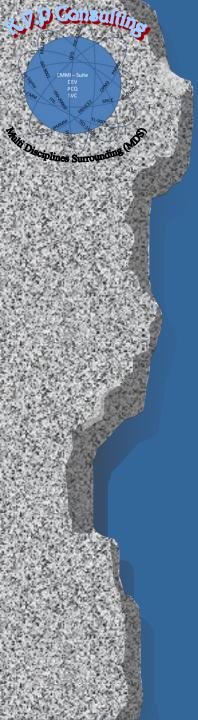


Using the SEI Models and **Practices to Assure System Lifecycle Deliverables Quality and** Compatibility

Kobi Vider
K.V.P Consulting

Kobi.Vider@hotmail.com
+972522946676



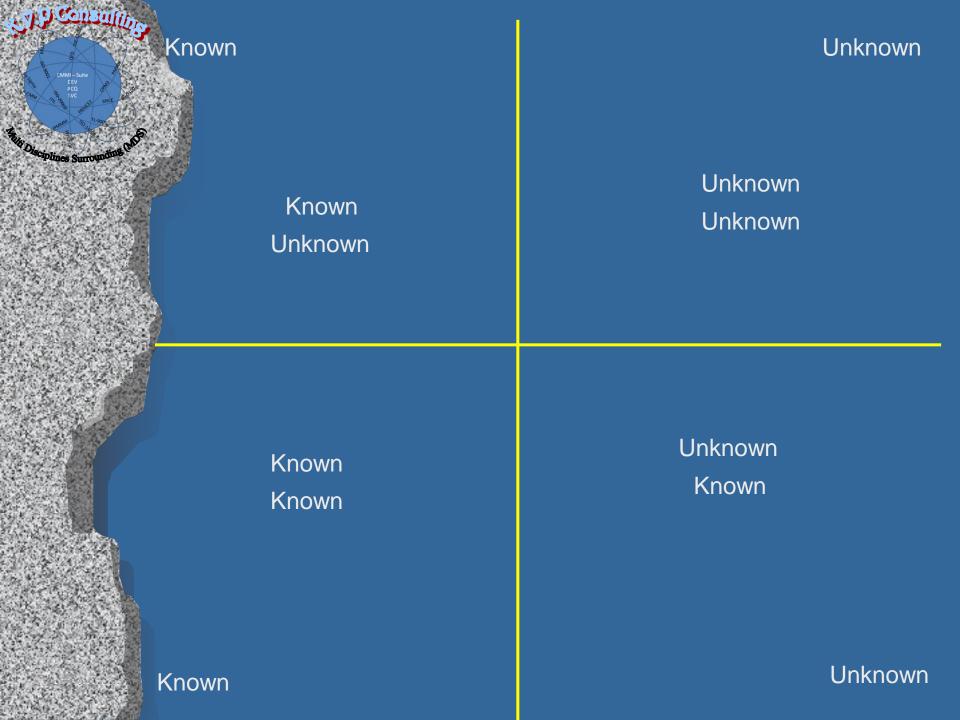


The Theory in the Models is Nice

However

Real Life is More Complicated

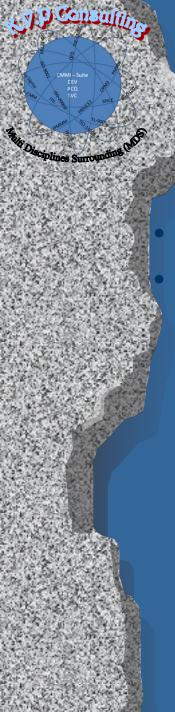
Much More





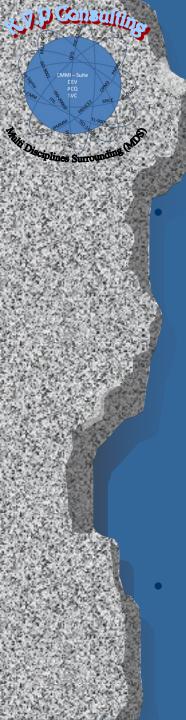
Considerations for Delivery Management

- The product is successful when the cost of development and manufacturing will drop and your profit will increase
- Produce high-quality (?) products within shorter time lines
- To Correct balance between time and cost versus yield and quality is essential to maximize return on investment



Considerations for Delivery Management

- Demonstration of the scalability
- Partial selection of what to optimize
 - Material
 - Cost of product
 - Design for
 - Scalability
 - Availability
 - Reliability
 - Serviceability
 - Maintainability
 - Supportability
 - Stability
 - Reusability
 - Sustainability of the Technology as a solution



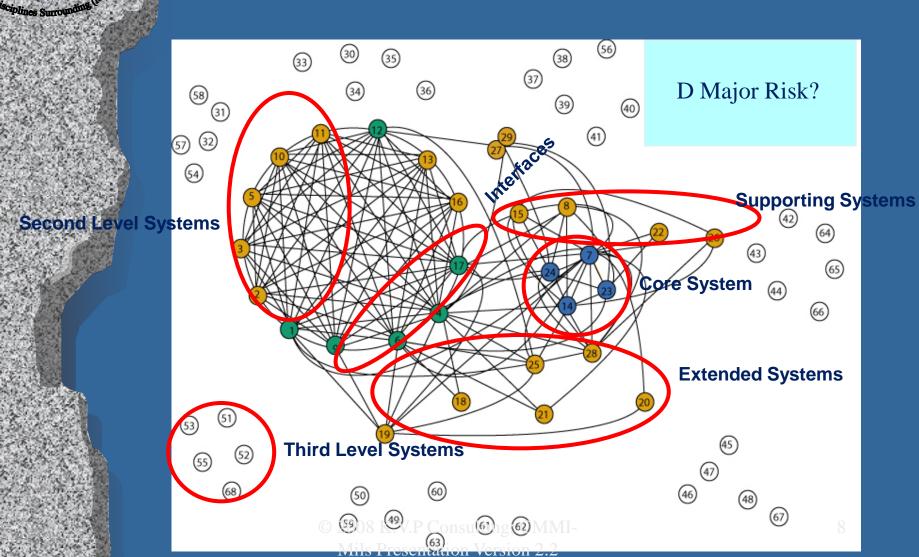
Main Roadblocks in Delivery Management

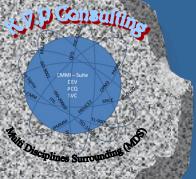
During our analysis and planning, we were able to identify improvement targets in main lifecycle areas such as

- operations,
- information,
- governance,
- people
- organizational structure,
- portfolios,
- project execution,
- finance.

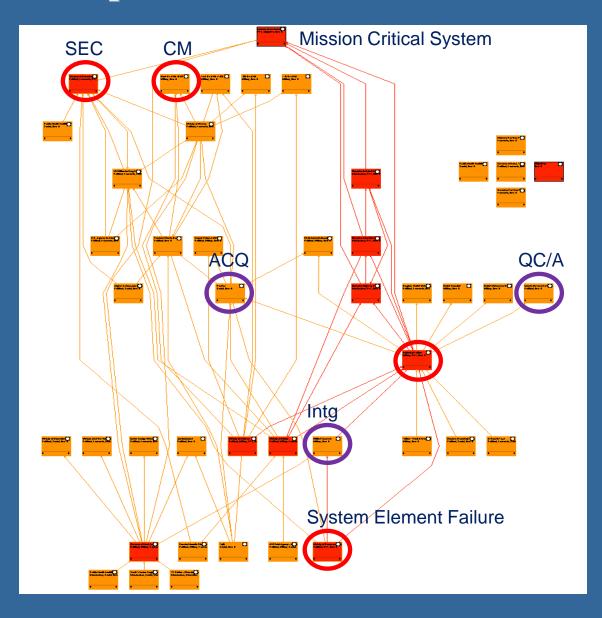
And as in core process that are critical to the system success such as stakeholder management, technical interfaces and integration.

Military Combat Services Support Challenges in the C4ISR Systems



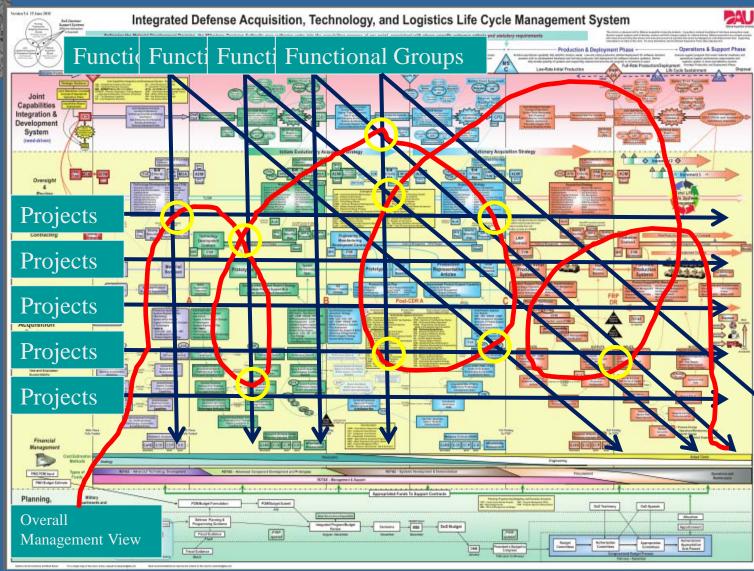


A Complex Effects-based Environment



Typical Lifecycle Description

sciplines Surrounding



Compliance Account of the Compliance Account

Preparation.

Requirements

Study

Requirements

Analysis

System

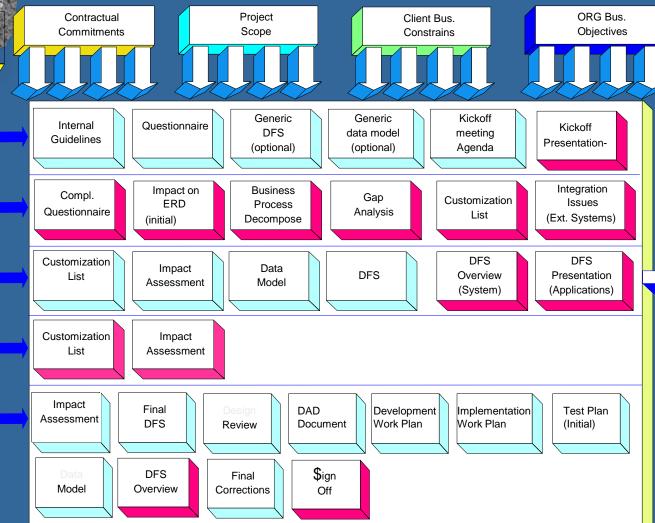
Definition

Finalization

Approval

and

Simplified View



DFS

(One per

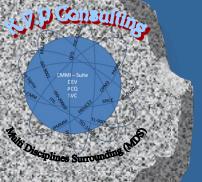
Application)

Activity

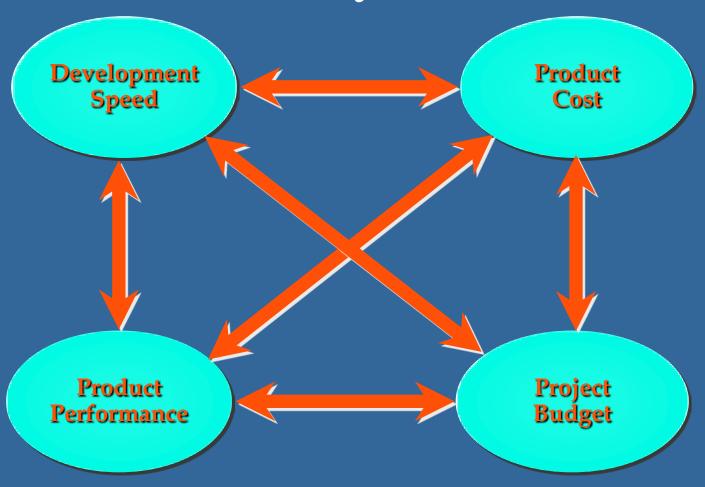
Carried out in Dev. Center

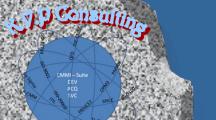
Activity

Carried out at client site



The Priority Balance



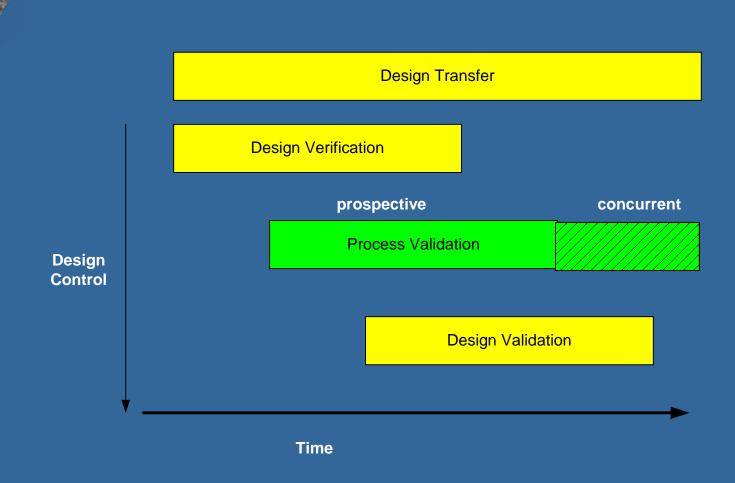


The Compliance Requirements Challenge

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			Yaditon			Yadisan ga-may		(1- 10)		Widhow				
I-C	arryover deliverables from Plusse 1										O	O	•	
1	Verification that concepts satisfy the Voice of the Customer			0	0	•	0	0	•					European focus group very positive.
■-1	eliverables for Phase 2													
Dem	onstrate Features & Performance Requirements to be Superior & M	eet Customer Needs									0		0	
1	Approval of Final Features and Performance Requirements Document	Team		0		0	0		0					Nomenclature & Accent are TBD.
2	Results of customer acceptance & product benchmarking studies	Wollem		0	0	•	0	0	•					IO Research complete
3	Feature/cost trade-off decisions	Tesm		0	0	•	0	(0)	•					Complete
Den	oustrate that Skeletal Designs are Superior										0		0	
1	Approval of Final Subsystem Requirements Document	Teem		0		0	0		0					Access Colors TBD.
2	Integrate hardware/software/sereilized materials & system/subsyste interfaces	Rauchenplat/Crichtor	ı	0	0	•	O	0	•					Completed
3	Sceletal Design Description Document	Rauschenplat		0	0		0	0	•					Completed
4	Critical Parameter Layouts, with set points & folerances	Rauchenplat/Crichtor	ı	0	0		0	0	0					Data for 6. 0 completed.
5	Preliminary bill of materials	Rauschenplat		0	0		0	0	0					Spreadsheet complete. X-status ~ 90%
В	Palent position	Reuschenplal		0	0	•	0	0	•					No disclosures. No infringements.
Demonstrate that Skeletal System Designs are Robust		-									0	0	•	_
1	Engineering Evaluation Test Plans	Webster		0	(0)		0	(0)	•					Completed
2	Predictions & evidence of performence and variability	Webster		0	0	•	0	0	•					Part Failures/Failure Modes completed.
3	Conclusions from life & keeping tests, analytical design, & Eng. Eve	Rate Supple V Crichton	ı	0	0		0	0	•					EAR. inputs complete, not published.
4	Assessment of interactions among parameters & subsystems	Rauchenplat/Crichtor		0	0		0	0	•					Completed in Breadboard testing.
5	Packaging & handling concepts	Appleton		0	0		0	0	•					Same as Cinus
Den	onstrate Achievable Manufacturing and Operations Plans											0	0	80 hz green, 50 hz red
1	Selection of critical manufacturing processes, materials & suppliers	Hoffmen		0	0		0	0	•					No new processes/suppliers.
2	Final production site selection, with implementation plan	Strong/Chese		•	(0)	•	0	0	•					Sites Done; 60 kz Done, 50 kz Not
3	Tooling & essembly shalegy	Strong/Chese		0	0	•	0	0	•					Newly same;FTNM fools & processes
4	Assessment of risks for menufecturing processes & sources	Strong/Chese		0	(0)		0		0					Frame mod process.
Demonstrate Achievable Markeling and Service Plans											0	0		
1	Service plane	Berrette		0	0	•	0	0	•					Completed
2	Beseine service approach for diagnostics, tools, parts, preventive maintenance	Barrella		0	O	•	0	0	•					Completed
3	Updated marketing plan, objectives, positioning & analyses, w/key essumptions	Lee /Mil s		0	O	•	0	0	•					Completed
4	Preliminary sales, distribution, & customer support plans	Lee/Mile		0		0	0	0	•					60 kz complete; 50kz in process
App	oval of and Commitment to Program Management and Business Pt												0	80 hz yellow, 50 hz red
1	Approval of & commitment to Program Business Plan	Mertin		0	0	•	0	0	•					Completed
2	Financial case requirements	Merlin			0	•	0		•					60 kz complete; 50kz in process
				_										T

Design Controls & Process Validation

iplines Surrounding C





Organizations that need to manage matrix / complex business unit with functional teams or systems and to establish business relationships with other businesses face major challenges including:

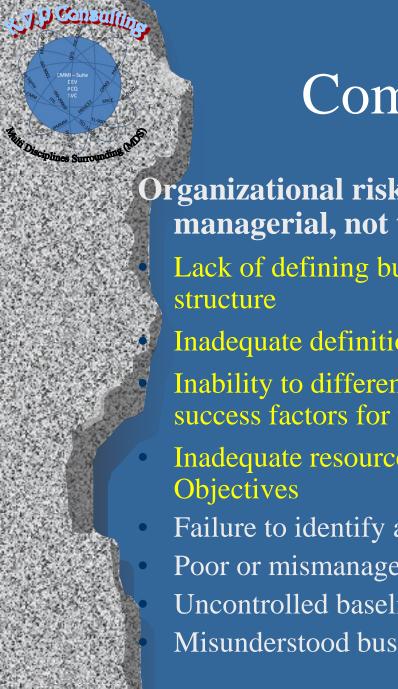
The need for creating a win-win-situation

The effort to align business processes and link up information systems across company borders

Organizations do not know how to efficiently use interoperability from the business perspective to identify the fundamental artifacts that are related to the business interoperability

Integrated Risk Management Approach





Common Failures - 1

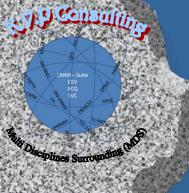
Organizational risk events are predominantly managerial, not technical.

Lack of defining business objectives in quantitative terms and

Inadequate definition of 'Good Enough' level

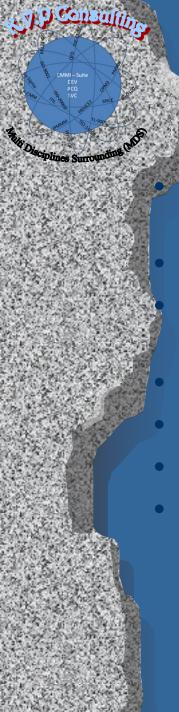
Inability to differentiate different business objectives and success factors for the different domains and lifecycle phases

- Inadequate resource usage and adjustment to Plan and
- Failure to identify and manage risks
- Poor or mismanaged service / operational requirements
 - Uncontrolled baselines, no configuration management
 - Misunderstood business / operational needs and objectives



Common Failures - 2

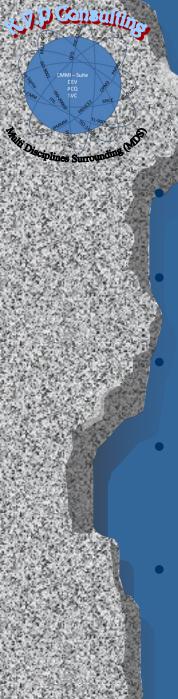
- Poor contractor acquisition or management
- Lack of skills, capability and training
- Poor planning and tracking
 - Value Stream
 - Equipment
 - Resources
 - Finance
- Poor / misuse of data and measurements
- Inability to estimate accurately
- No quality assurance / control
- Poor communications



The Operational Need

Management capability level from both professional and knowledge level

- Performance and reporting norms
- Self management and self discipline maintaining personal professional and knowledge capabilities
- Individual and team discipline
- Cooperation and knowledge and resource sharing
- Appropriate visibility of information, data and capabilities
- Quality of readiness and preparedness for performing mission



The Operational Need

Centralized resource management and appropriate utilization and usage of it

- Multidimensional management (future planning, unit strategy, short term objectives, the immediate objectives)
- Initiating, developing and implementation management of new processes and technologies
- Balanced planning and deploying new processes and tools improvements and new technologies in a measured way that will quantify the improvement vs. expectations
- Information, data and communication security



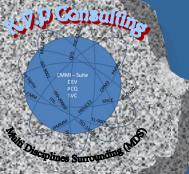
The Operational Need

Each person working in the implementation organization will need to do the following:

- Access the processes descriptions
- Understand the lifecycle at a top level
- Understand in detail of the processes that he or she performs

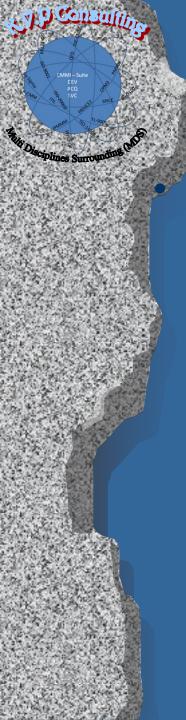
In addition, managers must do the following:

- Understand the lifecycle at a top level
- Understand the leadership change management expectations in detail
- Understand how to lead the unit using the new processes
- Access historical measurement data for all processes and product versions performance
- Support implementation of new processes in their own surroundings
- Remove roadblocks to implementation



Main Risks Areas and Impact (Example Only)

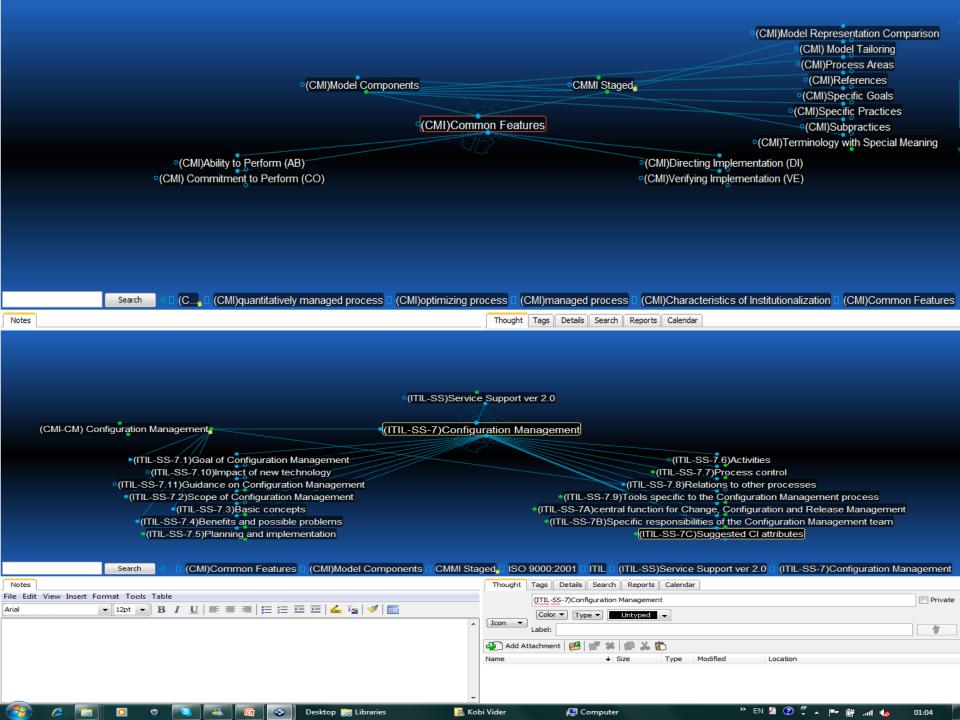
Risk Class	Risk Type	Activity or Event	Examples	Mitigation	Frequency & Severity
People	Internal	Unauthorized Activity Lack of skilled personnel	Rogue Trading High employee turnover	Partially insured	
People	External	Fraud	Theft	Partially insured	
Systems	Internal	Model Risk	Model/Methodology error Mark-to-model error	Technical risk audit Improve quality of models/people	
Systems	External	Technology Risk	Telecommunication failure Blackouts	Contingency planning Insurance	
Processes	Internal	Transaction Risk	Execution error Settlement error Documentation/contract risk	Improve processes	
Asset damage	Internal	Physical asset risk	Pipeline Rupture Production loss Unexpected plant outage	Partially insured Contingency planning	
Asset damage	External	Physical asset risk	Uninsured or irrecoverable loss or damage to assets	Insurance	

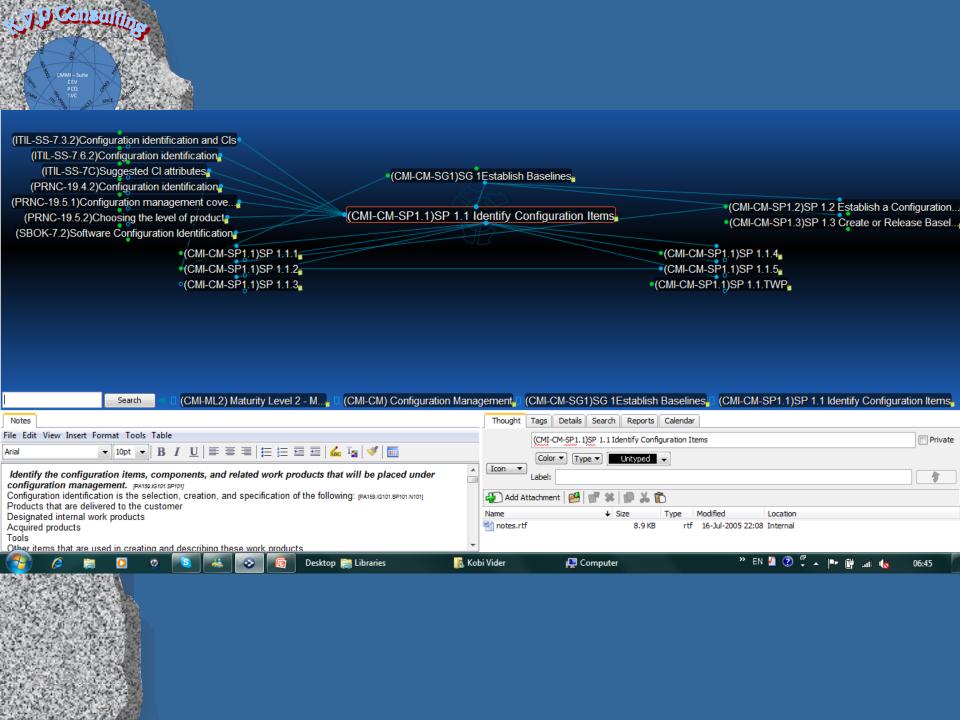


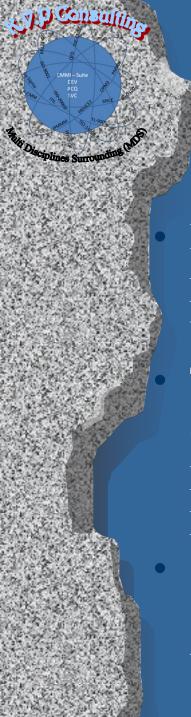
The Challenge

This situation where the organization is running

- separate process improvements on different parts of the system / product lifecycle
- With partial overall view in interactions and handshakes between these groups is introducing inefficient usage of
 - resources,
 - expensive maintenance of duplicate infrastructures
 - and Organizational Sets of Standards Processes as well as assets,
- May result in less quality and impacting the competitive edge with their global counterparts.

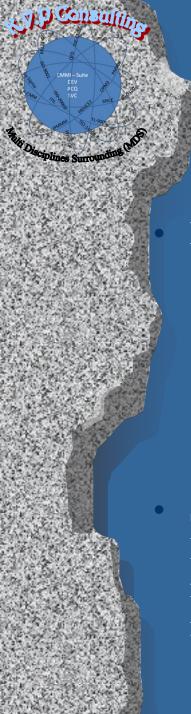






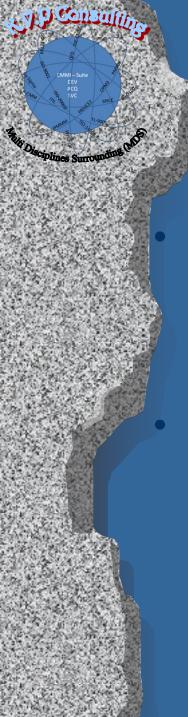
The Approach to the Solution Concept

- Best practices in the model focus on activities for providing quality services to the customer and end users
- To identify improvement targets in main lifecycle areas such as operations, information, governance, people and organizational structure, portfolios, project execution, and finance
- Select processes that are critical to the system success such as stakeholder management, technical interfaces and integration



The Approach to the Solution Concept

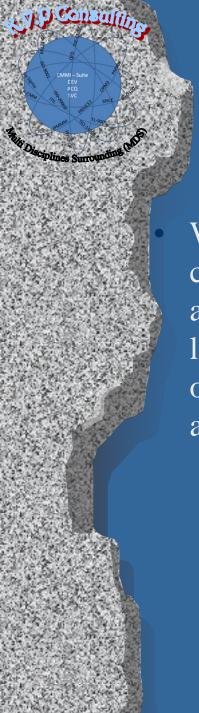
- Build an action plan composed from the following main steps
 - Organizational map
 - Functional team and groups size and role in the lifecycle
 - Full lifecycle map
 - Setting improvement targets
 - Gap analysis
- Suggesting to the senior management to address the lifecycle and process (as a whole) as a complex of crossing interfaces and to add additional content to the lifecycle map (as a layer)



The Conceptual Solution

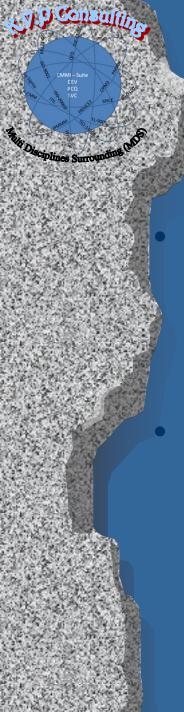
Building on contingency theory, it outlines a comprehensive framework suggesting a fit between the level of Mission interoperability and environmental as well as internal contingencies.

Moving from the current environment of basic process and way of thinking toward a more controlled and measured process to reduce the overwhelming amount of information that build decisions



The Conceptual Solution

We have found that Maturity Models and practices combined with some other industry standards and methods as a new integrated approach can be used as tools to leverage procedures to support the lifecycles and the organizational business objectives and capability, readiness and preparedness to achieve improvement and excellence.



The Conceptual Solution - 1

Building on contingency theory, it outlines a comprehensive framework suggesting a fit between the level of business interoperability and environmental as well as internal contingencies.

Moving from the current environment of basic processes and way of thinking toward a more controlled and measured set of processes to reduce the overwhelming amount of information that is now required to build decisions



The Four Main Entities and Their Role

Facility

• Provide the 'hard and physical' working environments and infrastructure

Technology

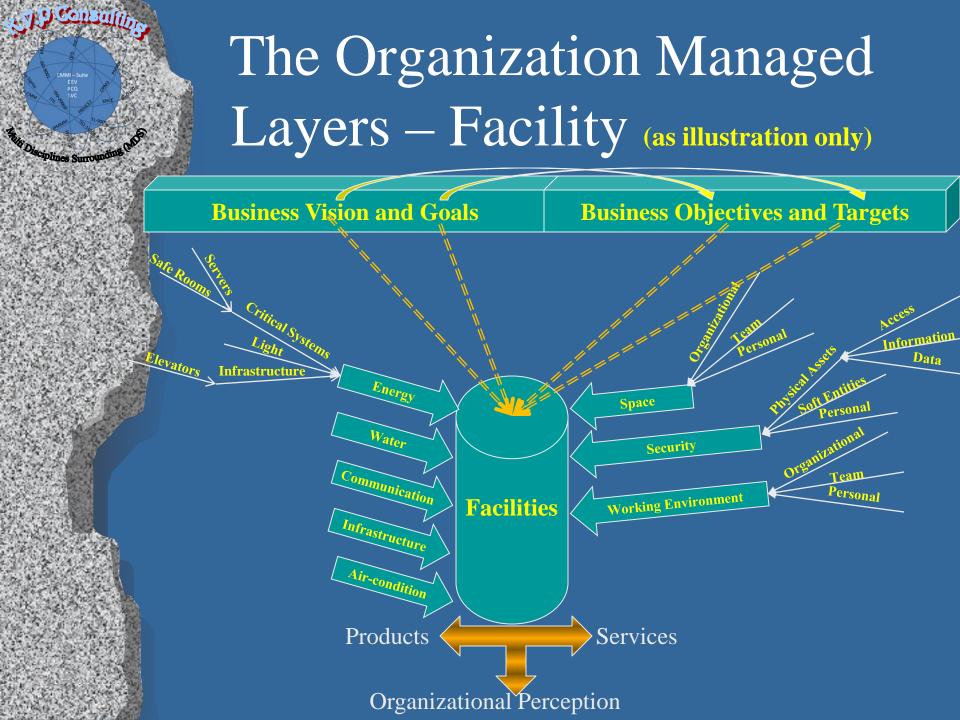
• Provide the 'soft and intangible' working environments and infrastructure and tools

Process

• Provide the working procedures and instructions, which assume to guide in the most effective way how to use the facilities and technology to achieve the business objectives by the people

People

• Provide the individuals that build the teams within the organizational units and groups, that perform the tasks and activities described in the process

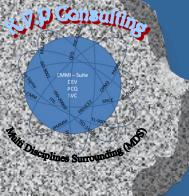




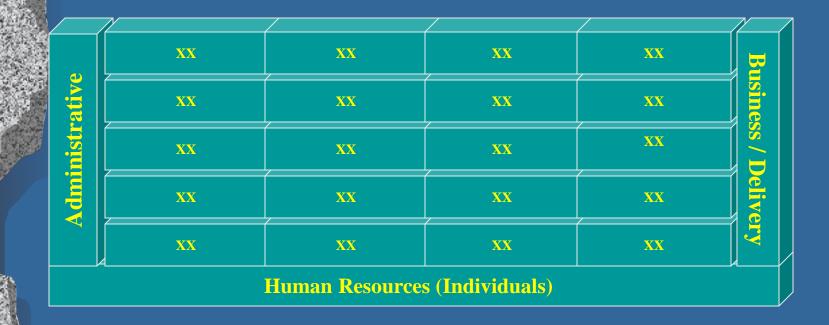
'Physical' Technology			'Soft' Technology				
STATE OF	Servers	Phones		Intellectual Property	Patents		
	Desktop / Laptop	Access System		Knowledge	Information		
	Development Tools	Administrative Equipment		Administrative Applications	Development Environments		
	Maintenance Equipment	Manufacturing Equipment		Maintenance Environments	Manufacturing Environments		
	Safety Equipment Security Equipment		A	Dashboards	Support Application		

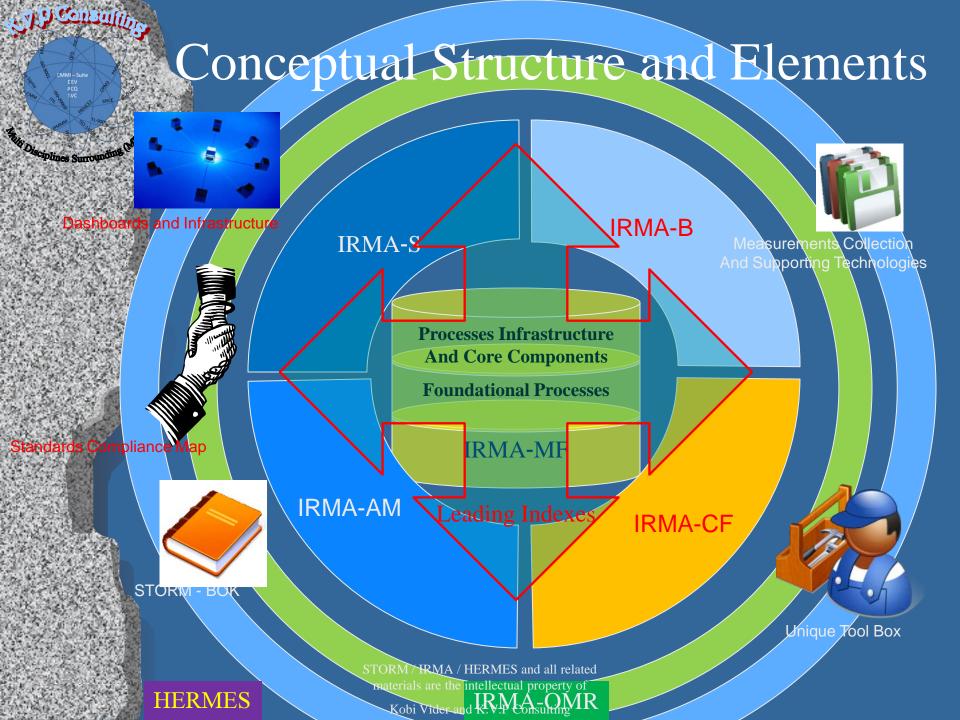
The Organization Managed Layers – Processes (as illustration only)

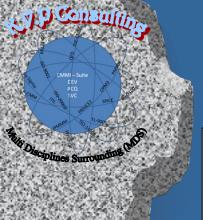
	XX	XX		Acquisition / Procurement	Support	
	Work Environments	Safety		Maintenance	Manufacturing	
	Ethics	Environmental		Development	Managerial (Portfolio)	
	Human Resources	Security		Knowledge	Managerial (Program)	
	Legal	Finances		Intellectual Property	Managerial (Project)	
A.	Administrative (Corporate 'wise')			Business / Deliver	y (Product 'wise')	



The Organization Managed Layers — People (as illustration only)







Solution Architecture

Preface

Part One - About the Model

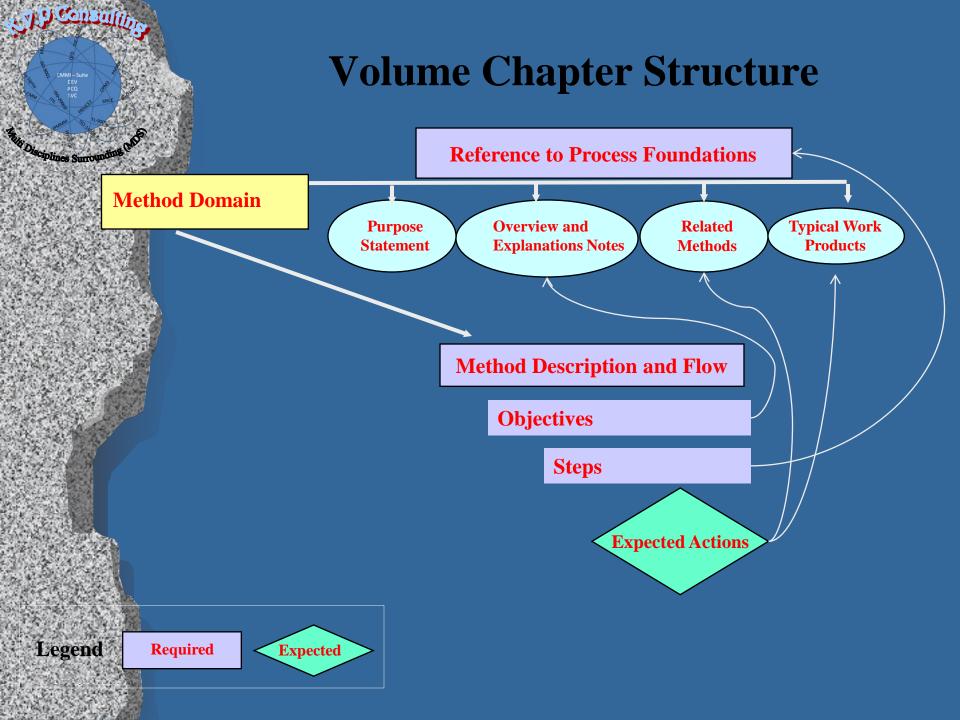
- 1. Introduction
- 2. Model Components
- 3. Working with the Model
- 4. Relationships Among Areas
- **5. Implementation Guidelines**
- 6. Interpretation Guidelines

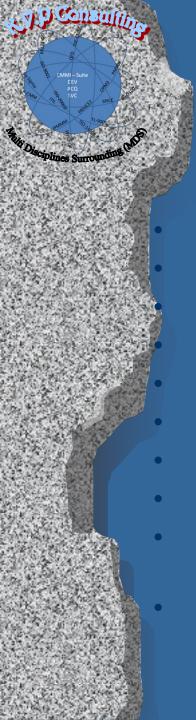
Part Two - Model Body

- 1. Volume #1 Process Foundations
- 2. Volume #2 Foundation Processes
- 3. Volume #3 Delivery Processes
- 4. Volume #4 Support Processes
- 5. Volume #5 Skills Building Processes
- 6. Volume #6– Process Improvement and Optimization Capabilities

Part Three – The Appendices and Glossary References Acronyms

Glossary





Operational Processes KPI's

Known Capability and Stable

Defined Ingredients

Known Critical Elements

Meeting Objectives

Controlled Interfaces

Responsive / Modifiable

Resilience / "Agile"

Relevant 'What If's Scenarios

Accepted Tolerance /

Freedom Boundaries

Predictable Outcomes

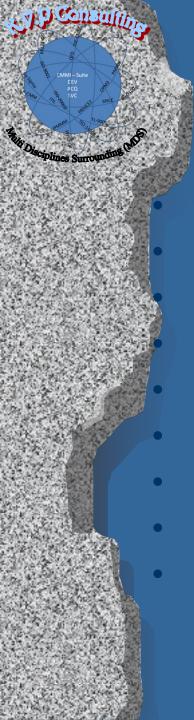
Influence of Critical Elements on process output

Process resources utilization

'What If's Scenarios

Process elements capability

Quantitative definition of process ingredients



System Compliances' KPI's

Scalability

Availability

Reliability

Serviceability

Maintainability

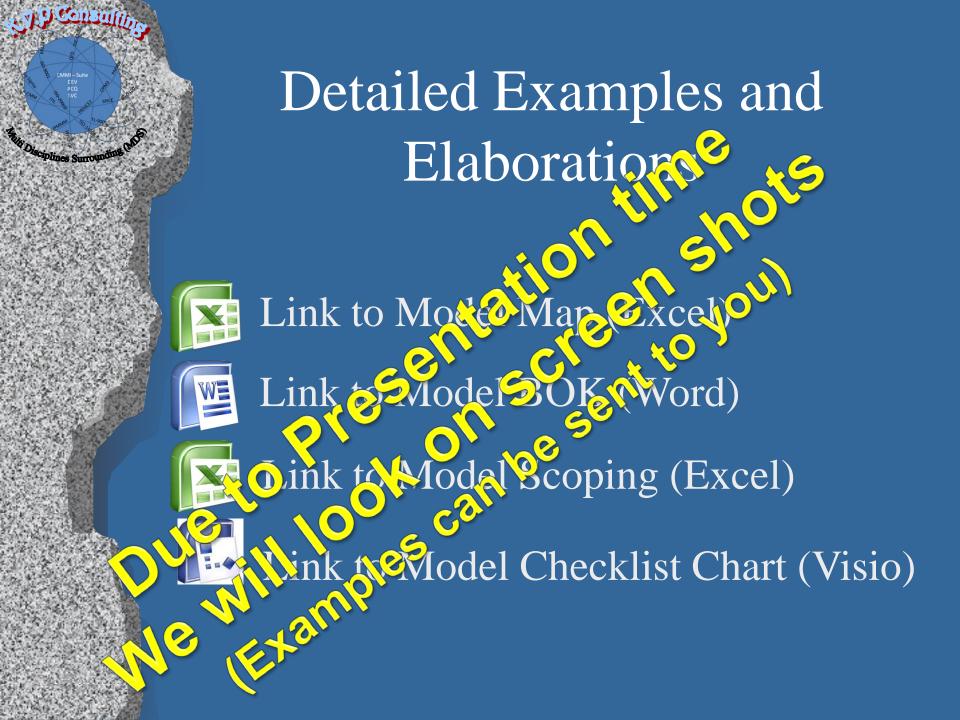
Supportability

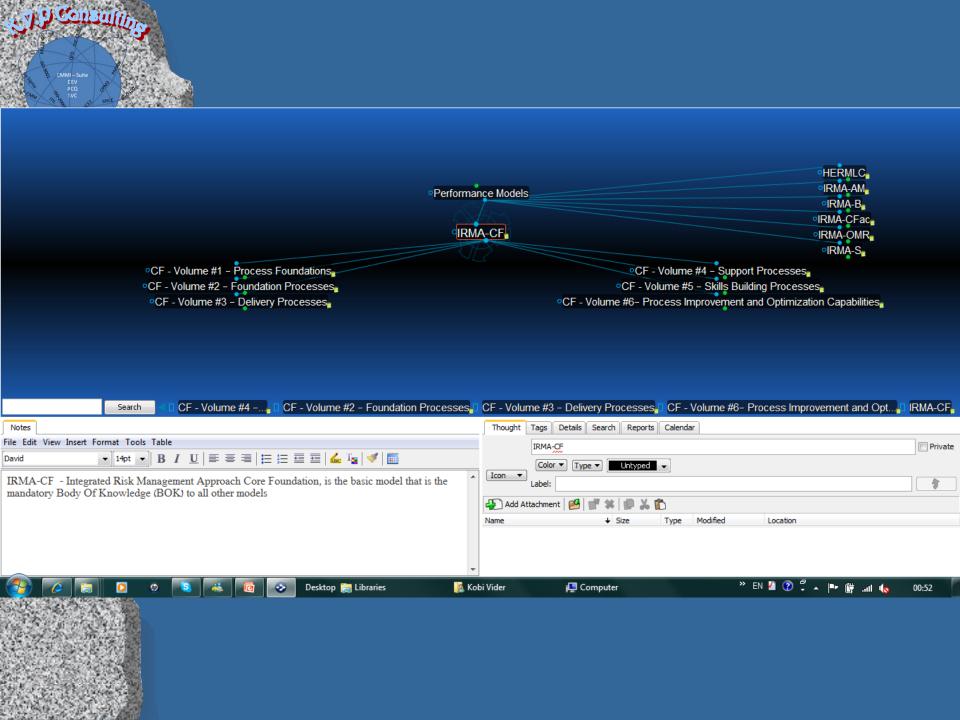
Stability

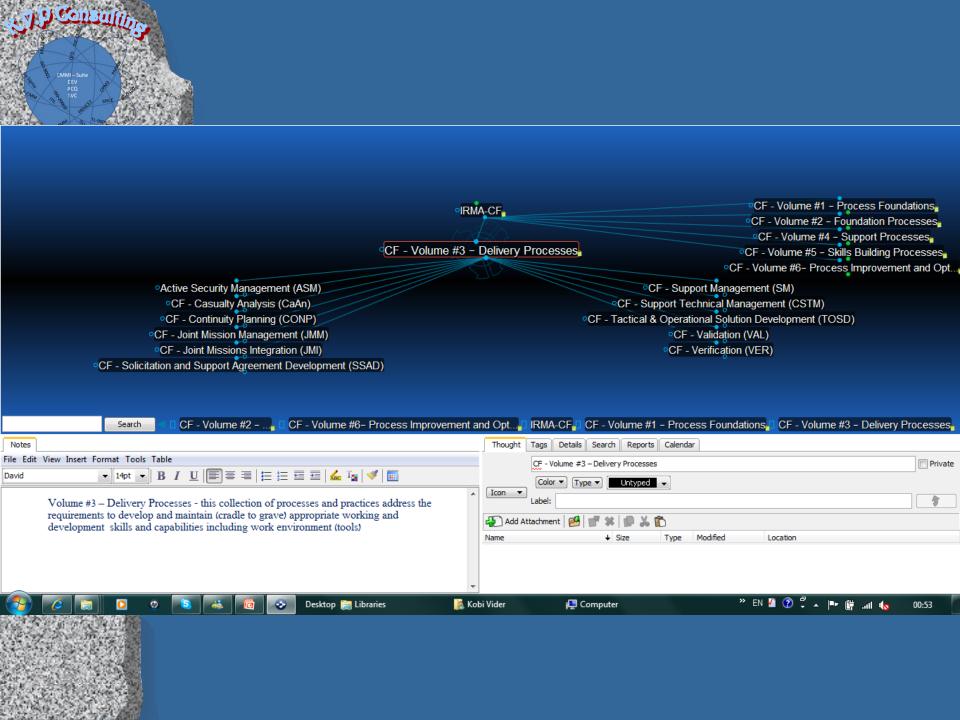
Reusability

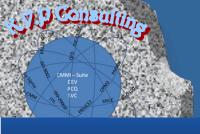
Soundness of Technology Future

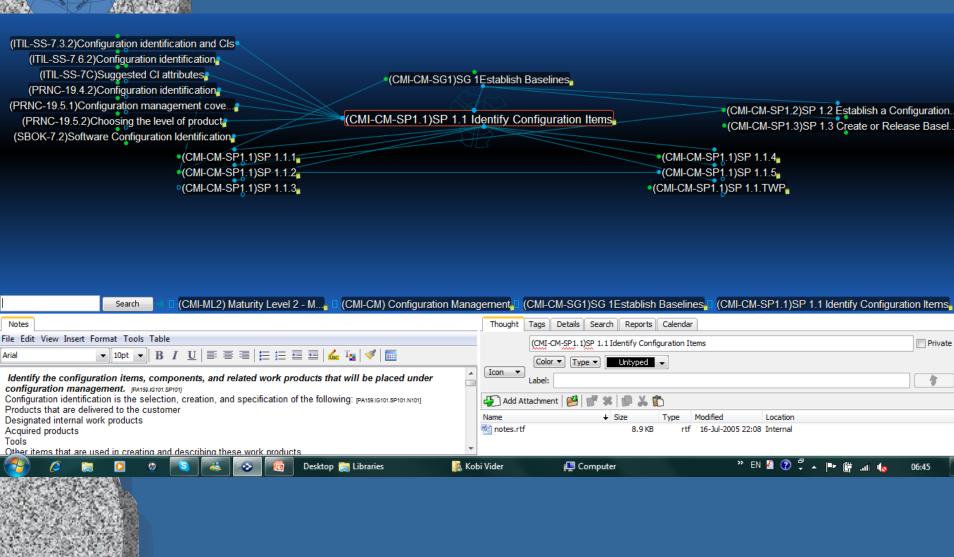
- Technology flexibility
- Capacity growth models
- System (size) growth models
- Time to Restore
- Down time
- MTBF
- Support calls causes and density
- Technology extendibility



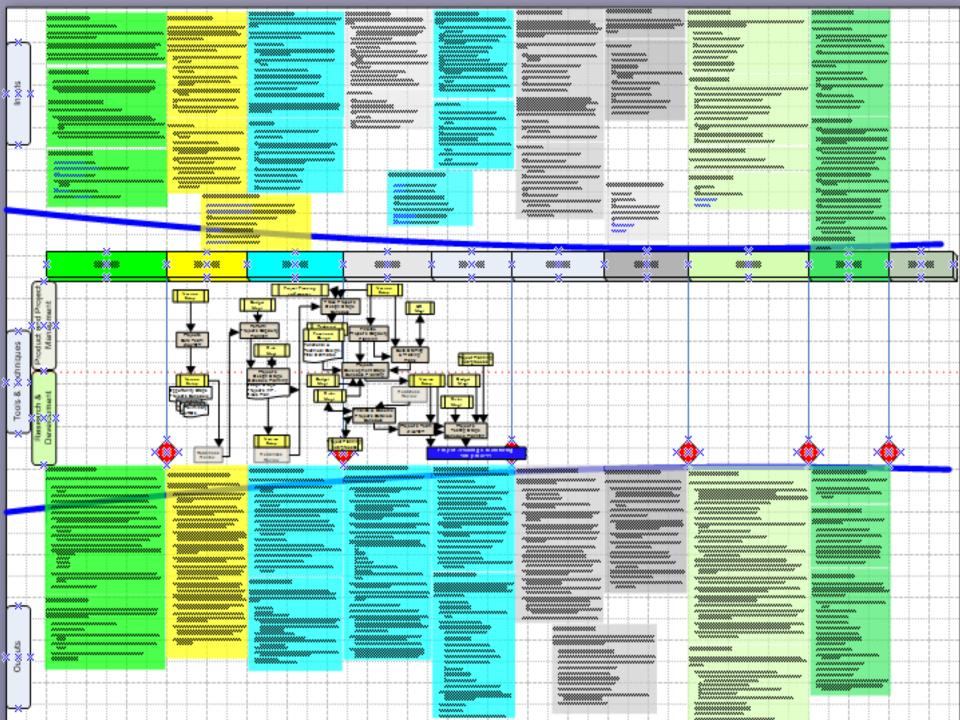


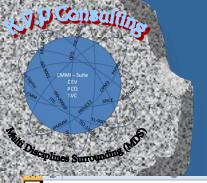






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Risk Evaluation Checklist

Business Continuity Plan (BCP)

Complete Audit Checklist

Vо	Procedures	Status	Notes	I
1	Determine examination scope and objectives for			
	reviewing the Business Continuity Plan (BCP)			
	program.			
2	Determine the existence of an appropriate			
	enterprisewide Business Continuity Plan (BCP).			
3	Determine the quality of Business Continuity Plan			
	(BCP) oversight and support provided by the board			
	of directors and senior management.			
4	Determine whether an adequate Business Impact			
	Analysis (BIA) and risk assessment have been			
	completed.			
5	Determine whether appropriate risk management			
	over the Business Continuity Plan (BCP) process is			
	in place.			
6	Determine whether the Business Continuity Plan			
	(BCP) include appropriate testing to ensure the			
	business process will be maintained, resumed,			
	and/or recovered as intended.			
7	Determine whether the IT environment has a properly			
	documented Business Continuity plan that			
	complements the enterprise-wide and other			
	departmental Business Continuity plans.			
8	Determine whether the Business Continuity Plan			
	(BCP) include appropriate hardware backup and			
	recovery.			
9	Determine whether the Business Continuity process			
	includes appropriate data and application software			
	backup and recovery.			
10	Determine whether the Business Continuity Plan			
	(BCP) include appropriate preparation to ensure the			
	data center recovery processes will work as			
	intended.			
11	Determine whether the Business Continuity Plan			
	(BCP) include appropriate security procedures.			
12	Determine whether the Business Continuity Plan			
	(BCP) address critical outsourced activities.			
13	Discuss corrective action and communicate			

Data Recovery Templates and Checklist

Conducting a recovery test

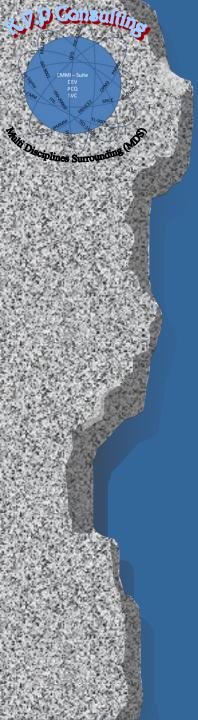
			Status		Notes
N	Activity	Υ	N	N/A	
1	Select the purpose of the test. What aspects of the plan are being evaluated?				
2	Describe the objectives of the test. How will you measure successful achievement of the objectives?				
3	Meet with management and explain the test and objectives. Gain their agreement and support.				
_	Have management announce the test and the expected completion time.				
_	Collect test results at the end of the test period. Evaluate results. Was recovery successful? Why or why not?				
	Determine the implications of the test results. Does successful recovery				
7	in a simple case imply successful recovery for all critical jobs in the tolerable outage period?				
_	Make recommendations for changes. Call for responses by a given				
_	Notify other areas of results. Include users and auditors.				
10	Change the disaster recovery plan manual as necessary.				

Areas to be tested

				Status		Notes
	N	Activity				
П	0		Y	N	N/A	
П		Recovery of individual application systems by using files and				
Ш	_1	documentation stored off-site.				
П		Reloading of system tapes and performing an IPL by using files and				
LJ	2	documentation stored off-site.				
Γ	3	Ability to process on a different computer.				
П		Ability of management to determine priority of systems with limited				
П	4	processing.				
П	- 5	Ability to recover and process successfully without key people.				
		Ability of the plan to clarify areas of responsibility and the chain of				
	6	command.				







BCP TOC

Business Continuity Planning Components

Getting Started

Section 1

- 1. Assign departmental business continuity responsibilities.
- 2. Department mission and business functions/processes.
- Identification and evaluation of scenarios, risks, events and threats.

Developing the Plan

Section 2

- Document recovery plans to recover critical functions for each scenario.
- 5. Determine details to complete tasks.
- 6. List contact information.
- 7. List necessary resources and reference materials.

Maintaining the Plan

Section 3

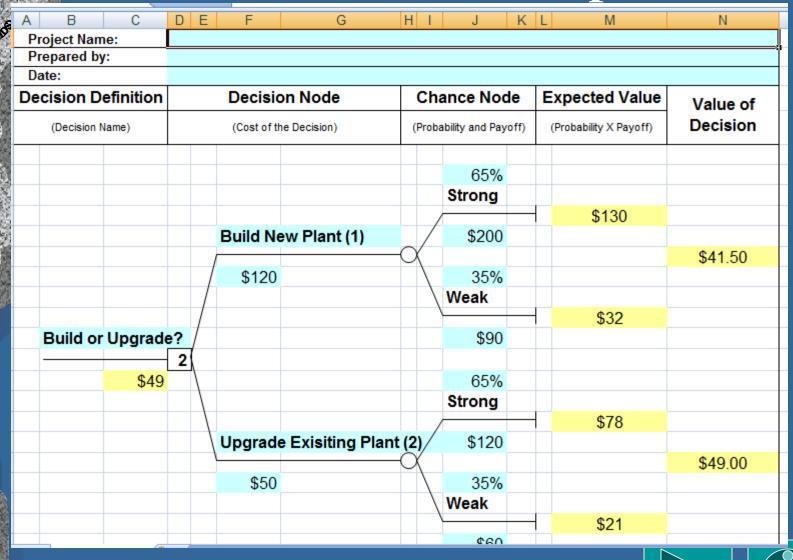
- 8. Train personnel on the plan.
- 9. Test (validate) the plan.
- 10. Maintain the plan.

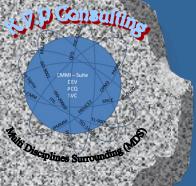




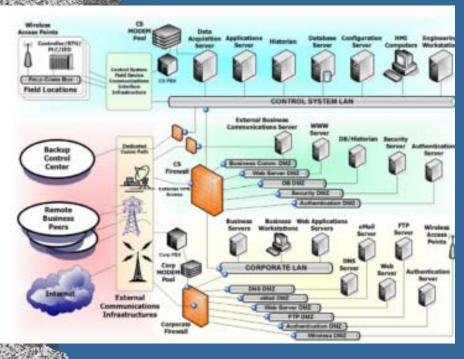
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DEV
ACQ
SVC
SPICE

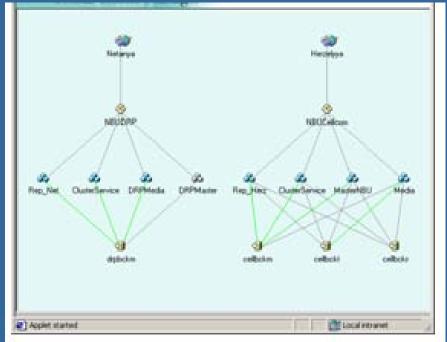
Decision Tree Template



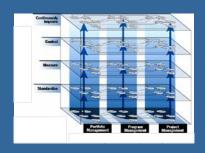


Infrastructures and Application Mapping





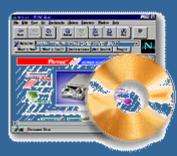




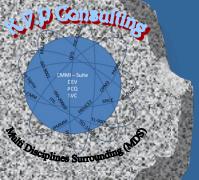
Scoping



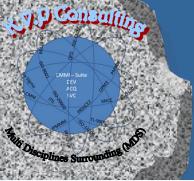
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Slides

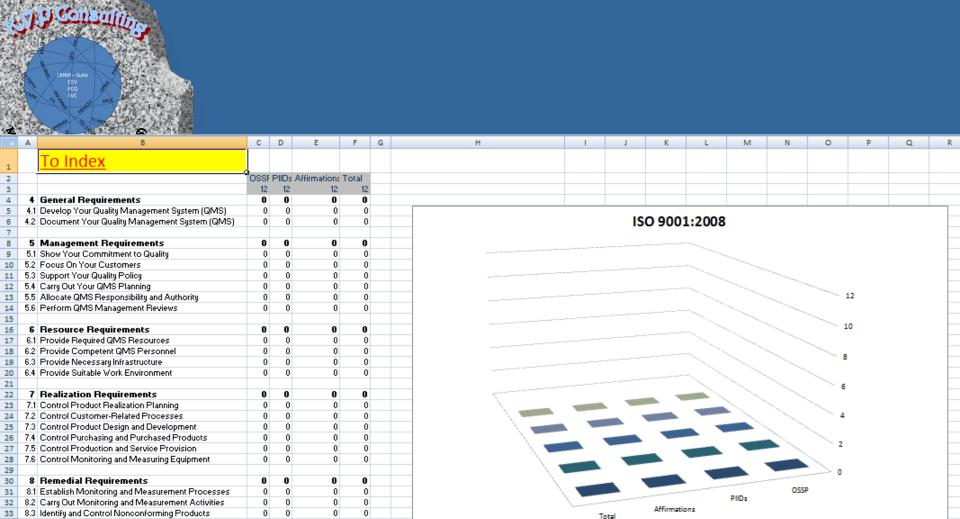


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SGMM Levels																		
1 Exploring & Initiati																		
	Support for experimentation																	
	Informal discussion with regulators																	
	Funding likely out of existing budget																	
2 Functional Investi																		
	Initial strategy and business plan approved																	
	Initial alignment of investments to vision																	
	Distinct Smart Grid Funding and budget created in collaboration with regulators and stakeholders																	
	Commitment to proof of concepts																	
	Identify Initial Smart Grid leader																	
3 Integrating Cross I	functi Completed Smart Grid strategy and business case incorporated into Corporate strategy																	
	Smart Grid governance model deployed																	
	Smart Grid leader(s) (with authority) ensure cross-LOB application																	
	Mandate/consensus with regulators to make and fund Smart Grid investments																	
	Corporate strategy expanded																	
4 Optimizing Enterp	rise W Smart Grid is a core competency that drives strategy and influences Corporate direction																	
	External stakeholders share in strategy																	
	Willing to invest and divest, or engage in JV and IP sharing to execute strategy																	~
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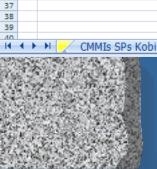
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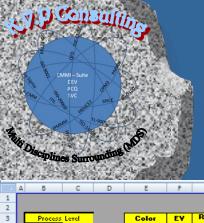
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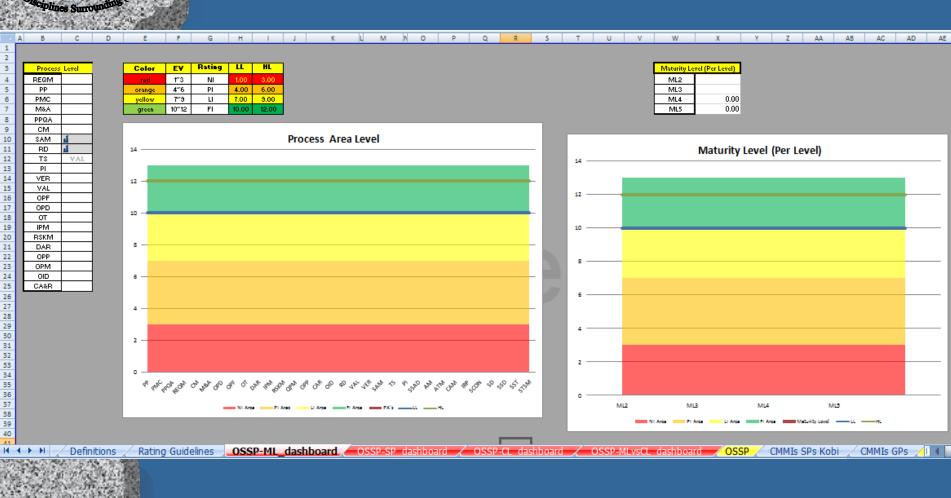
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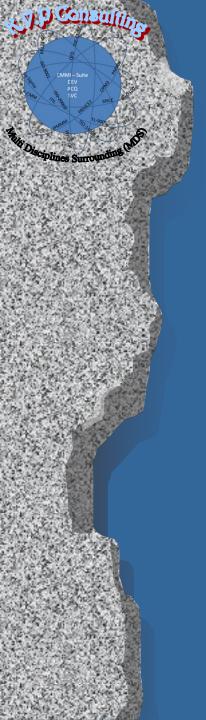
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Questions