

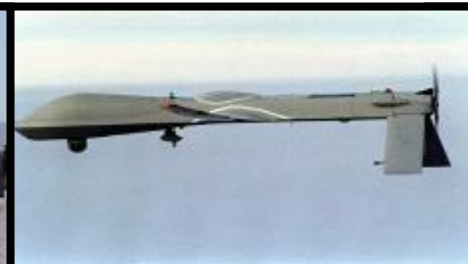
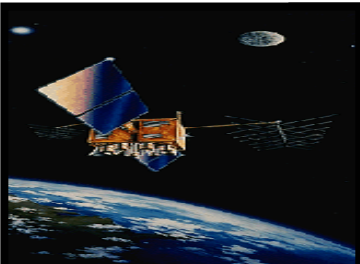


NDIA Conference on Systems Engineering



The Honorable
James I. Finley
Deputy Under Secretary of Defense
(Acquisition & Technology)

October 23, 2007





A&T Vision

LEADERSHIP

for an

***INTEGRATED, RESPONSIVE
ACQUISITION SYSTEM***

providing

WARFIGHTER NEEDS

with

PREDICTABLE PERFORMANCE

“THE WILL TO CHANGE ...”



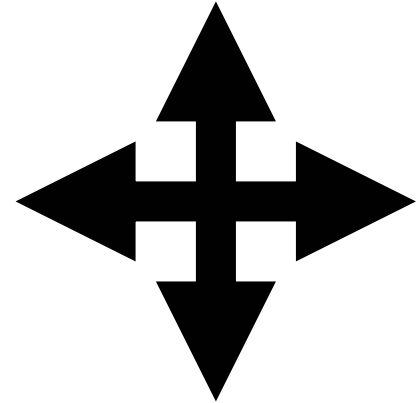
Strategy

RESHAPE THE ENTERPRISE
UTILIZING SHORT AND LONG TERM
INITIATIVES
THAT
ACCELERATE LASTING CHANGE
FOR ALL ELEMENTS OF THE
ACQUISITION SYSTEM

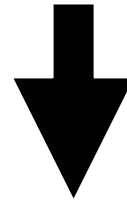


Goals

- **Communication**



- **Cycle Time**



- **Competitiveness**





Impact of Not Starting Programs Right

My observations since last year...

- Programs usually fail because we don't start them right:
 - Requirements instability/creep – not well defined, not understood
 - Inadequate early technical planning
 - Inadequate funding or phasing of funding to properly execute the program
 - Lack of schedule realism – success oriented, concurrent, poor estimation/planning
 - Lack of technical maturity or a credible back-up plan – “we're always optimistic”
 - Limited focus on life cycle issues

Program success depends on rigorous, thorough, technical planning and supportive resources



Balanced, Early Life Cycle Planning

- Acquisition strategy – realistic, effective, and executable
- Cost estimate – accurate
- Integrated technical planning (SE / T&E / SW / 'ilities)
- Technology identification and maturity
- Supportive business rules (RFP, contract, etc.)
- Entrance / Exit criteria at each milestone
- Risk identification / mitigation
- Increased Competition and Prototyping

Requires disciplined leadership to stick with the plan



What we need from you...

- Tell your leadership that Dr. McQueary and Dr. Finley are focused on starting programs right!
- We are working daily to improve communication, both in DoD and with Industry
- We are looking to improve competition and time to field capabilities



... Q&A ...



We owe them our very best!!!