



# Past Performance Management (PPM)

Your Company's Reputation Depends on it!

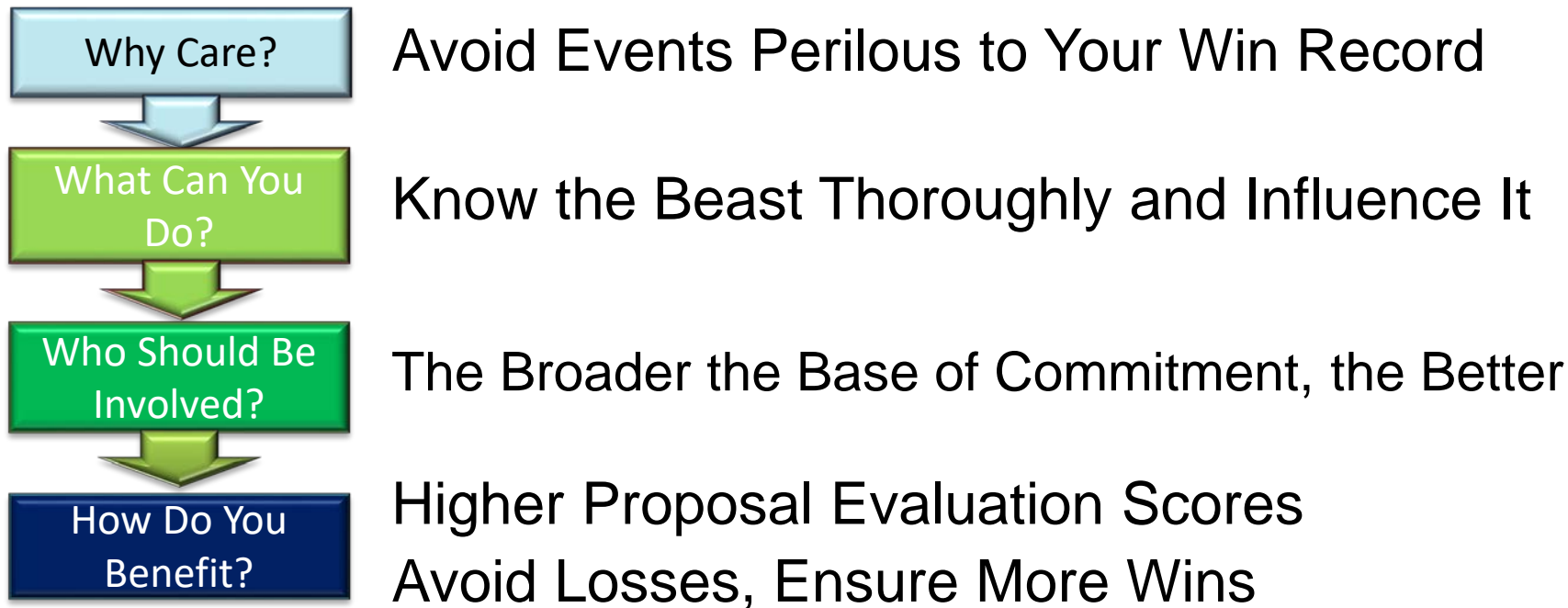
Rob Muzzio

Ultimus Performance LLC

2017 Update!



## PPM – Be its Master or Be its Victim



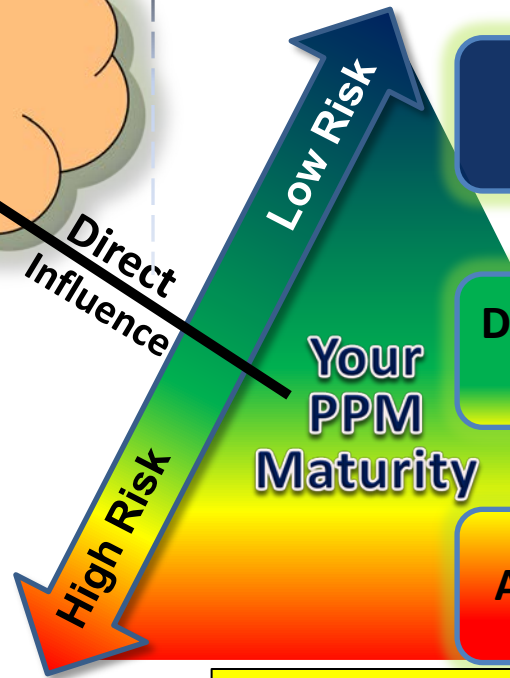
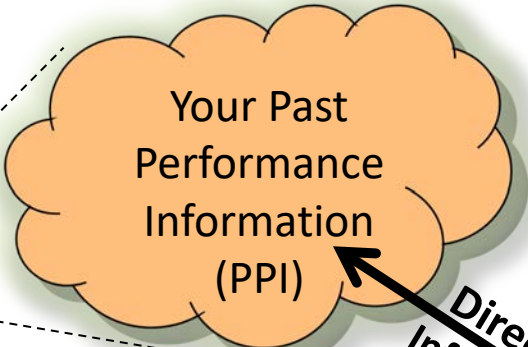
*“I will worry about this stuff when we lose a proposal because of it” - Anonymous*

**2017 Update!**

## Your Company's Reputation Depends on it!

Government	Your Reputation	Your Involvement	Your Benefits
------------	-----------------	------------------	---------------

"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."*

**2017 Update!**



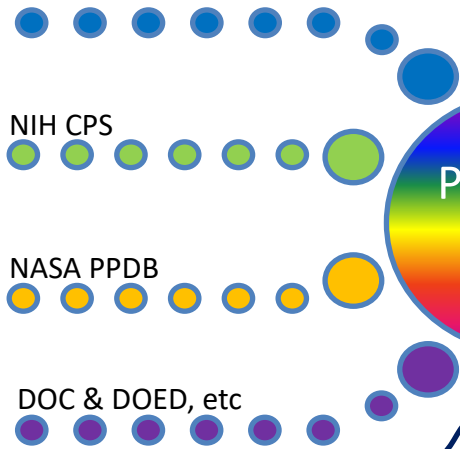
# Why Care? – Government Influence



## Federal Performance System History (from wide assortment to standardization)

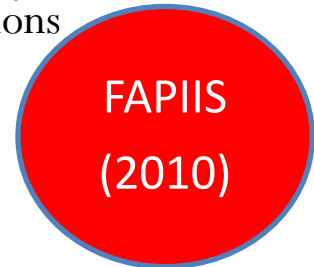
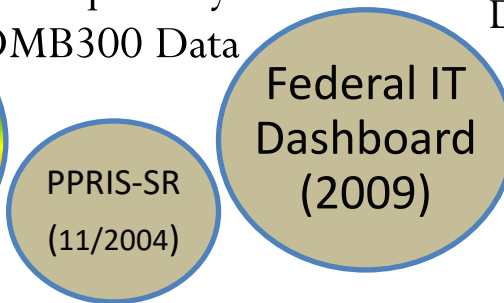
### Ad-Hoc Performance Assessment Process:

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.*

**2017 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.

NASA SEWP V

**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



Army IMCS III

AF SBEAS

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	
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	3,000

GSA Alliant 2

**DoD AF SBEAS.** For Past Performance Quality: “**Acceptable:** Offeror’s available past performance evaluations holistically (PPQs and/or CPARs) were rated Exceptional, Very Good, or Satisfactory!”

**GSA ALLIANT 2 GWAC.** If CPAR in PPIRS, No PPQ!

Future Goal: No PPQs!!!

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

2017 Update!

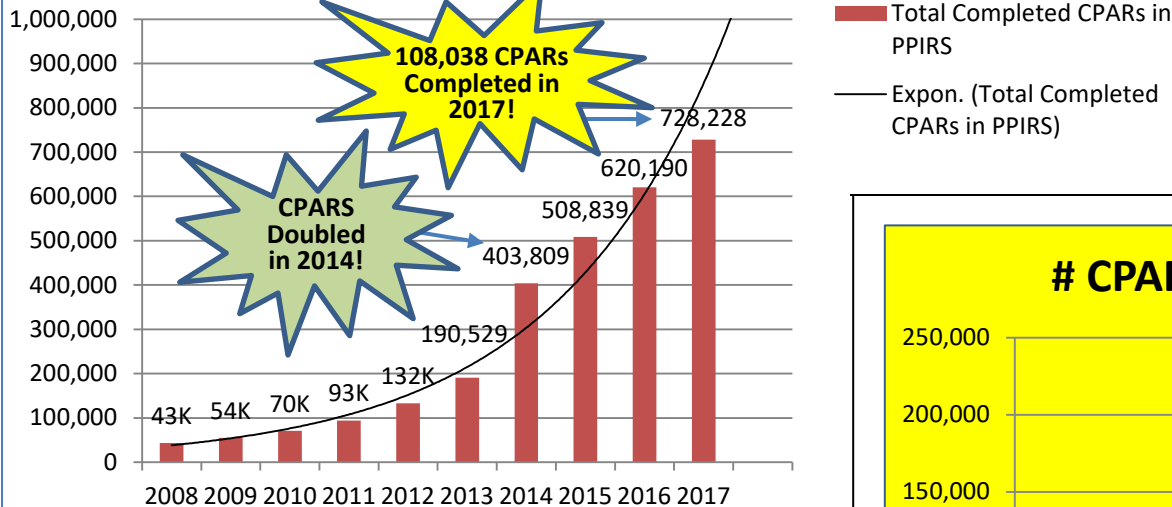


# Why Care? – Gov Increasing CPARs

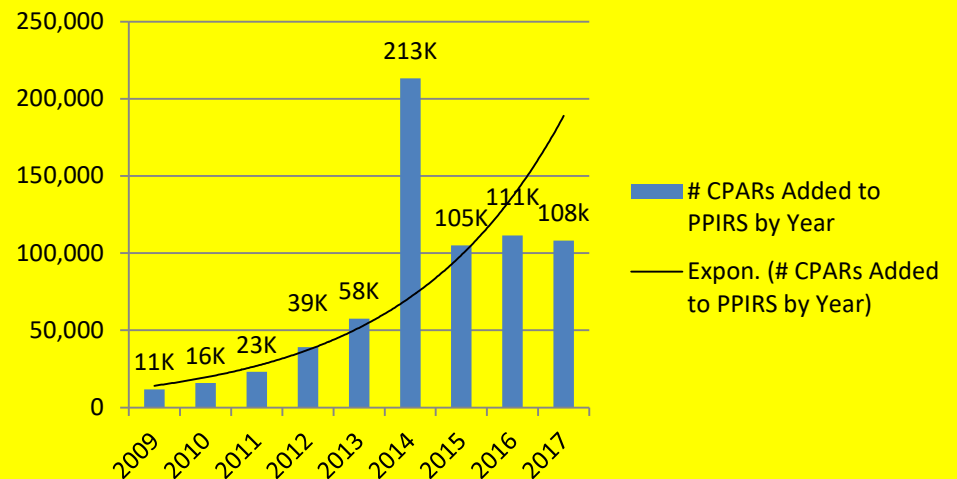


## The Number of CPARs in PPIRS is Rising Steadily

### Total Completed CPARs in PPIRS



### # CPARs Added to PPIRS by Year



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

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

**2017 Update!**





# Why Care? – CPAR Report Card!



## NEW in 2017

### 2017 UPLLC CPARS REPORT CARD

(Based on average CPAR ratings and grading scale)

2017 CPAR Rated Performance	2017 Average Grade		Grading Scale		CPAR Rating Conversion Values
Quality	C+	2.87	A = 4.0	D+ = 1.7 - 1.99	Exceptional = 4
Schedule	C+	2.79	B+ = 3.7 - 3.99	D = 1.3 - 1.69	Very Good = 3
Cost	C+	2.82	B = 3.3 - 3.69	D- = 1.0 - 1.29	Satisfactory = 2
Management	C+	2.88	B- = 3.0 - 3.29	F = 0 - .99	Marginal = 1
Utilization of Small Business	C	2.61	C+ = 2.7 - 2.99		Unsatisfactory = 0
Regulatory Compliance	C	2.60	C = 2.3 - 2.69		
Other Areas	C+	2.95	C- = 2.0 - 2.29		
<b>2017 Overall Weighted GPA</b>	<b>C+</b>	<b>2.80</b>	© 2018 Ultimus Performance LLC		

By converting all 2017 CPARS ratings metrics to numbers using a 4-point scale for each rated area, then computing the weighted average and applying 4-point grading scale, we calculate the average grade for each rated area. By comparing these values for years 2010 – 2017, on the next 3 slides, a historical trend is identified! What do you think the historical trend shows?

For more details go to

<http://www.ultimusperformancellc.com>

**2017 Update!**



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# Why Care? – Ratings Going Down!

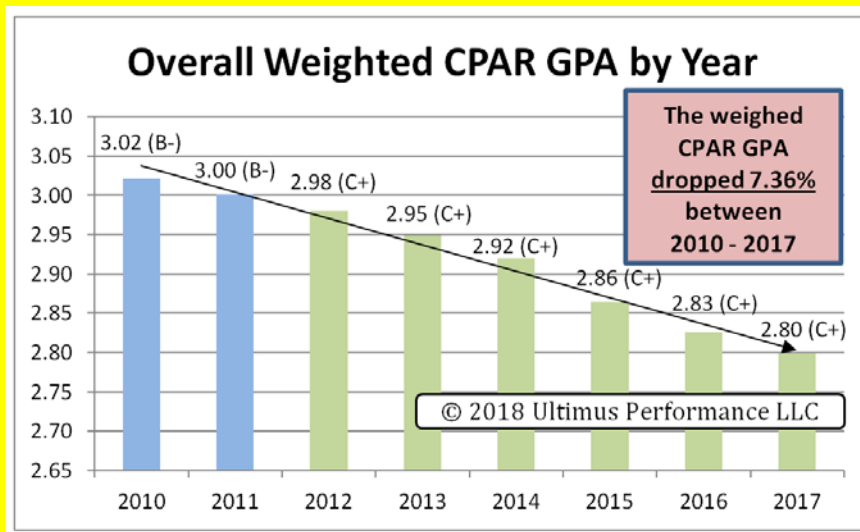


Since 2010 the Weighted CPAR GPA is steadily declining.

Average CPAR Ratings Trend History for 2010 - 2017

Overall Weighted CPAR GPA by Year

Calculated Ratings	2010	2011	2012	2013	2014	2015	2016	2017	2010 to 2017 Difference
GPA	3.02	3.00	2.98	2.95	2.92	2.86	2.83	2.80	-7.36%
Grade**	B-	B-	C+	C+	C+	C+	C+	C+	B- to C+



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

For more details go to <http://www.ultimusperformancellc.com>

**Have you noticed your CPAR ratings going down between 2010 – 2017?**

**2017 Update!**



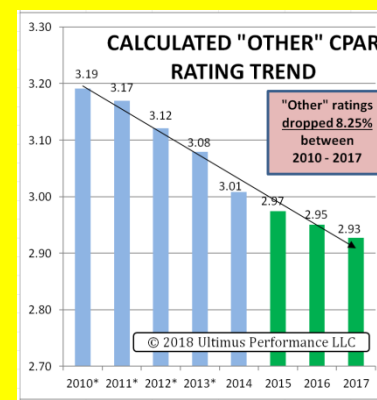
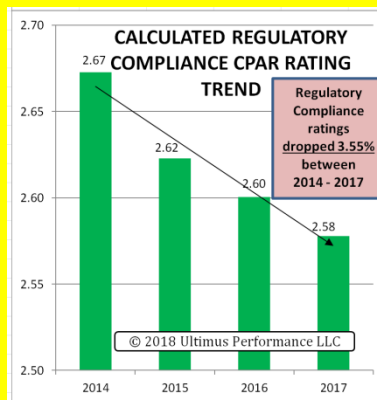
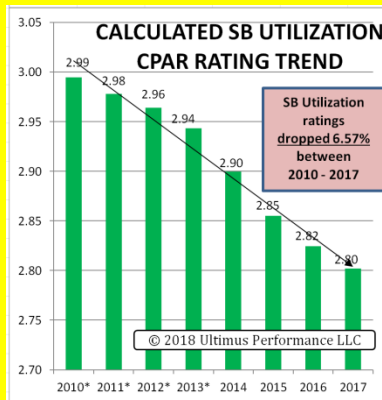
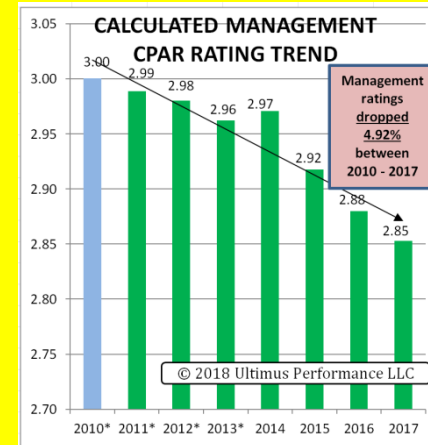
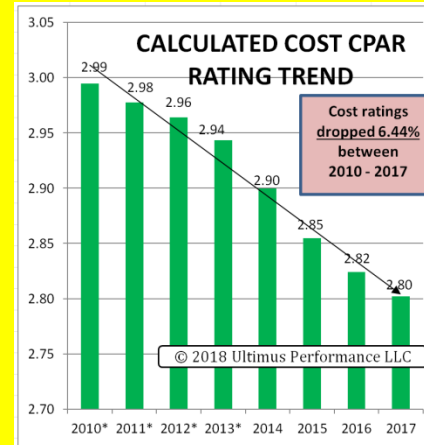
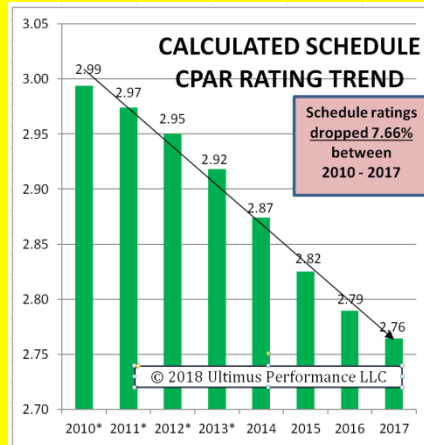
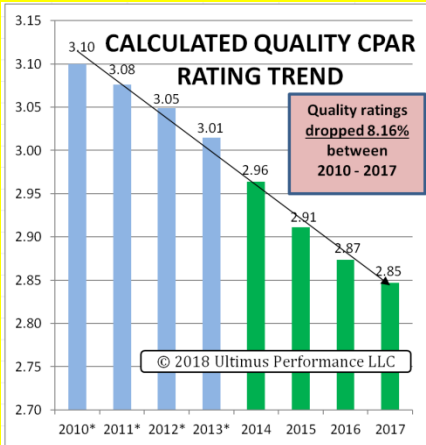




# Why Care? – Ratings Going Down!



All CPAR Rated Area averages are on a steady downtrend 2010 - 2017



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

For more details go to <http://www.ultimusperformancellc.com>

Have you noticed more "Satisfactory" ratings and less "Exceptional" ratings?

2017 Update!



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# Why Care? – Ratings Going Down!



The number of Exceptional ratings is falling and Satisfactory ratings are rising!

Average CPAR Ratings Trend History for 2010 - 2017

CPAR Performance Area Rated	Calculated Ratings	2010	2011	2012	2013	2014	2015	2016	2017	2010 to 2017 Difference
Quality	Grade**	B-	B-	B-	B-	C+	C+	C+	C+	B- to C+
	Average*	3.10	3.08	3.05	3.01	2.96	2.91	2.87	2.85	-8.16%
	% Exceptional	38.90%	37.57%	36.00%	34.22%	31.71%	29.11%	27.35%	26.15%	-12.75%
	% Satisfactory	23.31%	24.38%	25.77%	27.68%	30.60%	33.41%	35.37%	36.90%	+13.58%
Schedule	Grade**	C+	C+	C+	C+	C+	C+	C+	C+	No change
	Average*	2.99	2.97	2.95	2.92	2.87	2.82	2.79	2.76	-7.66%
	% Exceptional	35.50%	34.22%	32.49%	30.68%	28.35%	26.03%	24.43%	23.33%	-12.17%
	% Satisfactory	25.15%	26.43%	27.87%	29.91%	32.77%	35.59%	37.71%	39.25%	+14.10%
Cost	Grade**	C+	C+	C+	C+	C+	C+	C+	C+	No change
	Average*	2.99	2.98	2.96	2.94	2.90	2.85	2.82	2.80	-6.44%
	% Exceptional	34.58%	33.44%	31.96%	30.55%	28.32%	26.25%	24.88%	23.88%	-10.70%
	% Satisfactory	26.89%	28.01%	28.82%	30.23%	33.13%	36.14%	38.15%	39.61%	+12.72%
Management	Grade**	B-	C+	C+	C+	C+	C+	C+	C+	B- to C+
	Average*	3.00	2.99	2.98	2.96	2.97	2.92	2.88	2.85	-4.92%
	% Exceptional	35.32%	34.47%	33.68%	32.52%	32.04%	29.62%	27.93%	26.77%	-8.55%
	% Satisfactory	26.42%	27.13%	27.80%	29.05%	29.88%	32.59%	34.57%	35.99%	+9.57%
Utilization of Small Business	Grade**	C+	C+	C+	C+	C	C	C	C	C+ to C
	Average*	2.78	2.77	2.77	2.71	2.66	2.63	2.61	2.59	-6.57%
	% Exceptional	24.24%	24.20%	24.18%	22.61%	21.04%	19.69%	18.89%	18.23%	-6.01%
	% Satisfactory	42.53%	42.38%	42.62%	45.16%	47.38%	49.83%	51.17%	52.55%	+10.02%
Regulatory Compliance	Grade**	NA	NA	NA	NA	C	C	C	C	No change
	Average*	NA	NA	NA	NA	2.67	2.62	2.60	2.58	-3.55%
	% Exceptional	NA	NA	NA	NA	17.92%	17.24%	16.68%	15.99%	-1.93%
	% Satisfactory	NA	NA	NA	NA	49.20%	52.81%	54.29%	55.90%	+6.71%
Other Areas	Grade**	B-	B-	B-	B-	B-	C+	C+	C+	B- to C+
	Average*	3.19	3.17	3.12	3.08	3.01	2.97	2.95	2.93	-8.25%
	% Exceptional	48.75%	47.84%	45.69%	43.75%	39.45%	36.99%	35.16%	33.78%	-14.97%
	% Satisfactory	18.38%	19.14%	20.52%	22.36%	23.50%	25.50%	27.00%	28.35%	+9.97%

2017 Update!

For more details go to

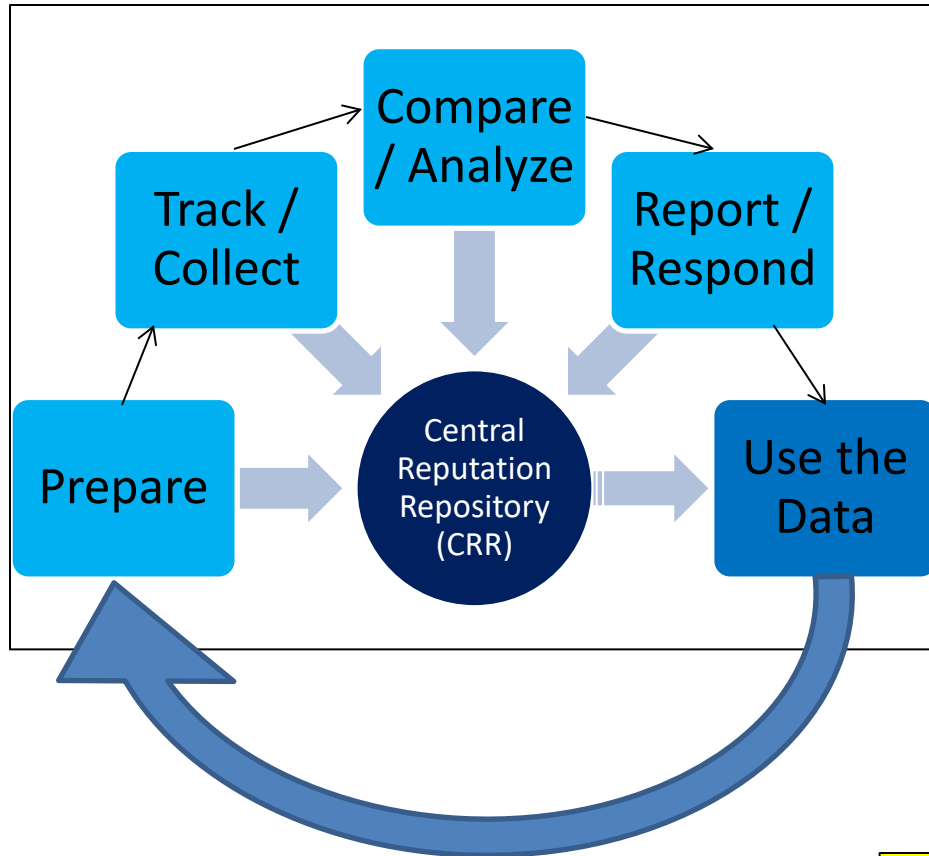
<http://www.ultimusperformancellc.com>



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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.”*

**2017 Update!**



# What Can You Do? PPM Data Sources



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*

**2017 Update!**

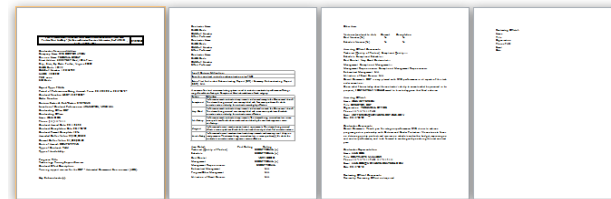


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## PPIRS – Report Cards (RC) (Above SAT)

ASSESSMENT REPORTS							
<a href="#">Help</a>							
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.*

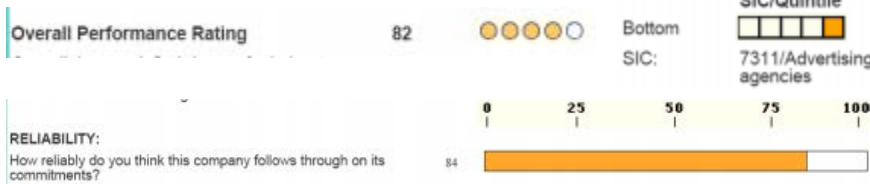
## FAPIS (also has Public Version)

Awarded: COMPANY XYZ	
Summary of All Reports	Count
Administrative Agreement	0
Defective Pricing	0
OOD 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

**2017 Update!**



## Open Ratings

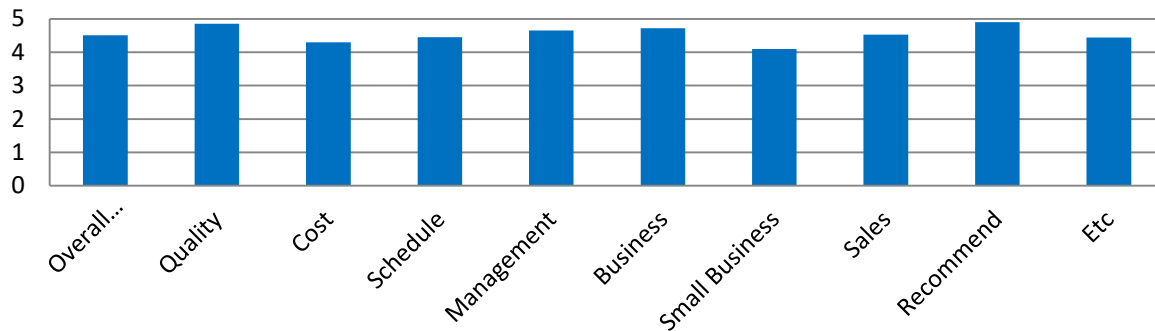


## Distribution of Feedback Scale Skewed



## 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*

**2017 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-managed efforts to...  
 Description: NASA's IT infrastructure investment reports on agency-managed efforts to...  
 P12211 (FY) Spending: \$47,681.8  
 Time Name of Investment: 1998-2013  
 Status: No change in status

Projects: Current Budget 300 | FY13 Budget 300 | Contracts | Investment Change History | Evaluation History

**CIO Information**

Agency: NASA  
 Agency Director: Charles F. Bolden Jr.  
 Agency Mission: National Aeronautics and Space Administration

**Evaluation by Agency CIO**

Government Average  
 Agency Average  
 Investment

Current Evaluation: 3

**Project Summary**

Number of Projects: 1

Cost Variance: Green  
 Schedule Variance: Green

**Operational Performance**

Metric Description	Frequency	Units of Measure	Priority	Next Record	Next Record Actual	Next/Prev	Updated Date of Most Recent Record
NASA Center Close Time Service	Monthly	Percentage (%)	High	100	100	Yes	2013-01-01
NASA Center Close Time Service Availability	Monthly	Percentage (%)	High	99.99	100	Yes	2013-01-01
NASA Center Close Time Service Availability	Monthly	Percentage (%)	High	99.99	99.99	Yes	2013-01-01
NASA Center Close Time Service	Monthly	Percentage (%)	High	99.99	100	Yes	2013-01-01

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

**AWARD OVERVIEW**

Award Number: FA-0619-10-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.  
 Quarterly/Project Description: Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)  
 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  
 Date Range: 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**

**NGOs**

- 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

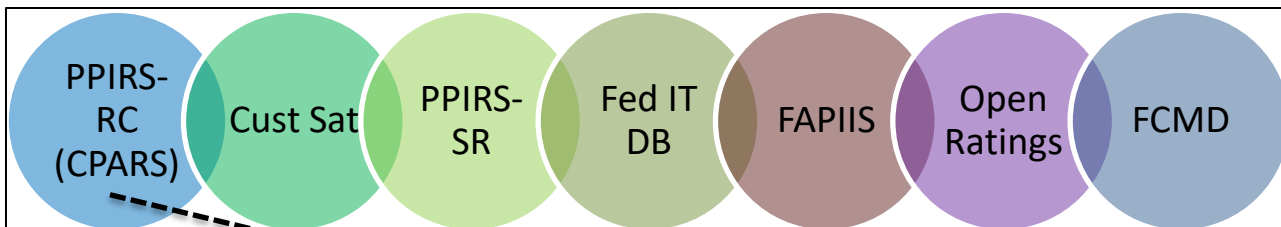
What Other Systems/Data Affect Your Reputation and/or is Usable?

**2017 Update!**



## Monthly Performance Report – Mock Up Example

### Monthly Performance Report Government's View of Your Performance



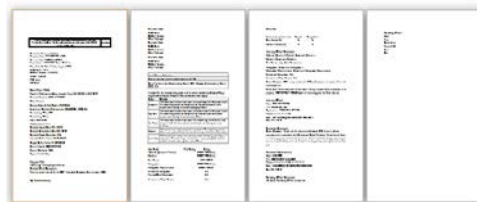
Download & Analyze your Data then Create



Or



From

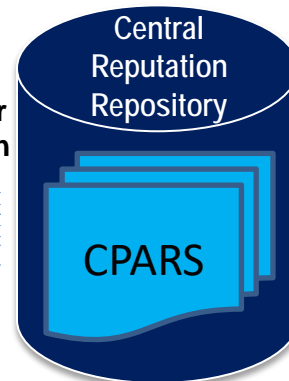


To

#### 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	2.40
2	2	4	2	2	2.40
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

**2017 Update!**



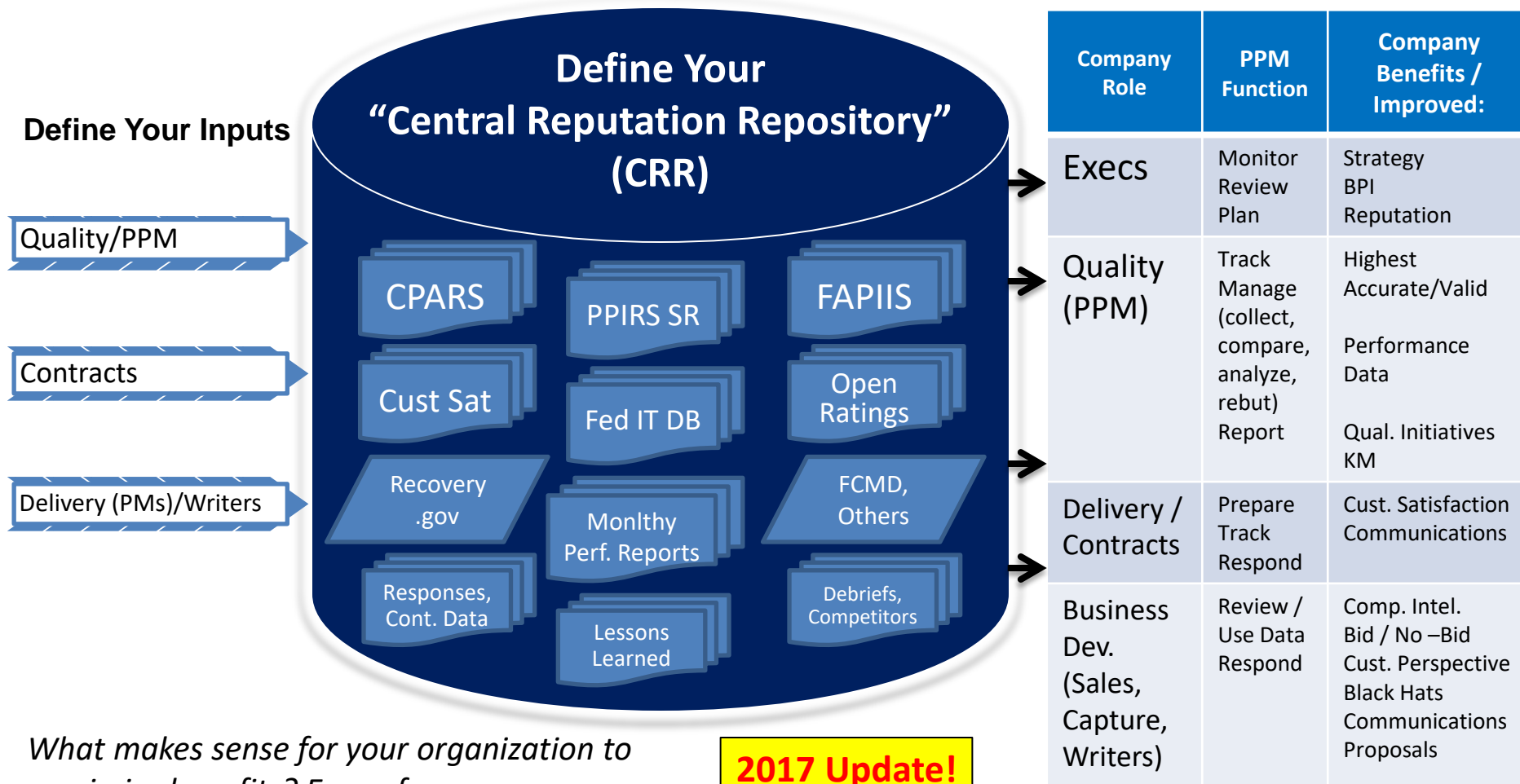


# Who Should Be Involved?



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.*

**2017 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

**2017 Update!**



**Questions?  
Comments?  
Suggestions?**

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**Implement, Assess, Adjust, Improve...**

