A Closer Look at the Housing Bubbles and Requirements Management

NDIA 9th Annual Systems Engineering Conference
October 23, 2006
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Presentation Outline

• Alarming Facts
• Potential Causes
• Case Studies
• Lessons Learned
• Recommendations
• Q&A
The Numbers

189%

221%

Goal 100%

Delivered Product 61%

Facts:
• Only 16% (1 of 6) projects completed on time, on budget.
• Nearly 1/3 IT projects were cancelled.

The Problem?

Why is your project four months behind?

I still don’t have the user’s requirements because she’s a complete nut job.

It’s your job to manage that process!

I complained to her boss, who promptly misinterpreted the problem and ordered her to work on the wrong stuff.

Then every member of her family got a serious illness. Then she got called to jury duty.

She promised to give me the requirements this afternoon.

It was too hard to come up with my own requirements, so I just copied the requirements from another product.

Is the other product similar to what you want?

Where are you going with this?
Case Study 1: The Good

- Program Office: Navy Communications Satellite (PMW-146)
- Project: Ultra High Frequency Follow-On (UFO)
- Purpose: Provides tactical narrowband SATCOM to the warfighters
- Budget: $2.1B
- Period of Performance: 1988 - 2002
- Accomplishments:
  - 11 consecutive successful launches of UFO birds
  - Secured a $6.3B replacement constellation - the Mobile User Objective System (MUOS)
Case Study 2: The Bad

- Program Office: Maritime Surveillance Systems (PMW-183/PMS-485)
- Project: Advanced Deployable System (ADS)
- Purpose: Provides rapidly deployable systems for littoral maritime surveillance
- Budget: PTD approximately $.5B
- Period of Performance: 1995 - present
- Lack of Accomplishment:
  - No system fielded to date
  - To be cancelled in 2007
Case Study 3: The Chaos

- Company: SAIC
- Office: Maritime Surveillance and Security Division (MSSD)
- Purpose: Provides systems engineering and integration for maritime surveillance, AT/FP, and Ports security for government and commercial customers
- Budget: $30M annually
- Period of Performance: varies from months to years
- Characteristics:
  - Constantly in reactive mode
  - No consistency
# Lessons Learned

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Recommendations

◆ Disciplined Tools
  • CORE, DOORS, Rationale Pro
  • Excel

◆ Disciplined Processes
  • Requirement -> Functional -> Physical -> Verification
  • Actively manage Requirement Verification Matrix

◆ Disciplined People
  • Conduct SRR to establish a baseline
  • “If it’s not written down, then it doesn’t exist.”

◆ Disciplined Governance Policy
  • Training to have qualified people
  • Accountability
This is Your Conference...
Please Ask Questions