

Move to Resource and Cost	
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		x		Is the RFP development schedule realistic?			Possibly Delete
		x		Is the transition to support schedule realistic?			
	x			Are the schedules for building teams realistic? Are team plans correlated with the program schedule?			
	x	x	x	Are plans for external organizational interfaces between stakeholders defined and realistic?			
	x	x	x	Have critical paths been identified (at multiple levels)?			
	x	x	x	Have we identified and planned for budgetary milestones (Have we planned to play the money game)?			
			x	What are enterprise norms for completion of developments?		E.g. total program from requirements analysis through integration and test	
Critical Path Performance (Possibly Move into Milestone Prformance)	x			Are supplier's activities on the critical path completed as scheduled?	Slack Time Obligation Rates Disbursement Rates	For the acquisition office activities, e.g., RFP, bidding, source selection, award, contract mods, contract monitoring and review activities.	
		x		Are acquisition office activities on the critical path completed as scheduled? (Combine with above)			
		x		Are any critical dependencies impeding RFP development progress? - Delete-			
		x		Are any critical dependencies impeding the progress of acquisition program office activities? e.g. RFP development			
	x	x	x	What are the top schedule / progress risks? (What are the risk management threats that pose significant impact to plan/schedule performance?)			
		x	x	Have we played the money games well - are we meeting key schedule requirements for funding requests and info? - delete-			
Work Unit Progress (Change Milestone Progress to Activity Progress and role these into the activities)	x	x		Are the requirements/capabilities (technical) being met as specified in the contract?	Requirements Traced Status	Might be done by IV&V agent, FFRDC, or other support organization that are part of the Program/Project Office. This is a rqmts monitoring task.	
	x	x		Are contractual commitments being satisfied (both ways e.g. is GFE supplied by acquirer as specified, are reviews completed as planned)?	Reviews Completed Status	Typically against high-level requirements. Might be done by IV&V agent, FFRDC, other support organizations, or an external test organization. This is a rqmts monitoring task to ensure that all (top-level) requirements are met.	
		x		Are contract modifications made in a timely manner?	Test Cases Attempted Status		
		x		Are we ready to begin RFP development / review / award?	Action Items Opened Status	Only against high-level testing against requirements. Lower-level measures for testing of units or integration testing is covered by the "normal" PSM ICM table.	
		x		Is RFP development progressing as planned? (Covered above)	Tasks Planned / Completed	Only against high-level testing against requirements. Lower-level measures for testing of units or integration testing is covered by the "normal" PSM ICM table.	
		x		Are we making suitable progress in requirements and architecture definition (with appropriate criteria)?	Rework status?	Includes PM tasks.	
		x		Have my interdisciplinary stakeholder teams been formed and trained? Are the teams performing well (play well together)?	Change Request status		
		x		Are plans available as needed? Is work completing as scheduled? Is work replanning necessary? Are replans complete?	Contract Modifications Status		
			x	What are enterprise norms for completion of development activities (e.g. design, implementation, I&T)?			
	x	x		Have risks that may impede WUP being addressed?		Includes PM tasks.	
	x	x		How is rework affecting WUP?			

	Incremental Capability - Move to Milestone performance	x			Is functionality being developed as scheduled? Are any functions being replanned to future builds (e.g. bow-waved)?	Functionality Integrated	Against high-level requirements.  Note: Need to ensure that acquisition office activities don't impede meeting incremental incentives.
		x	x		Are incremental capabilities correlated with the build plans?	Increment Content-Function	
		x	x		Have the delivery of increments/spirals been incentivized? (e.g. award fee criteria defined) Move to resources and costs		
		x	x		Does the money correlate with the bow-wave of functionality? -delete - covered under resources and costs		
Resources and Cost	Personnel Effort			x	How many personnel (or effort) are needed to staff acquisition program offices? - Delete - covered below	Effort (Hours or Staffing)	b and c) For the acquisition program office.
		x	x	x	Is the program meeting staffing / cost plans?		
		x			Is the amount of rework above a reasonable threshold? What are the impacts? (Are personnel available to handle expected rework?)		
		x	x	x	Do we have sufficient teamwork at the project, organization, and enterprise level? Delete covered elsewhere	b) For the acquisition program office.	
		x	x	x	What personnel and skill levels are required to the work? What are the impacts if necessary personnel are not available? - covered elsewhere		
		x	x	x	How old is the workforce? Do we have sufficient experienced personnel to complete assigned tasks? Are necessary skill-sets available in industry? - delete Covered in turnover rates		
		x	x	x	What are the anticipated and actual turnover rates?	Overtime	
			x		Are people assigned to work "too many tasks in parallel"? What are the impacts?		
			x	x	Do we have sufficient available experienced and cleared personnel in the acquisition office (including supporting staff)? Do we have the right skill mix?	Experience Level	e.g., authorization levels, specific qualifications for work categories
		x	x	x	Are resources being projected to accomplish the expected work? - delete covered under resources		
			x	x	Are acquisition office personnel available as planned and required (including supporting staff)? - delete covered above		
			x		Do the qualifications and quantity of personnel involved in requirements analysis match the qualifications/quantity needed? Are stakeholders available?	Staff Turnover	
			x	x	Are personnel communicating as necessary? - delete not quantifiable		
			x	x	Do we sufficient cleared personnel and facilities (with appropriate security clearances)? Delete - covered elsewhere		
				x	What is the ratio of supplier to acquirer (including internal/external acquirer) personnel across the projects? - delete no value		
		x	x	x	Do personnel take advantage of learning opportunities (culture of learning)? Are you meeting training plans?		
		x	x	x	Is personnel performance incentivized? Are incentive plans effective?		
	Financial Performance		x		Are acquisition office schedules and costs in accordance with plans?	BCWS, BCWP, ACWP (inc CPI, SPI etc.)	

			x	X	Are acquisition funds available as needed (for both acquisition offices and suppliers)?	Assigned Budget, Approved Spend Plan	Information also available in CCARS and CRIS (AF only terms need to be generic)		
			x		Are suppliers spending in accordance with plans?	CPI, SPI			
			x	x	Am I getting bang for the buck? Do I get the expected ROI for enhancements to the process? (Clarify Comment)	Initial Estimate, cost savings, schedule savings,			
			x	x	Are burdened rates being controlled? Are organizational taxes being accounted for? Is inflation and cost of money accounted for?	estimate methodologies, direct and indirect costs vs plans			
		x	x	x	What funds are required to complete an acquisition? Are funds available as needed (acquisition offices and suppliers including capital budgets)?	Cost estimates, budgets, spend plan. Color of money, EAC (ETC)			
		x	x	x	Do you have sufficient management reserve to address your risk? Compete your project?	MR%, Amounts, burn rate			
			x		x	Is the money arrival synchronized against the need and obligation dates? Is color of money accounted for adequately? (Merge with 68)	Funding Availability	Planned funding (blocks), actuals by fiscal years, pull-backs, plus-ups, multiple contracts, follow-ons, contract / support / assessments / studies / extras	
		Environment and Support Resources		x	x	x	Do we have the required resources / infrastructure in place and maintained (facilities, equipment, material, labs, SCIF, software tools)?	Quantity Needed, Quantity Available, Time Available, Time Used, Planned vs actuals against schedule	Other than personnel. Typically for test organizations in support of acquisition office (e.g. test labs and equipment), simulation tools and labs, etc.
				x	x	x	Have we identified the resources needed for operations, maintenance, and disposal? Are those available as needed? Have we factored in life-cycle costs for those resources?	LifeCycle Cost Estimate, Qty needed and available	Other than personnel. Typically for test organizations in support of acquisition office (e.g. test labs and equipment), simulation tools and labs, etc.
		3	Product Size and Stability	Physical Size and Stability				Number of organizations, suppliers	
	x				x	How many organizations are involved in this program or enterprise? How many external (suppliers, support contractors) and internal organizations are involved? How does this change over time?			
	x				x	How big are the systems managed by this program or enterprise? How many systems are in development? How big are they? How many systems are being maintained? How big are they? What are the trends over time?	e.g. Physical/Functional size, customers, hours, dollars		
Functional Size and Stability			x	x		Are requirements changes at an acceptable level? What are the expected cost, schedule, performance, and quality impacts of requirements changes?	Functional Capabilities, and deltas, Impact Assessments, Source of Changes	Operational Capabilities Documents, operational scenarios and changes, operational capabilities, performance specs, SOW, SOO, CONOPS	
			x	x		How good are the requirements? Are they complete, testable, verify-able? (Move to Quality)		Were users involved in their development (to what extent, the right users, etc.)?	
			x	x		Is the architecture stable? Flexible?	Changes, Open Architectue?	Need measures for flexible	
					x	x	How big are the systems managed by this program or enterprise? How big are the systems in development? How big are the systems being maintained?	Requirements, Use Cases, Interfaces, Operational Scenerios, Algorithms	

		x	x	Are requirements changing? If so, are changes due to acquisition office changes, user changes, the addition of derived requirements, rework, etc.?	Source of Changes	Possible merge with 76 "How good are the requirements?"
	x	x	x	How much size change is occurring to new or existing programs? Is size growth due to changing requirements or due to poor estimates?	Growth - Requirments, Engineer Estimates, Latest revised estimate and Actuals to date.	
	x	x	x	How good are product size estimates (e.g. what is the knowledge of system-of-systems or particular domains)? (Should be deleted?)		
	x	x		Is the program executing according to plan?	%reuse vs new, GFE/GFI, COTS	
	x	x	x	Are external interfaces implemented/created/identified as planned?	Number and Level of Interfaces, Number of contracted components	Possibly tracking external interfaces to other systems or program offices.
Functional Correctness	x	x		Did the product meet: <ul style="list-style-type: none"><li>• user expectations</li><li>• TPMs</li><li>• delivery criteria</li><li>• a permissible level of delivered defects?</li></ul>	Number of products accepted, rejected	Note: Need to have objective criteria for acquisition work product "goodness" and a plan for how those criteria are used (e.g. a review or milestone).Can be applied to document reviews as well
	x	x		Are known problems being resolved? <ul style="list-style-type: none"><li>• During warranty?</li><li>• What is the backlog of issues?</li></ul>	Open and closed problems	
	x	x		Is the RFP and other acquisition work products (e.g. architectural analysis, CONOPs) suitable and approved?	Contractor Questions, Number of reviewers, Number of comments, Time spent, Defects normalized by size, Approvals,	
	x	x		Are the supplier's deliverables sufficiently reviewed/tested?	Contractor Questions, Number of reviewers, Number of comments, Time spent, Defects normalized by size, Approvals,	
	x	x	x	During which phase(s) are most defects originated, found and resolved?	Defects per phase, Defect Containment	
	x	x	x	What does it cost to resolve defects in each phase?	Phase found and resolved and cost	
			x	x	How effective and efficient is the acquisition office in identifying defects in system products?	Implemented program office testing processes to meet prescribed schedules
		x	x	What is the involvement of the stake holders in the product development? (Documents, Requirements, Testing, etc?	IPTS, meetings, documents, testing	

		x	x	Is the requirement and concept development mature enough for the System development?	Completion of statutory and regulatory documents and milestones.	i.e. Is the requirement volatility related to the functional correctness?
				Are the cost optimizations followed for allocations of the funds to that appropriate system Functionality? Have they been followed?		Do not know how to measure
	x	x		Are the System and Subsystem functional Tracking approach identified in the contract? Have they been followed?	Requirements Config Mgt and tracability measures	
	x	x		Are the Functional evaluation approaches adequately identified in the contract? Have they been followed?	Requirements Config Mgt and tracability measures	SACMM?
	x	x		Are the transitions to support for different functionalities of the system identified? Are they being used?	Requirements Config Mgt and tracability measures	SACMM?
Supportability - Maintainability	x	x		Are functional Risk Areas identified? Have they been monitored?	Risk Management Plan	
	x	x		How difficult is the product to maintain? How much will it cost? How many people are required for a certain level of support?	Size, Complexity, Productivity	
Efficiency	x	x	x	How many NDI products are part of the system that must be maintained? How much effort is expended to manage the maintenance and integration of these NDI products?	# of products, effort	how does this relate to efficiency?
Portability						
		x	x	Can acquisition work products be reused (e.g. an acquisition office WBS, document outlines and boilerplate, source selection guide)?	Percentage of reuse	Porting can't be blind. Don't reinvent the wheel.
	x	x	x	What are the portability oportunities of the system? i.e. Platform, operating systems	% of non standard IFs, ANSI, ISO,	
	x	x	x	Are we evaluating the Portability experience of the possible Suppliers before soliciting one? What are the evaluation Criteria?	# of and type of systems developed using modular portable elements. Years of portability experience	
	x	x	x	Are the portability needs/requirements cost effective? Are they possible under the contract cost and schedule (including all phases, dev, testing in the lab and on the sites)? Are they being followed?	AoA, EA, Financial plan, Contract Plan, Cost Estimate	
	x	x	x	Are the System and Subsystem portability Tracking approaches identified in the contract? Are they being followed?	Requirements Trace	
	x	x	x	What are the labs and environment needs for testing portability of the system?	Test Plan, TEMP,	
	x	x	x	Have we estimated the Support needed for Portability?	Cost Est, Financial Plan	
	x	x	x	What are the risk factors for the Portability? Are they being managed?	Risk Management Plan,	
Usability	x	x		What is the performance in the field?	Customer Satisfaction, System Availability, DRs	

Can acquisition work products be reused (e.g. an acquisition office WBS, document outlines and boilerplate, source selection guide)?

	x	x		Are the requirements specified clearly, effectively, and with flexibility? Are they testable?	Requirements Trace, # of test scenarios	
	x	x		What are the Usability needs for the system? What are the future trends for the system expansion? Who are the possible additional users for the system and how their needs may affect the system Requirements?	TEMP, use of mockups /prototypes,	
	x	x		Are we providing any incentives for usability?	Incetives/Award Fees identified in Contract	
	x	x		Are the usability requirements defined and are they being implemented? Have the requirements been used in the overall and ultimate system design?	Requirements Trace	
	x	x		Are the usability needs/requirements cost effective and possible under the contract cost and schedule (including all phases dev. to support)? Are they prioritized under different builds/versions?	AoA, EA, Financial plan, Contract Plan, Cost Estimate	
	x	x		Is the System and Subsystem usability requirement tracking approach identified in the contract?	Requirements Trace, Count Reusability Requirements in Contract	
	x	x		What are the labs and environment needs for testing the future usability of the system?	Test Plan, TEMP,	
	x	x		Have we estimated the Support needed for different uses and users of the system?	Cost Est, Financial Plan	
	x	x		What the Risks for the Usability? Are we monitoring the Risks (e.g., the loss of possible users)?	Risk Management Plan,	
<b>Dependability - Reliability</b>	x	x	x	Have we established reliability warranty requirements and are we accomplishing the associated activities for warranty logistics?	Requirements Trace, Count reliability Requirements in Contract, Maintenance & Support Plan implementation	
	x	x		What is the track record of the supplier ? - Past performance for similar projects - Morale of staff (are they going to ride it out)	Past Performance Turnover Rate	
	x	x	x	What is the mean-time-to-repair or implement change requests ? (What is the time to update an acquisition work product?)	MTTR, Product Cycle Time	
	x	x		What is the availability of the system?	Avg Down Time	
	x	x		What is the reliability of the system?	Reliability	
	x	x		What is reliability for COTS Products used for development ?	MTBF, # of Defects	
	x	x		What is your test coverage ?	% Test Cases successful, Requirements Tested, Depth of testing	
<b>Safety</b>	x	x		Have you adequately budgeted, planned, and executed requirements for safety?	Safety- Cost, Schedule Planned vs actuals. Requirements defined, Traced, tested	

What are the portability oportunities of the system? i.e. Platform, operating systems

Are we evaluating the Portability experience of the possible Suppliers before soliciting one? What are the evaluation Criteria?

Are the portability needs/requirements cost effective? Are they possible under the contract cost and schedule (including all phases, dev, testing in the lab and on the sites)? Are they being followed?

Are the System and Subsystem portability Tracking approaches identified in the contract? Are they being followed?

What are the labs and environment needs for testing portability of the system?

Have we estimated the Support needed for Portability?

What are the risk factors for the Portability? Are they being managed?

5	Process Performance	Security	x	x		Have you adequately budgeted, planned, and executed requirements for security?	Security- Cost, Schedule Planned vs actuals. Requirements defined, Traced, tested	
		Process Compliance		x	x	Are program or enterprise acquisition office policies and procedures followed?	Reference Maturity Rating	
				x	x	Do acquisition office policies, processes, and procedures exist for creating all work products in the acquisition lifecycle?	Reference Maturity Rating	
			x			Does the acquisition office have procedures for the oversight of supplier policies, processes, and procedures? Are they being followed?	Process Audit Findings	
		Process Efficiency	x	x	x	Are outstanding actions against policies, processes, and procedures being addressed?	Corrective Action Item Resolution List	
				x	x	How much time and effort is spent on various acquisition office activities? • prepare an RFP • review proposals • review other developer deliverables • address corrective actions?	Productivity, hours, cycle time	How long and how much effort does it take to incorporate change to acquisition policies, processes, and procedures (full institutionalization)? How often does that occur?
		Process Effectiveness		x	x	How many acquisition office products must be updated/reworked (and how often)? How much time and effort does this require?	Rework Schedule, Effort Number of reworked products	Products may include policies and procedures
			x	x	x	Is performance against the plan monitored and, if necessary, corrective actions taken or replanning performed?	Change Requests, Missed Milestones (on average)	e.g. Constantly take longer than 30 days for document review
				x		Am I getting bang for the buck? Do I get the expected ROI for enhancements to the process? (Note: need to have govt non-financial examples of ROI)	ROI	
6	Technology Effectiveness	Technology Suitability	x	x	x	Is Technology Mature based on where we are in the lifecycle?	Technology Readiness Level	
		Technology Volatility	x	x	x	How often does included technology change? How do changes impact cost and schedule?	Baseline Changes, Cost and Schedule impacts	
7	Customer Satisfaction	Customer Feedback	x	x	x	Are Stakeholders satisfied with the acquisition?	Satisfaction Ratings	
			x	x	x	Are the products being delivered to the customer community satisfactorily and defect free?	Satisfaction Ratings, Delivered Defects, Requests for Support	
			x			Have award fee criteria been defined and approved by stakeholders?	Award Fee	How many contractors have to get award fees and how much do they get?
		Customer Support	x	x	x	Has adequate support been budgeted and provided?	Support Time, Response Time, Satisfaction rating with support	