



Past Performance Management (PPM)

Your Company's Reputation Depends on it!

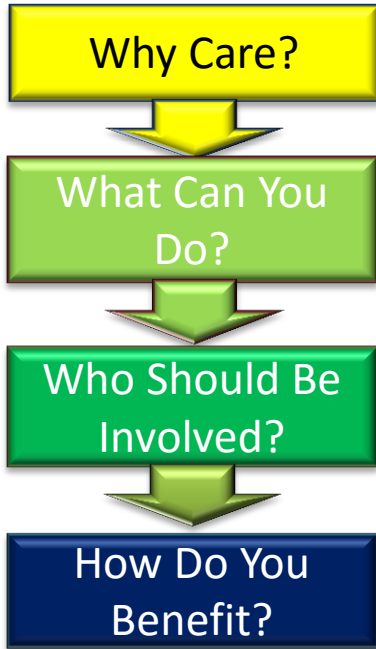
Rob Muzzio

Ultimus Performance LLC

2016 Update!



PPM – Be its Master or Be its Victim



Avoid Events Perilous to Your Win Record

Know the Beast Thoroughly and Influence It

The Broader the Base of Commitment, the Better

Higher Proposal Evaluation Scores
Avoid Losses, Ensure More Wins

“I will worry about this stuff when we lose a proposal because of it” - Anonymous

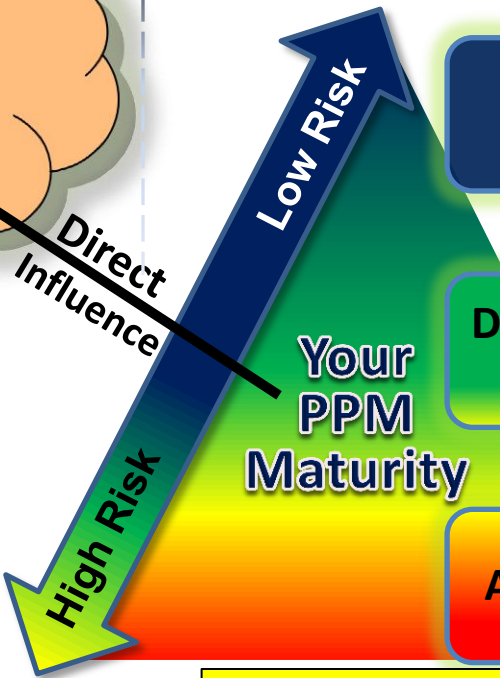
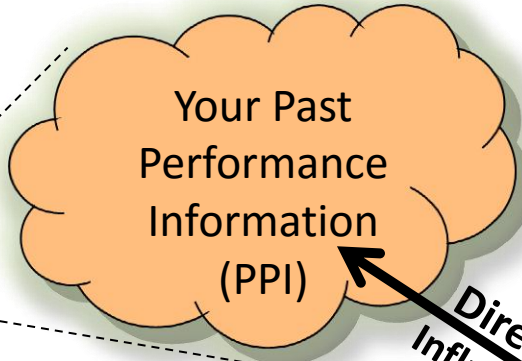
2016 Update!



Your Company's Reputation Depends on it!

Government	Your Reputation	Your Involvement	Your Benefits
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"What the Government Sees is what You Get!"



Optimized (Proactive)

Defined (Processes in Place)

Ad Hoc (Reactive)

Highest Win Rate
Highest Scores
Intelligent Decisions

Customer Sat.
Improved Comm.

Unknown PPI
Inaccurate Data
Unknown Scores



"The more PROactive we are, the less REactive we have to be."

2016 Update!



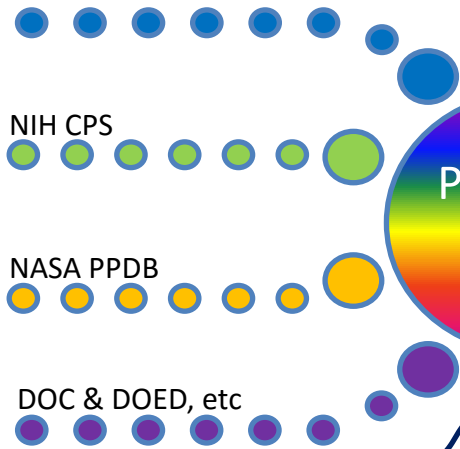
Why Care? – Government Influence



Federal Performance System History (from wide assortment to standardization)

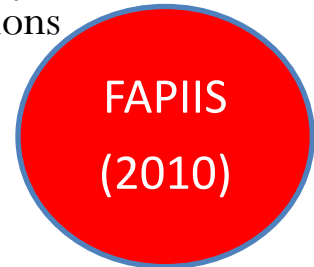
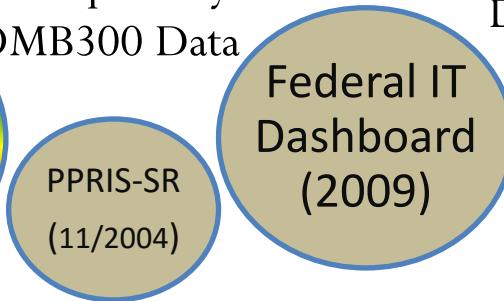
Ad-Hoc Performance Assessment Process:

DoD (CPARS, CCASS, ACASS, & PPIMS)



2009 Push for
“Transparency”
OMB300 Data

2010 Push for
Responsibility
Determinations



Standardization:

All Agencies use CPARS

2012/13 Push to standardize Ratings

2013 Push for faster access to Ratings

2014 Push for Ratings under SAT

The Federal Government is continually pushing to collect and use more Contractor Performance Data.

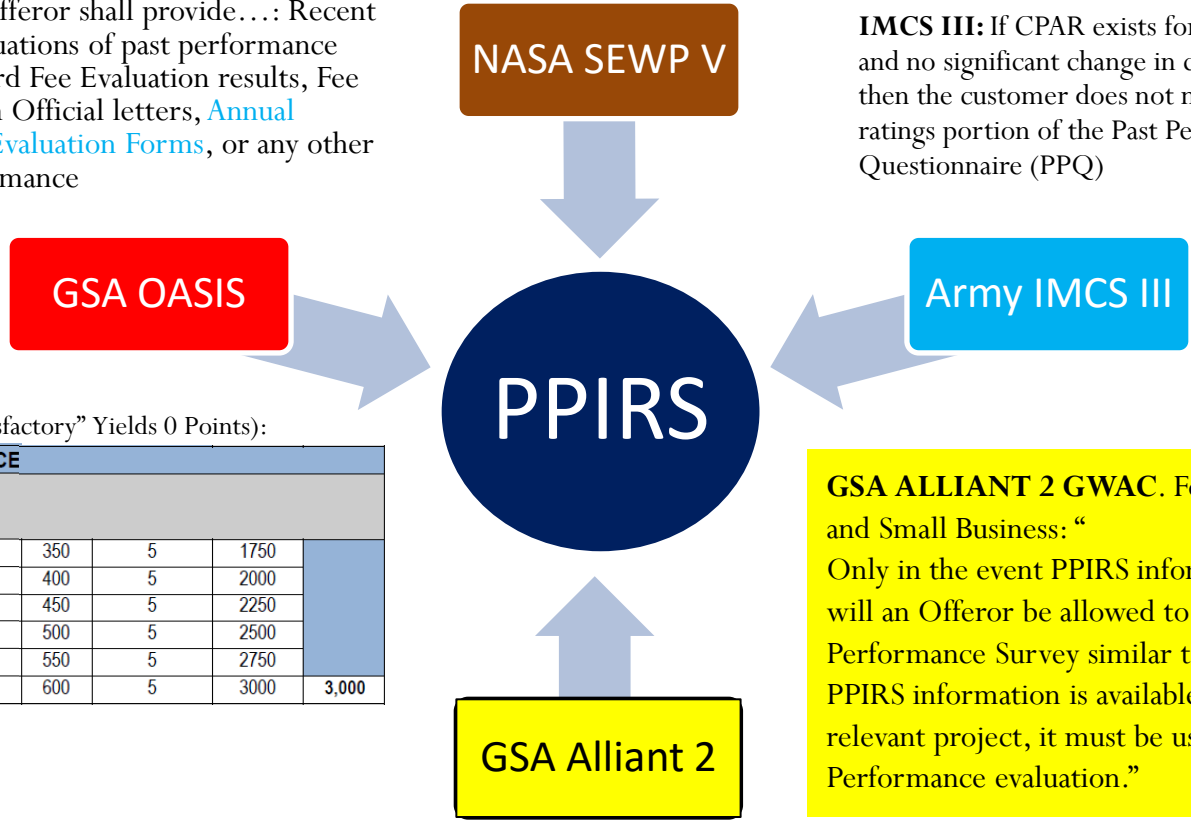
2016 Update!



Major Federal Deals Using Performance Data from PPIRS

SEWP: The Offeror shall provide...: Recent customer evaluations of past performance including Award Fee Evaluation results, Fee Determination Official letters, [Annual Performance Evaluation Forms](#), or any other written performance feedback.

IMCS III: If CPAR exists for contract references and no significant change in contractor performance, then the customer does not need to complete the ratings portion of the Past Performance Questionnaire (PPQ)



GSA OASIS (3.0 Ave of “Satisfactory” Yields 0 Points):

VOLUME 4 – PAST PERFORMANCE				
Relevant Experience Projects:				
Average scoring of 3.50 to 3.74	350	5	1750	3,000
Average scoring of 3.75 to 3.99	400	5	2000	
Average scoring of 4.00 to 4.24	450	5	2250	
Average scoring of 4.25 to 4.49	500	5	2500	
Average scoring of 4.50 to 4.74	550	5	2750	
Average scoring of 4.75 to 5.00	600	5	3000	

GSA ALLIANT 2 GWAC. For both Full and Open and Small Business: “
Only in the event PPIRS information is not available will an Offeror be allowed to substitute a Past Performance Survey similar to the CPARS format. If PPIRS information is available for any given relevant project, it must be used for the Past Performance evaluation.”

Future Goal: No PPQs!!!

Food for Thought: For Past Performance Ratings...Would you rather use “Known” PPIRS ratings or chance “Unknown” PPQ ratings?

2016 Update!

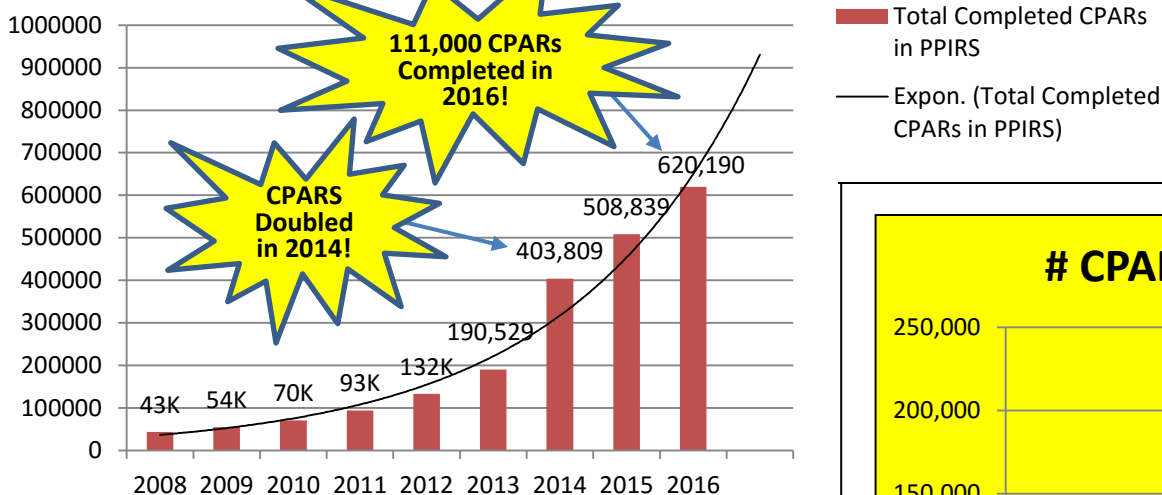


Why Care? – Gov Increasing CPARs



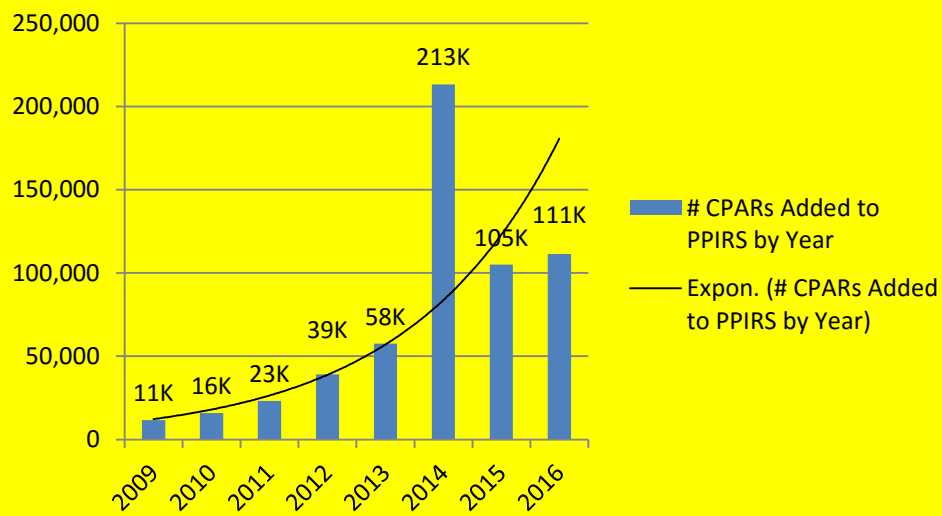
The Number of CPARs in PPIRS is Rising Drastically

Total Completed CPARs in PPIRS



NOTE: Computed from Year-over-Year CPARS Metrics using 10/1 as end-of-year

CPARs Added to PPIRS by Year



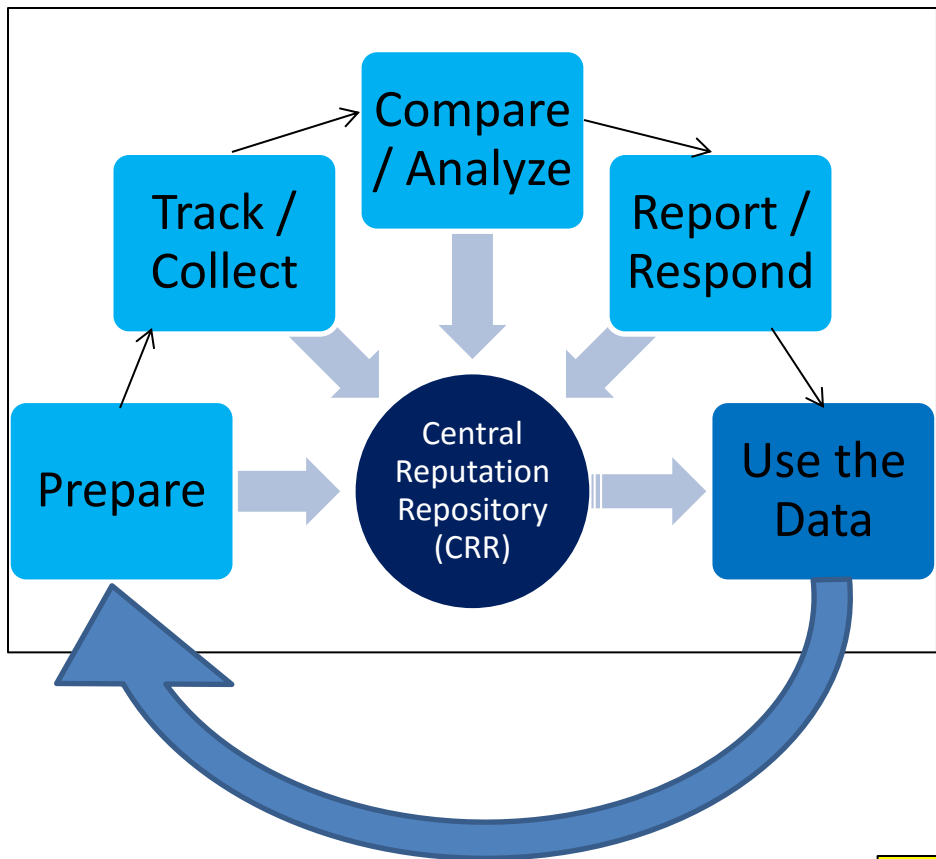
Have you compared the number of CPARs you have now to what you had previously? Do you do this on a Regular Basis?

2016 Update!



Ensure Accurate Performance Ratings to Maximize Your Evaluation Points

PPM



Similar to "Social CRM"



PPM

- PPIRS
- CPARS
- FAPIIS
- PPQs
- Open Ratings
- Phone Calls
- etc



SCRM

- Twitter
- FaceBook
- LinkedIn
- Google+
- Tumblr
- Blogs/Wikis
- Forums
- etc

"PPM is the Centralized Tracking, Analysis, Management, Reporting, & Use of the Government/Public Performance Data to Better the Company as a Whole."

2016 Update!

Know Your Data to Monitor, Track, and Manage

Sensitive Systems/Data:

- CPARS/PPIRS (RC / SR)
- FAPIIS
- Open Ratings
- Customer Surveys

Public Systems:

- Fed IT Dashboard
- FAPIIS
- Recovery.gov
- FCMD, etc

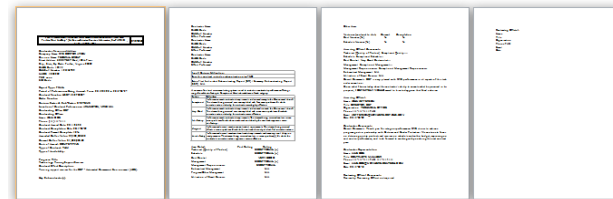
Past Performance Information comes from a variety of Sources

2016 Update!



PPIRS – Report Cards (RC) (Above SAT)

ASSESSMENT REPORTS							
Help							
DUNS: 123456749 CAGE: 33AA1							
Contract Number	Order Number	Assessment Date	CAGE Code	PSO/PSC	Business Sector	DUNSPlus4	Company Name
ACDABC1		04/01/2009 - 03/31/2011			SYSTEMS	123456749	COMPANY X
ACDABC1		06/20/2010 - 06/20/2012			SYSTEMS	123456749	COMPANY X
ACDABC2		11/27/2011 - 11/27/2012			SYSTEMS	123456749	COMPANY X



PPIRS – Summary Report/Statistical Report (SR) (Below SAT)

Negative Delivery Record(s)									
New Records									
Department/Agency	Contract No.	Type	Code/NSN	Due Date	Ship/Rec Date	Cancel Date	Added Date	Challenge	
No Data									
Existing Records									
Department/Agency	Contract No.	Type	Code/NSN	Due Date	Ship/Rec Date	Cancel Date	Added Date	Challenge	
ABC Washington, DC	ABC12345678910XYZ12345678901	FAB	60987654321098765	08-OCT-13			20-OCT-13		

[Process CDD Challenge](#)

CPARs Data is Not Easy to Digest, because each CPAR is 3+ pages of information.

The Set of Performance Data in CPARS is not Necessarily what is in PPIRS.

The FAR Requires “Responsibility Determinations” if Over SAT; Lack of Performance, Integrity, Ethics; No SBA Certificate of Competency.

FAPIIS (also has Public Version)

Awarded: COMPANY XYZ	
Summary of All Reports	Count
Administrative Agreement	0
Defective Pricing	0
DoD Determination of Contractor Fault	0
Non-Responsibility Determination	0
Recipient Not-Qualified Determination	0
Termination for Cause	0
Termination for Default	0
Termination for Material Failure to Comply	0

2016 Update!

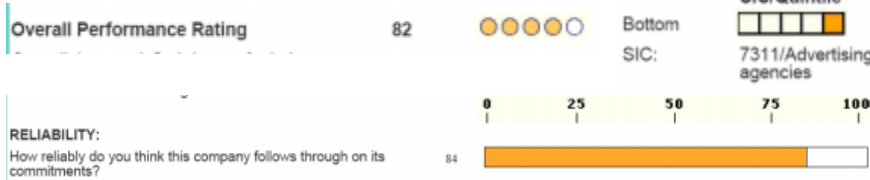




What Can You Do? Other Sensitive Data



Open Ratings

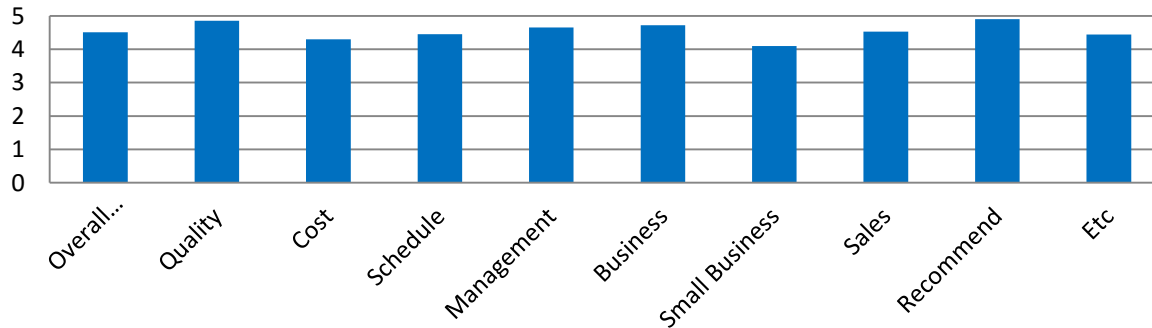


Distribution of Feedback Scale Skewed



Customer Satisfaction Surveys

Internal Customer Satisfaction Surveys



Open Ratings – Focus on Overall Rating, SIC Quintile, & Negative Distribution of Feedback.

Educate Your Customers Before Ordering Open Ratings Report

2016 Update!



What Can You Do? Public Data



Fed IT Dashboard, Recovery.gov, (FAPIS), & FCMD....Etc.

IT DASHBOARD FY2014 Edition

Home | Portfolio | Visualization | Data Feeds | FAQ

NASA IT Infrastructure

Investment: NASA's IT infrastructure investment reports on agency-wide efforts to...
 Description: NASA's IT infrastructure investment reports on agency-wide efforts to...
 P12211 (FY) Spending: \$47,681.8
 Time Name of Investment: 1998-2013

CIO Information

LARRY SWEET
 Agency: NASA
 Position: Administrator and Space Administration

Evaluation by Agency CIO

Government Average
 Agency Average
 Investment

Project Summary

Number of Projects: 1

Cost Variance: Green
 Schedule Variance: Green

Operational Performance

System Description	Priority	Task of Review	Priority	Next Report	Next Report	Updated Date of Most Recent Report
NASA Center Core Data Service	Priority	Percentage (%)	95.00	Low	2013/01/17	
NASA Center Core Data Service	Priority	Percentage (%)	95.00	Low	2013/01/17	
NASA Center Core Data Service	Priority	Percentage (%)	95.00	Low	2013/01/17	

Choose a quarter and click "Go."
 April 1 - June 30, 2012

AWARD OVERVIEW

Award Number: FA-8619-10-C-0008
 Funding Agency: Department of the Air Force
 Total Award Amount: \$3,556,792
 Project Location: Grand Prairie, TX
 Award Date: 04/05/2010
 Project Location - State: TX
 Project Status: Completed
 Project Location - Zip: 75051-2704
 Jobs Reported: 1.00
 Congressional District: 24
 Project Location - Country: US

RECIPIENT INFORMATION (CONTRACTS)

Recipient Name: LOCKHEED MARTIN CORPORATION
 Recipient DUNS Number: 794571448
 Recipient Address: 1701 W MARSHALL DR
 Recipient City: GRAND PRAIRIE
 Recipient State: Texas
 Recipient Zip: 75051-2704
 Recipient Congressional District: 24
 Recipient Country: USA
 Required to Report Top 5 Highly Compensated Officials: No

PROJECTS AND JOBS INFORMATION

Project Title: Federal Contract
 Project Status: Completed
 Final Project Report Submitted: Yes
 Project Activities Description: Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)
 Description: The final deliverable system was successfully demonstrated to the Air Force at the Lockheed Martin facility. After the demonstration, the System was delivered to Holloman AFB for long term testing. Holloman AFB and Lockheed Martin were extremely successful with the contract requirements and deliverables.

Jobs Created: 1.00

POGO.ORG Federal Contractor Misconduct Database

home about us investigations get involved donate

Top 100 Contractors
 by contract dollar amount

Methodology
 of this ongoing effort

What's new

Archive
 previous rankings and more

Quick Search
 Word or Phrase in any field

Sort the Data
 Contractor: All Contractors
 Disposition: All
 Court Type: All
 Misconduct Type: All Types
 Enforcement Agency: All Types
 Contracting Party: All
 Dollar Amount: All

Top 100 Contractors

Contractor	Federal Contract \$ (FY2011)	Instances of Misconduct (Since 1995)	Misconduct \$ (Since 1995)
1. Lockheed Martin	\$42446.9m	59	\$ 606.0m
2. Boeing Company	\$21599.2m	46	\$1054.5m
3. General Dynamics	\$19442.8m	13	\$ 78.5m
4. Northrop Grumman	\$15020.1m	35	\$ 850.7m
5. Raytheon Company	\$14771.1m	22	\$ 479.2m
6. United Technologies Corporation	\$7908.1m	17	\$1123.1m
7. SAIC	\$7379.0m	13	\$ 533.3m
8. L-3 Communications	\$7357.7m	9	\$ 48.9m
9. BAE Systems	\$6876.3m	13	\$ 588.2m
10. Oshkosh Truck Corporation	\$4942.1m	0	\$ 0.0m
11. McKesson Corporation	\$4706.1m	18	\$1815.6m
12. Computer Sciences Corporation	\$4508.8m	8	\$ 140.6m
13. Bechtel Corporation	\$4498.6m	19	\$ 378.3m
14. URS Corporation	\$4408.5m	9	\$ 63.5m
15. Industries	\$4039.9m	1	\$ 0.0m
16. Booz Allen Hamilton	\$3934.9m	3	\$ 3.8m
17. ITT Industries	\$3862.6m	6	\$ 109.7m
18. DynCorp International Inc.	\$3843.3m	10	\$ 19.8m
19. Humana	\$3445.3m	13	\$ 133.4m
20. Health Net, Inc.	\$3145.3m	22	\$ 690.7m
21. Trivest Healthcare Alliance Company	\$3093.5m	1	\$ 10.0m

Valuable Resources

- Better Business Bureau Searchable Database
- Center for Public Integrity's "Power Trips" Database - Congressional Travel Disclosures
- Center for Public Integrity's "Pentagon Travel" Database - DoD Trips Paid for By Outside Interests
- Center for Responsive Politics (opensecrets.org) - Revolving Door Database
- Good Jobs First's Subsidy Tracker - database of state economic development subsidies
- In The Public Interest - a resource center on privatization and responsible contracting
- National Institute on Money in State Politics - Political Donations in the States
- Sagerly Investigative Intelligence - State/Local Vendor Debarment List

“Transparency” Provides a Wealth of Public Data on Contracts & Contractors

What Other Systems/Data Affect Your Reputation and/or is Usable?

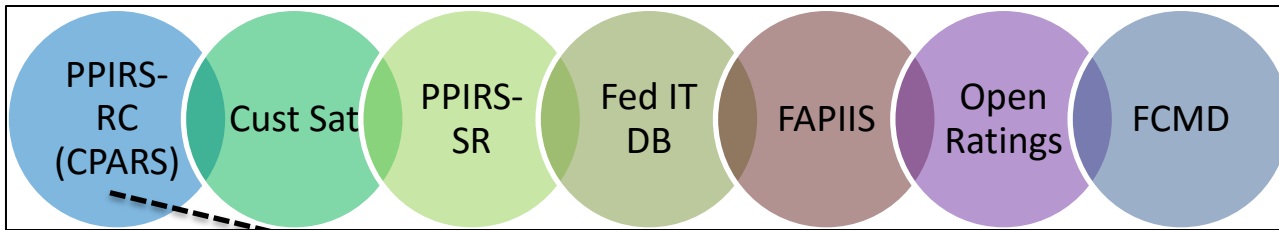
2016 Update!



Monthly Performance Report – Mock Up Example

Monthly Performance Report Government's View of Your Performance

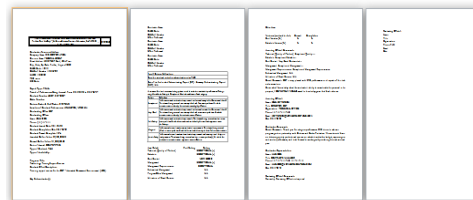
Download & Analyze your Data then Create



Or



From

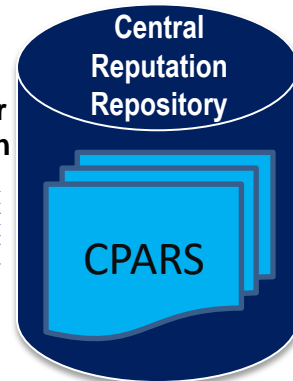


To

Meaningful Dashboard

Quality	Schedule	Cost	Business	Management	Contract Ave
5	5	5	5	5	5.00
5	5	5	5	5	5.00
5	5	5	5	5	5.00
5	5	5	5	5	5.00
5	4	4	4	4	4.20
5	4	4	4	4	4.20
2	2	4	2	2	2.45
2	2	4	2	2	2.45
5	4	4	5	5	4.80
5	4	4	5	5	4.80
5	5	4	5	5	4.80
5	5	4	5	5	4.80
5.00	4.87	4.50	4.87	4.87	4.71

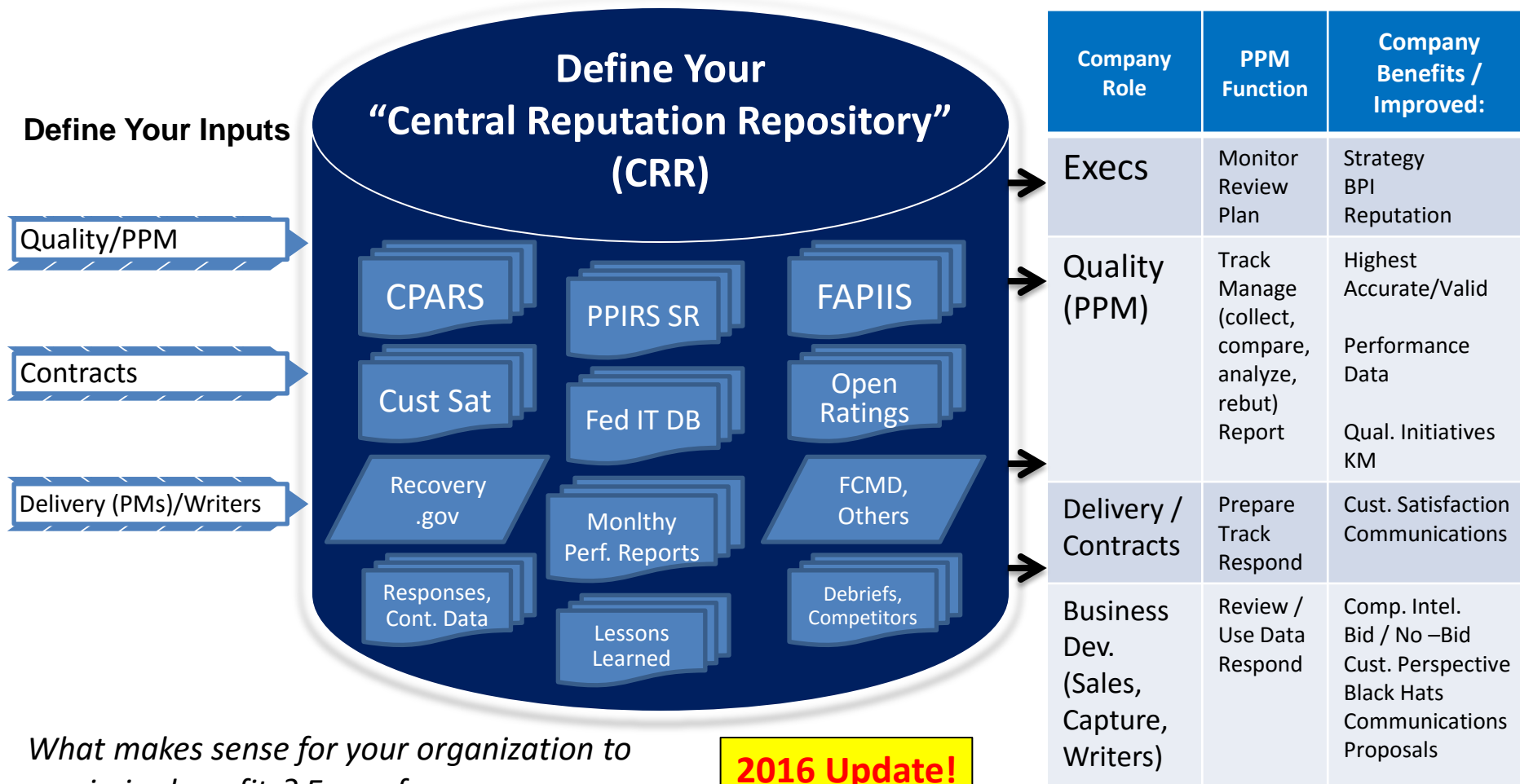
Linked for Drill Down



Prepare Dashboard reports for the data that represents your reputation & keep track of publicly available data on competitors for upcoming opportunities

The Broader the Base of Commitment the Better

Roles & Benefits



What makes sense for your organization to maximize benefits? Ease of use, resource allocations, accountability, etc.

2016 Update!



How Do I Benefit?



Results/Benefits from Active PPM

- **Know Exactly what the Government Can See on Your Performance Data**
- **Ensure Highest Accurate/Valid Performance Ratings**
- **Provide Easy Centralized Access to all Performance Data for Those that Need/Can Use it**
- **Improve Internal Communications**
- **Improve Customer Communications/Relationship/Satisfaction**
- **Produce Higher Quality/More Compelling Proposals**
- **Make More Informed Strategic Decisions**
- **Improve Company Reputation & Win Rate**

Start Now – the longer you wait the more you will miss

2016 Update!



**Questions?
Comments?
Suggestions?**

Contact: Rob Muzzio
rmuzzio@ultimusperformancelc.com



Implement, Assess, Adjust, Improve...



2016 Update!