



Key Success Indicators of Integrated Project Teams (IPTs) in Civil Agencies

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Problem

- **Frequent reliance on integrated project teams (IPTs)**

- **But little guidance or research in civil agencies on:**
 - **How to form IPTs**

 - **How to sustain IPTs**

 - **How to assess IPT risk/progress**

Background



- **Integrated:** Cross-functional input, analysis, decision-making
- **Project:** Used during key phases of (or throughout) the project lifecycle
- **Team:** Team based decisions

- IPTs became popular in the commercial sector in the 1980s along with concurrent engineering approaches
- Usage in DoD culminated in promulgation of IPPD acquisitions policy in 1995
- Increasingly used in civil agencies with prime acquisition approaches

Objective

- **Determine key success indicators of IPTs and how they can be applied to create successful IPTs in the future with a measurable positive impact on modernization efforts**
- **Determine where IPT sponsors and IPT members need to focus their attention in setting up and then sustaining an IPT**

Activities



Three Phases:

- **Review and identify themes from commercial, DoD, and organizational behavior literature on IPTs and high performance teams—reviewed over 80 articles to date**
- **Gather data through interviews with approximately 100 civil agency IPT participants and project data from over 20 IPTs.**
- **Develop IPT Key Success Indicator Model with subset of interviewees**

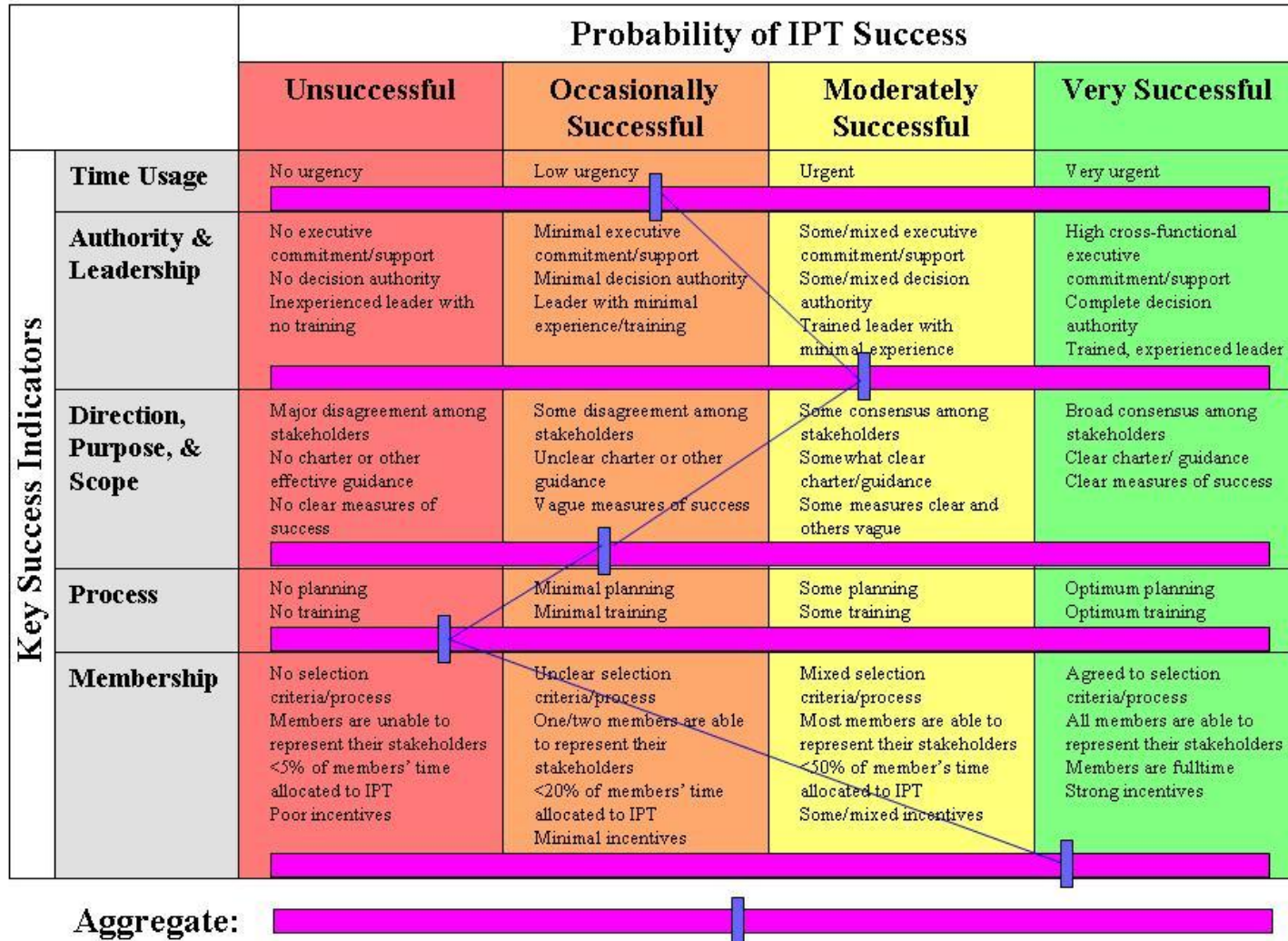
Highlight

Data gathering covers five key success areas within four quadrants:

Organizational Environment	Time/Urgency Authority/Leadership Direction/Purpose/Scope Process IPT Membership	Time/Urgency Authority/Leadership Direction/Purpose/Scope Process IPT Membership
	Time/Urgency Authority/Leadership Direction/Purpose/Scope Process IPT Membership	Time/Urgency Authority/Leadership Direction/Purpose/Scope Process IPT Membership
Internal IPT Dynamics	Time/Urgency Authority/Leadership Direction/Purpose/Scope Process IPT Membership	Time/Urgency Authority/Leadership Direction/Purpose/Scope Process IPT Membership
	Planning/Establishing the IPT	Sustaining the IPT

Demonstration

Illustrative Key Success Indicator Model (IPT Start-Up Phase)



Impacts

- **Fills huge deficit in understanding a critical factor in our sponsor’s modernization efforts—reliance on IPTs to effectively bring together key stakeholders**
- **Skillful use of IPTs can potentially avoid the miscommunications, misunderstandings, and lack of coordination that can plague IT modernization projects**
- **Important component in fulfilling government’s “integrator” role**
- **Could be incorporated into essential government practices:**
 - Enterprise lifecycle guidance
 - Senior Executive Service (SES) leadership training
 - Project management practices/training

Future Plans

- **Submit follow-up proposal to test the KSI Model with new IPTs.**

- **Publicize/socialize the IPT Key Success Indicator Model:**
 - **Within MITRE as standard systems engineering practice**
 - **As basis for potential work with MITRE customers (including DoD and FAA)**
 - **Through publications and conference presentations**
 - **Through partnership with other organizations such as SEI, PMI, IEEE, and academic institutions with similar interests (e.g., UVA in regard to organizational network analysis)**