

Product Maturity Metrics (PMMs)

- a concise and effective way to assess and communicate program risks -

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Why Product Maturity

Metrics[™] (PMMs)?

- Over the last ten years various GAO audits and reports, Nunn-McCurdy breaches (high cost, delayed programs) and test/field failures all point to a DOD acquisition process that needs improvement. Highlights of the GAO findings are:
 - There is little incentive for DOD program managers to capture knowledge early in the development process
 - In 2008 the cumulative cost growth of 96 major defense acquisition programs was \$296 billion
 - The total acquisition costs for these programs increased 25% from first estimates
 - The average delay in delivery to the war-fighter was 22 months
 - DOD needs to do a better job ensuring acquisitions begin with realistic plans and baselines prior to the start of development
- The April 2009 GAO report further delineates a clear set of prerequisites that must be met by each program's acquisition strategy before a measurement of the program's health will be of real value
 - Establishing an evolutionary, knowledge-based business case for each acquisition
 - Separating technology development from product development
 - Limiting time and requirements for product development to manageable levels
 - Employing systems engineering early on in the process to arrive at realistic cost and schedule estimates

PMM Background

- In 2002 Engineering Manufacturing Readiness Levels (EMRLs) were developed for the Missile Defense Agency as a standardized methodology to assess risk during product development and production utilizing:
 - DoD and Industry Best Practices
 - Willoughby Templates

Product Transitions

- GAO recommendations
- EMRLs have proven to be effective as a streamlined, objective measure of product maturity and risk identification at key milestones in programs such as:
 - Aegis BMD and THAAD
 - H1 Helicopter, ARH-70A Helicopter, P-8A Aircraft, JSF, and F135 Engine
- EMRLs incorporate and streamline both Manufacturing Readiness Levels (MRLs) and Technology Readiness Levels (TRLs), in addition to incorporating the broader programmatic risks
 - MRLs focus on in depth evaluation of manufacturing
 - TRLs focus on in depth evaluation of technology
- PMM criteria and metrics, refined and enhanced to improve their utility, were developed to provide differentiation from MRLs and TRLs while maintaining the EMRL concept of an easy-to-use tool to assess product maturity during development and production

PMM Benefits

Product Transitions

- PMMs provide the product manager (PM), integrated product teams (IPTs), and independent reviewers with an easy to use, resource friendly means to:
 - Assure systems engineering is employed early on in the development process
 - Assure realistic plans and baselines are in place at the start of development
 - Measure technology and design maturity before entering product development
 - Limit time and requirements for product development to manageable levels
 - Capture knowledge early in the development process and reduce the risks of cost, schedule and performance problems
- PMMs provide the PM and others the ability to quickly assess product development high risks as part of scheduled product status reviews in addition to major milestones or gate reviews
- PMMs provide PMs with 20 criteria and associated metrics, enabling them to concisely and effectively assess product development status and risks at the product level, as well as lower levels in the supply chain



PMM Description

Product Maturity Metrics[™] are a means of concisely and effectively assessing and communicating the degree to which a product is designed to be producible, reliable, sustainable, and affordable.

PMMs:

- Measure product maturity during all phases of design, development, and production
- Establish a level of risk at each product development milestone
- Capture knowledge required to successfully transition with minimal risk
- Measure time certain development and delivery of a product during design, development, and production
- Are composed of five gates matched to an established product development milestone with twenty consistent criteria and corresponding metrics

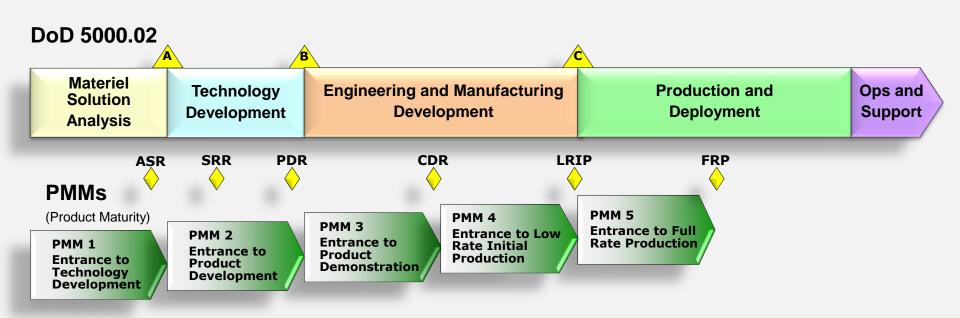
PMMs provide concise and easy to use measures of product maturity and risk



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APT Proprietary

PMM Best Practices

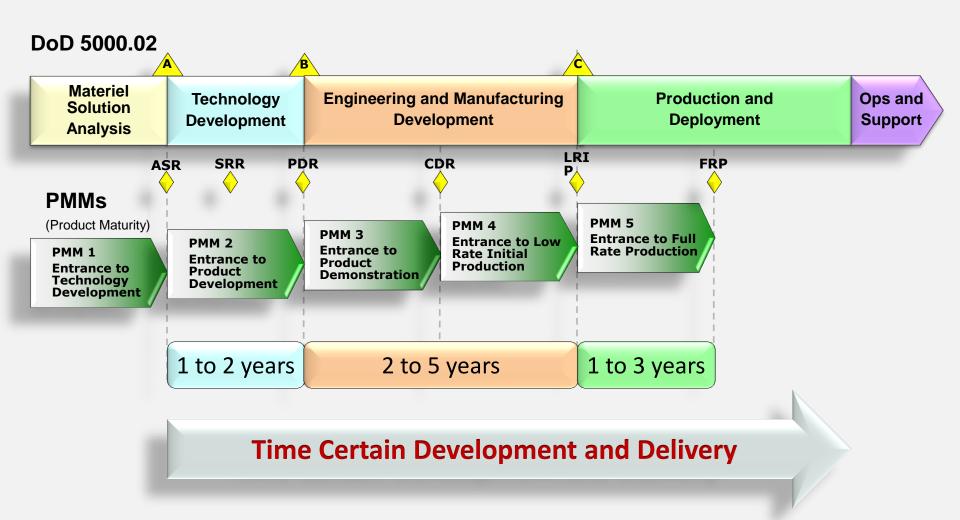


- PMM 1 ASR complete before Milestone A decision
- PMM 2 PDR complete before Milestone B decision
- PMM 3 CDR complete and design stability demonstrated

Note: An analysis of current ASR, PDR, and CDR guidance and checklists shows a lack of consistency and completeness from one review to the next across the Acquisition Lifecycle Framework.



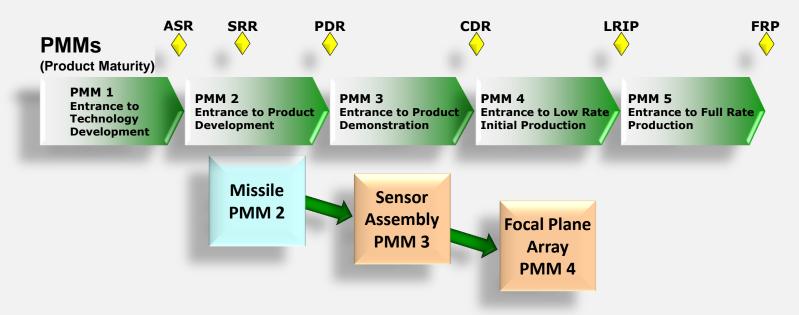
Product Maturity Gates



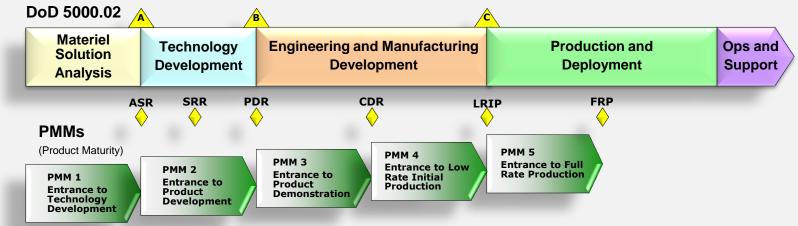


Phased Maturity

- To minimize product development risks, products lower in the supply chain should be more mature in development (at a higher PMM gate) than the next higher level product
- As example, an infrared heat-seeking missile:
 - Missile has met the entrance criteria for the Product Development Phase (Milestone B/PDR)
 - Sensor Assembly has met the entrance criteria for product demonstration (CDR)
 - Focal Plane Array should be at or near Low Rate Initial Production (LRIP)



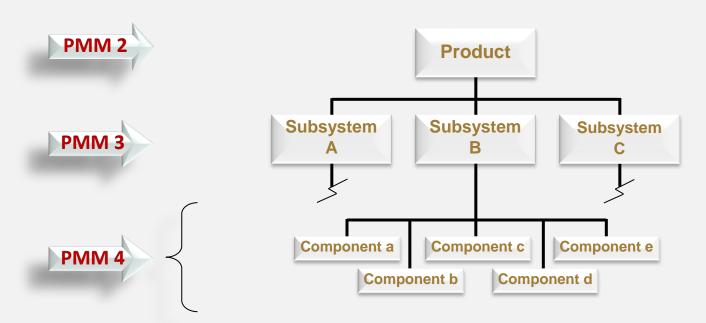
Performing an Assessment



- To implement a PMM assessment for a product, the PM must first determine where the product, subsystems, and components are in the development cycle based on the scheduled reviews and milestones
 - This will establish the maturity gate against which the product and lower level products in the supply chain should be assessed
 - PMM assessments should be performed from Materiel Solution Analysis until the product is transitioned from production
- To transition from one phase of development to the next with minimal risk, all of the entrance criteria for a particular gate or milestone should be met



WBS Assessment Level



- Product Manager determines at what level in the WBS structure to initiate assessments
 - Assessments are conducted using either a top-down or a bottom-up approach
 - Product should be decomposed at least one or two levels down to begin an assessment at the product level
 - Effective initial assessments can be made with one or two levels of detail from the subsystem level and/or the component level, and then at the product level

11



PMM 2 ₂₀₁₁ Product Maturity Metrics ™ Assessment

	Detailed Evaluation Criteria for use during the Technology Development I Entrance Criteria for Product Development (Milestone B)	Phase				
Program	n: MISSILE SYSTEM SAMPLE					
Date: 18	5 JAN 2011					
			Totals	5:		
Instructions: Working from a computer: Use the other sheet (detail). The sheets are hyperlinked by criteria. Type the appropriate character (R, Y, G or NA) in the status space to the right of each criteria (risk characters are not case Red			8			
• Green m	sensitive). The total number of each character will be displayed in the summary status at the top of this sheet. • Green means you have met the criteria and are within cost and schedule. Y Yellow					
impact to	neans that the program does not meet the assessment criteria, but the requirements will be met without cost and/or schedule.	G	Green	1		
 Red mea and/or sc 	ans that the program does not meet the PMM criteria and will not be able to do so without an impact to cost hedule.	N/A	Not App			
	Criteria			Status		
1. Pro	oduct model or prototype is tested in a relevant environment			Y		
	product requirements defined and 50% validated according to specifications detailed ir gineering Plan (SEP)	the S	System	R		
3. Pre	liminary Design complete			Y		
4. Component physical and functional interfaces 50% defined at product level						
5. Capability to produce a product level prototype in a production relevant environment						
6. Pro	Product level manufacturing processes and product integration demonstrated					
7. Pro	Product level software architecture developed and functional interface requirements specified					
8. Qu	Quality and reliability levels identified and established for 50% of the product					
9. 90%	% product Key Performance Parameters (KPPs) verified			R		
10. Acc	quisition Strategy and Preliminary Design Review (PDR) complete at product level			Y		
	% of the product major subsystems (representing 80% of cost) meet requirements of PN tical Design Review (CDR) complete	IM 3	and	Y		
	% of the components and items for the product and major subsystems are proven desig eduction and are at PMM 4	ns or	in	R		
13. Dev	velopmental test plans complete for 75% of major subsystems			R		
	velopmental Test & Evaluation (DT&E) ongoing and Initial Operational T&E (IOT&E) plan product level	ıs init	ated at	Y		
15. Acc	quisition and Integrated Logistics Support (ILS) plans initiated at product level			R		
	16. Safety Assessment, Mission Assurance, and Environmental Safety and Occupational Health (ESOH) plans complete					
17. Pro	oduct Management Team in place for Engineering and Manufacturing Development			R		
18. Fur	nding and contracts in place for the integrated product to proceed to PMM 3 (CDR)			Y		
19. Sci	hedule, contracts and funding profile reflects achievement of PMM 3 (CDR) in 1 to 3 year	irs		Y		
20. Pro	oduct cost goals established			R		

The assessment template consists of two worksheets

- The detail worksheet
 - Lists several sub-factors or guidance for each criterion
 - Has area for capturing evidence and notes
 - Automatically updates the summary worksheet
- The summary worksheet
 - Shows the 20 entrance criteria
 - Shows the one page score summary
 - Is useful for reporting purposes

The assessment is conducted using the detail sheets

12

Advanced Product Transitions

PMM Detail Sheets

Criteria Criteria Status Model Status Status Model Status St	
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Prototype texted in a simulated operational environment All product requirements defined and 50% validated Bridence that th according to specifications detailed in the System Valuable tak Anologic metric requirements identified as a set of the Nationalise tak.	
All subsystem development requirements identified as part of the preasonable tak.	
	e preiminary design is capable of meeting requirements and will th sufficient performance, cost, and schedule margins, and
All product requirements defined and faceable to mission requirements Technical Data Package format conforms to industry best practices, based on National Aerospace Standard (VAG) 2000 or equivalent	
Devod on National Annopaine Standard (VAS) 2000 or equivalent Privakut preliminary design incorporates open antihilecture, modular subsystems and components, and Design for Manufacturing and Assembly according to bed industry standards and practices	
subsystems and components, and Losign for Manufacturing and Assembly according to best industry standards and practices System Engineering processes established	
Preliminary Design complete Y a recorded certs	pricess should support the Tinalaziser' of designs rather than be ritized on a ceth to ment schedule
Product design verification ideaign meets the requirements) met, and	intage on a path to most schoolule
design validation (ovids the right product) 50% completed by responsible design engineers Design accompliched utilizing open architecture, modular subsystems	
Design accomplished utilizing open architecture, modular subsystems and components, and Dasign for Manufacturing and Assembly according to best instanty standards and practices	
according to best industry standards and practices Configuration management processes in place, utilized, and induste: — Draving meloses and streamlined draving change	
Drawing release and streamlined strawing change Ontical drawing identification Identification and reporting of dissign escapes	
 Identification and reporting of disign escapes Design changes reflect deficiencies identified during the Technology Development Phase 	
Development Phase Reinnard preliminary design requirements, development specifications, and parameters flowed down to subcontractors	
Component physical and functional interfaces 80% defined at product level Product configuration reads for transition to Engineering and	upply Chain is meeting 50% completion requirement
Subsystem, component and item interface documentation 50%	
Subsystem, component and item physical and functional interfaces 50% verified and volidated	
Plans for subsystem, component and item interface verification through developmental today complete Changes to physical and functional interfaces verified through	
Changes to physical and functional interfaces verified through developmental testing	
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- Rate the risk of 20 criteria and metrics
- Sub-factors for guidance only
- Capture evidence and notes

Asse	essment
Capability to produce a product level prototype in a production relevant environment y Manufacturing processes and equipment at product level demonstrated in a production beavart environment Modeling and Simulation of product level manufacturing processes Coopee Manufacturing is deminded with the second statement of the second statement of the second statement is second statement with the second statement of th	The 'as laft be' inventory documentation of current manufacturing capabilitie includes those of the Supply Chain. If MRA available, should meet MRL 6.
Product level manufacturing processes and product integration demonstrated Process cortoical defined for most manufacturing processes Namafacturing processes identified and 75% defined at the product level evel evel evel evel evel three products and the set of the set output of the set output of the set provide th	Emphasis should be on newly developed processes and aspects of the manufacturing operation
Product level software architecture developed and functional interface requirements specified Software architecture/design document complete and software re-use established Final key functional and key algorithm approaches to be selected through modeling Project-specific division of functions completed Human Machine Interface (HM) Concepts have been developed and reviewed Measures of Effectiveness (MOEs), Measures of Performance (MOPs) and Technical Performance Measures (TPMs) established Procedures for software test identified	How functions were selected and allocated should be presented as integral a supportive of overall design progress.
Quality and reliability levels identified and established for 50% of the product Nonconforming materials system and Material Review Board establishment underway A defect control program will be established at the subsystem, component and lem levels - Failure modes, effects and criticality analysis (FMECA) required and underway for all WPS levels - 50% or more of subsystems, components and items meet established quality and reliability levels	Evidence of specific examples of the MRB, engineering review process, and defect control system were employed in the ongoing design process

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Risk Rating Criteria Metrics by Color

The PMM assessment uses a Green, Yellow, and Red color scheme to rate the maturity and risk for each of the twenty entrance criteria listed. Each color is defined as follows:

Green – Product meets the entrance criterion or requirement for the gate assessed and is within cost and schedule

Yellow – Product does not meet the entrance criterion or requirement for the gate assessed; however, the entrance criterion or requirement will be met without impact to cost or schedule

Red – Product does not satisfy the entrance criterion or requirement for the gate assessed and meeting the criterion will impact cost, schedule, or both

N/A – "Not applicable" should be avoided; use only if the criterion does not apply at the gate of product being assessed

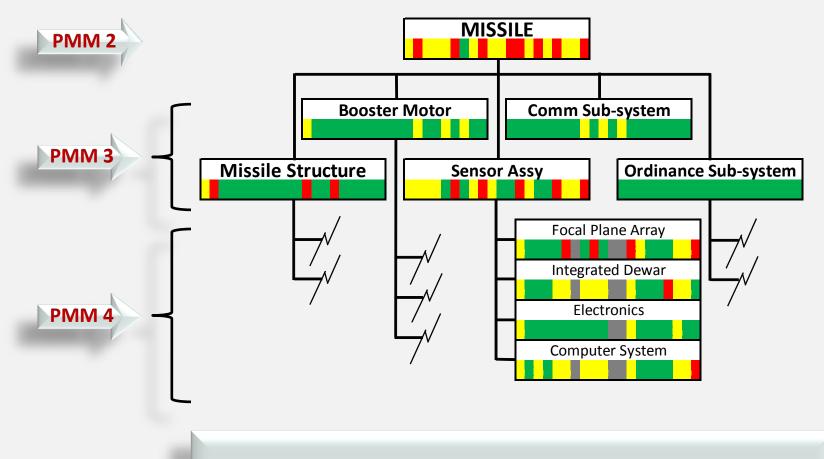
PMM Assessment – Block Report

Assessment Date:	12/15/10	11/30/10	11/15/10	12/1/10	12/2/10	12/3/10	11/27/10	11/28/10	11/29/10	11/30/10
	PMM 2		PMM 3			PMM 4				
Criteria Number	Missile	Missile Structure	Sensor Assy	Booster Motor	Comm Sub-system	Ordinance Sub-system	Telescope	Electronics	Integrated Dewar	Focal Plane Array
1					G	G				
2				G	G	G	G	G	G	
3		G		G	G	G		G	G	G
4		G		G	G	G	G	G	G	G
5		G	G	G	G	G		G		G
6		G		G	G	G		G		
7	G	G	G	G	G	G		G		
8		G		G	G	G		G		G
9		G		G		G		G		
10		G		G	G	G		G		
11		G	G	G		G				
12			G	G	G	G				
13		G				G				
14		G		G	G	G	G	G	G	
15			G	G	G	G	G	G	G	G
16		G	G		G	G	G	G	G	G
17		G		G	G	G	G	G		G
18		G			G	G				
19		G		G	G	G		G		
20		G		G	G	G		G	G	

- A WBS overview display can be constructed based on PMM assessments performed
- Display shows high risks at all WBS levels assessed



PMM Assessment – Flag Report



Display shows high risks at all WBS levels assessed

Summary

Product Transitions

- PMMs provide the product manager, product support teams, and independent reviewers with an easy to use, resource friendly means to:
 - Assure systems engineering is employed early on in the development process
 - Assure realistic plans and baselines are in place at the start of development
 - Measure technology and design maturity before entering product development
 - Limit time and requirements for product development to manageable levels
- PMMs enable the product manager to capture knowledge early in the development process and reduce the risks of cost, schedule and performance problems
- PMMs provide the product manager and others the ability to concisely and effectively assess product development risks as part of scheduled product status reviews, in addition to major milestones or gate reviews
- PMMs provide product managers with the criteria and metrics to assess product development status and risks at the product level, as well as lower WBS levels (lower levels in the supply chain)