



# Monitoring the Progress of Shipbuilding Programs: How Can the Defense Procurement Agency More Accurately Monitor Progress?

*Mark V. Arena*

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The Defence Procurement Agency, part of the UK Ministry of Defence, asked RAND to analyze how major shipbuilders and contractors monitor programme progress, to consider what information would be useful for shipbuilders to provide the agency, and to understand why ships are delivered late and why commercial shipbuilders maintain a much better schedule performance than do military builders. This monograph presents the researchers' findings and recommendations, which was based on surveys of major US, UK, and other European shipbuilders and other extensive industry research.

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