Type of Paper: Case Study ☐
"Best Tested and Proven Practice" ☐
New or Academic Theory ☐

Process or Procedure (New or Improved) ☐
Other _____ ⊠





Figure 19 IBM Cognos - Dashboard 319



Figure 20 IBM Cognos - Dashboard 4²⁰

²⁰ By the Author



¹⁹ By the Author

Dundas BI Online

http://www.planningplanet.com/users/57397-piero-anticona

https://www.linkedin.com/in/panticona/

November - 2019

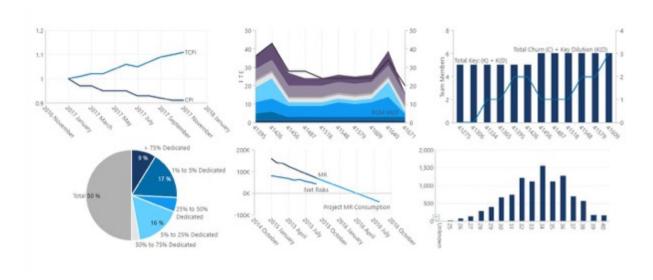


Figure 21 Dundas - Dashboard 121

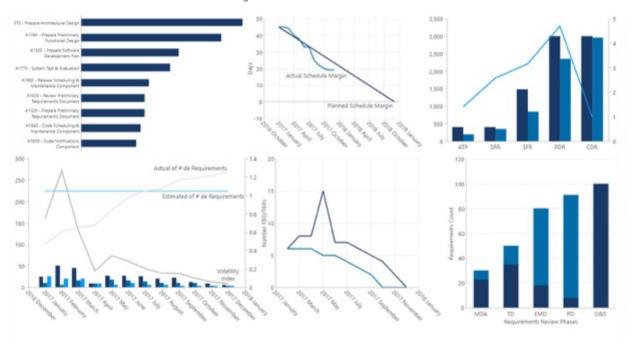


Figure 22 Dundas - Dashboard 2²²

²² By the Author



 $^{^{21}}$ By the Author

Type of Paper: Case Study ☐
"Best Tested and Proven Practice" ☐
New or Academic Theory ☐

Process or Procedure (New or Improved) ☐
Other _____ ⊠

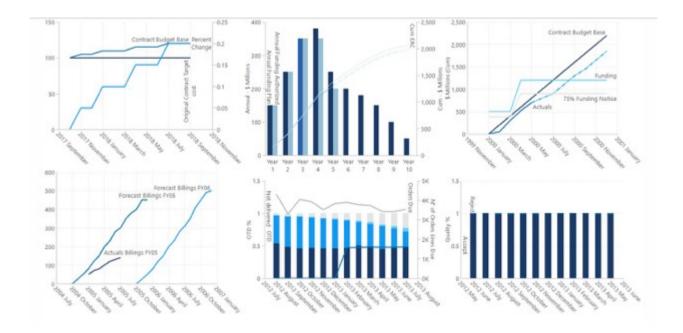
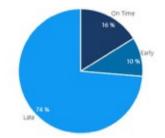


Figure 23 Dundas - Dashboard 3²³



November - 2019 http://www.planningplanet.com/users/57397-piero-anticona

https://www.linkedin.com/in/panticona/

Figure 24 Dundas - Dashboard 4²⁴

²⁴ By the Author



²³ By the Author

November - 2019 http://www.planningplanet.com/users/57397-piero-anticona https://www.linkedin.com/in/panticona/

Type of Paper: Case Study □
"Best Tested and Proven Practice" 🗆
New or Academic Theory□
Process or Procedure (New or Improved)
Other

2. MS Excel

MS Excel can elaborate on most of the metrics listed in Step 4.

As a result, we can summarize in the table below the replicated metrics. The author has considered three colors:

Green: If the chart contains the same information as the example (except for the title of the chart)

Yellow: If some lines, curves, bars, axis, and other information is missing.

Red: The chart is not replicable.

Contract Health SPE vs TSPied A comparison of past and fixure schedule efficiency Staffing Profile Critical Resource Multiplexing Matric Critical Resource Multiplexing Matric Gilla and Opportunity S vs Management Reserve Staff A third Staffing Profile Staffing Profile Critical Resource Multiplexing Matric Gilla and Opportunity S vs Management Reserve Staff A third Staffing Profile Staffing Profile Critical Resource Multiplexing Matric Staff A third Staffing Profile Gilla And Opportunity Staffing Profile Staffing Profile Staffing Profile Critical Resource Multiplexing Matric Staff A third Staffing Profile Staff Multiplexing Matric Staff Resource Multiplexing Matric Requirements Completeness Requirements Completeness Requirements Completeness Requirements Completeness Requirements Critical Multiplexing Matric Resource Multiplexing Multiplexing Multiplexing Multiplexing Multiplexing Multiplexing Multiplexing Multiplexin	3	Metrica	Definition or Formula	Business Intelligence			MS EXCEL
CPV to TCPReac Perceast Effectory Rate A Inter-placed A Inter-place	10.753.00	Metrics	Definition of Formula	Power BI	Dundas Bl	IBM Cognos	MISEACE
Staffing Profile Pro				15/65/1977			
Saffing Profile Critical Sulfa Key Personnel "Chum'rDilution Completed Sulfa Fee Su	ost	CPI vs TCPleac					
Tribute Skills Key Personnel "Chum"/Disidon on windows would develop or ordirectly register thy importance program scholar programs scholar pr	100000		A time-phased, 12 months rolling full-time equivalent (FTE) heacount by				
Individuals would directly or indirectly impact program technical requirements, or program (extension of the trice). Critical Resource Multiplicating Metric Risa and Opportunity 5 vis Management Reserve Vis of personnel dedicated to the program vis the 1s spread accross multiple programs. Sea All Histogram (Frequience Distribution Graph) Sea All Histogram (Frequience Distribution Graph) Calculates in a which MR is being expended against the estimated Sea All Histogram (Frequience Distribution Graph) Calculates in the activities made layed to the resolution date of the school of the activities made layed to develop the completion date Schedule Margin Burn-down A langible regressification of the school small by the Wise the quickle ones Frequiences in School of the Activities and the activities made layed to develop the completion with activities and layed when deeps, to complete on with activities and layed when deeps, to complete on with activities and layed when deeps, to complete on with activities and layed the complete on with activities and activities an		Staffing Profile	product, organizational, or functional area of individuals required on the				
Crizcal Stalis Key Personnel "Chum" Dibudion (Metrics Cortical Resource Multiplexing Metric Route Staling Control Resource Multiplexing Metric Route Staling Programs (Metric Route) Resource Multiplexing Metric Route Programs (Metric Route) Progra							
Lorical Seas Rey Personnel - Chummus of Secretables Companies, cost of schedule personnels, control decided to the program with the Secretables Control Resource Multiplexising Metric Rak and Opportunity S via Management Reserve S SSA Histogram (Frequence Distribution Graph) SSAS Histogram (Frequence Distribution Graph) SSAS Histogram (Frequence Distribution Graph) SSAS Assistagram (Frequence Distribution Graph (Assistagram Graph	leffee.		individuals would directly or indirectly impact program technical requirements,				
Critical Resource Mutiplexing Metric Risk and Opportunity 9 vs. Management Reserve 1/8 says are not a project 1/8 says and Opportunity 9 vs. Management Reserve 1/8 says are not a project 1/8 says and Opportunity 1/8 says are not a project 1/8 says are not sa	starring	Critical Skills Key Personnel "Churn"/Dilution	compliance, cost or schedule performance, customer commitments, or program				
Critical Resource Multiplexing Metric Risk and Opportunity 5 vs Management Reserve Vsual gauge of the rate at which MR is being expended against the estimated risk exposure on a project. SSRA Histogram (Frequence Distribution Graph) Sra Senstirity (Tomado) Graphs Used to identify that the activities most likely to drive the outcomes Schedule Margin Burn-down A tamplie representation of the time associated with reasts on a mod-tem determinate completeness Requirements completeness Requirements completeness Requirements completeness Requirements representation of the time associated with reasts on an end-tem determinate of the time associated with reasts on an end-tem determinate of the time associated with reasts on an end-tem determinate of the time associated with reasts on an end-tem determinate of the time associated with reasts on an end-tem determinate of the research of the time associated with reasts on an end-tem determinate of the research of the time associated with reasts on an end-tem determinate of the representation of the time associated with response to the part of the requirements and documenting all the requirements necessary for a first completed system design. It compares planned completion with Research of the requirements and the requirements are maturing as support a baseline solution at various Acquistion Phases Requirements Traceability A measure of the determines how counted to a fave the chincipal performance parameter of the high-level end product under development based on current Technical Performance Requirements Traceability Research Development Technical Performance Measure Completed or products on the		Metrics	deliverables.				
Rak and Opportunity Size A Histogram (Frequence Distribution Graph) Size Sensity (Comado) (Sirghs) Lalusias the probability of achieving a specific schedule completion date Schedule Margin Burn-down Lalusias the probability of achieving a specific schedule completion date Schedule Margin Burn-down Lalusias the probability of achieving a specific schedule completion date Schedule Margin Burn-down Lalusias the probability of achieving a specific schedule completion date Schedule Margin Burn-down Requirements completeness Requirements completeness Requirements completeness Requirements volstility Measure of a not-present action of the time associated with the risks to an end-term Indicates progress in eliciting and documenting all the requirements necessary indicates progress in eliciting and documenting all the requirements accompletion with actual completion Requirements volstility Measure of a not-present business of the system. To-Se-Determined' (TRD) or To-Se-Resolved' (TRR) refers to the system. To-Se-Determined' (TRD) or To-Se-Resolved' (TRR) refers to the system. Technical Performance Requirements Traceability Requirements Traceability Requirements Traceability Requirements Traceability Report of the system of			% of personnel dedicated to the program vs the % that is spread accross				
Rak and Opportunity Size A Histogram (Frequence Distribution Graph) Size Sensity (Comado) (Sirghs) Lalusias the probability of achieving a specific schedule completion date Schedule Margin Burn-down Lalusias the probability of achieving a specific schedule completion date Schedule Margin Burn-down Lalusias the probability of achieving a specific schedule completion date Schedule Margin Burn-down Lalusias the probability of achieving a specific schedule completion date Schedule Margin Burn-down Requirements completeness Requirements completeness Requirements completeness Requirements volstility Measure of a not-present action of the time associated with the risks to an end-term Indicates progress in eliciting and documenting all the requirements necessary indicates progress in eliciting and documenting all the requirements accompletion with actual completion Requirements volstility Measure of a not-present business of the system. To-Se-Determined' (TRD) or To-Se-Resolved' (TRR) refers to the system. To-Se-Determined' (TRD) or To-Se-Resolved' (TRR) refers to the system. Technical Performance Requirements Traceability Requirements Traceability Requirements Traceability Requirements Traceability Report of the system of		Critical Resource Multiplexing Metric					
SAR Histogram (Frequence Distribution Graph) Sina Sensitivity (Tornado) Graphs Used to identify that the activities most likely to drive the outcomes Schedule Margin Burn-down A tangible representation of the time associated with treats to an end-time deliverable or contract event indicates progress in elicining and documenting all the requirements necessary for a final, completed system design. It compares planned completion with actual completions Requirements completeness Requirements completeness Requirements voibility Measure of a not-yet-stable requirements baseline Tibo-Be-Determined (TBD) or Tibo-Be-Desider (TBD) refress to the system, subsystem, or products requirements baseline TBD/TBR Burn Down Specified in the requirements for models A measure that determines how accurately a program's requirements are maturing to support a baseline solvand and various Acquisition at vari							
Sa A Hatogram (Frequence Distribution Graph) Sa Sensky (Tomado) (regists) Sa Sensky (Tomado) (regists) Sa Sensky (Tomado) (regists) Schedule Margin Burn-down A lampble representation of the time associated with the risks to an end-tem deliverable or confract event indicates progress in elicting and documenting all the requirements necessary indicates progress in elicting and documenting all the requirements necessary for a final, completion Requirements volatility Measure of a not-yel-stable requirements baseline To-Be-Determined* (TBR) or "To-Be-Resolved" (TBR) refers to the system, subsystem, or products requirements that have not been finalized, as labed or specified in the requirements baseline TBD/TBR Burn Down Requirements Traceability A measure that accounted by programs requirements are indicated in the requirements documents or programs requirements are indicated in the requirements documents or programs requirements are reference leasures Contract Hods Technical Performance Measure Compliance Technical Performance Measure Compliance Technical Performance Measure Compliance Contract Hods Technical Performance Measure Compliance Technical India Senting Measure Compliance Technical India Senting Measure M		s					
Sar Sensitivity (Tomado) Graphs Used to identify that the activities most likely to drive the outcomes		SDA Histogram (Franciance Distribution Grants)					
Schedule Margin Burn-Jown deliverable or contract event deliverable or contract event deliverable or contract event deliverable or contract event design. It compares planned completion with actual completion. Requirements violatify Usessure of a not-yet-stable requirements beaseline TBOTER Burn Down Specified in the requirements beaseline (TBD) or To-Be-Resolved' (TBD) or To-Be-Resolved' (TBD) as sized or specified in the requirements or models A measure that determines how accurately a program's requirements are maturing to support a baseline solution at various Acquisition Phases Technical Performance Requirements Traceability and accurately a baseline solution at various Acquisition Phases Technical Performance Measure Complance Technical Perfor	lisk and Opportunity						
Schedule Margin Burn-down deliverable or contract event ndicates progress in eliciting and documenting all the requirements necessary for a final, completed system design. It compares planned completion with actual completion Requirements completeness Requirements volatility To-Bi-Celerometri (TBD) or To-Bi-Celerometri (TBD) refers to the system, subsystem, or products requirements baseline TBD/TBR Burn Down Requirements Traceability Requirements Traceability Requirements Traceability To-Bi-Celerometri (TBD) or To-Bi-Celerometri (TBD) refers to the system, subsystem, or products requirements that have not been finalized, as listed or specified in the requirements documents or moles. Requirements Traceability A neasure that determines how accurately a program's requirements are maturing to augustral absellate associated a virial explicit point of the high-level end product under developments and enditivements are maturing to augustral absellate associated a virial explicit point of the high-level end product under developments and on current assessments of products lower in the systems attructure. To fire finding contract modifications which helps predict the accuracy of the Performance Measurement Baseline (PMB) and ensures that the contract was virient contract. The finding contract modifications which helps predict the accuracy of the Performance Measurement Baseline (PMB) in the near term is when the percent change of baseline dollars approaches 5% or more. This serior, surfact to contract was written contract Program Funding Status Program Production that program funding compared to projected program expenditures plus potential termination lability program expenditures plus progr		ora derisaway (Torridou) Graphis					
Requirements completeness Requirements completeness Requirements voisitity To a final complete apparent based on the requirements based on the system, subsystem, or product requirements based or specified in the requirements based or specified in the requirements and the requirements are not been finalized, as lated or specified in the requirements and the not been finalized, as lated or specified in the requirements and the not been finalized, as lated or specified in the requirements and the not been finalized, as lated or specified in the requirements and the not been finalized, as lated or specified in the requirements and the notice of the system, subsystem that determines how accurately not promise requirements are maturing to support a baseline solution at various Acquisition Phases involves product under development based on current assessments of products lower in the system structure. The trending contract modifications which helps predict the accuracy of the Performance Measurement Baseline (PRIB) and ensures that the contract was written correctly indicates lack of control to the PMB in the near term is when the percent change of baseline dollars approaches 6% or more. This metric, similar to contract modifications, helps to validate the integrity of the PMB. Program Funding Plan Ameasure of the funding stability on the program Actual and argrepted countainties program inding occeptant to projected program expenditures plus potential termination liability program apainst forecast or planned billings. Parts Demand Fulfillment Indicates in the program and provided delivered parts in a month for approach acceptance Rate Supplier Acceptance Rate Supplier Late Starts Indicates program expenditures of medical termination inability program program expenditures program inding occupance to total terms received at the agreed upon Due Date. The percentage of acceptable versus rejected delivered parts in a month for approach and the program and provided delivered parts in a month for approach and producti		Schadula Massis Burn down					
for a final completed system design. It compares planned completion with actual completion. Requirements voisility Useasure of a not-yet-stable requirements baseline TED/TER Burn Down TED/TER Burn Down Requirements Traceability A measure that determines how accurately a program's requirements are majority and preformance in the requirements documents or accurately a program's requirements are majority and preformance parameter of the high-level end products in the requirements and excussion planned and current seasoness. Technical Performance Measure Complance Te tending contract modifications which helps predict the accuracy of the performance parameter of the high-level end products inverse in the systems structure The tending contract modifications which helps predict the accuracy of the performance Measurement Baseline (PMB) and ensures that the contract was written correctly Indicates and or control to the PMB in the near term is when the percent change of baseline dollars approaches 6% or more. This metric, similar to contract modifications which helps predict the accuracy of the program Funding Plan A measure of the funding statistic the registry of the PMB. Program Funding Plan A measure of the funding statistic termination liability Reasearch, Development, Test, and Evaluation-Actual Billings is Forecast Billings Parts Demand Fulfilment Test for On-Time Delivery (OTD), the percent measurement of total items received at the agreed upon Duo Data. The procreating of acceptable versus rejected delivered parts in a month for approved suppliers. Supplier Late Starts A Suppler Late Starts is any course of events that prevent a suppler from being able to begin manufacturing the earn on a Purchase Order Means of integrating the fore or meantains and components into the manufacture of end attents in accordance with inne-phased deli		ocheque wargin burn-down					
Requirements consistences Requirements volatility Measure of a not-ye-stable requirement in the voluments of the space of a not-ye-stable requirement in the voluments of the space of the							
Requirements Volatity Measure of a not-yet-stable requirements baseline Ti-De-De-Determent (Tip) or Tip-De-Determent (Tip)							
To-Be-Determent (TBD) or To-Be-Resolved' (TBR) refers to the system, subsystem, or products requirements have not been finalized, as listed or specified in the requirements documents or model. Requirements Traceability Requirements Traceability Requirements Traceability Requirements Traceability Technical Performance feasures Technical Performance Measure Compliance The tending compliance on current assessments of products on the systems structure. The tending compliance on the systems structure. The desired performance performance performance parameter of the fund of compliance on the performance per					_		
subsystem, or products requirements that have not been finalized, as lasted or specified in the requirements documents or models are maturing to support a baseline solution at various Acquistion Phases. Inchincal Performance Reasures are maturing to support a baseline solution at various Acquistion Phases. Inchincal Performance Measure Compliance are requirements for the high-level end product under development based on current assessments of products lower in the systems structure. Technical Performance Measure Compliance are requirement based on current assessments of products lower in the systems structure. The trending contract modifications which helps predict the accuracy of the Performance Measurement Baselines which helps predict the accuracy of the Performance Measurement Baselines which helps predict the accuracy of structure. Contract Mods written correctly indicates lack of control to the PMB in the near term is when the percent change of baseline dollars approaches 6% or more. This metric, similar to contract modifications, helps to validate the indignity of the PMB. Program Funding Plan A measure of the funding stability on the program. A measure of the funding stability on the program. A measure of the funding stability on the program. A measure of the funding stability on the program and characteristic program funding compared to projected program expenditures plus potential termination liability. Program Funding Status Program Funding Status Parts Demand Fulfillment Technical Performance Measurement of total items Technical Performance Mea		Requirements volatility					
TBOTBR Burn Down A neasure that determines how accurately aprogram's requirements are Requirements Traceability Requirements Traceability Rechrical Performance Resource Resou	Requirements						
Requirements Traceability appropriate the determines how accurately a program's requirements are maturing to support a baseline solution at various Acquisition Phases however predicting the future values of a key technical performance parameter of the high-level end product under development based on current assessments of graduats lower atture. The trending contract modifications which helps predict the accuracy of the Performance Measurement Baseline (PMB) and ensures that the contract was written correctly indicates lack of control to the PMB in the near term is when the percent change of baseline dollars approaches 5% or more. This metric, similar to contract modifications, helps to validate the integrity of the PMB program Funding Plan Ameasure of the funding stables for the PMB program Funding Status Program Funding Status Actual and projected cumulative program funding compared to projected program support to the program funding compared to projected program support to the program funding compared to projected program support to the program funding compared to projected program support to the program funding compared to projected program support to the program funding compared to projected program support to the program funding compared to projected program support to the program funding compared to projected program support to the program funding compared to projected program support to the program funding compared to projected program accepted to the program funding compared to projected program support to the program funding compared to projected program support to projected program support to projected program support to program support to projected projected program support to projected projected projected project		250000000000000000000000000000000000000					
Requirements Traceability motivates predicting to support a baseline solution at various Acquisition Phases involves predicting the future values of a key technical performance parameter of the high-level end product under development based on current assessments of products lower in the systems structure. Technical Performance Measure Complance assessments of products lower in the systems structure. Contract Mods writen correctly the tending contract modifications which helps predict the accuracy of the Performance Measurement Baseline (PIMB) and ensures that the contract was writen correctly indicates lack of control to the PIMB in the near term is when the percent change of baseline dollars approaches 6% or more. This metric, similar to contract modifications, helps to validate the integrity of the PIMB. Program Funding Plan A measure of the funding stability on the program funding compared to projected program expenditures plus potential termination liability program funding compared to projected program expenditures plus potential termination liability program systems. Parts Demand Fulfillment rest, and Evaluation Actual Billings vs Forecast Billings Ted to On-Time Delivery (OTD), the percent measurement of total items received at the agreed upon Due Date. The percentage of acceptable versus rejected delivered parts in a month for approved suppliers. A Supplier Late Starts being able to begin manufacturing the items on a Purchase Order Means of integrating the flow of materials and components into the manufacture of end attems in accordance with expense repeted delivery requirements. A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts.		TBD/TBR Burn Down					
rechnical Performance feasures Technical Performance Measure Compliance Technical Performance Measure Compliance Technical Performance Measure Compliance Technical Performance Measure Compliance The trending contract lower in the systems structure. The trending contract modifications which helps predict the accuracy of the Performance Measurement Baseline (PIMB) and nearies that the contract was written correctly. Indicates lack of control to the PIMB in the near term is when the percent change of baseline dollars approaches 6% or more. This metric, similar to contract modifications, helps to validate the indegrity of the PIMB. Program Funding Plan A measure of the funding statility on the program Actual and projected controlative program funding compared to projected program and and projected controlative program funding compared to projected program expenditures plus potential termination liability Reasearch, Development, Test, and Evaluation Actual Billings vs Forecast Billings Ted to On-Time Delivery (OTD), the percent measurement of total items received at the agreed upon Due Date. The percentage of acceptable versus rejected delivered parts in a month for approved suppliers. Supplier Acceptance Rate A Supplier Late Starts being able to begin manufacturing the items on a Purchase Order Means of integrating the flow of materials and components into the manufacture of end attems in accordance with means and components into the manufacture of end attems in accordance with means accordance with means and components into the manufacture of end attems in accordance with means accordance with means and components into the manufacture of end attems in accordance with means and components into the manufacture of end attems in accordance with means and components into the manufacture of end attems in accordance with means and components into the manufacture of end attems in accordance with means and components i							
of the high-level end product under development based on current sessessments of products lower in the systems structure. Technical Performance Measure Compliance Contract Mods Contract Mode Contract Contrac		Requirements Traceability					
Technical Performance Measure Compliance Technical Performance Measure Compliance The trending confract modifications which helps predict the accuracy of the Performance Measurement Baseline (PMB) and ensures that the confract was written correctly Indicates tack of confroit to the PMB in the near term is when the percent change of baseline delians approaches 6% or more. This metric, similar to confract modifications, helps to validate the integrity of the PMB. Program Funding Plan A measure of the funding stability on the program Actual and projected cumulative program finding compared to projected program Eunding Stabus Program Funding Stabus Program Funding Stabus Program Funding Stabus Program Eunding S	Tachnical Darformance		Involves predicting the future values of a key technical performance parameter				
Technical Performance Measure Compliance The trending confract modifications which helps predict the accuracy of the Performance Measurement Baseline (PMB) and ensures that the contract was written correctly Indicates lack of control to the PMB in the near term is when the percent change of baseline dollars approaches 5% or more. This metric, similar to contract modifications, helps to value the integrity of the PMB. Program Funding Plan A measure of the funding stability on the program Actual and projected cumulative program funding compared to projected program expenditures plus potential termination liability Reasearch, Development, Test, and Evaluation— Actual Billings vs Forecast Billings Tied to On-Time Delivery (OTD), the percent measurement of total items received at the approach growing or performing against forecast or planned billings Tied to On-Time Delivery (OTD), the percent measurement of total items received at the approach growing or performing applies approach growing or performing applies approach growing or performing applies applies applies. A supplier Late Starts being able to begin manufacturing the Items on a Purchase Order Means of integrating the Row of meatries and components into the manufacture of each growing applies and accordance with time-phased delivery requirements. A nonlinear function used to model cumulative cost accrual in research and development (RSD) contracts.		Committee of the Commit	of the high-level end product under development based on current				
Performance Measurement Baseline (PMB) and ensures that the contract was written correctly written correctly indicates lack of control to the PMB in the near term is when the percent change of baseline dollars approaches 5% or more. This metric, similar to contract modifications, helps to vestate the integrity of the PMB. Program Funding Plan A measure of the funding stability on the program. Actual and projected cumulative program funding compared to projected program Expenditures by supported to program supports to the program funding compared to projected program Expenditures by support to the program funding compared to projected program Expenditures by support to the program funding compared to projected program Expenditures by support to the program funding compared to projected program Expenditures by support to the program funding compared to projected program Expenditures by support to the program funding support to the program funding compared to projected program funding compared to projected program funding compared to projected program funding support funding against forecast or planned billings Tied to On-Time Delivery (OTD), the percent measurement of total items received at the agreed upon Due Date. The percentage of acceptate versus rejected delivered parts in a month for approved suppliers. A supplier Late Starts being able to begin manufacturing the items on a Purchase Order Means of integrating the flow of meatrelists and components into the manufacture of end at means in accordance with time-phased delivery requirements. A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts.	Measures	Technical Performance Measure Compliance	assessments of products lower in the systems structure.				
Contract Mods wriften correctly Indicates lack of control to the PMB in the near term is when the percent change of baseline Revisions of baseline dollars approaches 6% or more. This metric, similar to contract modifications, helps to validate the integrity of the PMB. Program Funding Plan A measure of the funding stability on the program of the program Actual and projected cumulative program funding compared to projected program expenditures plus potential termination liability. Reasearch, Development, Test, and Evaluation Measures how well the contractor is performing against forecast or planned billings. Tied to On-Time Delivery (OTD), the percent measurement of total items received at the agreed upon Due Date. Parts Demand Fulfillment received at the agreed upon Due Date. The percentage of acceptable versus rejected delivered parts in a month for approved suppliers. A Supplier Late Starts being able to begin manufacturing the items on a Purchase Order Means of integrating the items on a Purchase Order Means of integrating the integrating the items and components into the manufacture of end items in accordance with time-phased delivery requirements. A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts.		•	The trending contract modifications which helps predict the accuracy of the				
indicates lack of control to the PMB in the near term is when the percent change of baseline dollars approaches 6% or more. This metric, similar to contract modifications, helps to validate the integrity of the PMB. Program Funding Plan A measure of the funding stability on the program Actual and projected comunitative program funding compared to projected program expenditures plus potential termination liability Reasearch, Development, Test, and Evaluation - Measures how well the contractor is performing against forecast or planned billings Parts Demand Fulfillment: Parts Demand Fulfillment: Parts Demand Fulfillment: The percentage of acceptable versus rejected delivered parts in a month for approved suppliers. A Supplier Late Starts A Supplier Late Starts being able to begin manufacturing the items on a Purchase Order Means of integrating the flow of materials and components into the manufacture of end dewel of each sems in accordance with time-phased delivery requirements A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts.		100 V	Performance Measurement Baseline (PMB) and ensures that the contract was				
indicates lack of control to the PMB in the near term is when the percent change of baseline dollars approaches 6% or more. This metric, similar to contract modifications, helps to validate the integrity of the PMB. Program Funding Plan A measure of the funding stability on the program Actual and projected comunitative program funding compared to projected program expenditures plus potential termination liability Reasearch, Development, Test, and Evaluation - Measures how well the contractor is performing against forecast or planned billings Parts Demand Fulfillment: Parts Demand Fulfillment: Parts Demand Fulfillment: The percentage of acceptable versus rejected delivered parts in a month for approved suppliers. A Supplier Late Starts A Supplier Late Starts being able to begin manufacturing the items on a Purchase Order Means of integrating the flow of materials and components into the manufacture of end dewel of each sems in accordance with time-phased delivery requirements A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts.		Contract Mods	written correctly				
of baseline Revisions modifications, helps to validate the integrity of the PMB. Program Funding Plan A measure of the funding stability on the program of the program punding compared to projected program stability. Reasearch, Development, Test, and Evaluation Actual and projected cumulative program funding compared to projected program expenditures plus potential termination liability. Reasearch, Development, Test, and Evaluation Actual Billings vs Forecast Billings Tied to On-Time Delivery (OTD), the percent measurement of total items received at the agreed upon Due Date. The percentage of acceptable versus rejected delivered parts in a month for approved suppliers. A Supplier Acceptance Rate approved supplier supplier that Estarts is any course of events that prevent a supplier from being able to begin manufacturing the items on a Purchase Order Means of integrating the flow of materials and components into the manufacture of end items in accordance with time-phased delivery requirements A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts.		49110.000.11000					
Baseline Revisions modifications, helps to validate the integrity of the PMB. Program Funding Plan A measure of the funding stability on the program and projected program Euroling Status program expenditures plus potential termination liability Reasearch, Development, Test, and Evaluation - Actual and Planting Status program expenditures plus potential termination liability Reasearch, Development, Test, and Evaluation - Measures how well the contractor is performing against forecast or planned billings Parts Demand Fulfillment: Teached at the agreed upon Due Date. The percentage of acceptable versus rejected delivered parts in a month for approved suppliers. Supplier Acceptance Rate approved suppliers. A Supplier Late Starts being able to begin manufacturing the items on a Purchase Order being able to begin manufacturing the items on a Purchase Order. Means of integrating the floor materials and components into the manufacture of end items in accordance with time-phased delivery requirements. A nonlinear function used to model currulative cost accrual in research and development (R&D) contracts.							
Program Funding Plan A measure of the funding stability on the program Actual and projected cumulative program funding compared to projected Program Funding Status Research, Development, Test, and Evaluation Actual Billings vs Forecast Billings Tied to On-Time Delivery (OTD), the percent measurement of total items Parts Demand Fulfillment The percentage of acceptate versus rejected delivered parts in a month for approved suppliers A Supplier Acceptance Rate Supplier Acceptance Rate A Supplier Late Starts being able to begin manufacturing the items on a Purchase Order Means of integrating the flow of meatrells and components into the manufacture of end attempts in accordance with time-phased delivery registered and development (R&D) contracts. 11 16 12 20 9 4 8 2 2	Contract Health	Baseline Revisions					
Program Funding Status Program supported cumulative program funding compared to projected Program Europa Actual and projected cumulative program funding compared to projected Program Europa Actual Billings vis Forecast Billings Parts Demand Fulfillment Parts Demand Fulfillment Proceeded at the agreed upon Due Date. The percentage of acceptable versus rejected delivered parts in a month for approved suppliers. A Supplier Acceptance Rate Acceptance Rate Aspectable versus rejected delivered parts in a month for approved suppliers. A Supplier Late Starts is any course of events that prevent a supplier from being able to begin manufacturing the terms on a Purchase Order Means of integrating the flow of materials and components into the manufacture of end items in accordance with time-phased delivery requirements A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts.	John ave Health						
Program Funding Status program expenditures plus potential termination liability Reasearch, Development, Test, and Evaluation - Actual fillings vs. Ferecast Bifings bifings Tied to 0n-Time Delivery (OTD), the percent measurement of total items received at the agreed upon Due Date. Parts Demand Fulfillment received at the agreed upon Due Date. The percentage of acceptable versus rejected delivered parts in a month for approved suppliers. A Supplier Acceptance Rate approved suppliers. A Supplier Late Starts being able to begin manufacturing the items on a Purchase Order being able to begin manufacturing the items on a Purchase		Program Funding Plan					
Reasearch, Development, Test, and Evaluation - Measures how well the contractor is performing against forecast or planned billings - Service at Billings - Service - Service at Billings - Service at							
Actual Billings vs Forecast Billings Tied to On-Time Delivery (OTD), the percent measurement of total items Parts Demand Fulfillment received at the agreed upon Due Date. The percentage of acceptable versus rejected delivered parts in a month for approved suppliers A Supplier Acceptance Rate approved suppliers A Supplier Late Starts being able to begin manufacturing the terms on a Purchase Order Means of Integrating the Town of materials and components into the manufacture of end items in accordance with time-phased delivery requirements A nonlinear function used to model currulative cost accrual in research and development (R&D) contracts.							
Parts Demand Fulfillment received at the agreed upon Due Date. The percentage of acceptable versus rejected delivered parts in a month for approved suppliers. A Supplier Late Starts approved suppliers. A Supplier Late Starts being able to begin manufacturing the items on a Purchase Order. Means of integrating the flow of materials and components into the manufacture of each seminary each seminary of each seminary each seminar							
Parts Demand Fulfillment received at the agreed upon Due Date. The percentage of acceptative versus rejected delivered parts in a month for approved suppliers. Supplier Acceptance Rate approved suppliers. A Supplier Late Starts is any course of events that prevent a supplier from being able to begin manufacturing the terms on a Purchase Order. Means of Theory of materials and components into the manufacture of end items in accordance with time-phased delivery requirements. A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts. 11 16 12 20 9 4 8 2		Actual Billings vs Forecast Billings					
Supplier Acceptance Rate approved suppliers A Supplier Late Starts A Supplier Late Starts is any course of events that prevent a supplier from being able to begin manufacturing the terms on a Purchase Order Means of theorem flow of materials and components into the manufacture of end items in accordance with time-phased delivery requirements A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts. 11 16 12 20 9 4 8 2		201 20 100 100 100 100 100 100 100 100 1					
Supplier Acceptance Rate approved suppliers A Supplier Late Starts being able to begin manufacturing the terms on a Purchase Order Means of integrating the flow of materials and components into the manufacture of events that prevent a supplier from being able to begin manufacturing the terms on a Purchase Order Means of integrating the flow of materials and components into the manufacture of end terms in accordance with time-phased delivery requirements A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts.		Parts Demand Fulfillment					
A Suppler Late Starts is any course of events that prevent a suppler from being able to begin manufacturing the items on a Purchase Order Bleans of integrating the items on a Purchase Order Bleans of and components into the manufacture of end items in accordance with time-phased delivery requirements A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts. 11 16 12 20 9 4 8 2		Supplier Acceptance Rate					
Supplier Late Starts being able to begin manufacturing the items on a Purchase Order Means of integrating the flow of materials and components into the manufacture of each stems in accordance with time-phased delivery requirements A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts. 11 16 12 20 9 4 8 2							
Means of integrating the flow of materials and components into the manufacture of each time-chased delivery requirements A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts. 11 16 12 20 9 4 8 2		Supplier Late Starts					
tupply Chain Production Line of Balance of end items in accordance with time-phased delivery requirements A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts.							
A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts. 11							
A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts. 11	Supply Chain	Production Line of Balance					
11 16 12 20 9 4 8 2	100000000000000000000000000000000000000	22,004,000,000,000	A nonlinear function used to model cumulative cost accrual in research and				
9 4 8 2	Other	Rayleigh Estimator	development (R&D) contracts.				
9 4 8 2	N 10 10 10 10 10 10 10 10 10 10 10 10 10			14.54			
							2

Step 6

As shown in the table above, not all the metrics are replicable by a BI platform. The best BI Platform that can replicate most of the charts is Dundas BI.

Type of Paper: Case Study □

"Best Tested and Proven Practice" 🗖 New or Academic Theory ☐

Process or Procedure (New or Improved) □ Other

November - 2019 http://www.planningplanet.com/users/57397-piero-anticona https://www.linkedin.com/in/panticona/

Maybe a better knowledge of each BI Platform might help to include or add more information missing for the yellow metrics. We also have to consider that two BI platforms were trial versions. Therefore, some features might be restricted or might be available only for a fully downloaded version.

It seems that for these unique metrics, MS Excel is still the best platform to elaborate on them. It offers better flexibility and a more intuitive way to develop charts.

CONCLUSIONS-

This research was undertaken to find answers to the following questions:

- To determine the advantages of Business Intelligence over other report software

Based on the analysis conducted above, it is clear that Business Intelligence platforms did not reproduce all the charts with the metrics suggested by S. Paterson and NDIA. The BI platform that can replicate most of the graphs is Dundas BI online version. Therefore, for these metrics, BI platforms do not offer any advantage over MS Excel.

The dashboard produced by the BI platform helps the top management level of the organization, but for other supporting areas that require more detail in the charts, the information is not replicable as MS Excel does it.

The author has not perceived any advantage elaborating the charts because it was not intuitive to set the figures and also to find the correct parameters to create the same curves or tables as MS Excel. Some features are not available or do not exist.

Besides, the imported data required modifications or a specific format because when creating and assigning values to the axis, sometimes the platform did not recognize them at all.

- To define the main attributes to choose a Business Intelligence dashboard tool.

These are the main attributes that any BI dashboard tool needs to include. Based on the experience in elaborating the dashboard for the oil and gas sector and other unique metrics, a BI dashboard tool should:

- Modify arrangements or formats of the data source. Only Power BI Desktop has this feature available. Online versions do not allow this feature. Maybe with a fully downloaded version.
- Provide more charts. Online versions do not offer all the maps, tables, curves, lines, and other metrics.
 - In online versions, it was not possible to assign more than one value for a secondary vertical axis.



November - 2019 http://www.planningplanet.com/users/57397-piero-anticona https://www.linkedin.com/in/panticona/

Type of Paper: Case Study
"Best Tested and Proven Practice" 🗖
New or Academic Theory
Process or Procedure (New or Improved)
Other IX

- Be more intuitive in setting the parameters or assigning values to a different axis.
- To decide what challenges executive managers have to overcome to use a Business Intelligence dashboard.

To summarize, these are the challenges executive managers have to overcome to be able to get the full value out of BI dashboards:

- 1) Not all the information is replicable in BI platforms. It might be necessary to create new charts or metrics, especially for supporting areas. If information is missing, managers would not have any interest in these reports from BI platforms.
- 2) BI platforms are not very intuitive. Even if the manager has an advanced level using MS Excel, this will discourage the use of BI platforms.
- 3) Data source formats from different managing and supporting areas should be standard. Modification of data could lead to thinking that it is required additional resources to treat data. Therefore, it will also discourage the use of BI platforms.
- 4) Managers or supporting areas should know using a significant amount of data or database with several dimensions. These skills will help to use different charts that are more interactive with users in selecting and in filtering to report specific indicators.

Based on this analysis, these are the author's SPECIFIC recommendations:

- Adapt information to what charts from each BI platform can produce. It might be necessary to create new reports or split information to get different metrics and make decisions based on modern figures.
- 2) Excel remains a powerful tool as any of the dedicated BI "solutions" provided.
- 3) Dundas BI is the highest scoring option after Excel. A full downloaded version might include more features to elaborate on all the charts for metrics suggested.
- 4) Standardize data source format for each BI platform.
- 5) BI platforms should be more intuitive in setting charts and assigning values to the axis.
- 6) All the project team should train using big data and how to use other charts and features from BI platforms to obtain an added value from different data dimensions.

FOLLOW ON RESEARCH-

As shown in step 5, other metrics suggested by NDIA are not replicable as MS Excel does it. It was not easy for the author to intuitively determine how to elaborate on the charts for some metrics. It might be



November - 2019 http://www.planningplanet.com/users/57397-piero-anticona https://www.linkedin.com/in/panticona/

Type of Paper: Case Study f
"Best Tested and Proven Practice" [
New or Academic Theory
Process or Procedure (New or Improved)
Other [

necessary to analyze if there is another way to report the same information based on what the BI platform can produce.



November - 2019 http://www.planningplanet.com/users/57397-piero-anticona https://www.linkedin.com/in/panticona/ Type of Paper: Case Study ☐

"Best Tested and Proven Practice" ☐

New or Academic Theory☐

Process or Procedure (New or Improved) ☐

Other

BIBLIOGRAPHY-

- 1. Hitachi Solutions Canada. (2014, June 26). What is Business Intelligence (BI)? [Video file]. Retrieved from https://www.youtube.com/watch?v=hDJdkcdG1iA
- 2. OLAP. (2013, October 30). What is Business Intelligence? BI Definition [Web log post]. Retrieved from http://olap.com/learn-bi-olap/olap-bi-definitions/business-intelligence/
- 3. Koeppel, H. (2013, March 1). The history of business intelligence and analytics and what comes next [Web log post]. Retrieved from https://searchcio.techtarget.com/opinion/The-history-of-business-intelligence-and-analytics-and-what-comes-next
- 4. Techtarget. (2014, June). DIY BI: A guide to self-service business intelligence implementation [Web log post]. Retrieved from https://searchbusinessanalytics.techtarget.com/essentialguide/DIY-BI-A-guide-to-self-service-business-intelligence-implementation
- 5. Klipfolio. (n.d.). What is Business Intelligence? Understand BI for Your Company [Web log post]. Retrieved from https://www.klipfolio.com/resources/articles/what-is-business-intelligence
- 6. Anna. (2017, November 29). Chartio. The 10 Point Scorecard to Pick Your Next Business Intelligence Tool [Web log post]. Retrieved from https://blog.openbridge.com/chartio-the-10-point-checklist-to-pick-your-next-business-intelligence-tool-f876c694f6c1
- 7. Conrad, A. (2018, November). Top Business Intelligence Requirements & Checklist Template for 2019 [Web log post]. Retrieved from https://selecthub.com/business-intelligence/top-business-intelligence-requirements/
- 8. Spicer, T. (2019, March 22). The Definitive 10-Point Scorecard Before Choosing a BI Solution DZone Big Data [Web log post]. Retrieved from https://dzone.com/articles/the-definitive-10-point-checklist-before-arriving
- 9. Lebied, M. (2018, August 15). Top 6 BI Dashboard Best Practices in the Digital Age [Web log post]. Retrieved from https://www.datapine.com/blog/bi-dashboard-best-practices/
- Pells, D. (2009, June). Global Business Intelligence for Managers of Programs, Projects, and Projectoriented Organizations - Project Management World Journal. Retrieved from https://pmworldjournal.net/article/global-business-intelligence-for-managers-of-programs-projects-and-project-oriented-organizations/
- 11. Smartsheet. (2018, May 4). Data Dashboards: The One Crucial Tool for Making Better Decisions, Faster. Retrieved February 10, 2019, from https://www.cio.com/article/3269792/analytics/data-dashboards-the-one-crucial-tool-for-making-better-decisions-faster.html
- 12. Lebied, M. (2019, January 4). How To Make a Dashboard That Leads To Better Decisions. Retrieved from https://www.datapine.com/blog/how-to-make-a-dashboard-with-ease/
- 13. Johnson, W. (2016, December 22). Top Usage of Dashboards in Business Intelligence and Decision Making. Retrieved from https://www.templatemonster.com/blog/top-usage-of-dashboards-business-intelligence-decision-making/
- 14. Raftree, L. (2015, June 9). 13 Tips for Creating Data Dashboards for Decision-Making Technology Salon. Retrieved from http://technologysalon.org/13-tips-for-creating-data-dashboards-for-decision-making/
- 15. Khan, M. E. (2014). Business intelligence in project portfolios: enabling informed decisions. Paper presented at PMI® Global Congress 2014—EMEA, Dubai, United Arab Emirates. Newtown Square, PA: Project Management Institute. Retrieved from https://www.pmi.org/learning/library/business-intelligence-project-portfolios-decisions-1489
- 16. SAP Analytics Cloud. (n.d.). The Data Visualization Handbook. Retrieved from https://www.sap.com/documents/2018/04/8cb8821e-fc7c-0010-87a3-c30de2ffd8ff.html
- 17. The Chartered Institute of Management Accountants. (2008, September). Improving decision making in organizations. Retrieved from http://www.cimaglobal.com/Documents/ImportedDocuments/cid execrep unlocking business in telligence Feb09.pdf



November - 2019 http://www.planningplanet.com/users/57397-piero-anticona https://www.linkedin.com/in/panticona/

Type of Paper: Case Study □
"Best Tested and Proven Practice"
New or Academic Theory□
Process or Procedure (New or Improved)
Other

- 18. Zenko, J. (2018, May 23). Dundas BI: The Case for Business Intelligence vs. Excel [PART 1] | Blog. Retrieved from https://www.dundas.com/support/blog/dundas-bi-the-case-for-business-intelligence-vs.-excel-part-1
- 19. Zenko, J. (2018, May 31). Dundas BI: The Case for Business Intelligence vs. Excel [PART 2] | Blog. Retrieved from https://www.dundas.com/support/blog/dundas-bi-the-case-for-business-intelligence-vs.-excel-part-2
- 20. Paterson, S. (2017, October). Best in Class Dashboards for Oil and Gas Projects. Retrieved September 27, 2019, from https://pmworldlibrary.net/wp-content/uploads/2017/10/pmwj63-Oct2017-Paterson-Best-in-Class-Dashboards-for-OG-Projects.pdf
- 21. National Defense Industrial Association. (2017, September 12). A Guide to Managing Programs Using Predictive Measures. Retrieved October 1, 2019, from https://www.ndia.org/-/media/sites/ndia/divisions/ipmd/ndia-ipmd-predictivemeasuresguide-rev-2-july312017.ashx?la=en

List of Figures

Figure 1 Print Screen of Power BI Desktop	6
Figure 2 Print Screen IBM Cognos Online	7
Figure 3 Print Screen Dundas BI Online	8
Figure 4 Print Screen Transaction CJI3	9
Figure 5 Print Screen MS Excel	10
Figure 6 Common Metrics for a Dashboard by S. Paterson	11
Figure 7 Dashboard developed with Power BI Desktop	12
Figure 8 Dashboard elaborated with IBM Cognos online	13
Figure 9 Dashboard designed with Dundas BI online	13
Figure 10 First Page Template Dashboard by S. Paterson	14
Figure 11 Table of Comparison among BI Platforms, Excel and SAP	15
Figure 12 Unique Metrics by NDIA	16
Figure 13 Power BI - Dashboard 1	17
Figure 14 Power BI - Dashboard 2	
Figure 15 Power BI - Dashboard 3	18
Figure 16 Power BI - Dashboard 4	19
Figure 17 IBM Cognos - Dashboard 1	20
Figure 18 IBM Cognos - Dashboard 2	20
Figure 19 IBM Cognos - Dashboard 3	
Figure 20 IBM Cognos - Dashboard 4	21
Figure 21 Dundas - Dashboard 1	22
Figure 22 Dundas - Dashboard 2	22
Figure 23 Dundas - Dashboard 3	23
Figure 24 Dundas - Dashboard 4	23
Figure 25 CPI vs. TCPIeac	31
Figure 26 Staffing Profile ²⁵	
Figure 27 Critical Skills Key Personnel ²⁵	32
Figure 28 Critical Resource Multiplexing Metric ²⁵	32
Figure 29 Risk and Opportunity vs. Management Reserve ²⁵	33
Figure 30 SRA Histogram (Frequency Distribution Graph) ²⁵	33
Figure 31 SRA Sensitivity (Tornado) ²⁵	34



November - 2019 http://www.planningplanet.com/users/57397-piero-anticona https://www.linkedin.com/in/panticona/

Type of Paper: Case Study ☐ "Best Tested and Proven Practice" ☐
New or Academic Theory ☐
Process or Procedure (New or Improved)
Other 🗵

Figure 32 Schedule Margin Burn-Down ²⁵	34
Figure 33 Requirements Completeness ²⁵	35
Figure 34 Requirements volatility ²⁵	
Figure 35 TBD/TBR Burndown ²⁵	
Figure 36 Requirements Traceability ²⁵	
Figure 37 Technical Performance Measure Compliance ²⁵	
Figure 38 Contract Mods ²⁵	
Figure 39 Baseline Revisions ²⁵	
Figure 40 Program Funding Plan ²⁵	38
Figure 41 Program Funding Status ²⁵	
Figure 42 Research, Development, Test, and Evaluation ²⁵	39
Figure 43 Parts Demand Fulfillment ²⁵	
Figure 44 Supplier Acceptance Rate ²⁵	40
Figure 45 Supplier Late Starts ²⁵	
Figure 46 Production Line of Balance ²⁵	41
Figure 47 Rayleigh Estimator ²⁵	

APPENDICES

Appendix 1 - NDIA Unique Metrics

1. SPIt vs. TSPIed: A comparison of past and future schedule efficiency

The chart should be similar to the graph of CPI vs. TCPIeac. See below.

1. Cost

b. CPI vs. TCPleac: Forecast Efficiency Rate

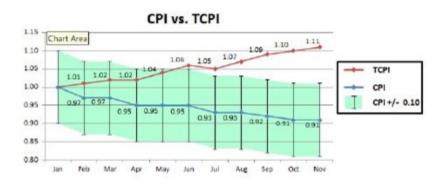


Figure 25 CPI vs. TCPIeac²⁵

2. Staffing

c. Staffing Profile: A time-phased, 12 months rolling full -time equivalent (FTE) headcount byproduct, organizational, or functional area of individuals required on the program

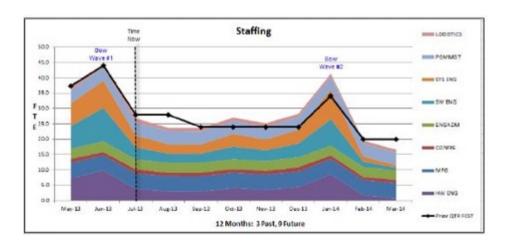


Figure 26 Staffing Profile²⁵

²⁵ National Defense Industrial Association. (2017, September 12). A Guide to Managing Programs Using Predictive Measures. Retrieved October 1, 2019, from https://www.ndia.org/-/media/sites/ndia/divisions/ipmd/ndia-ipmdpredictivemeasuresguide-rev-2-july312017.ashx?la=en



d. Critical Skills Key Personnel - "Churn"/Dilution Metrics: Project Team members are a Critical Skill if the loss of those individuals would directly or indirectly impact technical program requirements, compliance, cost or schedule performance, customer commitments, or program deliverables.

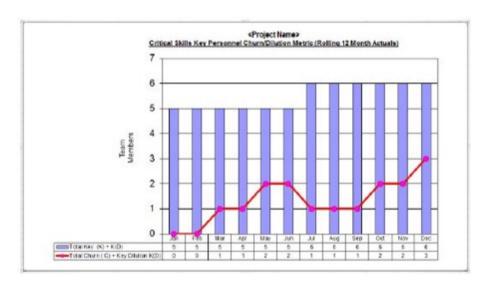


Figure 27 Critical Skills Key Personnel²⁵

e. Critical Resource Multiplexing Metric: % of personnel dedicated to the program vs. the % that spread across multiple programs.

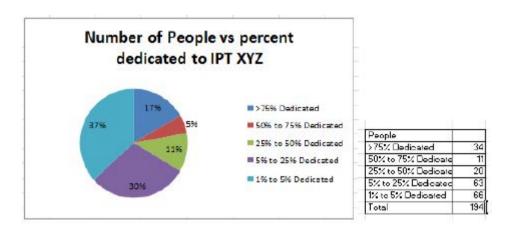


Figure 28 Critical Resource Multiplexing Metric²⁵

- 3. Risk and Opportunity
 - f. Risk and Opportunity \$ vs. Management Reserve \$: Visual gauge of the rate at which MR expends against the estimated risk exposure on a project

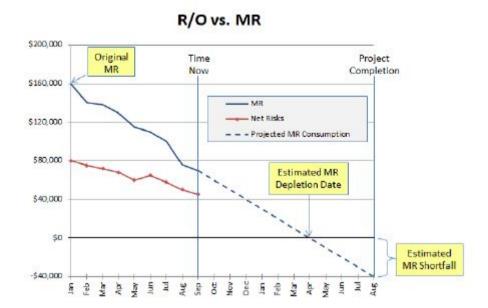


Figure 29 Risk and Opportunity vs. Management Reserve²⁵

SRA Histogram (Frequency Distribution Graph): Calculates the probability of achieving a specific scheduled completion date

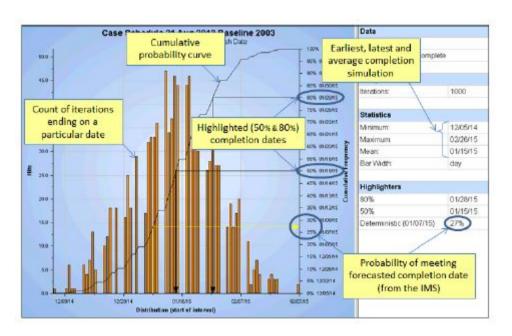


Figure 30 SRA Histogram (Frequency Distribution Graph)²⁵

h. SRA Sensitivity (Tornado) Graphs: Used to identify the activities most likely to drive the outcomes

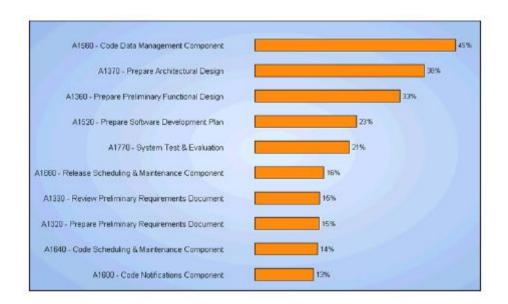


Figure 31 SRA Sensitivity (Tornado)²⁵

Schedule Margin Burn-down: A tangible representation of the time associated with the risks to an end-item deliverable or contract event

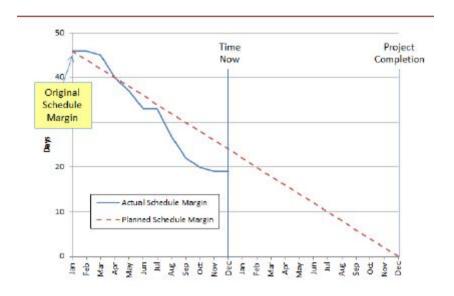


Figure 32 Schedule Margin Burn-Down²⁵

4. Requirements

Requirements completeness: Indicates progress in eliciting and documenting all the requirements necessary for final, completed system design. It compares planned completion with the actual completion

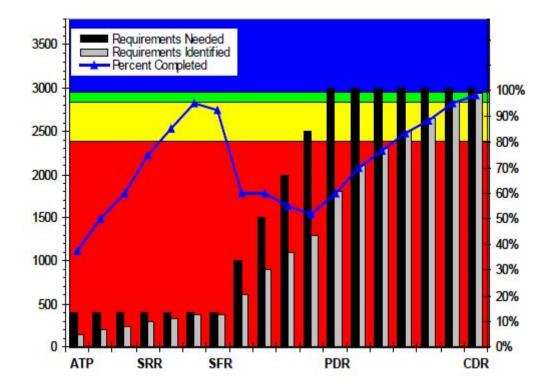


Figure 33 Requirements Completeness²⁵

k. Requirements volatility: Measure of a not-yet-stable requirements baseline

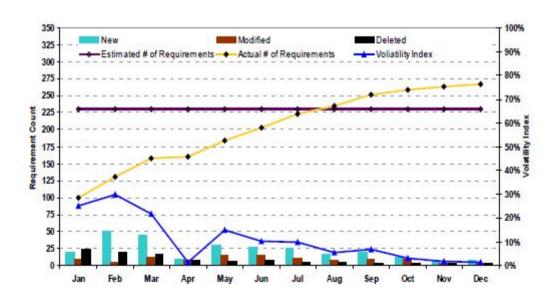


Figure 34 Requirements volatility²⁵

TBD/TDR Burn Down: "To-Be-Determined" (TBD) or "To-Be-Resolved" (TBR) refers to the unfinalized system, subsystem, or products requirements, as listed or specified in the requirements documents or models

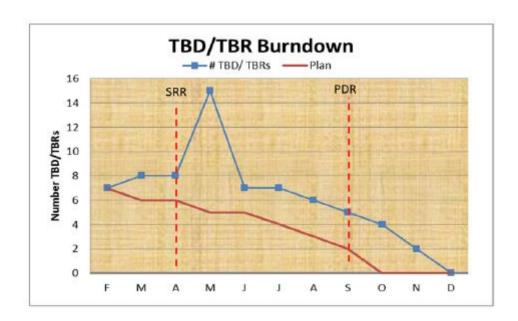


Figure 35 TBD/TBR Burndown²⁵

m. Requirements Traceability: A measure that determines how accurately a program's requirements are maturing to support a baseline solution at various Acquisition Phases

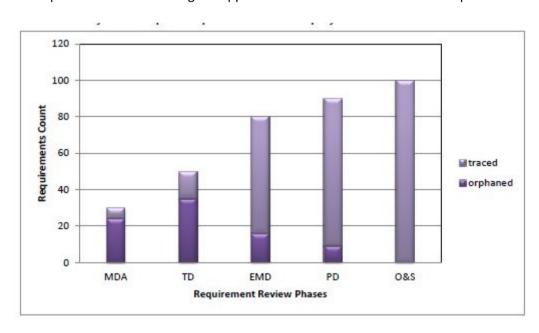


Figure 36 Requirements Traceability²⁵

5. Technical Performance Measures

n. Technical Performance Measure Compliance: Involves predicting the future values of a key technical performance parameter of the high-level end product under development based on current assessments of products lower in the system structure.

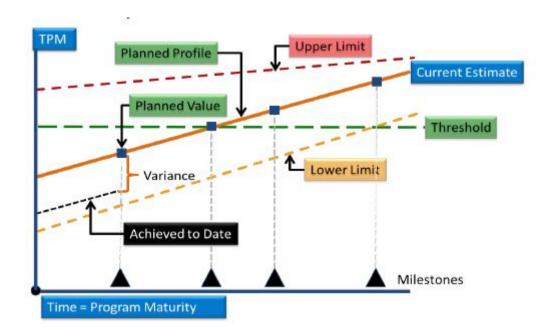


Figure 37 Technical Performance Measure Compliance²⁵

6. Contract Health

 Contract Mods: The trending contract modifications which help predict the accuracy of the Performance Measurement Baseline (PMB) and ensures that the text of the contract is correct.

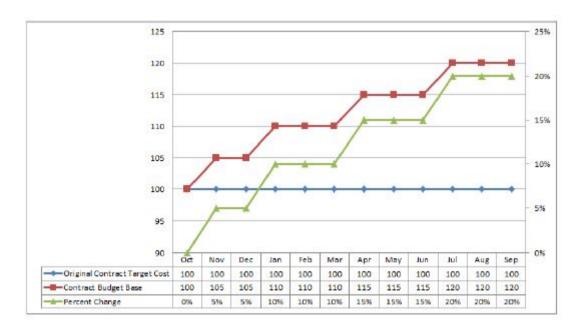


Figure 38 Contract Mods²⁵

p. Baseline Revisions: Indicates lack of control to the PMB in the near term is when the percent change of baseline dollars approaches 6% or more. This metric, similar to contract modifications, helps to validate the integrity of the PMB.

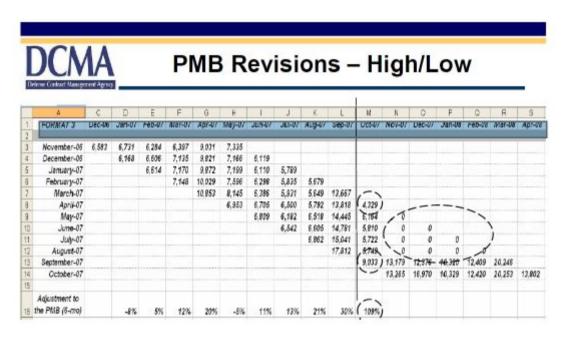


Figure 39 Baseline Revisions²⁵

Program Funding Plan: A measure of the funding stability on the program

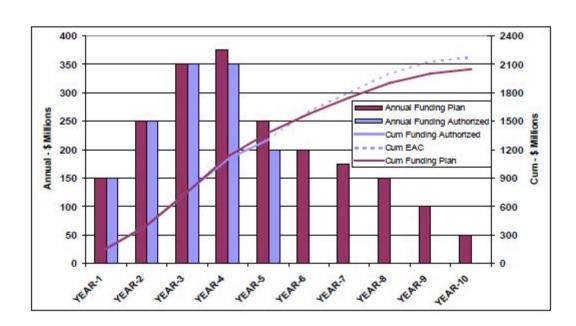


Figure 40 Program Funding Plan²⁵

Program Funding Status: Actual and projected cumulative program funding compared to projected program expenditures plus potential termination liability

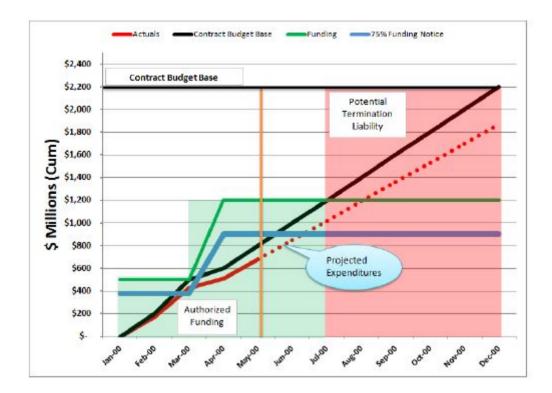


Figure 41 Program Funding Status²⁵

s. Research, Development, Test, and Evaluation - Actual Billings vs. Forecast Billings: Measures how well the contractor is performing against forecast or planned billings

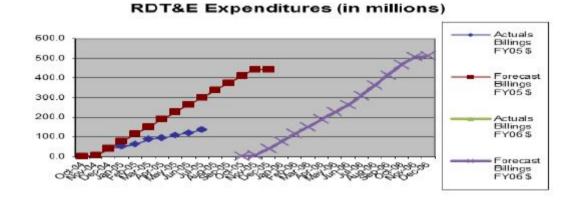


Figure 42 Research, Development, Test, and Evaluation²⁵

7. Supply Chain

t. Parts Demand Fulfillment: Tied to On-Time Delivery (OTD), the percent measurement of total items received at the agreed-upon Due Date.



Figure 43 Parts Demand Fulfillment²⁵

u. Supplier Acceptance Rate: The percentage of acceptable versus rejected delivered parts in a month for approved suppliers

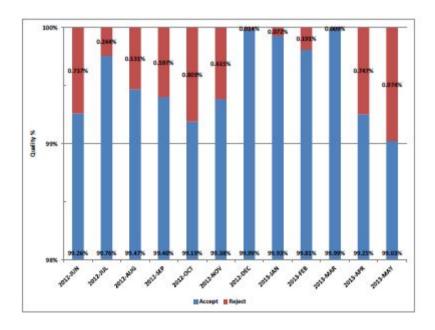


Figure 44 Supplier Acceptance Rate²⁵

Supplier Late Starts: A Supplier Late Starts is any course of events that prevent a supplier from being able to begin manufacturing the items on a Purchase Order



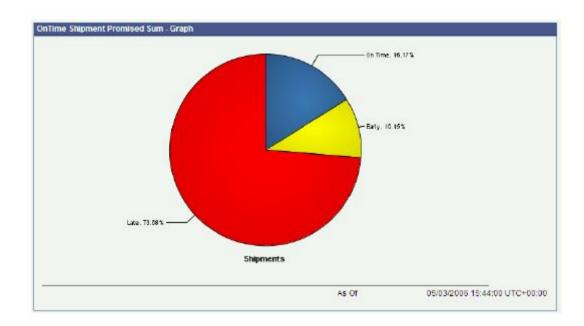


Figure 45 Supplier Late Starts²⁵

w. Production Line of Balance: Means of integrating the flow of materials and components into the manufacture of end items by time-phased delivery requirements

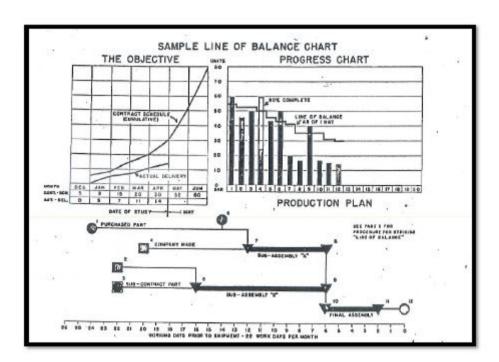


Figure 46 Production Line of Balance²⁵

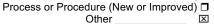
8. Other

x. Rayleigh Estimator: A nonlinear function used to model cumulative cost accrual in research and development (R&D) contracts.

Type of Paper: Case Study □

"Best Tested and Proven Practice"

New or Academic Theory□



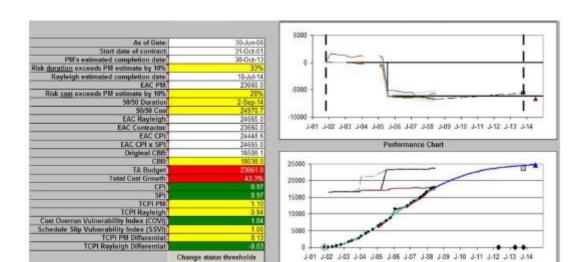


Figure 47 Rayleigh Estimator²⁵

November - 2019

http://www.planningplanet.com/users/57397-piero-anticona

https://www.linkedin.com/in/panticona/