Extending a Product-Based Enterprise-Wide Process Framework to Include Services-Based Efforts

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Purpose

- Provide an update of the GDAIS enterprise-wide process framework
- Provide insight into the effort required to update a product-based framework to include research and services processes
- Provide examples of implementation lessons learned
Topics

• Background information -- why change (again)?
• “Old” GDAIS Enterprise Process Framework
• Updated GDAIS Enterprise Process Framework
• Summary & Conclusions
  • Benefits & Lessons Learned
  • Questions
Product-Based Process Framework Context

Customer Expectations

Customer Feedback

Enterprise Business Processes

Product Realization Process (PRP)

Enterprise Enabling Processes

Customer Satisfaction

Products and Services
GDAIS Product-Based Process Framework

Enterprise Business Processes

- Business Strategic Planning
- Business Performance, Quality and Improvement

Product Realization Processes

- Invest
- Win
- GDAIS Value Chain
- Develop
- Produce
- Support
- Program Performance, Quality and Improvement
- Technology Management
- Business Development
- Integrated Product Development
- Production
- Deployment
- Customer Support

Enterprise Enabling Processes

- Communications
- Ethics
- Human Resources
- Legal
- Contracts
- Facilities & Real Estate
- IT
- Security
- Environ, Health & Safety
- Finance
- Int’l Bus – Exp/Imp
- Supply Chain Mgmt

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Integration Value Driver

- Value Driver #5 – Process
  - IPQ IPT recommendations on changes to the Common Process Framework to better align with the business needs of the new GDAIS
    - Key areas that need attention
      - Services (various types)
      - Research
Goals for the Process Framework

- Tie to our Customer Intimacy model
- People can easily see where their activities fit into the framework
- Enable the definition of effective and consistent performance and improvement measures
- Simple, yet comprehensive
  - Easy to understand and needs little to no explanation
  - Covers and aligns with all GDAIS Functional Areas
  - Goes beyond the value chain/development process
- Clear ownership of the processes
- Balance the impact to “old” and “new” GDAIS employees
  - Change as needed, but not unnecessarily
  - Be sensitive to terminology
- Defines how “one GDAIS” does business
Updated Process Framework

Context

Customer Expectations

Customer Feedback

Enterprise Business Processes

Integrated Systems & Services Realization Process

Enterprise Enabling Processes

Customer Satisfaction

Products and Services
Updated GDAIS Process Framework
GDAIS Process Framework – Changes

Enterprise Business Processes

- Add “integrated” to title to reflect how all the realization processes are cross-discipline.

Integrated Systems & Services Realization Processes

- Move BD up:
  - spans entire value chain
  - close tie-in with BSP
  - supports value creation
  - remove program proximity

- Add “integrated” to title to reflect how all the realization processes are cross-discipline.

GDAIS Value Chain

- Rename to better reflect the nature of the research work done at GDAIS.

Program Performance, Quality and Improvement

- Rename to better reflect the nature of the systems & services work done at GDAIS.

Technology Development

- Rename to help distinguish from the services production terminology.

Systems & Services Development

Communications

- Ethics

Contracts

Environ, Health & Safety

Finance

Legal

Security

Int’l Business - Exp/Imp

Supply Chain Mgmt

Production

Services

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Framework Changes – Research Process

Enterprise Business Processes

Business Strategic Planning
Business Performance, Quality and Improvement
Business Development

Integrated Systems & Services Realization Processes

GDAIS Value Chain

Invest
Develop
Manufacture
Support

Program Performance, Quality and Improvement

Technology Development

Systems & Services Development
Production
Services

Enterprise Enabling Processes

Communications
Ethics
Facilities
Finance

Environ, Health & Safety

• Reflects the scientific method typically applied in research applications
• Hypothesize-Experiment-Analyze
• Developed primarily by the team in Ann Arbor

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Framework Changes – System Development

**Enterprise Business Processes**
- Business Strategic Planning
- Business Performance, Quality and Improvement
- Business Development

**Integrated Systems & Services Realization Processes**
- **GDAIS Value Chain**
  - Invest
  - Develop
  - Manufacture
  - Support
- Program Performance, Quality and Improvement
- Systems & Services Development
- Production
- Services

**Enterprise Enabling Processes**
- Communications
- Ethics
- Contracts
- Facilities & Real Estate
- Environ, Health & Safety
- Finance
- Int’l Business - Exp/Imp
- Supply Chain Mgmt

- **SSD Policy 1 (System/Product Development)** essentially unchanged, except nomenclature change from IPD to SSD
Framework Changes – Services

- SSD Policy 2 (Service Development) created
- Nomenclature change from DCS to SRV
- Services are typically defined during proposal development
- Services area includes both product-related services (SRV Policy 1) and provided services (SRV Policy 2)
Benefits & Lessons Learned

• Benefits
  • Common language
  • Enterprise focus
  • Reduced maintenance costs

• Lessons Learned
  • Need top-level support
  • Keep ownership with the functional organizations
  • Engage the experts from everywhere to define the new processes, helps with ownership & buy-in
  • Ensure new processes are truly different
  • Account for all “hidden” costs – no change is free
Comments & Questions