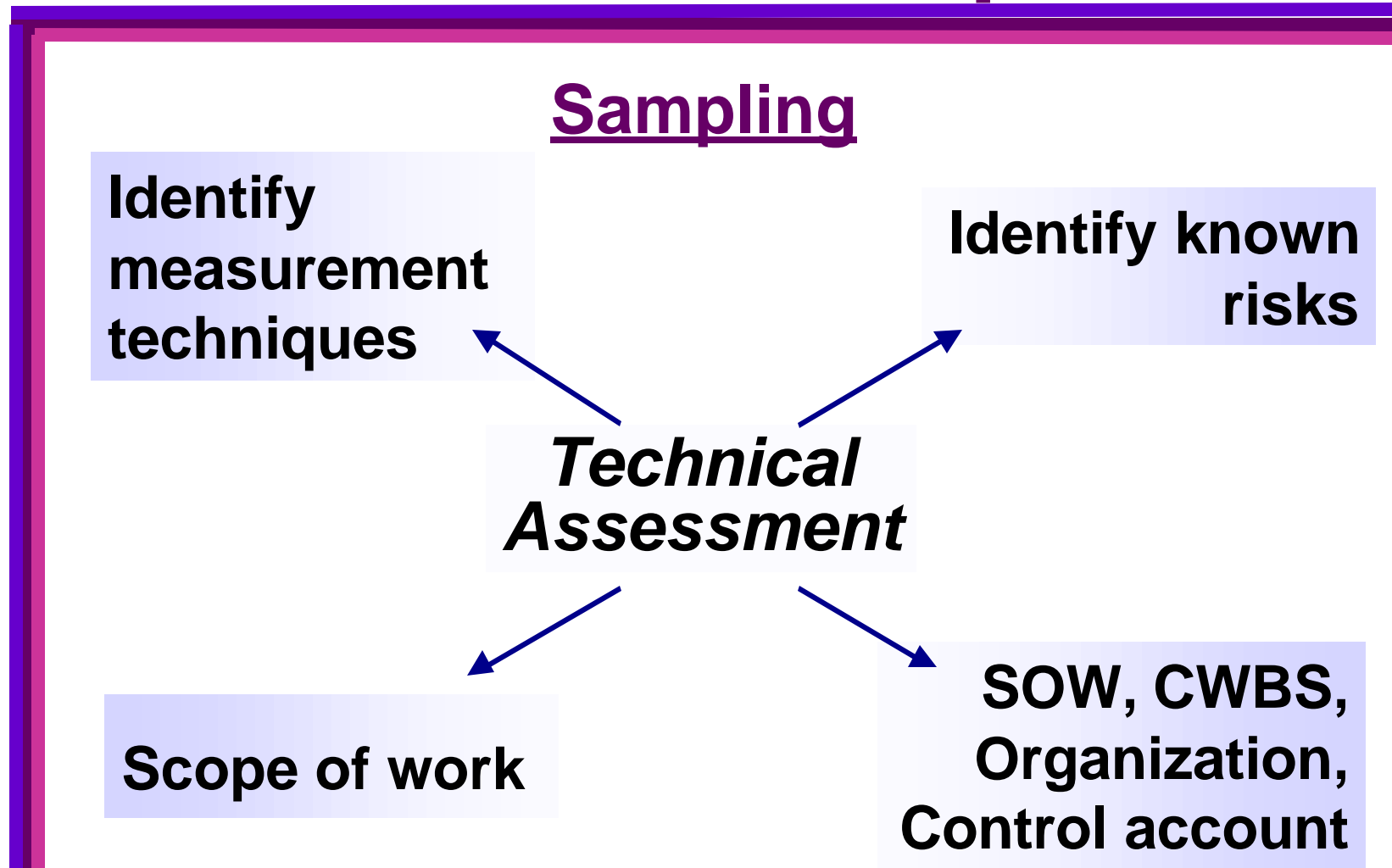
Execution Plan



Discussion Topics



Discussion Topic



Discussion Review

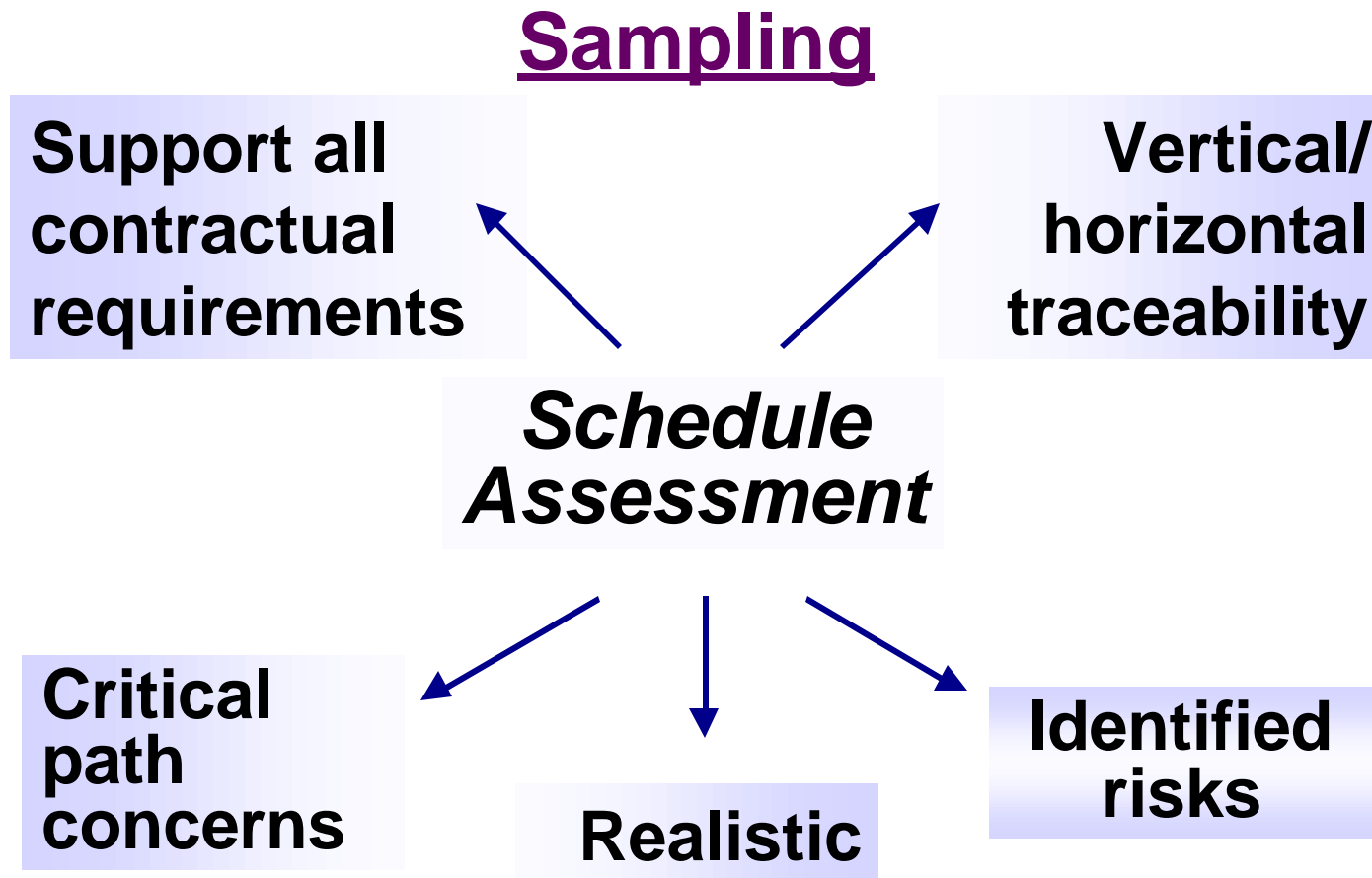
Sampling

Cost Assessment

**Budget
Adequacy**

**Resource
Availability**

Discussion Review



Discussion Review

Sampling

Control Account Managers

**Responsibility, Accountability
Authority (RAA):**

Value (hours/\$)

Integration

**Tasks consistent
with the WBS**

IBR Closure

- **Final Outbrief at Conclusion of Review**
 - **Documents**
 - **scope, results**
 - **recommendations & conclusions**
 - **follow-on actions & resolutions**
 - **Other topics**

Samples of Concerns

- **Organization of the Work and Planning**
 - **Inadequate SOW**
- **Budgeting and Scheduling**
 - **Unrealistic**
- **Inaccurate, missing, or contradictory requirements**

Samples of Strengths

- **Excellent program plan in place**
- **Comprehensive integrated plan in place - identifies risk**
- **Identified plan to manage change, i.e.**
 - **funding**
 - **technical requirements**
 - **engineering design**
 - **manufacturing process changes**

Summary

- **Program Managers are Responsible**
- **Increase Involvement in the business process by Technical Staff**
- **Early Identification of Risk Areas**
- **Improved Understanding of Performance Data**

Lessons Learned



**The really nice thing
about not planning....**

***Failure comes as a complete surprise
and is not preceded by long periods
of worry and depression!***



IBR SETS THE STAGE
AND THE PLAY GOES ON!