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Customer Success Is Our Mission

Developing a Second Generation Directive System Architecture

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- “ Legacy directive systems
- “ Limitations and Drivers for Change
- “ Proposed Solutions
- “ New Directive System
- “ New System for Non-directive Guidelines and Templates
- “ Lessons Learned

Engineering Process

Organizational Policy

Management Commitment

Procedures
(20)

Directive/
Non-Tailorable

High Level
Directly Traceable to
CMMI, ISO, Corp Stds

Work
Instructions
(132)

Directive/
Tailorable

Lower Level,
Further Direction on
How to
Meet Requirement

Enablers
(414)

Non-Directive

Guidelines/
Templates

I Concerns

- “ Engineering only . other areas (e.g., HR) only have policies
 - . Systems are not compatible
- “ Two levels of directives . Procedures and Work Instructions
 - . Programs have trouble keeping track of multiple directives per process area
- “ Non-Directive enablers in directive system
 - . Confusing during audits
 - . Adds unnecessary formality to many tools and templates
- “ Not well integrated with corporate directives
 - . Developed prior to corporate directives becoming CMMI compliant
- “ Large number of documents to manage (566)

Time for a change

Old Process

Policy

Procedures

Work Instructions

Enablers

New Process

Policies

Replace with Traceability Database

Work Instructions

Remove from Directive system

Major Categories of Management Commitment

Shows Traceability to CMMI, ISO, Corp Stds

Single Level Tailorable Directive

New Enabler System

- ” Compatible with other (less complex) Corporate Directive Systems
- ” Single level of directives
 - . All Program Requirements in Work Instructions
 - . Less complexity . Keep short and concise
- ” Non-Directive enablers outside of directive system
 - . Eases maintenance
- ” Better integration with corporate directives, Industry Standards and Local Standards
 - . Traceability Database
- ” Reduced number of documents to manage (152)
 - . Removal of 414 Enablers

- ” Transfer Functional DisciplinesqEnablers to local control
- ” process simplification
 - ” reduce bureaucracy
 - ” reduce costs
 - ” improve cycle time

More Useful Enablers

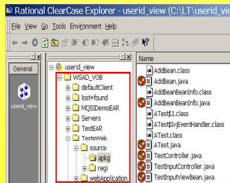
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Organization Enabler

Discipline/Program

Personal

Formal CM Tool



Corporate PAL



Document Sharing
DocuShare

Local PAL



Stakeholder Involvement

Engineering



Operations



Quality



Change Control Board



Endorsed



Document Sharing
DocuShare



Virtual Teaming
eRoom®



Local PAL



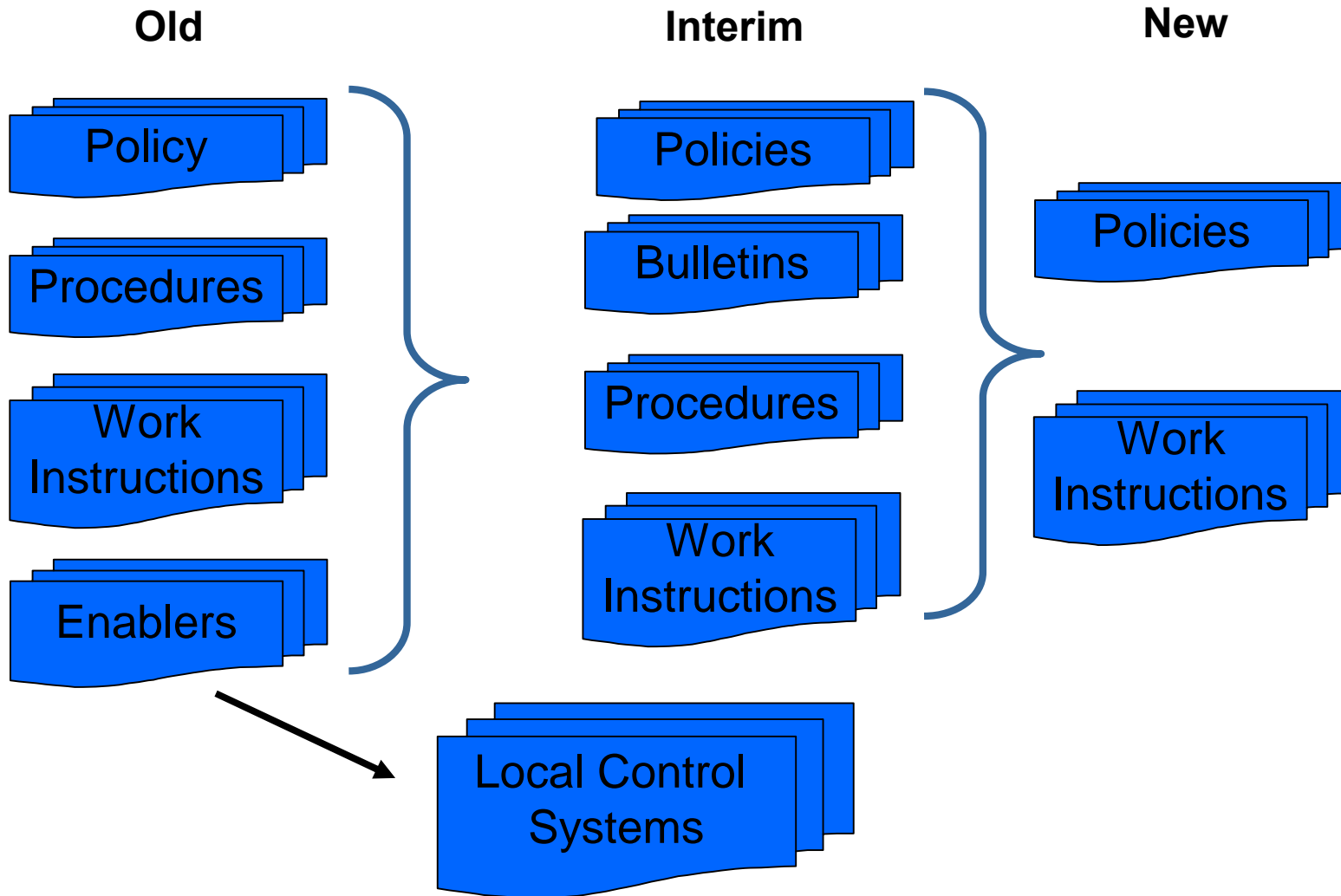
Limited Control

ories

Type	<u>1</u>	<u>2</u>	<u>3</u>
Control	Repository Control	Function/ Informal or Local CCB	Formal Organization/ Corp. Level CCB
Repository	Docushare Local PAL	Docushare Local PAL	Clearcase Corp. PAL (Endorsed)
Delivery	Repository Search	Web Page (Functional, Program, Dept, Site) EMS User Views	EMS User Views Corp. Process
Relationship to Directives	None Expected	Could be . if related to WI Requirement	Yes

Three Levels of Control Defined for Enabler Categories

ACTIVE System



Bureaucracy Reduction !

ons

- ” Headed Toward Single Directive System
- ” Single Level of Management Commitment
- ” Single Level of Directives
- ” Simplified System - Keep it Short and Simple!
- ” Reduction in Directive System Size (414 Enablers)
- ” Enhanced Enablers in Separate System
- ” Change Takes Time



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Questions ? ? ?