

**September
2008**

DEPARTMENT OF THE NAVY

Assistant Secretary of the Navy
(ASN) Research Development
and Acquisition (RDA)

NAVAL POPS

Program Health Assessment Guidance for Naval Acquisition Programs

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NAVAL PoPS GUIDEBOOK



Guidance for the Implementation of Naval PoPS

*A Program Health Assessment Methodology
for Navy and Marine Corps Acquisition Programs*

SEPTEMBER 2008
VERSION 1.0

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MEMORANDUM FOR DISTRIBUTION

SUBJECT: Implementation Guidance and Methodology for Naval Probability of Program Success (PoPS)

References:

- (a) PDASN Memo “DON Decision to Utilize Probability of Program Success (PoPS) approach to Assess Program Health During Gate Reviews” of 19 January 2008
- (b) PDASN Memo “DON Interim Guidance for Probability of Program Success (PoPS) Implementation” of 19 January 2008
- (c) SECNAV NOTICE 5000 of 26 February 2008
- (d) SECNAV INSTRUCTION 5000.2C of 19 November 2004
- (e) DoD Directive 5000.01 of 12 May 2003
- (f) DoD Instruction 5000.2 of 12 May 2003
- (g) CJCS Instruction 3170.01F of 1 May 2007

In furtherance of the decision in reference (a), this memorandum cancels and supersedes reference (b) and forwards attachments (1) through (3) and their associated tools as the new Naval PoPS methodology for conducting program Health Assessments.

Attachments (1) Naval PoPS Guidebook v1.0, (2) Naval PoPS Criteria Handbook v1.0 and (3) Naval PoPS Visuals Handbook v1.0 are effective upon receipt for all DON pre Major Defense Acquisition Program (MDAP) programs, all MDAP Acquisition Category (ACAT) I and selected ACAT II programs, all pre Major Automated Information System (MAIS) programs and all MAIS ACAT 1A programs. In addition, the attachments and associated tools shall serve as the standard DON method of representing the health of a program and be:

- Applicable to all remaining DON ACAT programs and any other program subject to the DON acquisition process.
- Used in a continuous manner any time the health of a program is discussed in the formal decisional meetings identified in references (d) through (g), and the variety of other progress reviews, across the spectrum of interested parties including MDAs, PEOs, DASNs, Resource and Requirements Officers, OSD and Congressional Staff.
- Used by any other resourcing or requirements decision assessment tools needing program health input.

SUBJECT: Implementation Guidance and Methodology for Naval Probability of Program Success (PoPS)

For programs desiring to ease the transition to this guidance, an optional grace period will exist until November 30, 2008 during which Interim PoPS may still be used. After this date use of attachments (1) through (3) and their associated tools is mandatory for effected programs.

Significant differences exist between this guidance and the interim guidance it replaces. These differences are aimed at increasing accuracy, reducing subjectivity and easing health assessment comparisons across all systems for all levels of decision makers. In addition, and importantly, the holistic application of this program health guidance as recommended above; and key implementation aspects like the user friendly criteria spread sheet with imbedded scoring algorithms and the standardized briefing visualizations, are aimed directly at reducing the workload on Program Managers and staffs. Comments and lessons learned are encouraged and should be provided to RDA CHSENG for consolidation. The next update will include a focused review of sustainment and life cycle performance parameters. This feedback will be incorporated in to a planned revision; and with the ongoing work of the extant IM IPT that is exploring the enterprise requirements for web enabled automated exporting of PoPS data via the RDA DASHBOARD into a variety of existing tools and processes requiring program health data.

The attachments will remain in effect until superseded. Copies of this guidance and related supporting material can be found and downloaded from the RDA DASHBOARD at <https://asnrdadonhq.navy.mil>. My point of contact for this policy and its implementation is ASN (RD&A) CHSENG, Mr. Carl Siel, who can be contacted at (202) 781-3971 or at carl.siel@navy.mil.

David Architzel
Vice Admiral, U.S. Navy
Principal Military Deputy

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1.0 NAVAL POPS INTRODUCTION

1.1 Naval PoPS Guidance

Naval Probability of Program Success (PoPS) provides Navy and Marine Corps senior leadership with an objective and quantifiable method for comparing and evaluating the likely success of acquisition programs during Department of the Navy (DON) Gate Reviews (see Figure 1), Acquisition Milestone Reviews, and monthly and quarterly program reviews (e.g., Quarterly Execution Reviews). Furthermore, the methodology provides Program Managers (PMs), Program Executive Officers (PEOs), and Resource Sponsors with a repeatable, defensible and traceable approach to measuring, managing and reporting Program Health throughout the acquisition life cycle.

Naval PoPS evaluates a program within four key Factors to assess and display current Program Health and identify significant issues that may adversely impact successful program execution:

- Program Requirements
- Program Resources
- Program Planning and Execution
- External Influencers

Program Health Factors are decomposed into Metrics, which are assessed using Criteria that are tailored to defined Gates in the acquisition life cycle (see Figures 2 and 3). Naval PoPS Visuals are standardized PowerPoint (PPT) templates required for all programs subject to the DON Gate Review process.

Naval PoPS was created in a collaborative working group environment that included input from the Office of the Chief of Naval Operations (OPNAV), Headquarters, Marine Corps (HQMC), and System Domain subject matter experts (SMEs) from C4I Systems (SPAWAR), Land Systems (MARCORPS), Air Systems (NAVAIR), Sea Systems and Integrated Warfare Systems (NAVSEA). Some components of the methodology were refined through focused working groups with functional SMEs: Test and Evaluation, Sustainment, and Software.

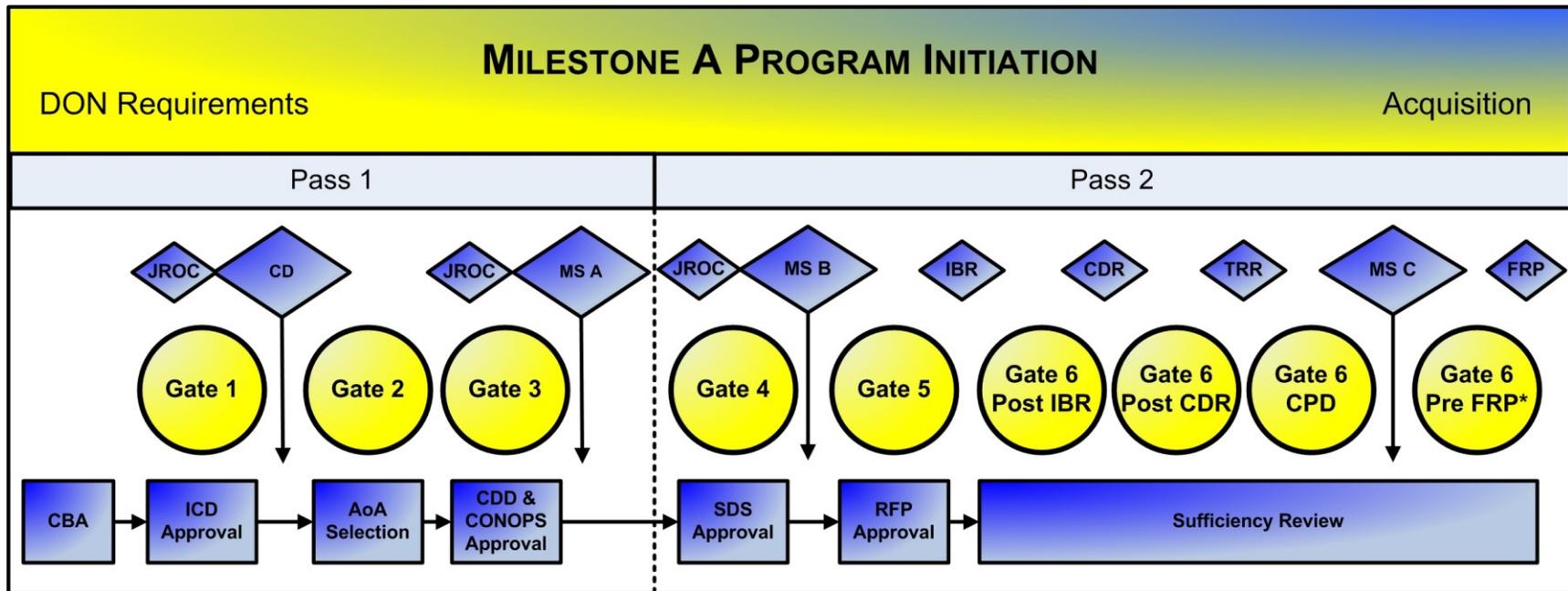
Assistant Secretary of the Navy (ASN) Research Development and Acquisition (RDA) developed documents and tools to assist in the implementation of Naval PoPS Program Health Assessments:

- Naval PoPS Guidebook
- Naval PoPS Criteria Handbook
- Naval PoPS Visuals Handbook
- Naval PoPS Criteria Spreadsheets
- Naval PoPS Visuals Spreadsheets
- Naval PoPS Visuals (PowerPoint templates)

Gates	Membership	Input Criteria	Goals/Exit Criteria	Briefing Content
Gate 4 SDS Approval Briefer: PM	<u>Chair:</u> ASN (RD&A) <u>Principal:</u> VCNO/ACMC, N00N, N8/P&R/CD&I, PDASN, WE Lead &/or USFF/MARFOR, SYSCOM, PEO – as required: CNR, DON CIO, DC Aviation, N1/M&RA, N2/Intel, N4/I&L, N6/DirC4/CIO <u>Advisory:</u> ASN(RD&A)CHSENG, DASN, N80, N81, N82, N8ID, USFF(N8), HQMC(CL, PA&E), OGC, ASN(FM&C)FMB, Resource Sponsor, DirNIPO	1. Approved CDD (for programs initiated at MS A, JROC approved CDD update) 2. Service approved CONOPS 3. Completed review of SDS 4. Independent cost estimates, PM estimates, and available budget	1. Approved SDS (see Exit Criteria Template) 2. Approval to proceed to Gate 5 or MS B (see Exit Criteria Template) 3. Approval of Anti-Tamper Plan (domestic and foreign)	1. Program capability review focused on SDS satisfying CDD, identify SDS technical requirements, program risk, independent & PM cost (including anti-tamper cost) & schedule estimates, triggers for R3B review,
			4. Satisfactory review of Program Health (see Exit Criteria Template)	producibility, staffing sufficiency) 2. Program health

DON Gate Review and Briefing Content:
Satisfactory review of Program Health (Naval PoPS)

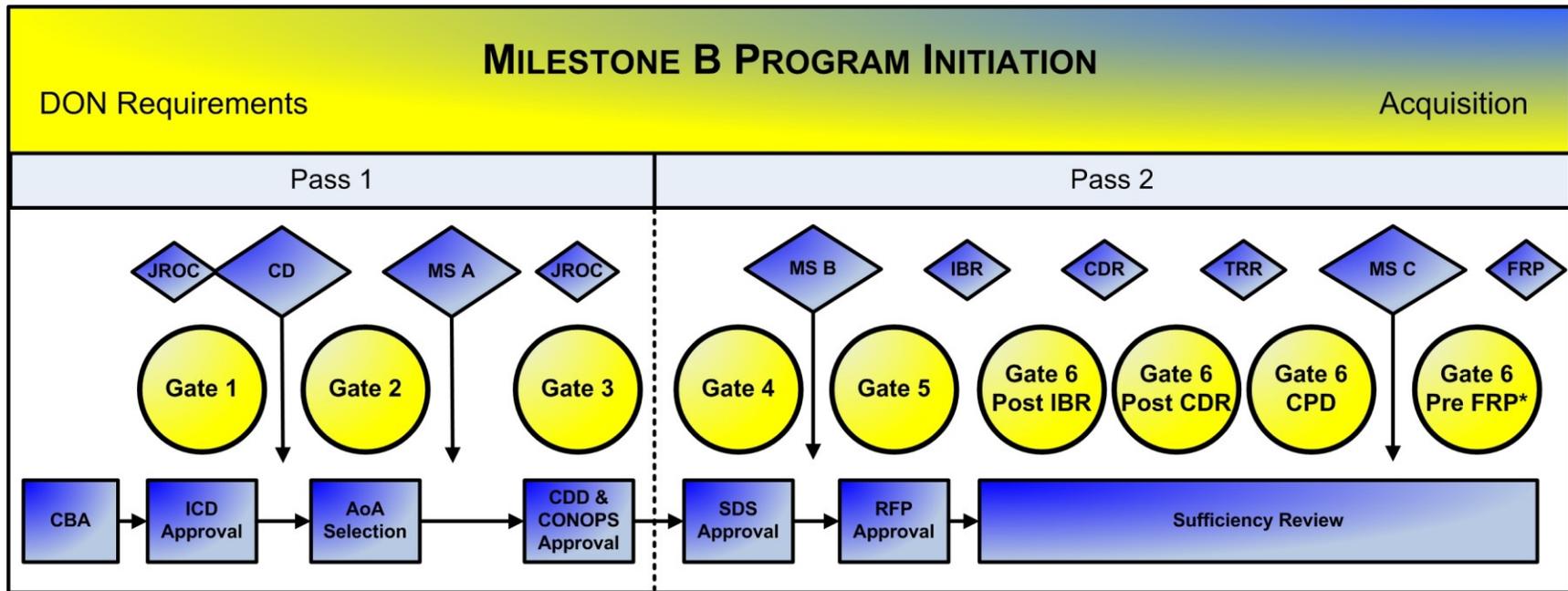
Figure 1: Naval PoPS component of each DON Gate Review.



* Current Naval PoPS guidance is not tailored to programs in the Sustainment Phase. As such, programs at or beyond the FRP decision should use the Gate 6 (Pre FRP) instructions found in the Naval PoPS Criteria Handbook until further guidance is developed.

Figure 2: DON Gate alignment for Milestone A Program Initiation.¹

¹ SECNAV NOTICE 5000, DASN (RD&A) ALM, 26 February 2008.



* Current Naval PoPS guidance is not tailored to programs in the Sustainment Phase. As such, programs at or beyond the FRP decision should use the Gate 6 (Pre FRP) instructions found in the Naval PoPS Criteria Handbook until further guidance is developed.

Figure 3: DON Gate alignment for Milestone B Program Initiation.²

² SECNAV NOTICE 5000, DASN (RD&A) ALM, 26 February 2008.

1.2 Transition from Interim Guidance

The PDASN memorandum for distribution, *DON Interim Guidance for PoPS Implementation*,³ established interim use of the PoPS Spreadsheet Operations Guide⁴ and the PoPS Automated Spreadsheet⁵ for assessing the health of all programs going to DON Gate Reviews. DON Interim PoPS assessed Program Health in five Factor areas: Program Requirements, Program Resources, Program Planning/Execution, Program Fit in Vision, and Program Advocacy. Those Factors were associated with 22 Metrics, which were scored according to standardized color thresholds to report Program Health assessment results on a PoPS dashboard.

The new Naval PoPS guidance for evaluating Program Health resembles the DON Interim PoPS guidance in many ways: Program Health is defined by a similar framework of Factors; Factors are decomposed into Metrics; Metrics are evaluated by Criteria that are tailored to acquisition life cycle phases. Notable structural changes from DON Interim PoPS to the new Naval PoPS Program Health framework are illustrated in Figure 4. In general, the Metric Criteria for each phase are applicable to all programs, but there are some exceptions due to differences in program milestone initiation. Naval PoPS has reduced the subjective nature of the Criteria assessments by assigning a specific point value to each Green, Yellow, and Red Criteria Response. The point values are embedded in the Naval PoPS Criteria Spreadsheets.

³ PDASN Memorandum for Distribution, *DON Interim Guidance for Probability of Program Success (PoPS) Implementation*, 19 January 2008.

⁴ *Probability of Program Success (PoPS) Spreadsheet Operations Guide*, U.S. Air Force, Version 9.6, July 2007.

⁵ *Probability of Program Success (PoPS) Automated Spreadsheet*, U.S. Air Force, Version 9.6, July 2007.

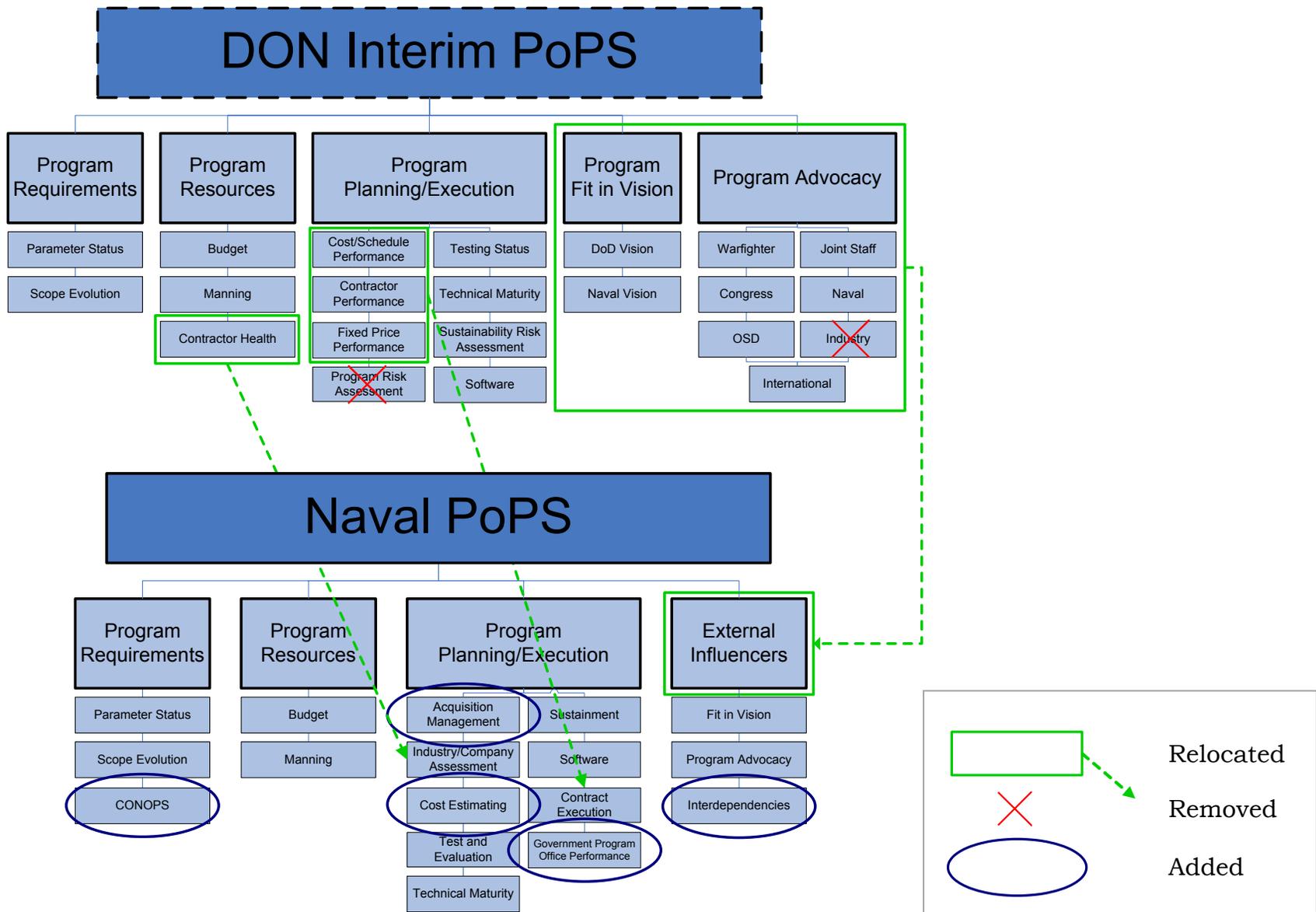
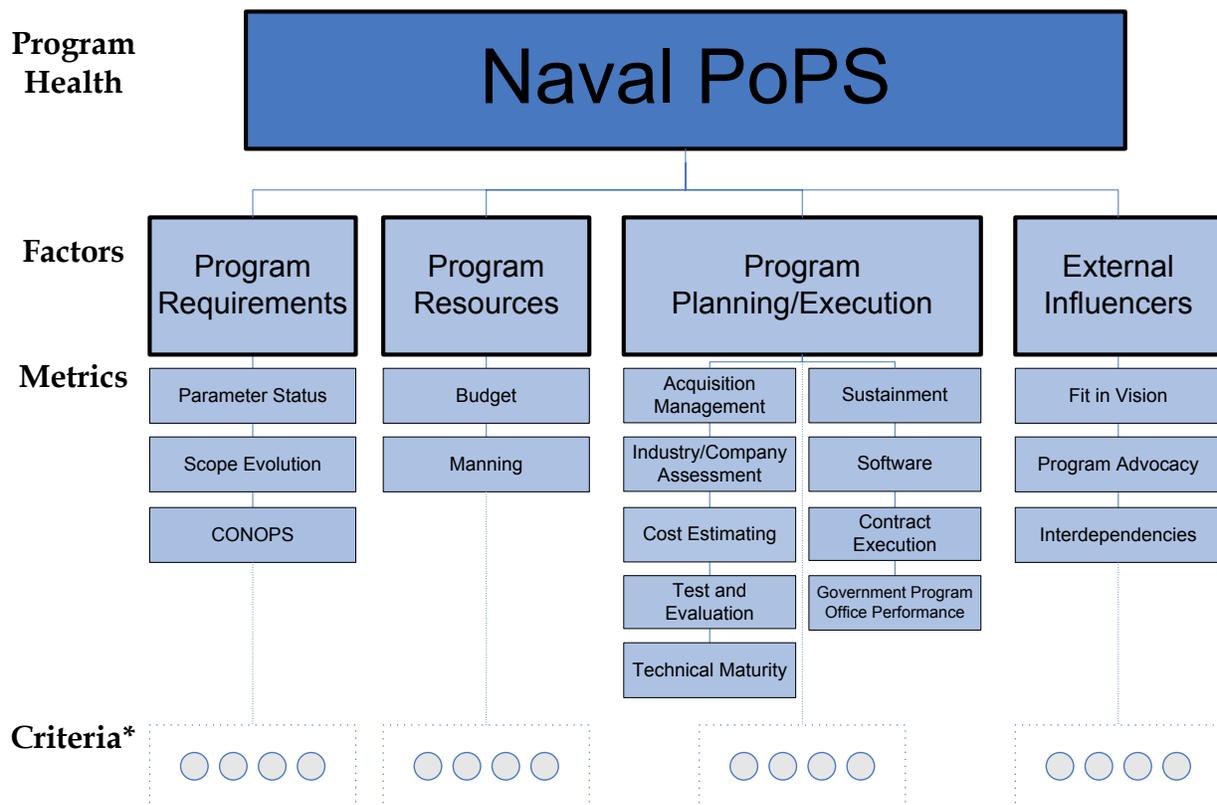


Figure 4: Framework changes from DON Interim PoPS to Naval PoPS.

2.0 NAVAL POPS OVERVIEW

2.1 Naval PoPS Framework

Naval PoPS is based on the original Defense Acquisition University (DAU) PoPS and the United States Air Force (interim DON) PoPS, but its current framework and reduced subjectivity are the result of extensive DON collaboration with acquisition stakeholders. Naval PoPS is a methodology and tool set for assessing a program's current health, which is closely related to but distinct from program risk. Naval PoPS produces a color coded and numeric Program Health score to indicate the likelihood that a program will deliver its specified capability within cost and schedule constraints, and allows managers to determine the specific areas that require attention. The following discussion provides an overview of the Naval PoPS Program Health framework (see Figure 5) and the color coded scoring process.



**Notional representation of Criteria. Criteria are Gate- and Metric-specific. The number of Criteria will vary.*

Figure 5: Naval PoPS Program Health Framework.

2.1.1 Key Framework Components

Program Health: The current state of an acquisition program’s requirements, resources, planning and execution activities, and external influencers, and how those factors are impacting the program’s ability to deliver a capability within specific constraints.

Factors: Major Program Health “roll up” categories are: Program Requirements, Program Resources, Program Planning and Execution, and External Influencers.

Metrics: Major sub-categories that collectively define the scope of a particular Factor. There are 17 Metrics in the Naval PoPS Program Health framework. Metrics are the basic building blocks of Naval PoPS.

Criteria: Parameters (qualitative and quantitative) used to evaluate a particular Metric. Each Criteria is associated with a unique identification number to enable traceability between Naval PoPS documents and tools (see Figure 6).

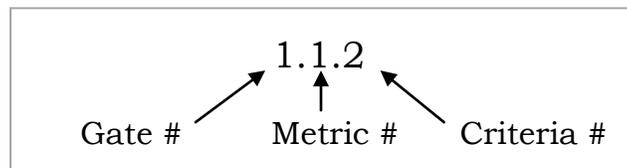


Figure 6: Criteria identification number.

Visuals: PowerPoint slide templates required for the Program Health component of each DON Gate Review; recommended for use in briefings for Acquisition Milestone Reviews, as well as monthly and quarterly program reviews.

2.2 Naval PoPS Content: Factors and Metrics

Factors and Metrics in Naval PoPS differ from those contained in DON Interim PoPS. They capture everything included in Interim PoPS, but have been reorganized and modified, consistent with extensive stakeholder collaboration. The Factor and Metric descriptions discussed below are provided as an overview of the execution of Naval acquisition. Additional detail on Naval PoPS implementation is contained in Section 3.0.

2.2.1 Program Requirements

2.2.1.1 Program Requirements Factor Definition

Program Requirements: Capability requirements (defined in the Initial Capabilities Document [ICD]/Capability Development Document [CDD]/Capability Production Document [CPD]) that the program must meet within approved cost and schedule constraints.

2.2.1.2 Program Requirements Metric Definitions

Parameter Status: Progress toward defining capability requirements [Initial Capabilities Document (ICD)/Capability Development Document (CDD)/Capability Production Document (CPD)] and meeting those requirements through the achievement of Key Performance Parameter (KPP)/Key System Attribute (KSA)/other attribute threshold values. Also measures the validity of the threat assessment and completeness of required architectural descriptions/views.

Scope Evolution: Stability of capability requirements (scope or quantity) from the previously established baseline and the impact of requirements changes on program cost and schedule.

CONOPS: Progress toward developing the Concept of Operations (CONOPS) and using it to inform program requirements and strategies.

2.2.2 Program Resources

2.2.2.1 Program Resources Factor Definition

Program Resources: Funding and manning that is allocated to the program to accomplish planning and execution activities.

2.2.2.2 Program Resources Metric Definitions

Budget: Sufficiency of current year funding and Program Objective Memorandum (POM) submissions across the Future Years Defense Program (FYDP) for each appropriation. Funding sufficiency is determined by comparing the budget to the current cost estimate and the probability on the S-Curve.

Manning: Stability and adequacy (in terms of availability, skills, experience and certification levels) of Program Management Office, In-House and Matrix support to execute program activities.

2.2.3 Program Planning and Execution

2.2.3.1 Program Planning and Execution Factor Definition

Program Planning/Execution: Activities performed by the Program Office and contractor(s) to fulfill capability requirements.

2.2.3.2 Program Planning and Execution Metric Definitions

Acquisition Management: Status of program master schedule/Integrated Master Schedule (IMS), milestone documentation development, and progress toward defining derived requirements in the System Design Specification (SDS).

Industry/Company Assessment: Market research activities, industrial base health, and implications to inform development of the Request for Proposal (RFP); for major contracts,⁶ the health of those companies as measured by resource stability and adequacy, facility, manufacturing, and production capabilities, commitment and alignment to the program, etc.

Cost Estimating: Status of cost estimating activities, the confidence level associated with the current cost estimate, and the difference between the Program Office and independent cost estimates.

Test and Evaluation: Progress toward defining and executing the Test and Evaluation Strategy/Test and Evaluation Master Plan (TEMP) and the adequacy of test resource capabilities to accomplish key test activities. Status of identified performance risks, issues and major deficiencies.

Technical Maturity: Identification and tracking of Critical Technology Elements (CTEs) to ensure technologies are sufficiently mature [based on Technology Readiness Level (TRL) requirements] and available to meet the user's needs.

Sustainment: Progress toward defining and executing the sustainment strategy; also measures the adequacy of resources to accomplish key sustainment planning activities.

Software: Software code developed by government agencies and/or contractors that is integral to program deliverables; evaluated in terms of software size and stability, cost and schedule, organization, and quality.

⁶ Selected Acquisition Report (SAR) Section 15 requires programs to report information pertaining to major contracts for RDT&E, procurement, MILCON, and acquisition-related O&M. Data must be reported for the six (6) largest, currently active, contracts (excludes subcontracts) that exceed \$40 million in then-year dollars.

Contract Execution: Performance of up to six (6) major contractors⁷ as measured by the Earned Value Management System (EVMS), Contractor Performance Assessment Reports (CPARs)/Informal Performance Assessment Reports (IPARs), staffing adequacy, and work package completion.

Government Program Office Performance: Progress toward defining and executing intra-government requirements; government responsiveness to Request for Proposal (RFP)/Request for Information (RFI) inquiries, technical inquiries, Contract Data Requirements List (CDRLs), etc.; delivery of facilities, funding, Government Furnished Equipment (GFE)/Government Furnished Information (GFI) in accordance with scheduled requirements; Configuration Control Board (CCB) and Risk Management Board (RMB) effectiveness.

2.2.4 External Influencers

2.2.4.1 External Influencers Factor Definition

External Influencers: Issues or actions taken by parties outside the purview of the Program Manager that may impact program planning/execution activities and the achievement of objectives.

2.2.4.2 External Influencers Metric Definitions

Fit in Vision: Program alignment with current documented Office of the Secretary of Defense (OSD) guidance and Navy/Marine Corps strategies.

Program Advocacy: Support demonstrated by key stakeholders: Congressional; Office of the Secretary of Defense (OSD); Department of the Navy (DON)/Chief of Naval Operations (CNO)/Commandant of the Marine Corps (CMC); Joint Staff and Combatant Commander (COCOM); International Partners; Other Services (for Joint programs).

Interdependencies: Integration ratings for programs that share crucial, significant, or enabling interdependencies as reported by OSD Defense Acquisition Executive Summary (DAES); determines whether dependent programs are on track to deliver the requisite capability or quantity on schedule.

⁷ Selected Acquisition Report (SAR) Section 15 requires programs to report information pertaining to major contracts for RDT&E, procurement, MILCON, and acquisition-related O&M. Data must be reported for the six (6) largest, currently active, contracts (excludes subcontracts) that exceed \$40 million in then-year dollars.

2.3 Program Health Scoring Process⁸

The relative importance of Metrics and the responses to each related Criteria form the foundation for computing the overall Program Health score. Scores are calculated at the Metric level based on Criteria responses; and then factoring in the relative importance of each Metric based on the program's position in the acquisition process (Gate Review), Metric scores aggregate to the Factor and Program levels. Color threshold ranges, discussed in the next section, convert scores to Green, Yellow or Red color codes and also account for the presence of Killer Blows.⁹ To make this process transparent and easy for users, the scoring and color code rules are built in to the Naval PoPS Criteria Spreadsheet discussed in Section 3.2.1.1. The discussion below starts at the Criteria level and moves up through the framework to the overall Program Health level.

2.3.1 Criteria Scoring

Criteria Maximum Score: The numerical score associated with a Green Criteria Statement.

Criteria Score: The numerical score associated with the Criteria Response that the PM or designated user selects in the Naval PoPS Criteria Spreadsheet.

2.3.2 Metric Scoring

Metric Maximum Score: The maximum numerical score awarded to a Metric if all associated Criteria are answered Green. The standard Metric maximum scores for each Program Health Assessment are shown in Figure 7. For some programs, the "Contract Execution" Metric may not be applicable in Gates 2-5. In this case, the Metric maximum scores will be re-allocated as shown in Figure 8 (by exception only); the Factor maximum scores do NOT change.

Metric Score: The numerical score awarded to a Metric as calculated by the sum of the associated Criteria scores.

$$\text{Metric Score} = \text{Criteria 1 Score} + \text{Criteria 2 Score} \dots + \text{Criteria N Score}$$

Metric Ratio: This ratio determines the color code associated with the Metric.

$$\text{Metric Ratio} = \text{Metric Score} / \text{Metric Maximum Score}$$

⁸ Reference the Naval PoPS Criteria Handbook for mathematical scoring examples.

⁹ See Section 2.5 for more information on Killer Blows.

2.3.3 Factor Scoring

Factor Maximum Score: The maximum numerical score awarded to a Factor if all associated Metrics are awarded maximum scores. The list of Factor maximum scores for each Program Health Assessment are shown in Figure 9.

Factor Score: The numerical score awarded to a Factor as calculated by the sum of the associated Metric scores.

$$\text{Factor Score} = \text{Metric 1 Score} + \text{Metric 2 Score} \dots + \text{Metric N Score}$$

Factor Ratio: This ratio determines the color code associated with the Factor.

$$\text{Factor Ratio} = \text{Factor Score} / \text{Factor Maximum Score}$$

2.3.4 Program Health Scoring

Program Health Maximum Score: The maximum numerical score awarded to a program if all associated Factors are awarded maximum scores. The Program Health maximum score is always 100 points.

Program Health Score: The numerical score awarded to a program as calculated by the sum of the four Factor scores.

$$\begin{aligned} \text{Program Health Score} = & \text{Program Requirements Score} \\ & + \text{Program Resources Score} \\ & + \text{Program Planning / Execution Score} \\ & + \text{External Influencers Score} \end{aligned}$$

Program Health Ratio: The Program Health ratio is equal to the sum of all four Factors divided by 100 (the Program Health maximum score). This ratio determines the color code associated with the program.

$$\text{Program Health Ratio} = \text{Program Health Score} / 100$$

METRICS	GATE 1	GATE 2	GATE 3	GATE 4	GATE 5	GATE 6			
						Post IBR	Post CDR	CPD	Pre FRP
Parameter Status	26	24	20	15	15	15	15	15	15
Scope Evolution	0	2	4	4	4	2	2	2	2
CONOPS	18	14	14	1	1	1	1	1	1
Budget	14	14	14	17	17	15	15	15	15
Manning	9	9	9	9	9	9	9	9	9
Acquisition Management	0	5	7	12	8	5	5	5	5
Industry/Company Assessment	0	3	3	3	3	5	5	5	5
Cost Estimating	5	9	9	11	9	4	4	4	4
Test and Evaluation	3	3	3	7	8	7	7	7	7
Technical Maturity	4	4	5	6	6	5	5	5	5
Sustainment	1	1	1	1	3	4	4	4	4
Software	1	1	1	2	3	4	4	4	4
Contract Execution	0	1	1	4	6	12	12	12	12
Gov't Program Office Performance	0	2	4	4	4	8	8	8	8
Fit in Vision	11	3	2	1	1	1	1	1	1
Program Advocacy	8	3	1	1	1	1	1	1	1
Interdependencies	0	2	2	2	2	2	2	2	2
Total Points Max	100	100	100	100	100	100	100	100	100

Figure 7: Relative importance of Program Health Metrics at each DON Gate (standard).

METRICS	GATE 1	GATE 2	GATE 3	GATE 4	GATE 5	GATE 6			
						Post IBR	Post CDR	CPD	Pre FRP
Parameter Status	26	24	20	15	15	15	15	15	15
Scope Evolution	0	2	4	4	4	2	2	2	2
CONOPS	18	14	14	1	1	1	1	1	1
Budget	14	14	14	17	17	15	15	15	15
Manning	9	9	9	9	9	9	9	9	9
Acquisition Management	0	5	7	12	8	5	5	5	5
Industry/Company Assessment	0	3	3	3	4	5	5	5	5
Cost Estimating	5	9	9	11	9	4	4	4	4
Test and Evaluation	3	3	3	7	8	7	7	7	7
Technical Maturity	4	4	5	7	7	5	5	5	5
Sustainment	1	1	1	2	4	4	4	4	4
Software	1	2	2	4	4	4	4	4	4
Contract Execution*	0	0	0	0	0	12	12	12	12
Gov't Program Office Performance	0	2	4	4	6	8	8	8	8
Fit in Vision	11	3	2	1	1	1	1	1	1
Program Advocacy	8	3	1	1	1	1	1	1	1
Interdependencies	0	2	2	2	2	2	2	2	2
Total Points Max	100	100	100	100	100	100	100	100	100

* Contract Execution points are re-allocated to other Metrics if that Metric is not applicable (Gates 2-5).

Figure 8: Relative importance of Program Health Metrics at each DON Gate (by exception only).

FACTORS	GATE 1	GATE 2	GATE 3	GATE 4	GATE 5	GATE 6			
						Post IBR	Post CDR	CPD	Pre FRP
Program Requirements	44	40	38	20	20	18	18	18	18
Program Resources	23	23	23	26	26	24	24	24	24
Program Planning/Execution	14	29	34	50	50	54	54	54	54
External Influencers	19	8	5	4	4	4	4	4	4
Total Points Max	100	100	100	100	100	100	100	100	100

Figure 9: Relative importance of Program Health Factors at each DON Gate.

2.4 Color Threshold Discussion

The following sections describe how Criteria, Metric, Factor and Program Health scores are converted to standard Green, Yellow and Red color codes. Program Mangers and designated users do not need to determine the color codes manually; the Naval PoPS Criteria Spreadsheet does it automatically.

2.4.1 Criteria Color Thresholds

Each Criteria is comprised of two components: Criteria Statement and Criteria Responses (see Figure 10).

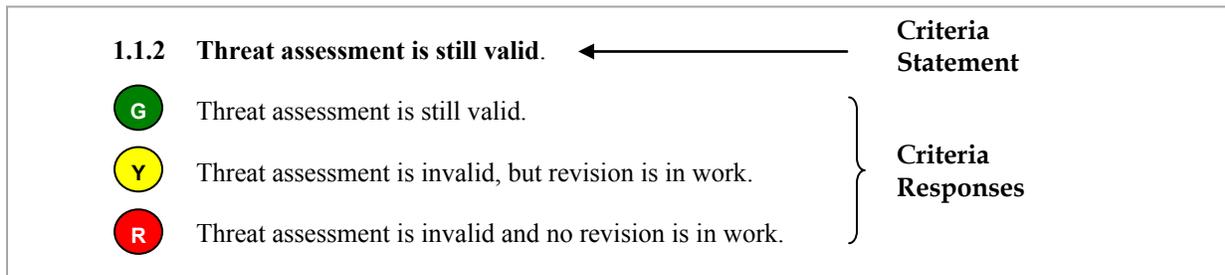


Figure 10: Criteria Statement and Responses.

The rules for evaluating Program Health Criteria are as follows:

1. Read the Criteria Statement first, then read each of the color coded Criteria Responses.
2. To select a Green Criteria Response, the program must meet all elements of the Criteria Statement above it.
3. The lowest Criteria Response applicable to the program must be chosen. For example, if a program meets elements of both the Yellow and Red Criteria Responses, then the user must select Red.
4. If a Criteria is not applicable to the program, select the "N/A" grade in the Naval PoPS Criteria Spreadsheet. If "N/A" is not an available response, the user should select Green.

Each Criteria Response is associated with a specific numeric point value. Criteria points are calculated by multiplying the color threshold percentage (see Figure 11) by the maximum points possible for a specific Criteria Statement. Criteria maximum points are embedded in the Naval PoPS Criteria Spreadsheet for each Gate.

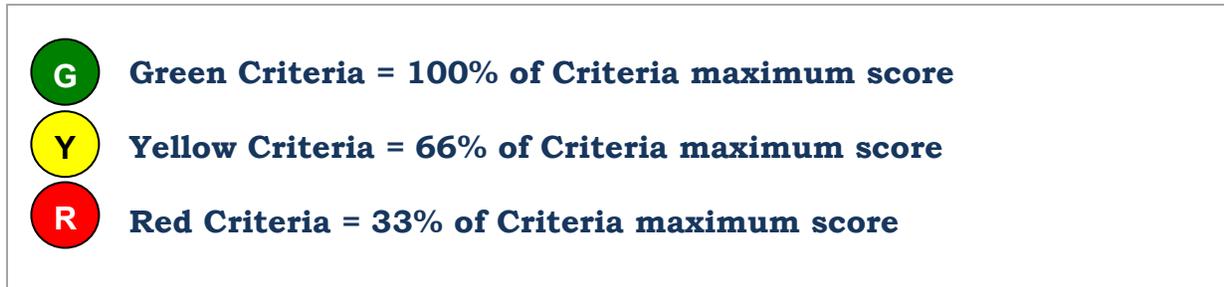


Figure 11: Criteria color thresholds.

2.4.2 Metric, Factor and Program Health Color Thresholds

G Green Metric/Factor/Program = 80-100% of maximum score

Program is on track to provide capability, supportability, and life cycle systems engineering requirements within approved cost and schedule constraints.

Y Yellow Metric/Factor/Program = 60-<80% of maximum score

Program has identified some significant issues with providing capability, supportability, and/or life cycle systems engineering requirements within approved cost and schedule constraints, but mitigation strategies are being executed.

R Red Metric/Factor/Program = <60% of maximum score

Program has identified significant issues that will inhibit delivery of capability, supportability, and/or life cycle systems engineering requirements within approved cost and schedule constraints; mitigation strategies have not been identified. Killer Blow situation exists when one or more of the top three (or four) weighted Metrics is Red.

2.5 Killer Blows

A Killer Blow is interpreted to mean a potential non-executable situation exists for the program that must be remedied. Each Gate has designated Killer Blow Metrics; identified as the three most important Metrics based on their associated maximum scores (see Figure 7 above). The exception is Gate 5, which has four Killer Blow Metrics because the “Manning” and “Cost Estimating” Metrics’ maximum scores are equal.

A Killer Blow situation occurs at the Metric level when one or more of the top three (or four) weighted Metrics for a Gate is Red. Figure 12 identifies the Killer Blow Metrics for each Gate.

It is important to point out that when a Killer Blow situation occurs at the Metric level, *the associated Factor and overall Program Health color codes will change to Red, but the scores will not change.* A Killer Blow simply overrides the color threshold rule without impacting the scoring process.

METRICS	GATE 1	GATE 2	GATE 3	GATE 4	GATE 5	GATE 6			
						Post IBR	Post CDR	CPD	Pre FRP
Parameter Status	⚠	⚠	⚠	⚠	⚠	⚠	⚠	⚠	⚠
CONOPS	⚠	⚠	⚠						
Budget	⚠	⚠	⚠	⚠	⚠	⚠	⚠	⚠	⚠
Manning					⚠				
Acquisition Management				⚠					
Cost Estimating					⚠				
Contract Execution						⚠	⚠	⚠	⚠
Total # of Potential Killer Blows per Gate	3	3	3	3	4*	3	3	3	3

*Gate 5 has four Killer Blow Metrics because the Manning and Cost Estimating Metrics’ maximum scores are equal.

Figure 12: Killer Blow Metrics for Naval PoPS Program Health Assessments.

3.0 NAVAL PoPS IMPLEMENTATION

3.1 Naval PoPS Phases

Each Naval PoPS phase corresponds to a DON Gate, however, these phases are also applicable to Acquisition Milestones and program management reviews based on the program's stage in the acquisition life cycle. Figures 13 through 21 on the following pages capture the beginning and end point in the acquisition process that defines each Naval PoPS phase and also highlights the applicable Metrics. Gate 1 (Figure 13) is the only Naval PoPS phase that does not include all 17 Metrics in the Program Health Assessment process. Criteria also vary by Naval PoPS phase and those specifics are described separately in the Naval PoPS Criteria Handbook. The Naval PoPS phases include:

- Naval PoPS Gate 1
- Naval PoPS Gate 2
- Naval PoPS Gate 3 (Milestone A)
- Naval PoPS Gate 4 (Milestone B)
- Naval PoPS Gate 5
- Naval PoPS Gate 6 (Post IBR)
- Naval PoPS Gate 6 (Post CDR)
- Naval PoPS Gate 6 CPD (Milestone C)
- Naval PoPS Gate 6 (Pre FRP)

Naval PoPS Gate 1

Begin Use	Preparation for DON Gate 1 Review; prior to Concept Decision
End Use	Completion of Gate 1 Review/Concept Decision
Assessment and/or Briefing Responsibility	Requirements Office/Prospective PM/Cognizant PEO

Note: Light gray Metric boxes in Figure 13 are not included in the Naval PoPS Program Health Assessment process for this phase.

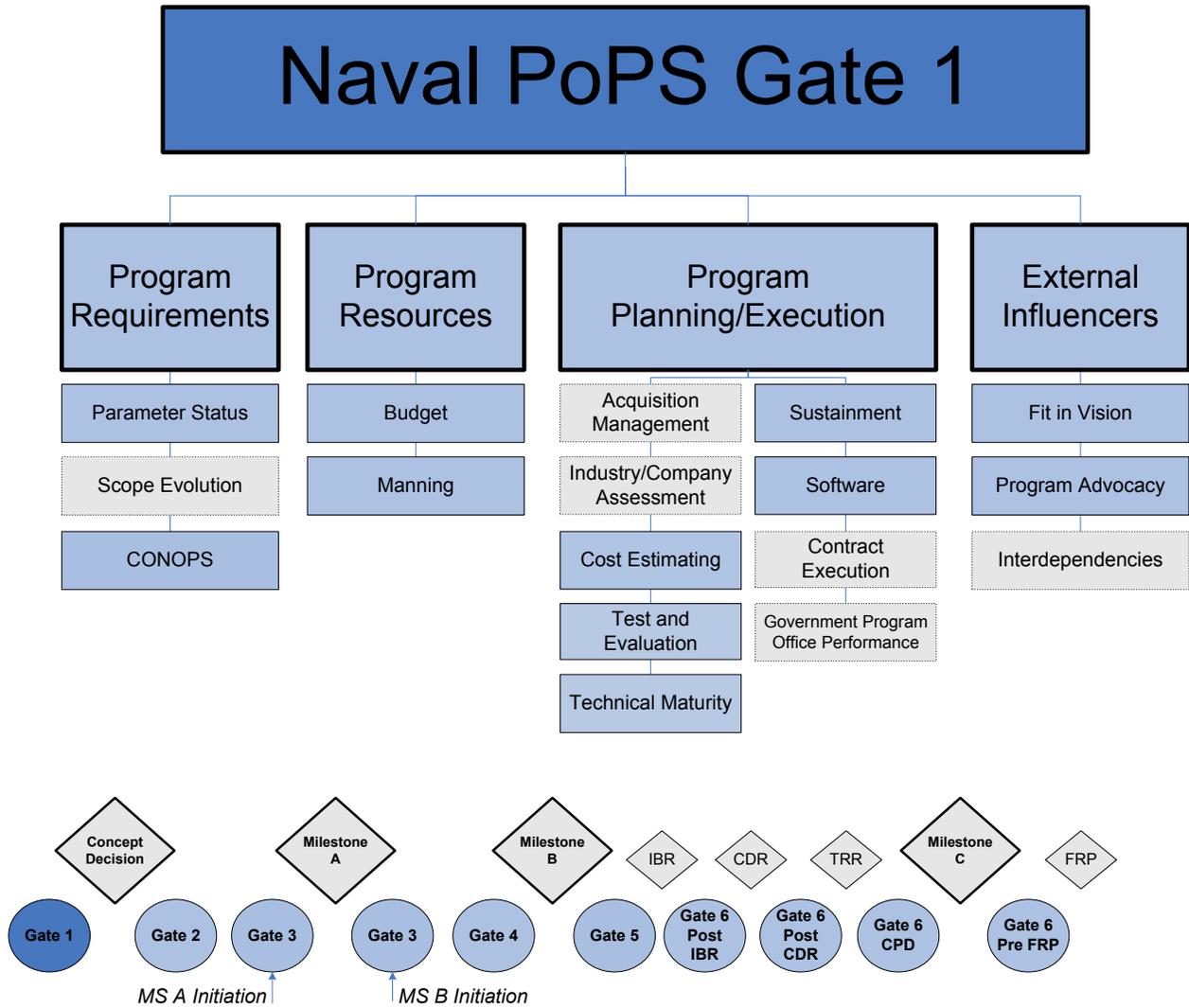


Figure 13: Naval PoPS Gate 1.

Naval PoPS Gate 2

Begin Use	After completion of Gate 1 Review/Concept Decision
End Use	Completion of Gate 2 Review/AoA Selection
Assessment and/or Briefing Responsibility	Requirements Office/Prospective PM/Cognizant PEO

Naval PoPS Gate 2

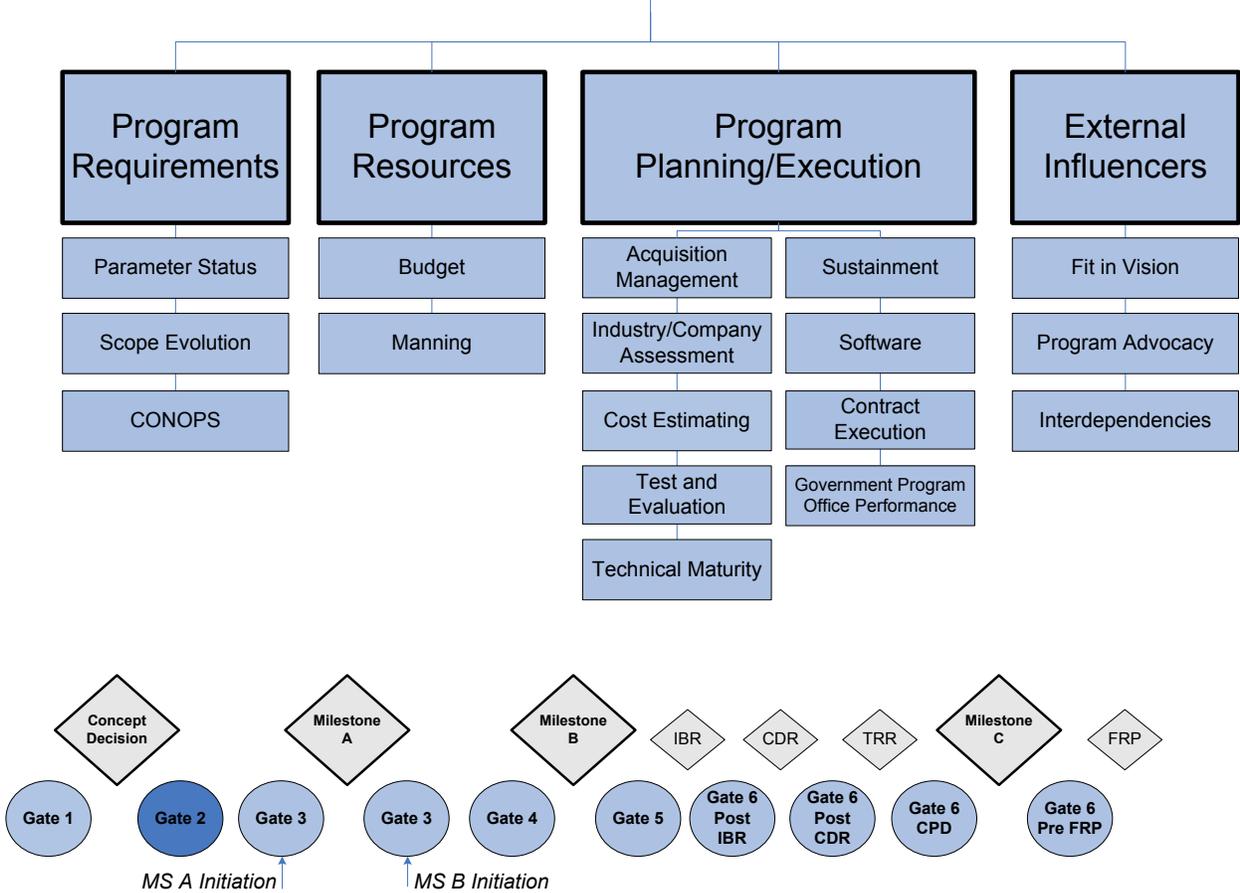


Figure 14: Naval PoPS Gate 2.

Naval PoPS Gate 3

Begin Use	After Gate 2 Review/AoA Selection in preparation for DON Gate 3 Review/Milestone A (as applicable)
End Use	Completion of Gate 3 Review/Milestone A (as applicable)
Assessment and/or Briefing Responsibility	Requirements Office/Prospective PM/Cognizant PEO

Naval PoPS Gate 3

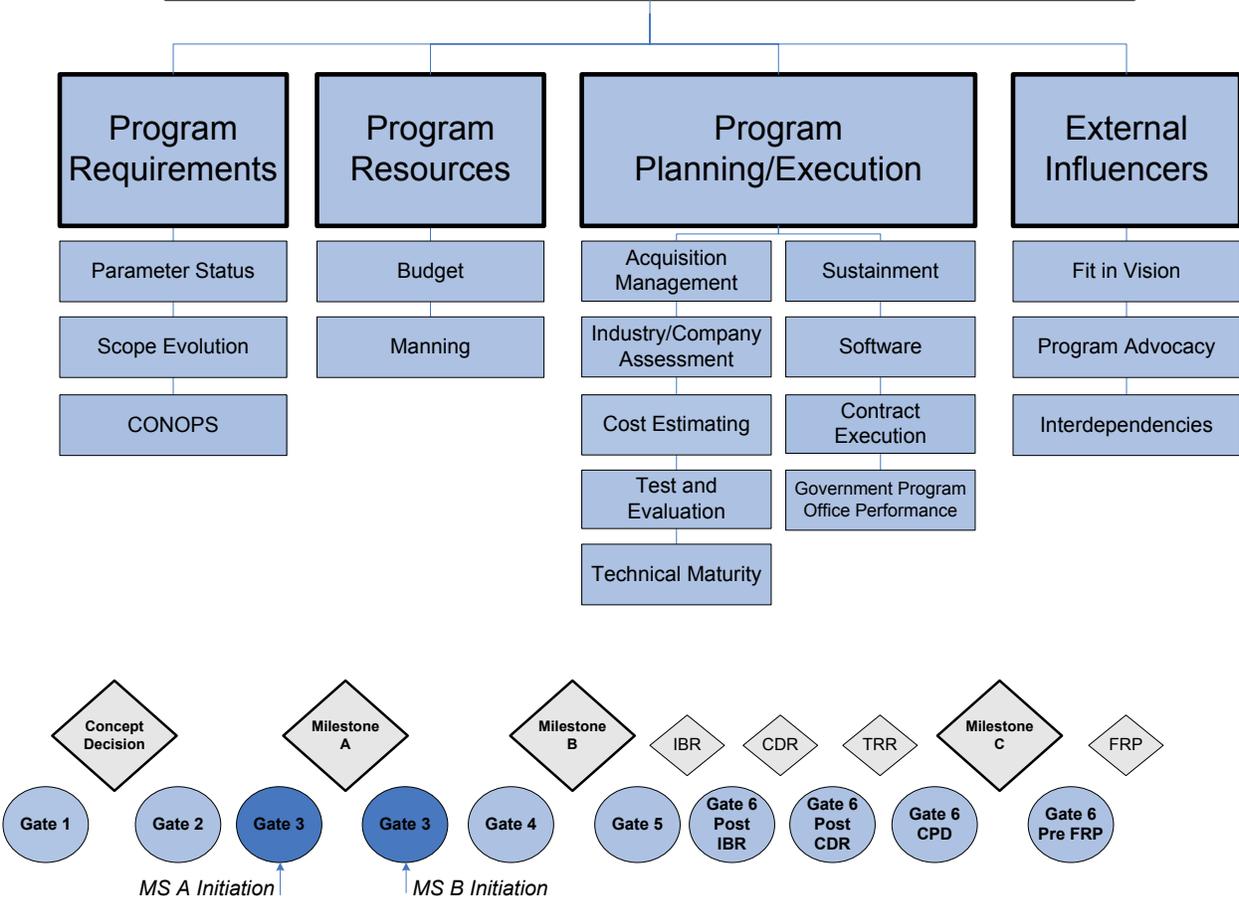


Figure 15: Naval PoPS Gate 3.

Naval PoPS Gate 4

Begin Use	After completion of Gate 3 Review/Milestone A (as applicable) in preparation for Gate 4 Review/Milestone B
End Use	Completion of Gate 4 Review/Milestone B
Assessment and/or Briefing Responsibility	PM/Cognizant PEO

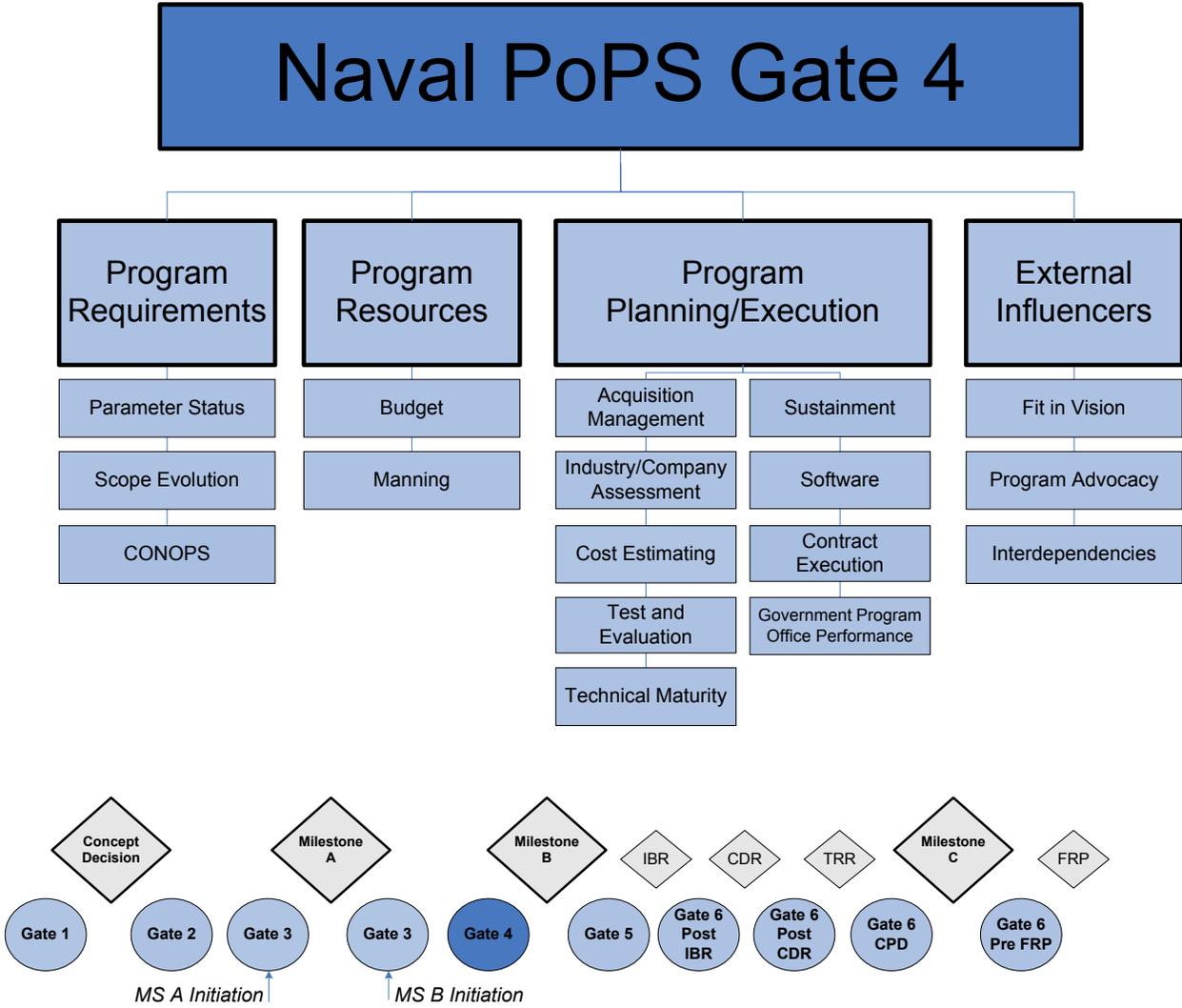


Figure 16: Naval PoPS Gate 4.

Naval PoPS Gate 5

Begin Use	After completion of Gate 4 Review/Milestone B in preparation for DON Gate 5 Review/RFP release
End Use	Completion of Integrated Baseline Review (IBR)/preparation for first DON Gate 6 Review
Assessment and/or Briefing Responsibility	PM/Cognizant PEO

Naval PoPS Gate 5

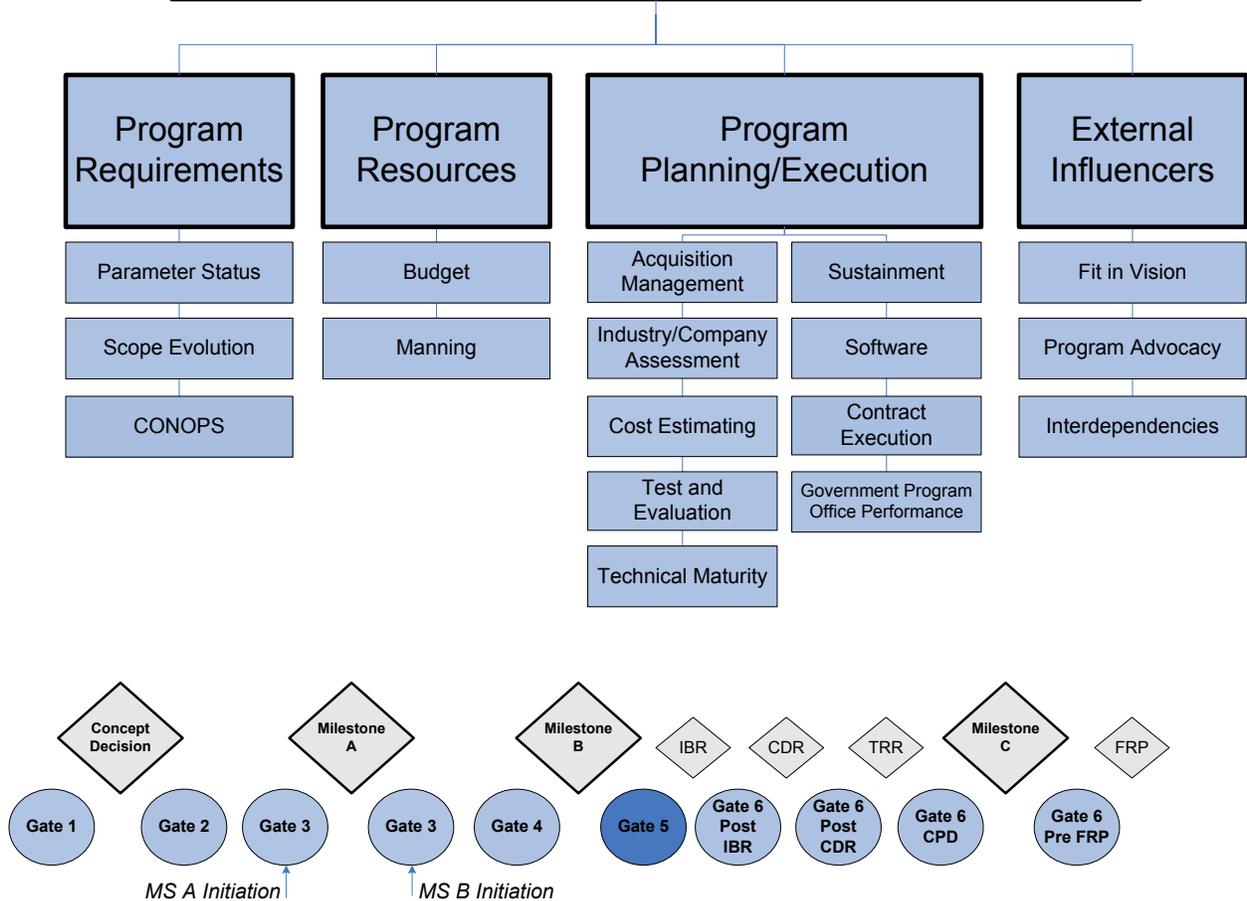


Figure 17: Naval PoPS Gate 5.

Naval PoPS Gate 6 (Post IBR)

Begin Use	After completion of Integrated Baseline Review (IBR) in preparation for first DON Gate 6 Review
End Use	Completion of Critical Design Review (CDR)
Assessment and/or Briefing Responsibility	PM/Cognizant PEO

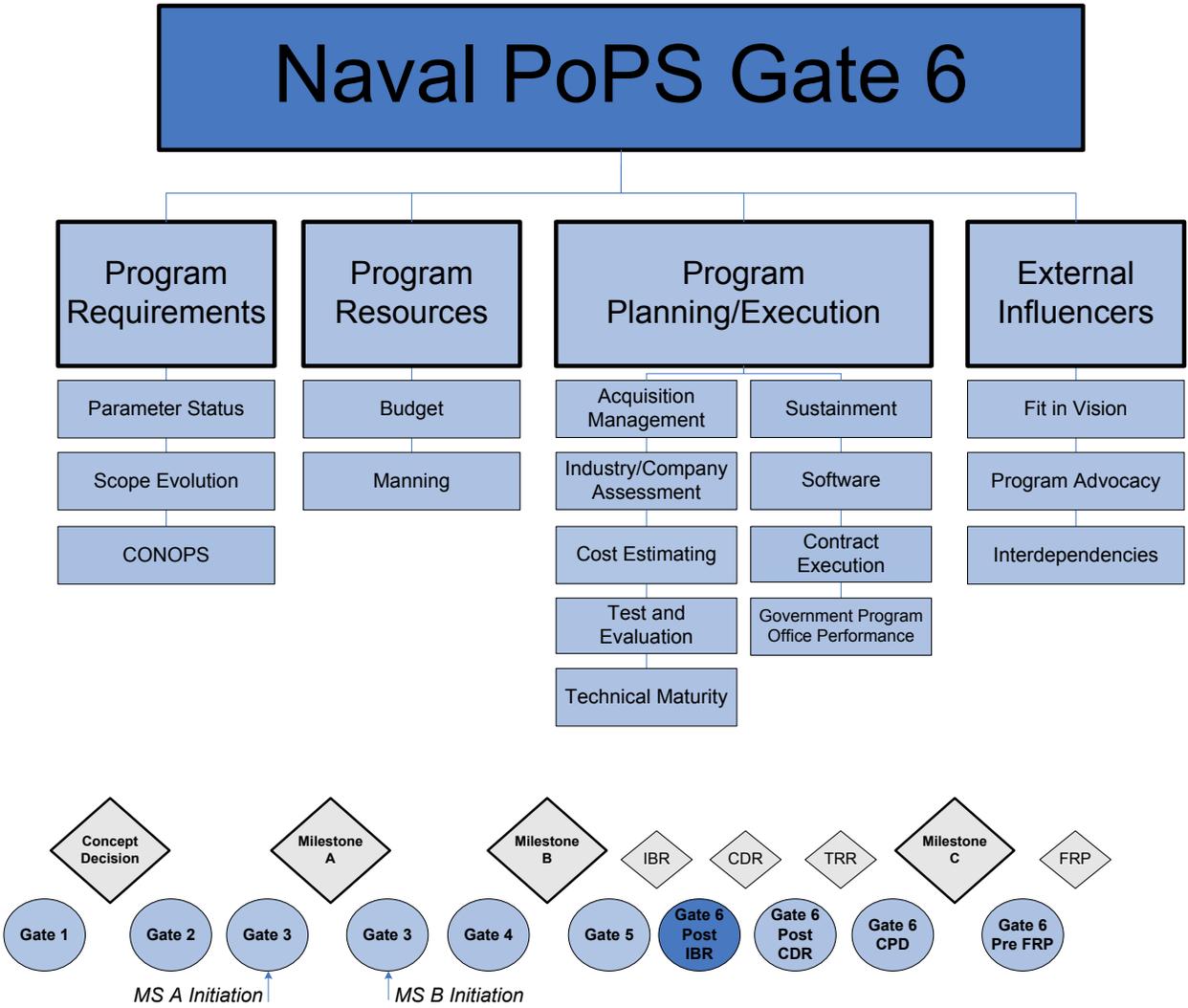


Figure 18: Naval PoPS Gate 6 (Post IBR).

Naval PoPS Gate 6 (Post CDR)

Begin Use	Completion of Critical Design Review (CDR) in preparation for Test Readiness Review (TRR)
End Use	Completion of TRR or beginning of preparation for Gate 6 CPD (whichever comes first)
Assessment and/or Briefing Responsibility	PM/Cognizant PEO

Naval PoPS Gate 6

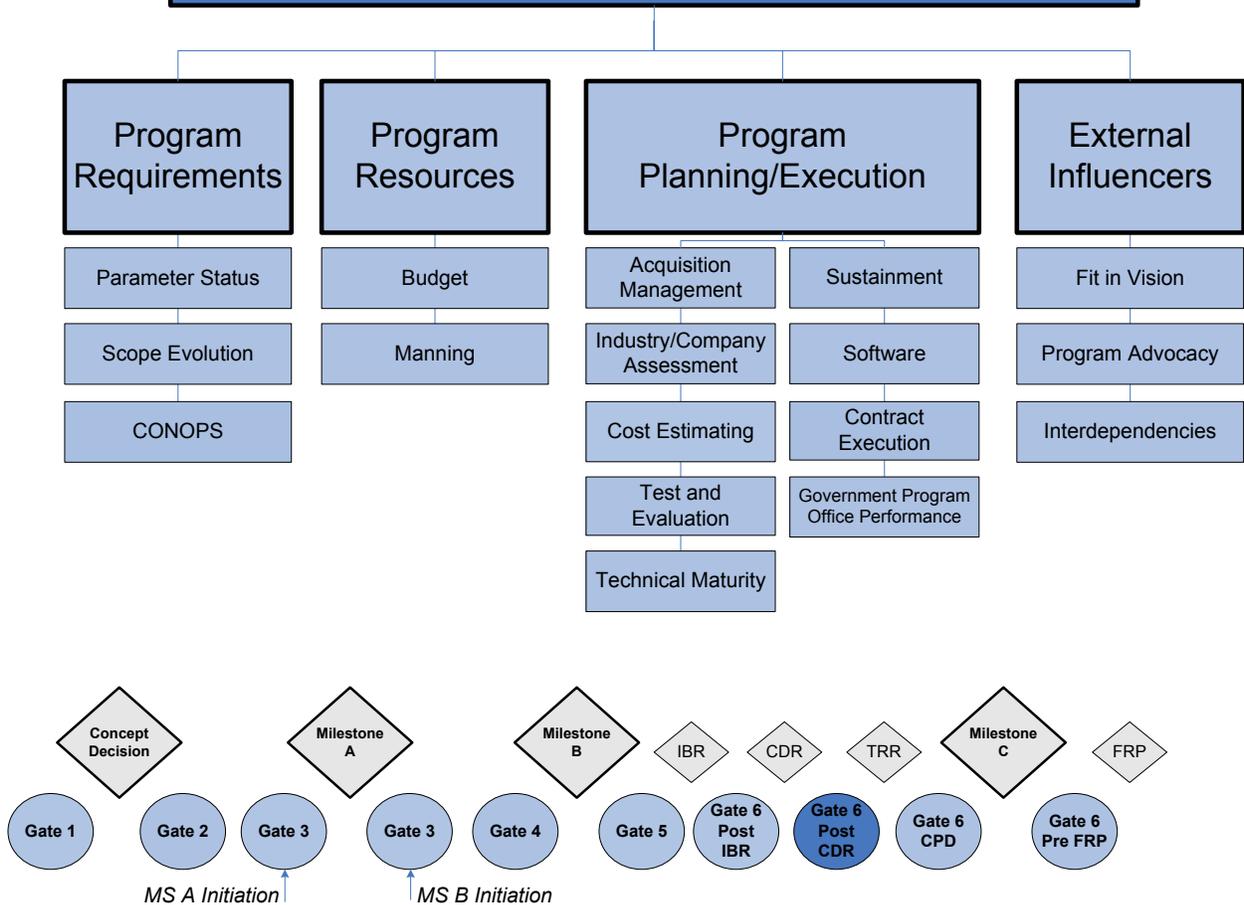


Figure 19: Naval PoPS Gate 6 (Post CDR).

Naval PoPS Gate 6 CPD

Begin Use	Completion of Test Readiness Review (TRR) or beginning of preparation for Gate 6 CPD (whichever comes first)
End Use	Completion of Milestone C
Assessment and/or Briefing Responsibility	PM/Cognizant PEO

Naval PoPS Gate 6

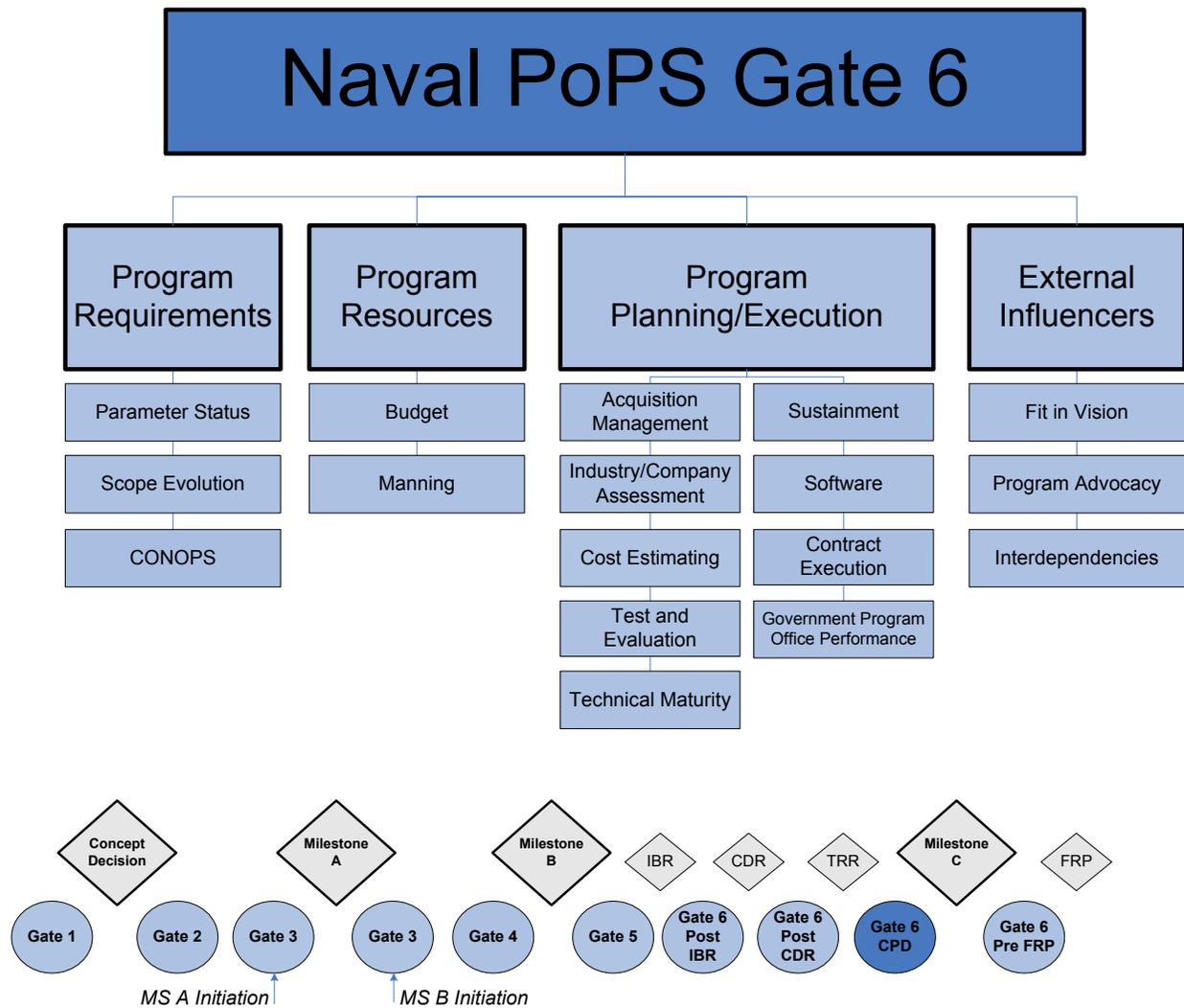


Figure 20: Naval PoPS Gate 6 CPD.

Naval PoPS Gate 6 (Pre FRP)

Begin Use	After completion of Milestone C in preparation for Full Rate Production (FRP) decision
End Use	Repeat for life of the program ¹⁰
Assessment and/or Briefing Responsibility	PM/Cognizant PEO

Naval PoPS Gate 6

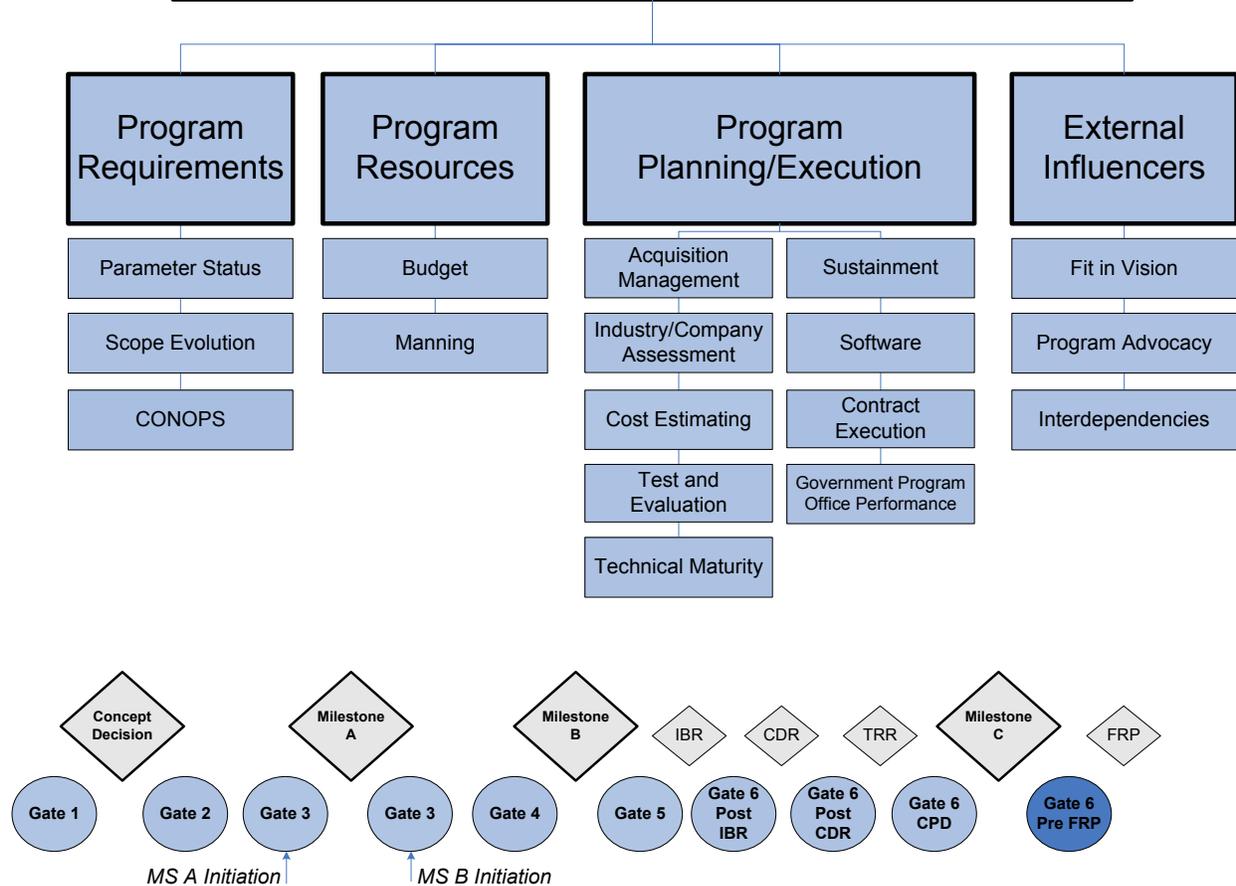


Figure 21: Naval PoPS Gate 6 (Pre FRP).

¹⁰ Current Naval PoPS guidance is not tailored to programs in the Sustainment Phase. As such, programs at or beyond the FRP decision should use the Gate 6 (Pre FRP) instructions found in the Naval PoPS Criteria Handbook until further guidance is developed.

3.2 Naval PoPS Handbooks and Tools

The Naval PoPS Criteria Handbook and the Naval PoPS Visuals Handbook (see Figure 22) provide supplemental information to assist Program Managers and designated users in the execution of Naval PoPS Program Health Assessments. The following sections describe the main components of each handbook.

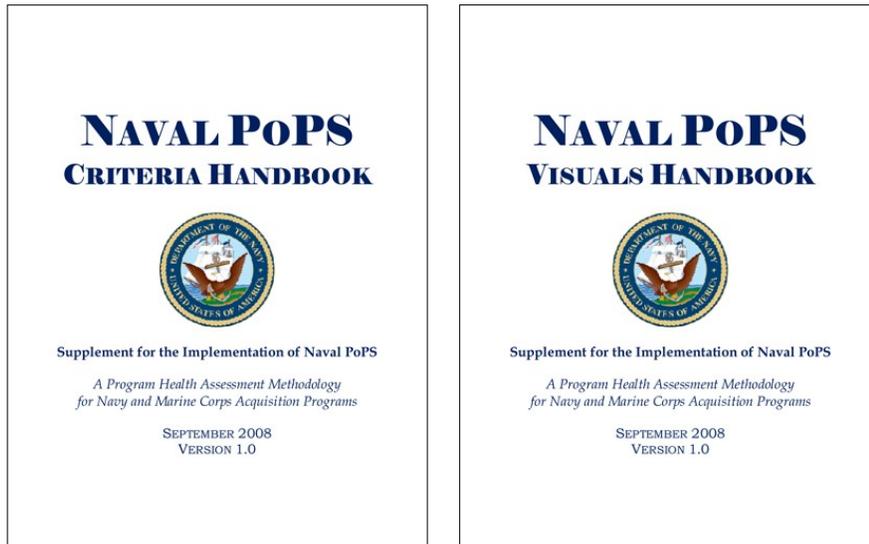


Figure 22: Naval PoPS Handbooks are supplements to the Naval PoPS Guidebook.

3.2.1 Naval PoPS Criteria Handbook

The Naval PoPS Criteria Handbook is organized into two chapters. The first chapter includes Metric-specific Program Health Assessment Criteria for each Gate; and the second chapter provides instructions for using the Naval PoPS Criteria Spreadsheets to conduct the assessments. The Criteria statements and responses provided in the Handbook are located within the associated Naval PoPS Criteria Spreadsheets, which are organized by Gate.

3.2.1.1 Naval PoPS Criteria Spreadsheet

The Naval PoPS Criteria Spreadsheet was created to simplify and standardize the Program Health Assessment process. It is the key tool for Naval PoPS implementation and is required to assess each Program Health Criteria. The section below provides an overview of the main components of the spreadsheet. After the spreadsheet is opened, macros must be enabled to ensure complete functionality. The primary Naval PoPS Criteria Spreadsheet components are described below.

The Directions Tab (see Figure 23) contains required Program Information data fields that must be completed for the spreadsheet to work properly.

Figure 23: Directions Tab, Naval PoPS Criteria Spreadsheet.

The Summary Tab (see Figure 24) displays the Metric, Factor and Program Health scores and associated color codes in the Naval PoPS Framework. Click the 'Generate PPT' button to create the Summary Framework PowerPoint slide.

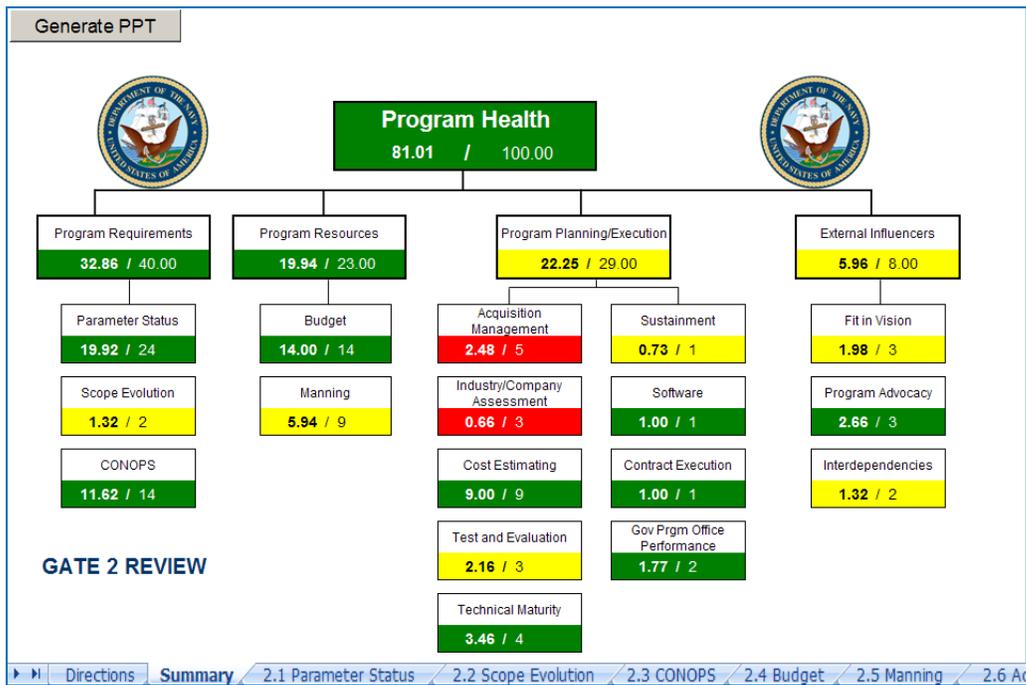


Figure 24: Summary Tab, Naval PoPS Criteria Spreadsheet.

The Metric Tabs (see Figure 25) contain the Program Health Assessment Criteria; details on the Criteria can be found in Chapter 1 of the Naval PoPS Criteria Handbook. Within each Metric Tab, the user must select the appropriate Criteria response (Green, Yellow, or Red) from the drop-down menu. Criteria scores are automatically calculated based on user input; the spreadsheet uses these scores to determine the Metric, Factor and Program Health scores and color codes displayed on the Summary Tab.

The screenshot shows the 'Naval PoPS Criteria Spreadsheet' interface. At the top left is the Department of Defense seal. The title 'Naval PoPS Criteria Spreadsheet' is in a blue box. Below it, 'Program Resources' is listed, and 'Budget' is selected. A score of 14.00 is shown next to a maximum of 14. The main content area is a table with two rows of criteria. The first row, labeled 2.4.1, has a 'Green' grade selected and describes funding sufficiency. The second row, labeled 2.4.2, also has a 'Green' grade selected and describes POMed budget deviations. A navigation bar at the bottom shows tabs for 'Directions', 'Summary', '2.1 Parameter Status', '2.2 Scope Evolution', '2.3 CONOPS', '2.4 Budget' (selected), '2.5 Manning', and '2.6 Acquisition Manag'.

Select Grade	Criteria
Green	<p>2.4.1 Funding is sufficient (amount/phasing supports low program risk) and available to allow program planning activities (e.g., Concept of Operations (CONOPS), Capability Development Document (CDD), cost estimating, technology assessments, and various studies) to progress to next Gate Review with low risk.</p> <p>G: Funding is sufficient and available to allow program planning activities to proceed to next Gate Review with low risk.</p> <p>Y: Funding is sufficient and available to allow program planning activities to proceed to next Gate Review with moderate risk.</p> <p>R: Funding is not sufficient or available to allow program planning activities to proceed to next Gate Review without high risk.</p>
Green	<p>2.4.2 Funding, based on current cost estimate, is being POMed across the Future Years Defense Program (FYDP). Planned/POMed budget deviates from the current cost estimate by less than 10% overall, and for each appropriation. [If S-Curve has been developed]: Program is funded to >45% probability on the S-Curve.</p> <p>G: Funding, based on current cost estimate, is being POMed across the FYDP. Planned/POMed budget deviates from the current cost estimate by less than 10% overall, and for each appropriation. [If S-Curve has been developed]: Program is funded to >45% probability on the S-Curve.</p> <p>Y: Funding, based on current cost estimate, is being POMed across the FYDP. Planned/POMed budget deviates from the current cost estimate by 10-25% overall, or for any appropriation. [If S-Curve has been developed]: Program is funded to 30-45% probability on the S-Curve.</p> <p>R: Funding has NOT been approved/is NOT being POMed across the FYDP. –OR– Planned/POMed budget deviates from the current cost estimate by more than 25% overall, or for any appropriation. [If S-curve has been developed]: Program is funded to <30% probability on the S-Curve.</p>

Figure 25: Metric Tab, Naval PoPS Criteria Spreadsheet.

3.2.2 Naval PoPS Visuals Handbook

The Naval PoPS Visuals Handbook is also organized into two chapters. The first chapter includes the Metric Visual PowerPoint templates required for the Program Health component of each DON Gate Review; and the second chapter provides instructions for using the Naval PoPS Visuals Spreadsheet to develop those templates.

3.2.2.1 Naval PoPS Visuals PowerPoint Templates

Programs must use the appropriate Naval PoPS PowerPoint Templates when preparing the Program Health component of DON Gate Review briefings. Additional Visuals may be added at the discretion of the Program Manager, but the Naval PoPS Metric-level Visuals are required for all Gate Reviews.

The title slide is the first PowerPoint slide in the Naval PoPS Gate Review Brief for Program Health (see Figure 26).



Figure 26: Naval PoPS Gate Review Brief title slide template.

The summary slide is the second PowerPoint slide in the Naval PoPS Gate Review Brief for Program Health (see Figure 27). Metric boxes are hyperlinked to associated Metric Visual PowerPoint slides for ease of navigation within the Naval PoPS Gate Review Brief. The PowerPoint must be in slide show view for the hyperlinks to work.

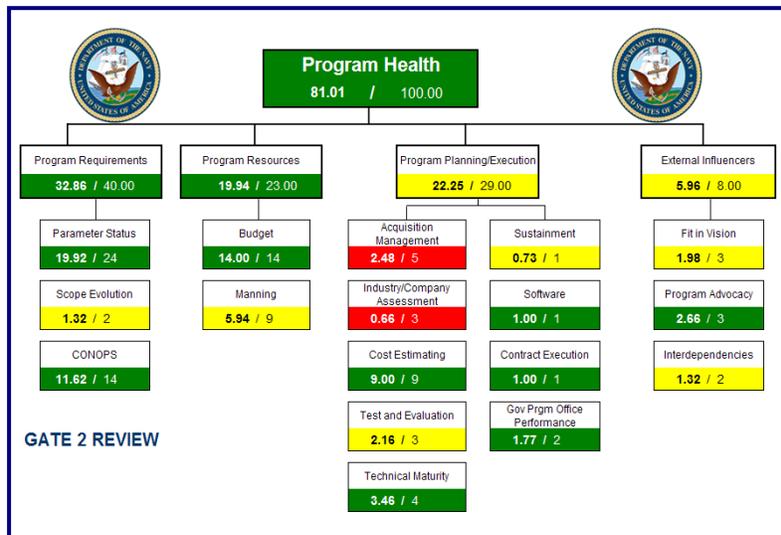


Figure 27: Naval PoPS Program Health Framework summary slide.

To create the summary slide, follow the three steps outlined below:

1. Click the “Generate PPT” button on the Summary Tab of the associated Naval PoPS Criteria Spreadsheet.
2. Copy and paste the Summary PowerPoint image into the Naval PoPS Gate Review Brief. Select the image and Send to Back.
3. Select slide show view. This allows the user to click on a Metric box and navigate directly to that Metric’s Visuals.

Metric Visuals follow the summary slide in the Naval PoPS Gate Review Brief for Program Health (see Figure 28). Metric Visuals are required for DON Gate Reviews and are recommended for use during Acquisition Milestone and Program Management reviews. *The Visuals are created from standard PowerPoint templates that are Metric- and Gate- specific.* Many of the charts and tables found in the templates can be created in the Naval PoPS Visuals Spreadsheet and then copy-pasted onto the associated PowerPoint slides.

Reminder: The Metric Visuals are required for the Naval PoPS Program Health component of DON Gate Review Briefings. The Program Manager may create additional supporting Metric Visuals as needed.

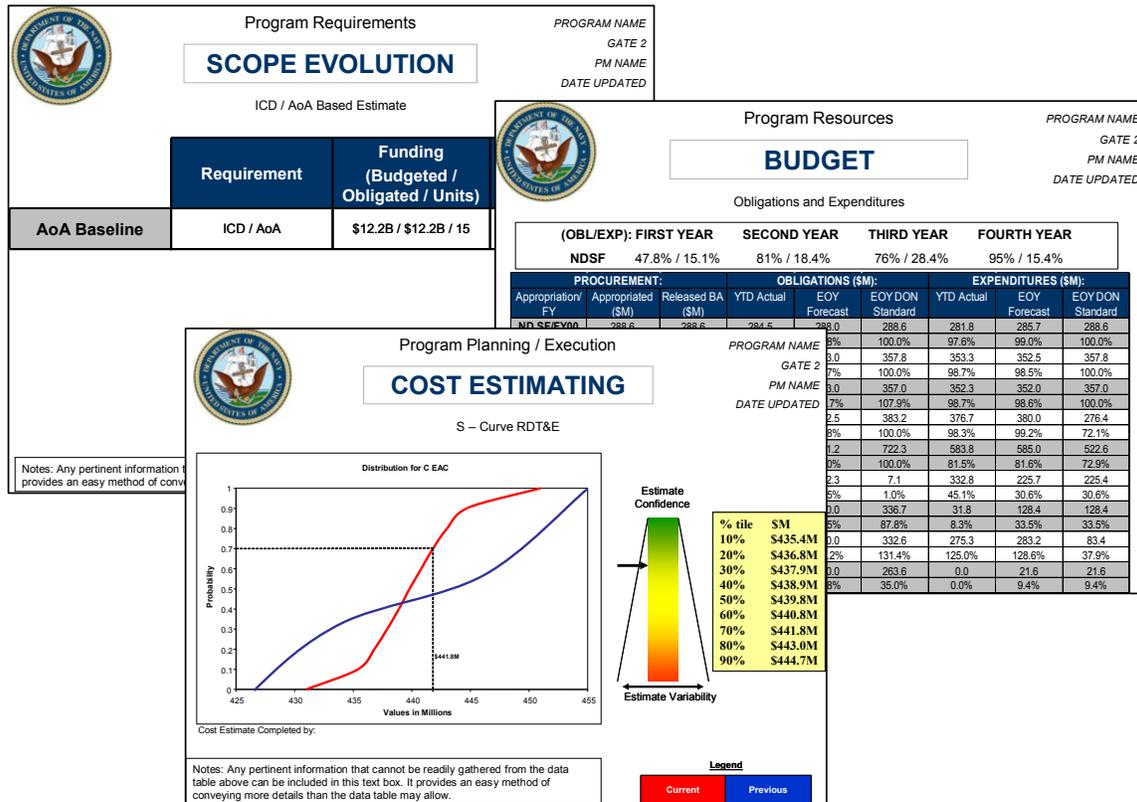


Figure 28: Examples of Metric Visuals for Naval PoPS Gate Review Brief.

3.2.2.2 Naval PoPS Visuals Spreadsheet

The Naval PoPS Visuals Spreadsheet was designed to assist users in developing charts and tables for the required Metric Visual PowerPoint slides. After the spreadsheet is opened, macros must be enabled to ensure complete functionality. The following section provides an overview of the main components of the spreadsheet.

The Directions Tab (see Figure 29) provides instructions on using the Naval PoPS Visuals Spreadsheet.

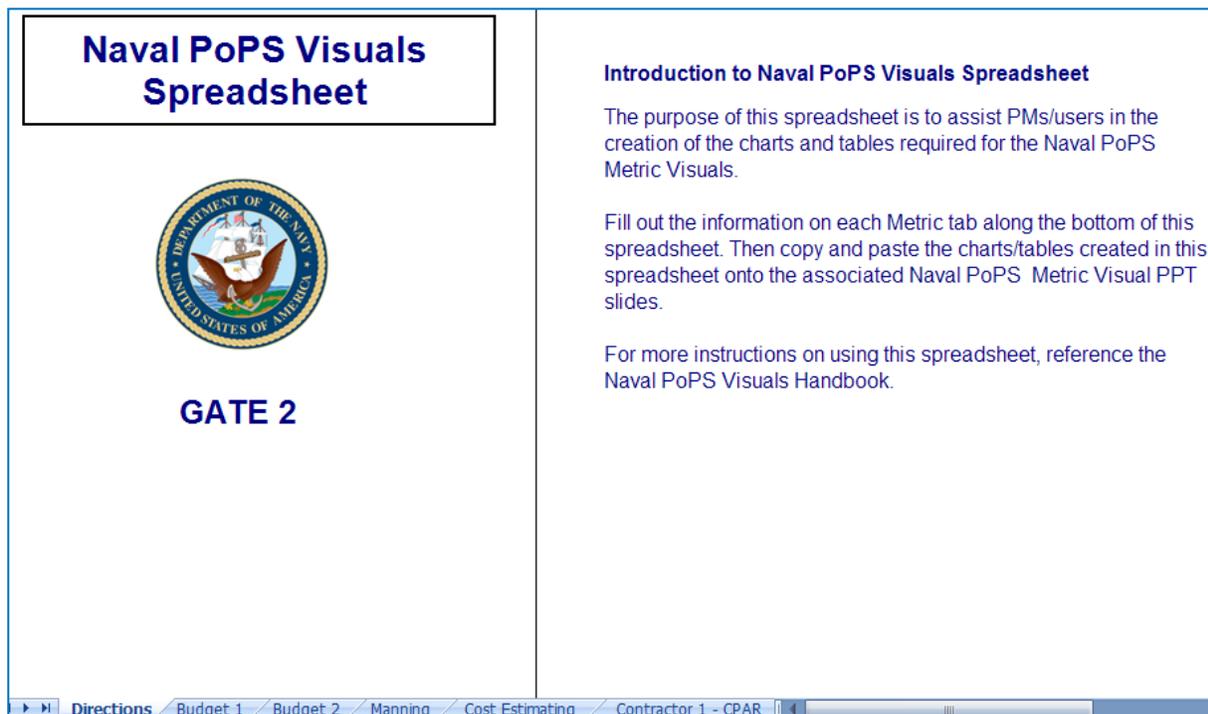


Figure 29: Directions Tab, Naval PoPS Visuals Spreadsheet.

The Metric Tabs (see Figure 30) provide a user-friendly interface for creating some of the charts and tables found in the Metric Visual PowerPoint templates. The user must complete the data fields within each Metric Tab; the spreadsheet will then automatically create the associated chart or table based on the information provided. The chart or table should then be copy-pasted onto the associated Metric Visuals PowerPoint slide template.

Activity / Spiral	AoA, CONOPS, etc.			Development			Block 2					
(\$ in Millions / Then Year)	Prior	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY10-15	To Comp	Total
RDT&E												
Current \$ (PB 08)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required \$	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta \$ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
PROCUREMENT												
Current \$ (PB 08)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required \$	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta \$ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
O&M												
Current \$ (PB 08)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required \$	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta \$ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
MPN												
Current \$ (PB 08)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required \$	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta \$ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
MILCON												
Current \$ (PB 08)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required \$	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta \$ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL												
Current \$ (PB 08)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required \$	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta \$ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
QUANTITIES												
Current (PB 08)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0.0	0
Required Qty	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0.0	0
Delta Qty (Current - Required)	0	0	0	0	0	0	0	0	0	0	0	0

Figure 30: Metric Tab, Naval PoPS Visuals Spreadsheet.

3.3 File Naming Conventions

The file naming conventions provided in Table 1 are required in anticipation of a Naval Enterprise Information Technology/Information Management solution (currently under development), which will serve as the central repository for all Naval PoPS Program Health data files.

File Type	Required Naming Convention*
Naval PoPS Criteria Spreadsheet	PROGRAM NAME_POPS CRITERIA_MMDDYY_v#.xls
Naval PoPS Visuals Spreadsheet	PROGRAM NAME_POPS VISUALS_MMDDYY_v#.xls
Naval PoPS PowerPoint Brief	PROGRAM NAME_POPS BRIEF_MMDDYY_v#.ppt

* MMDDYY is the Month/Day/Year that the file was last modified.

* v# is the version number.

Table 1: Required naming conventions for Naval PoPS data files.

3.4 Summary of Naval PoPS Process

The Naval PoPS Guidebook, Handbooks and tools provide Program Managers and designated users with a straightforward approach to conducting Program Health Assessments. The overall Naval PoPS process is comprised of five key steps, which are outlined below and depicted in Figure 31.

1. Read the Naval PoPS Guidebook.
2. Reference the Naval PoPS Handbooks for supplemental information.
3. Conduct the Program Health Assessment and generate the Summary PowerPoint slide using the appropriate Naval PoPS Criteria Spreadsheet (Gate-specific). For additional information, reference the Naval PoPS Criteria Handbook.
4. Create required Metric Visual charts and tables using the Naval PoPS Visuals Spreadsheet (Gate-specific). For additional information, reference the Naval PoPS Visuals Handbook.
5. Create the Naval PoPS Gate Review Brief for Program Health using the standard Metric Visual PowerPoint Templates (Gate-specific).
 - a. Open the PowerPoint file for the upcoming program review.
 - b. Update the title slide template with your program information.
 - c. Copy and paste the Summary PowerPoint slide (see Step 3 above) onto the Summary Slide template in the PowerPoint brief.
 - d. Modify required Metric Visual PowerPoint slide templates.
 - i. This will include copying and pasting several charts and tables from the Naval PoPS Visuals Spreadsheet onto the Metric Visual template slides (see Step 4 above).
 - e. (Optional) Create additional, supporting Metric Visuals as desired.

Reminder: Save each new or modified file using the Naval PoPS naming conventions provided in Table 1.

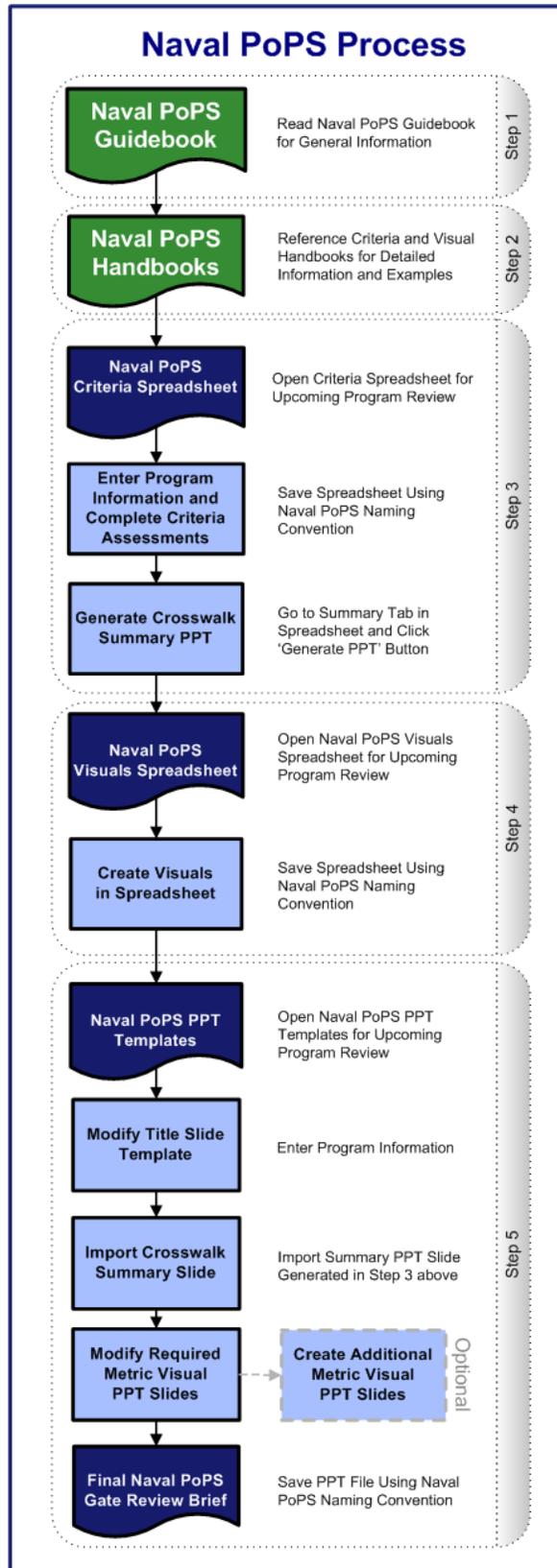


Figure 31: Naval PoPS Process.

4.0 CLOSING REMARKS

Naval PoPS provides Navy and Marine Corps senior leadership with an objective and quantifiable method for evaluating the likely success of Naval acquisition programs. The Naval PoPS Guidebook, Handbooks, Visuals and Spreadsheets were developed to assist programs in preparing the Program Health component of DON Gate Reviews, Acquisition Milestone Reviews, and other program management reviews. As Naval PoPS is executed across DON Acquisition organizations, ASN RDA will capture lessons learned for annual updates to the methodology and tools.

5.0 ACRONYMS

A	
ACAT	Acquisition Category
AoA	Analysis of Alternatives
APB	Acquisition Program Baseline
ASD	Assistant Secretary of Defense
ASN RDA	Assistant Secretary of the Navy Research, Development and Acquisition
AT&L	Acquisition, Technology and Logistics
B	
BCA	Business Case Analysis
C	
C3I	Command, Control, Communications and Intelligence
CBA	Capabilities Based Analysis
CCB	Configuration Control Board
CDD	Capability Development Document
CDR	Critical Design Review
CDRL(s)	Contract Data Requirements List(s)
CMC	Commandant of the Marine Corps
CMMI	Capability Maturity Model Integration
CNO	Chief of Naval Operations
COCOM	Combatant Commander
CONOPS	Concept of Operations
COTS	Commercial Off The Shelf
CPAR(s)	Contractor Performance Assessment Report(s)
CPD	Capability Production Document
CPI	Cost Performance Index
CSB	Configuration Steering Board
CTE(s)	Critical Technology Element(s)
D	
DAES	Defense Acquisition Executive Summary
DASN	Deputy Assistant Secretary of the Navy
DAU	Defense Acquisition University
DAWIA	Defense Acquisition Workforce Improvement Act
DOD	Department of Defense
DODAF	Department of Defense Architecture Framework
DoDI	Department of Defense Instruction
DON	Department of the Navy
DOT&E	Director of Operational Test and Evaluation
DRPM	Direct Reporting Program Manager
DT	Developmental Testing
DTE	Developmental Test and Evaluation
E	
EO	Executive Order
ESLOC	Equivalent Source Lines of Code
ESOH	Environment, Safety and Occupational Health
EVMS	Earned Value Management System

F

FAA	Functional Area Analysis
FAQ(s)	Frequently Asked Question(s)
FNA	Functional Needs Analysis
FOC	Full Operational Capability
FoS	Family of Systems
FOT&E	Follow-on Operational Test and Evaluation
FP	Function Points
FRP	Full Rate Production
FSA	Functional Solutions Analysis
FYDP	Future Years Defense Program

G

GDF	Guidance for the Development of the Force
GFE	Government Furnished Equipment
GFI	Government Furnished Information
GIG	Global Information Grid
GOTS	Government Off the Shelf

H

HAC	House Appropriations Committee
HASC	House Armed Services Committee
HQMC	Headquarters, Marine Corps

I

IA	Information Assurance
IBR	Integrated Baseline Review
ICD	Initial Capabilities Document
IDE	Integrated Development Environment
IER(s)	Information Exchange Requirement(s)
IG	Inspector General
ILA	Independent Logistics Assessment
IM IPT	Information Management Integrated Product Team
IMS	Integrated Master Schedule
IOC	Initial Operational Capability
IOT&E	Initial Operational Test and Evaluation
IPAR(s)	Informal Performance Assessment Report(s)
ISO	International Organization for Standardization

J

JCIDS	Joint Capabilities Integration and Development System
JITC	Joint Interoperability Test Command

K

KPP(s)	Key Performance Parameter(s)
KSA(s)	Key System Attribute(s)

L

LRE	Latest Revised Estimate
LRIP	Low Rate Initial Production

M

MAIS	Major Automated Information System
MARCORPS	Marine Corps System Command
MDA	Milestone Decision Authority
MDAP	Major Defense Acquisition Program
MILCON	Military Construction
MSA	Milestone A
MSB	Milestone B
MSC	Milestone C

N

NAE	Naval Aviation Enterprise
NAVAIR	Naval Air Systems Command
NAVFAC	Naval Facilities Engineering Command
NAVSEA	Naval Sea Systems Command
NDI	Non-Developmental Items
NEPA	National Environmental Policy Act
NIST SP	National Institute of Standards and Technology Special Publications
NSP	Navy Strategic Plan
NSS	National Security Systems

O

O&M	Operations and Maintenance
OPNAV	Office of the Chief of Naval Operations
ORD	Operational Requirements Document
OSD	Office of the Secretary of Defense
OT	Operational Testing
OTA	Operational Test Agency
OTC	Operational Test Coordinator

P

PA&E	Program Assessment and Evaluation
PBL	Performance Based Logistics
PDASN	Principal Deputy Assistant Secretary of the Navy
PDR	Preliminary Design Review
PE	Price-Earnings
PEO	Program Executive Office/Officer
PESHE	Programmatic Environment Safety and Occupational Health Evaluation
PHS&T	Package Handling Storage and Transportation
PM	Program Manager
POA&M	Plan of Action and Milestones
POM	Program Objective Memorandum
PoPS	Probability of Program Success
PPT	PowerPoint

Q

QDR	Quadrennial Defense Review
QER	Quarterly Execution Review

R

RAM	Reliability, Availability and Maintainability
RDT&E	Research, Development, Test and Evaluation
RFI(s)	Request(s) for Information
RFP	Request for Proposal
RMB	Risk Management Board
RTM	Requirements Traceability Matrix

S

SAC	Senate Appropriations Committee
SAR	Selected Acquisition Report
SASC	Senate Armed Services Committee
SDS	System Design Specification
SE	Systems Engineering
SECNAV	Secretary of the Navy
SEP	Systems Engineering Plan
SFR	System Functional Review
SLOC	Source Lines of Code
SME	Subject Matter Expert
SoS	System of Systems
SPAWAR	Space and Naval Warfare Systems Command
SPI	Schedule Performance Index
SRR	System Requirements Review
SSE	Systems and Software Engineering
SW	Software
SWE	Surface Warfare Enterprise
SYSCOM	System Command

T

T&E	Test and Evaluation
TCPI	To Complete Performance Index
TDS	Technology Development Strategy
TEMP	Test and Evaluation Master Plan
TES	Test and Evaluation Strategy
TRL	Technology Readiness Level
TRR	Test Readiness Review
TY	Then-Year

U

USD	Under Secretary of Defense
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W

WBS	Work Breakdown Structure
WIPT	Working-Level Integrated Product Team
WSERB	Weapon Systems Explosive Safety Review Board