OUSD(AT&L)
Systemic Analysis of Support Assessments

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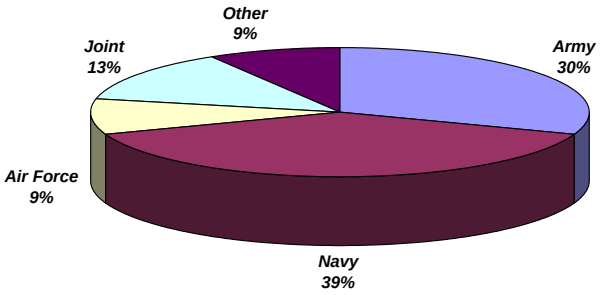
Objectives for Support Assessments

- **Provide Assistance to Program Managers**
  - Identify specific program risks
  - Provide PMs with actionable recommendations
- **Use the Total DoD Capability (expertise and tools)**
  - Assessment teams leverage DoD, FFRDCs, academia, agencies, industry resources
- **Analyze Systemic Issues that Plague Projects Across DoD**
  - Make recommendations to acquisition leadership to improve system acquisition as a whole

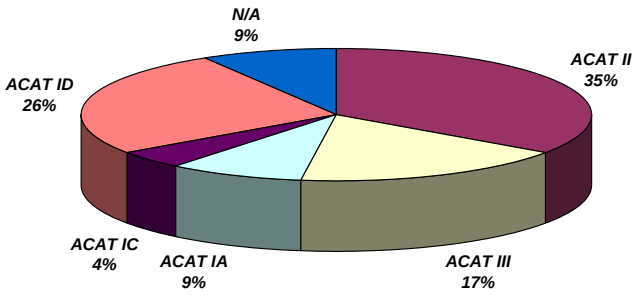
Systemic Analysis - Overview

- Identify systemic issues that impact program success
- Understand their cause and effect relationships
- Develop recommendations to improve DoD system acquisition:
  - policy and guidance
  - education and training
  - tactical and strategic decision making
- Provide DoD users with a source of objective lessons learned:
  - Enterprise (OSD, Services, SISSG, PEOs)
  - Program (PMs, staffs)
  - Technical Interface (DAU, SEI, IEPR WG, etc.)

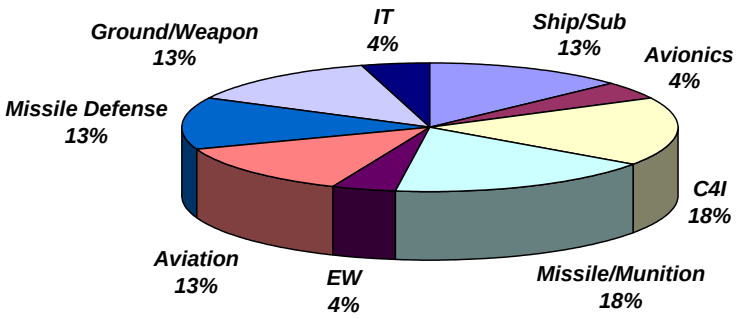
Assessment Distribution – 23 Assessments



Distribution of Assessments by Service



Distribution of Assessments by ACAT Level



Distribution of Assessments by Domain

Critical Program Performance Problems

Identified Issues	Relative Occurrence
Process Capability	91 %
Organizational Management	87 %
Requirements Management	87 %
Product Testing	83 %
Program Planning	74 %
Product Quality - Rework	70 %
System Engineering	61 %
Process Adherence	52 %
Program Schedule	48 %
Interoperability	43 %
Decision Making	43 %
...	
Configuration Management	26%

Technical Processes

Analysis Results

- 91% of the assessments had process capability issues
  (75% of the time triggering downstream issues)
- 52% of the assessments had process adherence issues
  (63% of the time triggering downstream issues)
- 35% of the assessments had no adherence issues
  But still had capability issues
- Predominant deficiencies:
  - Requirements
  - Risk & measurement
  - Testing
  - Systems engineering disciplines
  - Change management

Implications

- False assumption that adhering to processes equates to having effective processes
- Adherent organizations still have significant performance shortfalls
- Multiple causes of technical process shortfalls

Types of Technical and Managerial Process Issues

No Defined Processes in Place	Program Team Processes Established						No Accepted Processes Defined
	Not Following Accepted Processes		Following Accepted Processes				
	Process Adherence Shortfall Issues		Process Capability Shortfall Issues			Program Team Processes Are Capable	
	Poorly Executed Processes	Constrained Processes	Outmoded Processes	Pro Forma Processes	Non-Integrated Team Processes	Effective Processes	
Rudimentary Processes are Missing							Emerging/Innovative Processes

Examples of Process-related Findings

- ***Poorly Executed Processes***
  - ***Poor program team communications caused by poor implementations of Integrated Product Teams***
- ***Constrained Processes***
  - ***Trading the establishment of integration facilities in order to stay close to planned cost and schedule***
- ***Outmoded Processes***
  - ***Managing 20,000 requirements manually***
- ***Pro Forma Processes***
  - ***Check-in-the-box Risk Management processes which does not impact decision making on program***
- ***Non-integrated Team Processes***
  - ***Multiple development organizations on one program with incompatible CM systems***
- ***Emerging Processes***
  - ***Interoperability, Family of Systems***
  - ***Managing COTS refresh in ad hoc fashion***