



Defense Software Strategy Summit 2006

PEO Panel

Perspectives on Software Related Acquisition Issues

Moderators:

The Honorable Dr. James I. Finley

Mr. Dave Castellano

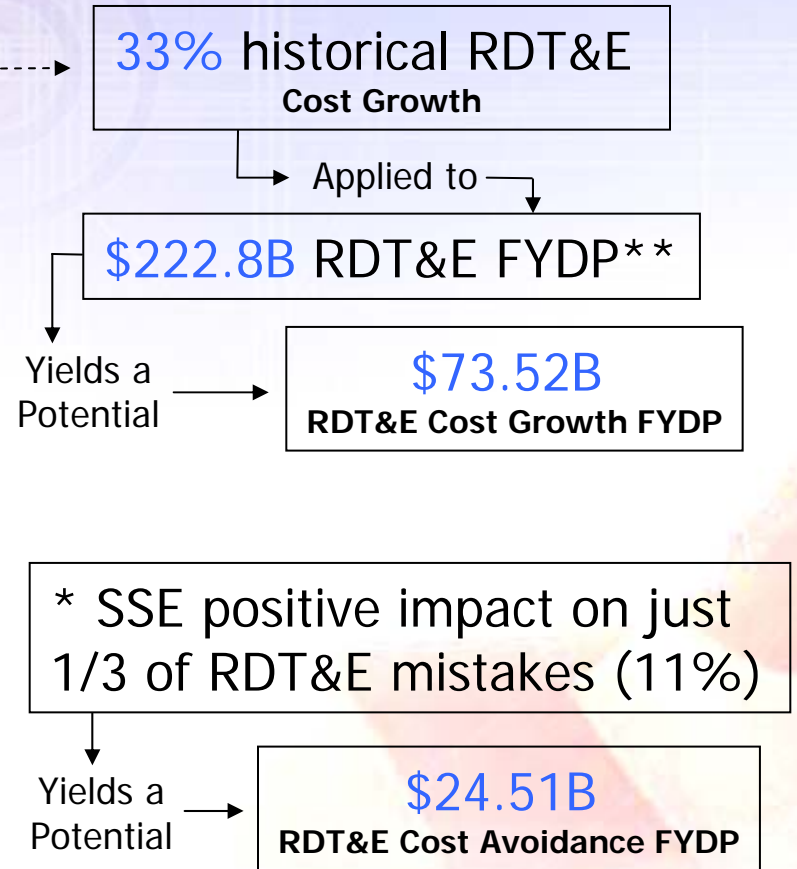
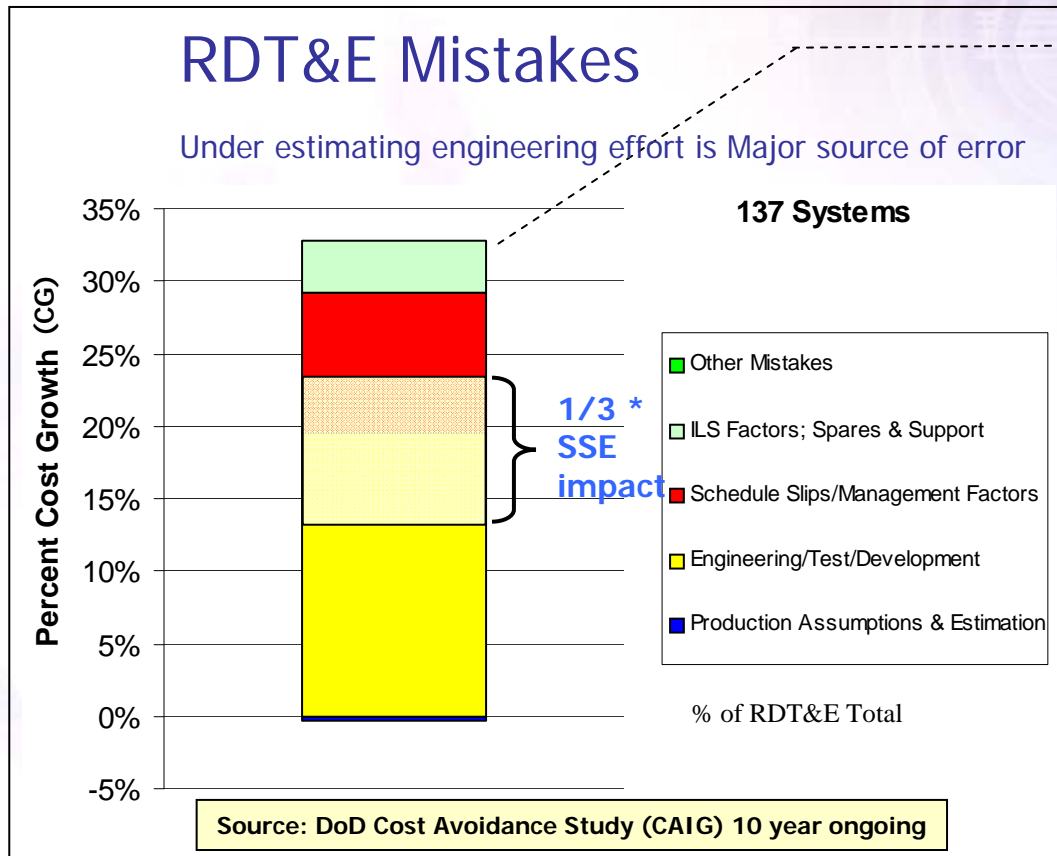


Distinguished Panel Members

- Lieutenant General Charles L. Johnson II
Commander, Electronic Systems Center, Hanscom AFB
PEO for Command, Control and Combat Support
- Lieutenant General Michael A. Hamel
Commander, Space and Missile Systems Center
Air Force Space Command, Los Angeles AFB
PEO for Space
- Brigadier General Nickolas G. Justice
U.S. Army Fort Monmouth
Deputy PEO, Command, Control, Communications - Tactical
- Rear Admiral Craig E. Steidle, USN, Retired
Distinguished Visiting Professor, Aeronautics and Astronautics
United States Naval Academy
Former Program Director, Joint Strike Fighter



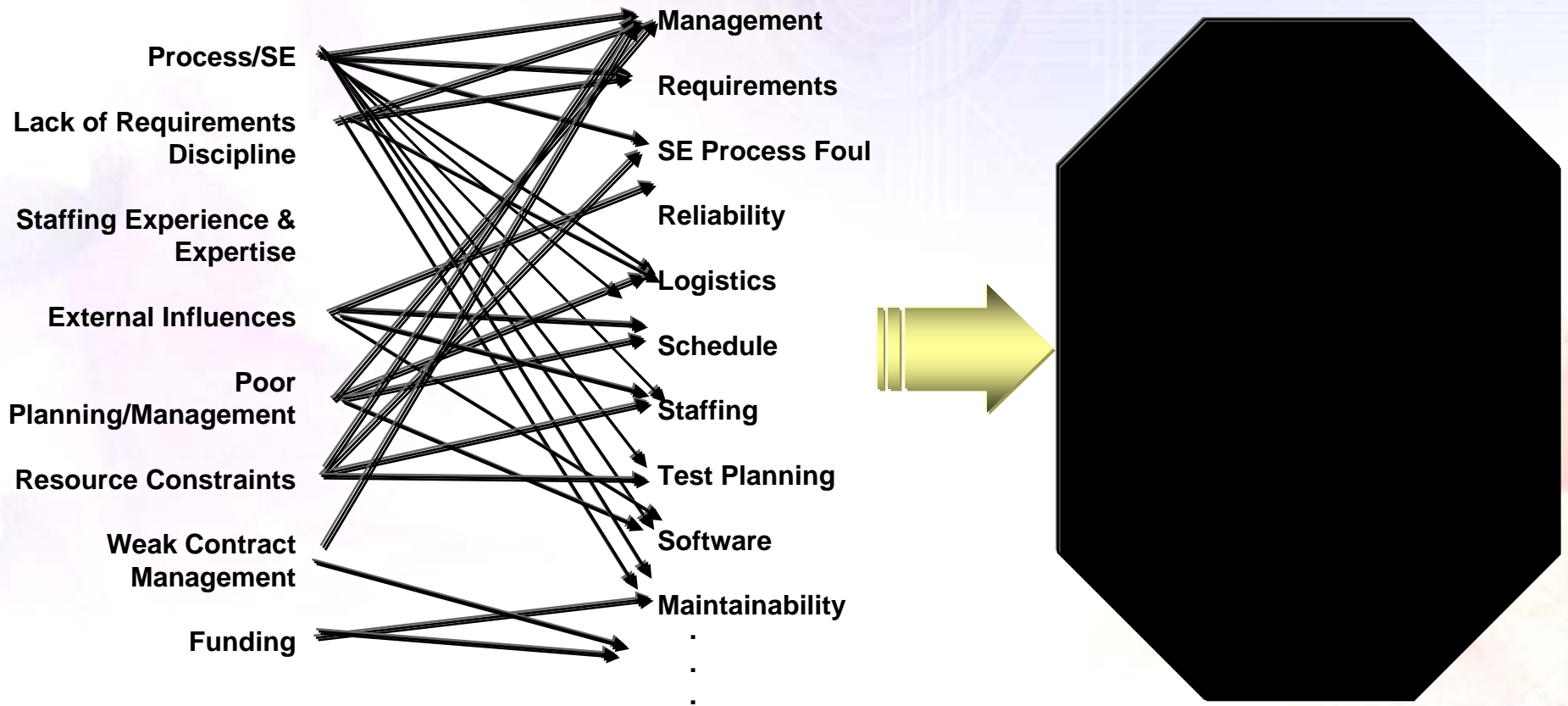
Driving Systems and Software Engineering Back into Programs Reduces Costly Mistakes



**SAR data for MAIS and MDAP programs under OSD Systems Engineering Oversight



Root Cause Effects

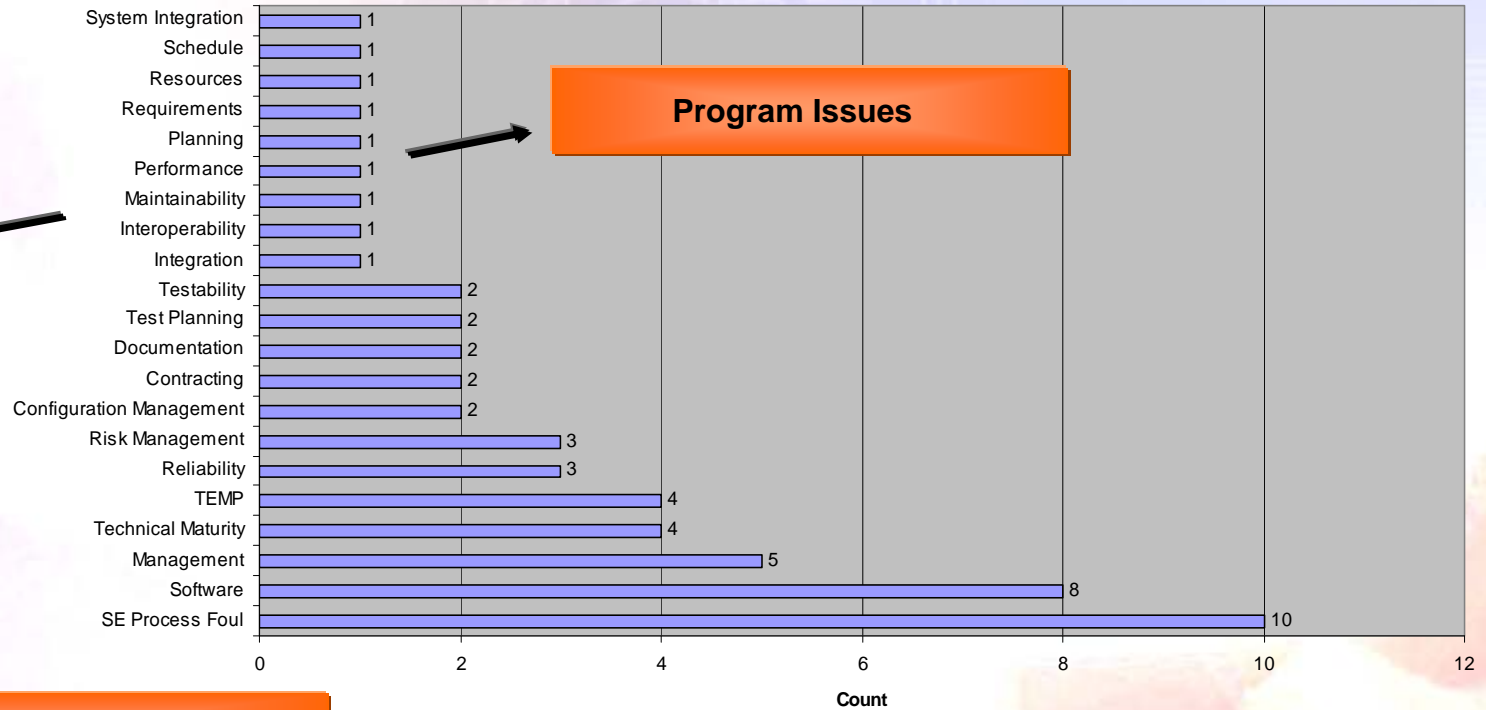


Root causes impact programs in “shotgun” style

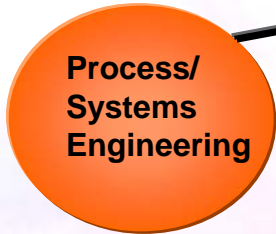


Root Cause: Process/Systems Engineering

Count of Findings by Common Term
For The 56 (84.8%) Of 66 Findings Specifying "Process/SE" as the Root Cause Type



Root Cause



Common Term

Representative Root Causes

- Inadequate program documentation and configuration management
- Fact that development computers are not "good" test environment often overlooked
- Lack of rigorous SE approach
- Lack of emphasis on software architecture priorities in software requirements documents
- Failure to identify and address risk of program dependencies
- Risk management performed only at PM level and not delegated down to IPTs



“Quotable Quotes” from Program Reviews

- Management...
 - “Decisions that should take a week, took a year...”
 - “They were the Romulans, but now we are working with them...”
 - “Often an issue is gone before getting through the process...”
 - “Perfection is the enemy of good enough...”
 - “We tried to co-locate, but it was just too hard...”
 - “Nine women can’t have a baby in one month”
 - “CPI can be gamed...”
 - “EVMS is meaningless...”



“Quotable Quotes” from Program Reviews

- Process...
 - “Death by a thousand cuts...”
 - “It’s OK to be different...”
 - “We thought that would be good enough”
 - “I wouldn’t do it this way again...”
 - “...we allow that, but strongly discourage it...”
 - “...we’re not going to tell them about all of our test cases”
 - “That doesn’t mean what you think it means...”
 - » Indigo Montoya, The Princess Bride