

ICEAA 2015-2019 Strategic Plan

The following ICEAA Strategic Plan is organized into three broad goals to support the mission and vision of the organization and to address strengths, weaknesses, opportunities and threats for ICEAA and the cost estimating community. The Board of Directors will review the Strategic Plan at least once annually and will add, delete and modify as deemed necessary to achieve the mission and vision of the Association.

I. Our Mission

The International Cost Estimating and Analysis Association is an international non-profit organization dedicated advancing, encouraging, promoting and enhancing the profession of cost estimating and analysis, through the use of parametrics and other data-driven techniques. We strive to facilitate the success of the cost estimating and analysis community of practice by providing members opportunity to learn, teach, collaborate, present and network in a collegial environment devoted to professional growth and success.

II. Our Vision for the Profession

To be a vital, respected, indispensable and growing community of practice composed of ICEAA certified professionals.

III. Our Vision for the Organization

To be universally recognized for developing, disseminating and advocating best practices that maximize the value of the global cost estimating and analysis community to public and private sector resource decision makers.

IV. Our Goals

1. To create a community of **technical excellence**
2. To create a community of **collaboration**
3. To create a community of **relevance**

V. Objectives and Actions

During the next five program years, the association will strive to accomplish these goals via the following objectives and actions outlined in supporting documents for each strategic goal.

VI. Performance Measures

The association will evaluate its performance relative to each goal via the measures included in these supporting documents.

Technical Excellence

Strategy

Promote technical excellence in the profession of cost estimating and analysis by encouraging and enabling the professional development of our members through growth opportunities built around the sharing of experience and knowledge gained through real-world applications.

Tactics

Tactics for accomplishing the strategic goal of Technical Excellence are focused on the areas of encouragement; sharing of experience and knowledge; and competency validation. These tactics are listed for discussion purposes and to provide traceability between current Association activities and strategy. Current activities are shown in *italics*.

Encouragement

- *Provide an awards program that recognizes technical achievement and excellence*
- Publicize significant member accomplishments in the field
- Proactive engage younger professionals in chapter leadership positions

Sharing of Experience and Knowledge

- *Conducting training at the chapter and national Level*
- *Provide a professional, academic quality journal for the sharing of peer-reviewed knowledge*
- *Speakers, panel sessions, and paper tracks at the annual international conference*
- Improve average content quality of conference presentations by:
 - Analyzing previous Best Paper award scores in order to establish a set of criteria for Program Chairs to follow when selecting papers
 - Linking content keywords to each submission to ensure a breadth of topics covered under previously set content Tracks
 - Regularly reviewing content Tracks to determine if new tracks should be added in order to maintain relevance of overall program
- *Technical presentations at local chapter events*
- *Maintaining and updating the Cost Estimating Body of Knowledge (CEBoK)*
- Establish CEBoK improvement process to include online access/delivery and content updates for CEBoK
- Develop specialty training programs to address specific professional requirements

Enable web-based access to other resources that are relevant to our profession Competency Validation

- *Provide a certification program that enables members to provide tangible demonstration of their competency*
- Refine and improve the existing Certification Program and enhance its relevance to the overall cost community by:
 - Expanding on the database of exam questions and refine the evaluation process for determining question merit
 - Establishing Special Interest Groups chartered to create related Specialty Certification Exams

Metrics (Performance Measures)

- # of CEBoK licenses (new vs. renewal)
- # of certifications ((PCEA vs. CCEA vs. parametric and new vs. renewal)
- Conference presentation technical quality (i.e., via audience evaluations)
- # of participants (and topics) in web-based technical workshops
- # of submissions to JCAP and # of citations of journal
- # of articles on professional accomplishment in ICEAA World

Collaboration

Strategy

Achieve technical relevance and proficiency goals by leveraging our cost estimating and analysis community of collaboration. ICEAA will facilitate live and virtual collaboration with current members at the chapter level, national level and international levels. ICEAA will also conduct outreach efforts to collaborate with potential members from academia, industry, other professional organizations and federal government entities.

Tactics

Tactics for accomplishing the strategic goal of a community of collaboration are focused on networking with current and potential members and stakeholders, identification and development of key contributors and facilitators for live and virtual collaborative forums; and establishing formal and informal partnering agreements with organizations having shared professional development interests.

Current Members can realize three principal benefits: networking, professional development and access to resources. Through effective collaboration, ICEAA can realize a broad range of benefits:

- *Successful collaboration results in effective networking within the cost estimating and analysis community to connect key contributors with facilitators*
 - *Contractors, Government, Consultants, Suppliers, Other Associations, Academia, Industries with Common Interests*
- *Successful collaboration depends on understanding member needs and fostering their professional development through training & certification enabling them to reach mutually beneficial goals.*
- *Successful collaboration generates access to an expanded spectrum of resources (e.g., papers, best practices, lessons learned, public domain data, etc.) which enables the member to better execute their professional duties.*

Attraction of Potential Members

- *Sustained success of ICEAA depends on continuous outreach to potential members, understanding their needs and providing the means to achieve mutually beneficial professional development goals.*
- *Successful collaboration also depends on the identification and development of relationships in key touching areas within the analysis domain via public & private entities and professional & trade organizations.*

Cultivation and Bonding of Stakeholders

- An effective process is needed to identify and continuously engage current and potential stakeholders who will support collaborative ICEAA professional development efforts.
 - *Identify and maintain a list of current and potential stakeholders at the ICEAA board level as well as the chapter, SIG, and international region levels.*

Develop a Broader Range of Contributors

- An effective process is needed to identify and continuously engage current and potential contributors and facilitators who will participate in collaborative ICEAA professional development efforts.
 - *Key Contributors*
 - *The success of ICEAA is significantly dependent on key individuals throughout the organization. The gain or loss of a single key individual can have significant positive or negative effects on ICEAA. Actions: 1) Identify and engage key contributors and facilitators and ensure they can continue their commitment to ICEAA (e.g., employment conditions, access to ICEAA resources, etc.) and 2) develop mitigation plans against potential loss of contributor (e.g., mentor/protégé, cross train, back-ups, etc.)*
 - *Focus Groups*
 - *Focus groups tackling challenges is a high value, lower cost activity which can explore how ICEAA can tackle specific problems or exploit potential opportunities. Action: determine 2 to 3 issues which can be addressed by a focus group (e.g., Parametric and/or Space SIG, expansion into new industries (e.g. petro/chemical or process) which would not normally be address by a standing committee. Define expected result, lead POC and logistical support.*
 - *Chaptering Committee/Presidents Forum*
 - *This forum facilitates cross-chapter engagement regarding current and emerging challenges and provides ICEAA with valuable feedback.*

Performance Measures

- # of outreach or networking efforts
- # of partnering arrangements (formal and informal)
- # of chaptering committee/presidents forum reports to the board

Relevance

Strategy

To create a community which is relevant, ICEAA will work to ensure that CEBoK is a definitive reference, our certifications are recognized and accepted as meaningful, our training is effective, and our forums are timely, topical, thought provoking and at the forefront of the cost profession. We recognize that relevance is not achieved, maintained or expanded without continuous monitoring, processing of feedback and incorporation of improvements into all ICEAA products and events.

Tactics

- Listen. Start with voice of the customer and benchmarking efforts. Systematically obtain information to determine content relevant to current members and potential members. Conduct interviews, surveys, and listening sessions. Enlist all available resources. Obtain feedback from:
 - Stakeholders
 - Chapter presidents
 - Conference attendees
 - Track Chairs
 - Event participants
 - Training sessions
 - Other methods including member surveys (employed selectively)
 - Benchmarking data on other professional organizations
- Understand and serve the needs of current and prospective members and sponsors.
- Actively engage in outreach efforts with stakeholders. Not only absorb their objectives and concerns, but utilize ICEAA's central position in the community as an independent actor to drive the cost estimating focus, agenda, and frontier.
- Communicate and measure needs effectively
- Analyze and understand data collected along with performance measures and apply a plan-do-check-adjust methodology.
- Distill feedback collected from all sources, and synthesize response plans.
- Maintain, improve, and expand the use of professional estimating practices.
- Expand our body of knowledge, training and certification programs
- Promote the association's utility and benefits to the membership and the greater cost community
- Provide excellent networking opportunities
- Make it easy for individuals to get involved, with or without buy in from their company
- Continue to modify action plans as needed to more accurately align with current member and potential member needs.

Performance Measures

- Demographic analysis of board of directors, members, and event participants by industry, contractor, government, consultants/suppliers, academia, international, certified, level of experience
- Number of feedback reports