

AOP 2013 Lessons Learned Management Summary

4 December 2012



New AOP manual process developed for 2013 AOP planning due to issues with 2012 AOP process

2012 AOP Process	2013 AOP Process
Undocumented and inconsistent process	Process built and documented by team
Issue getting data from Clarity	Not using Clarity as on-going source
Could not rely on the data	Data vetted through templates
Sources varied by platform	Everyone using the same tools
Inconsistent program names	Created one list of programs
Inconsistent granularity	Agreement on granularity level

- 2013 AOP Manual Process implemented by Program Athena AOP Core Team met all initial requirements.
- Held lessons learned session with AOP Core Team on 4 December

Ran survey on AOP 2013 Manual Process to get feedback from organization

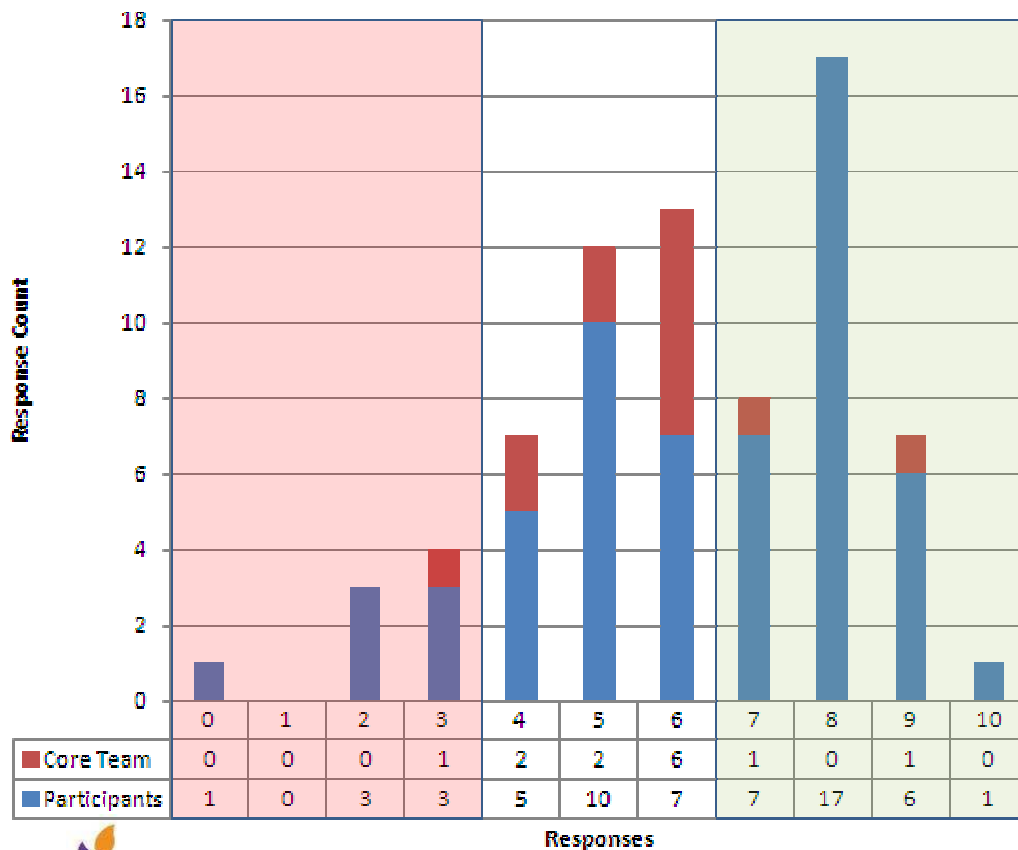
- Prepared two separate AOP-related surveys
 - **Participants** (anyone who had access to the SharePoint location)
 - 278 surveys sent; 65 responses (**23%** response rate)
 - **AOP Core Team** (anyone on the standard AOP Core Team meeting invitation)
 - 47 surveys sent; 15 responses (**32%** response rate)
- Survey mechanics
 - 14 questions in survey; Core Team had additional questions to capture feedback on selected areas
 - Developed findings report for AOP Core Team
 - Compiled all text comments (from 4 possible areas) and used these to support findings and provide feedback for planning for next AOP cycle
- Survey goals
 - Set a baseline measurement on the 2013 AOP Process
 - Provide initial feedback to drive AOP Lessons Learned session
 - Identify process-related information we can use for 2014 AOP planning

Survey results show generally positive trends

- High participation level indicated importance of AOP; 50% of all participants entered comments, again highlighting importance.
- Participants trended positive in most areas; Core Team generally more critical.
- This year's AOP survey provides initial baseline for new business approach so we are pleased with overall response – we will be more critical of findings in the future. [Click this link to access the AOP Lessons Learned Survey Findings.](#)
- Text feedback with mostly positive insights can help develop AOP planning process that better meets organization needs; we compiled all text responses into one file. [Click this link to access the AOP Survey Text Responses.](#)

Overall Experience in AOP Process

Responses group toward the middle showing cautious optimism and support of the AOP 2013 Manual Process implemented by the AOP Core Team.



Question: How would you rate your overall experience so far with the Program Athena AOP 2013 Planning process?

“Amazing step forward from previous year. Effort established strong, repeatable process for coming years.”

“Much better than last year - but last year was too bad and so not a good comparison.”

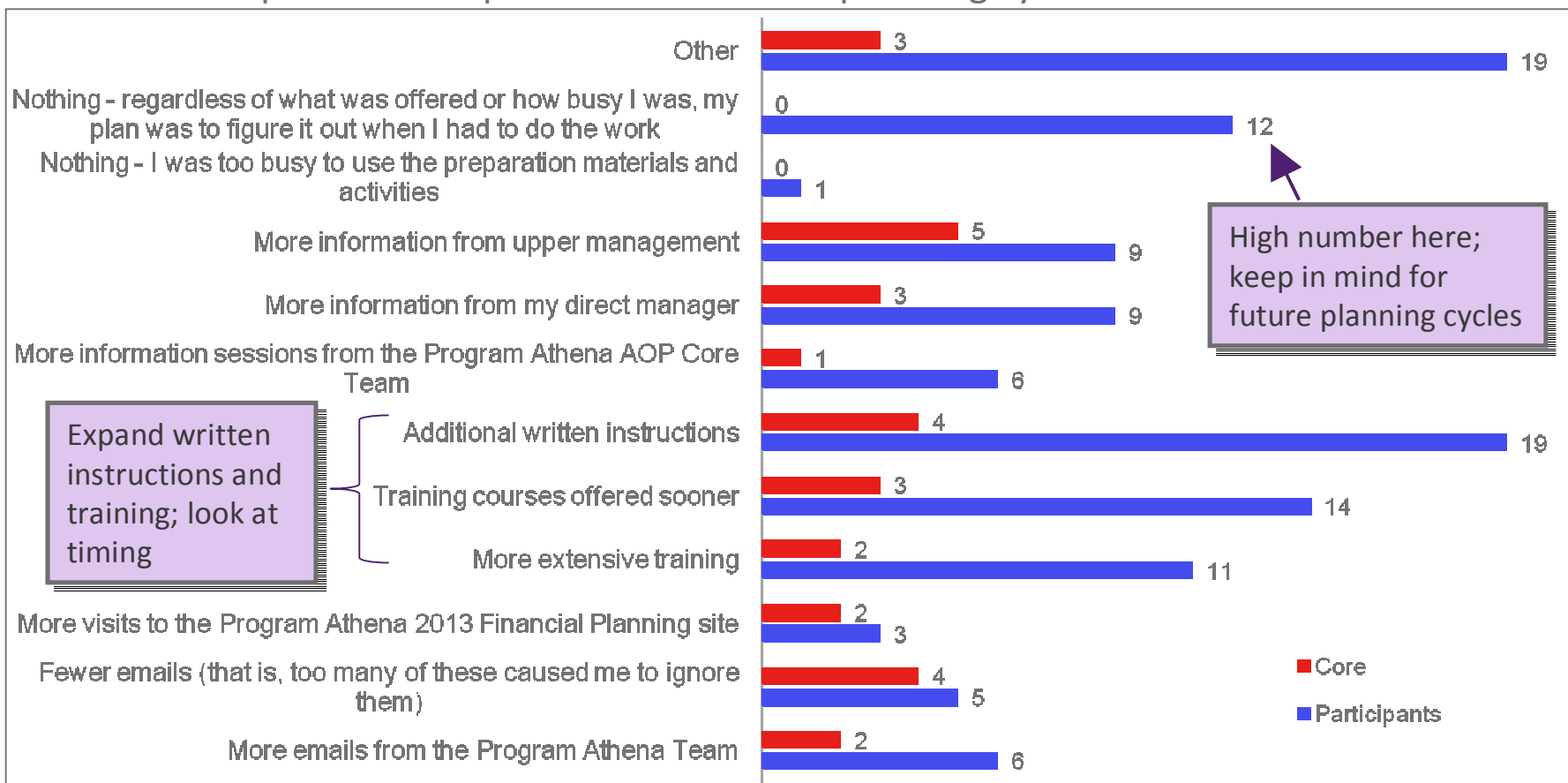
“It seems disconnected with the metrics in the CSO Strategy Map - we need to harmonize.”

“Understand the \$ constraints and not hide from them until post Portfolio Review.”

Preparing for 2013 AOP

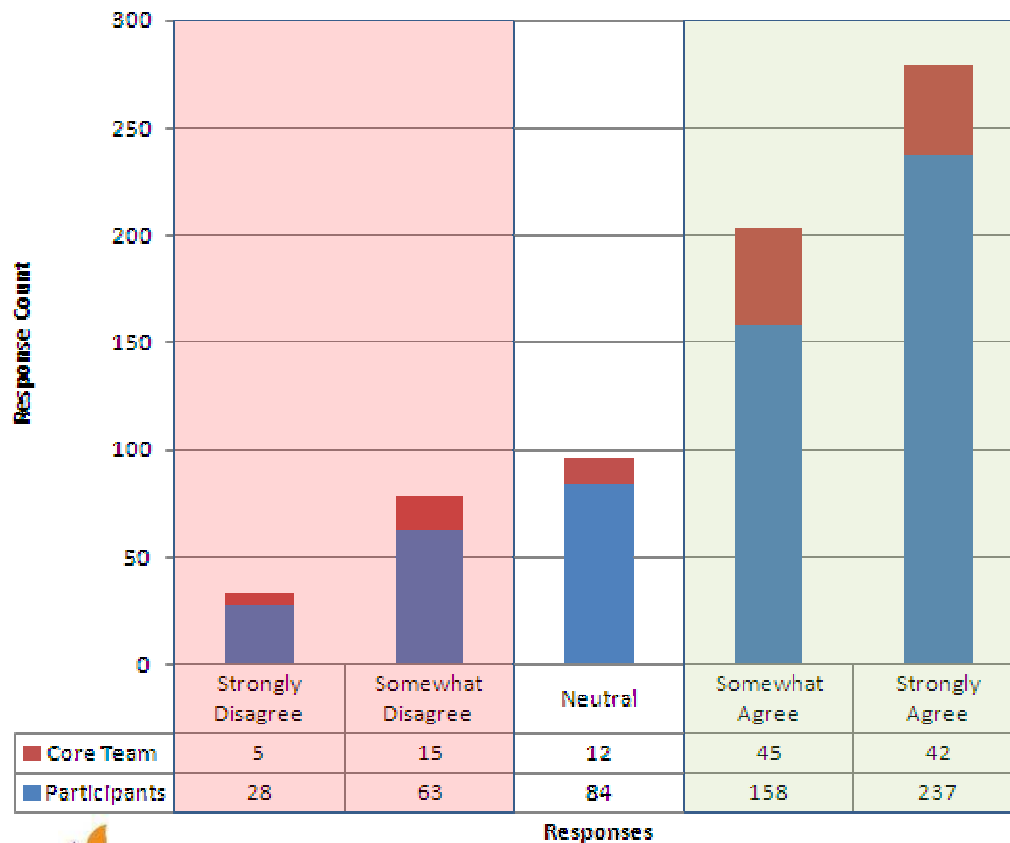
Question: What could have helped improve overall readiness? Please check all that apply.

Responses here will allow us to support our AOP user's preparation needs regardless of tools or processes implemented in future planning cycles.



AOP Process and Tools: Overall

Compiled results of 10 statements focused on processes and tools; findings show most participants and Core Team members felt prepared for this year's AOP process.



Question: Overall, how would you characterize the following statements on the process and tools developed for Program Athena AOP 2013 Planning?

"AOP2013 process is far too long as it started in June and won't be finished until December ... a 6 month process to plan for a 12 month period. Overall AOP2013 is an inefficient process from the PM perspective"

"Good initial overview of the process and tools."

"Great compared to last year, but at a massive cost of time and resources mobilized to make it happen. We need to make this seamless."

Next Steps

- Program Athena team to complete loading final AOP 2013 planning data into Clarity
- Hold AOP 2014 Planning Workshop in Q4 2012 or Q1 2013
- Use list of proposed target action area items and survey findings as input into planning process work
- Build business process map separate from technology solutions
- Develop Clarity/template hybrid solution for AOP 2014 planning