

*A Closer Look at the Housing
Bubbles and Requirements
Management*

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Presentation Outline



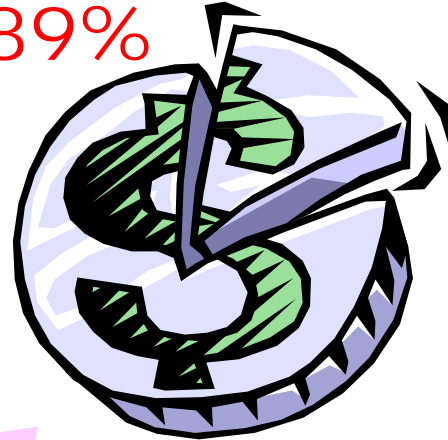
- *Alarming Facts*
- *Potential Causes*
- *Case Studies*
- *Lessons Learned*
- *Recommendations*
- *Q&A*

The Numbers



221%

189%



Goal 100%



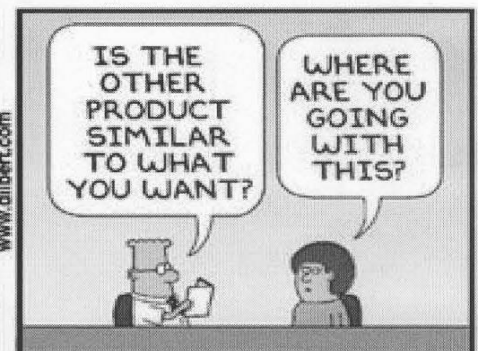
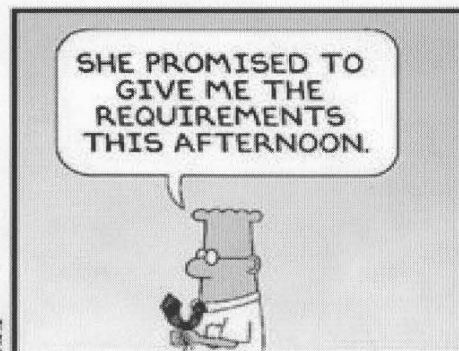
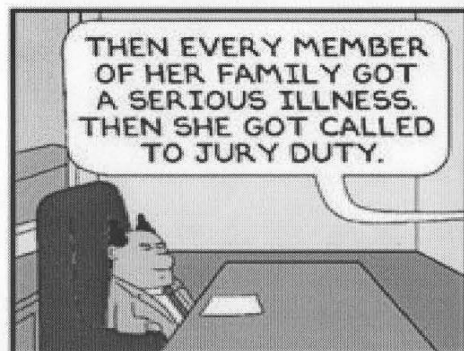
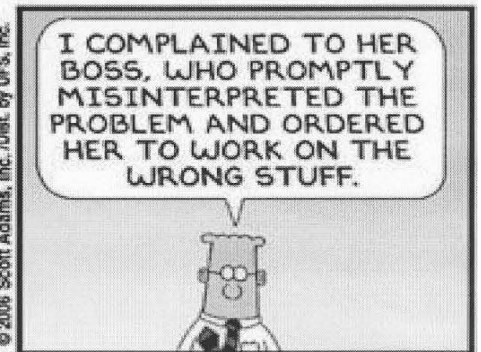
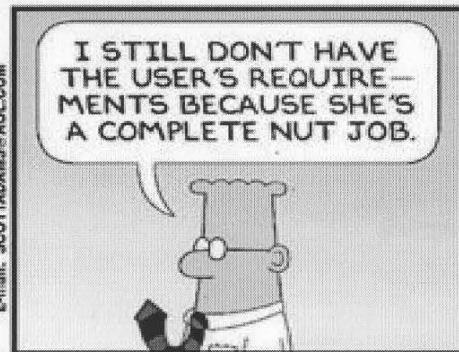
Delivered
Product
61%

Facts:

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

Source: Defense Software Report, Nov 2000
- Defense Science Board Task Force

The Problem?



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

Attributes	PMW-146	PMS-485	MSSD
Well-Defined Requirements	●	◐	◐
Strong Management	●	○	○
Capable People	●	●	◐
Documented Processes	●	◐	◐
Consistent Tools	●	◐	○
Available Training	●	◐	◐
Common Product	●	◐	○
Accountability	●	◐	◐

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

