Is There Order or Chaos After 5000?

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Is There Order or Chaos After 5000?

- 5000 is dead; Long live 5000!
- The Mandate for Change
- So, What has Changed?
- What Does it Mean to Tailor?
- Acquisition Life Cycle as an Integration Mechanism
- How to Help Apprentice Tailors
- Critical Success Factors
- Brave New World
Haven’t you heard?
“Life Cycle Management is DEAD!”

“They cancelled the 5000 regs. We don’t have to do that any more.”
“revision to create an acquisition policy environment that fosters efficiency, flexibility, creativity, and innovation.”

“simplified and flexible management framework for translating mission needs and technology opportunities …into stable, affordable, and well-managed acquisition programs…”
The Charges Against LCM

- DoD 5000 was “overly prescriptive” and an impediment to the “efficiency, creativity, and innovation” needed.
- It costs extra; It costs too much.
- It’s done after the fact.
- It’s not really required. Is it?
- Nobody does it; why do I have to?
- I already know how to do my job.
- It’s documents. I hate documents.
- No one uses what it produces.
- It does not help the decision process.
- It does not contribute to my getting my job done.
- It’s documentation for documentation’s sake.
Renewed Emphasis

- Flexibility
- Evolutionary Development
- Integrated Architectures
- Tailoring the Acquisition Process
- Cost Realism
- Focus on Outcomes
- Enable Responsibility in Decisions
Acquisition Management Framework

1. Process entry at Milestones A, B, or C
2. Entrance criteria met before entering phase
3. Evolutionary Acquisition or Single Step to Full Capability

User Needs & Technology Opportunities

A

B (Program Initiation)

C

Pre-Systems Acquisition

Concept Refinement

Technology Development

System Development & Demonstration

Production & Deployment

Operations & Support

Systems Acquisition

Critical Design Review

LRIP/IOT&E

FOC

5000.2 Draft
18 December 2002
Requirements & Acquisition Process

Oversight

Requirements

Integrated Decision Meetings

Acquisition
Dangers

- Stealth resistance to change
- Inflexible flexibility
- “Opening the door to fraud, waste, and abuse”
- Buy the COTS, then find the reason
- “This, too, shall pass…”

and, the worst danger of all: staying the same

Counterpoint:
Education reduces Risk
• Is it okay if your ICD and CDD looks like a MNS and ORD?
“MDAs and program managers shall tailor various aspects of the acquisition system, including

- program information,
- the timing and scope of decision reviews,
- decision levels, and
- acquisition phases,
- acquisition strategies

to fit the particular conditions of an individual program and minimize the time it takes to satisfy the validated need or exploit the technology opportunity, consistent with common sense, sound business management practice, applicable laws and regulations, and the time-sensitive nature of the user's requirement.”
Unseamly Tailoring

Great! I can tailor it any way I want to.

Well, no, you can’t...
Tailoring from a Pattern

- Having a Pattern to follow, one can:
  - adjust the size,
  - fit the nature of a different fabric,
  - add trim and appearance features,
  - alter sections to fit different needs,
  - reuse styles and techniques

- and still be following the Pattern!
Tailoring

• Not haphazard; It is an organized process.
• Recording and justifying decisions whether procedures stay or go in streamlining
• Identifying substitutes and constraints
• Ensuring flexibility, speed, and accountability
• Making adjustments for
  – Implementation strategy
  – Complexity
  – Oversight requirements
  – Cost range
  – Technical risk
  – Management tolerance for risk
One Actionable Framework

DoD Acq’n Mgmt Policy
DoD 5000

DFAS LCM Policy

IEEE/EIA 12207

FFMR
Blue Book

DoD Info Assurance

CMM Level 3

Interoperability
Reqts Generation

Commercial Drivers
• COTS Products
• Agile Devel.

DoD Info Mgmt Policy

IT Mgmt Policy
Clinger-Cohen Act

DFAS Systems Life Cycle

Management

Technical

Config Mgmt

A  B  C  FOC

DoD Info Mgmt Policy

IEEE

Interoperability

Reqts Generation

Commercial Drivers
• COTS Products
• Agile Devel.

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Integration

Enterprise Architecture

Portfolio Management

Requirements Integration & Mgt

System Life Cycle

other initiatives...

Information Assurance
Understanding Management Decisions

Mission need
Strategic consistency
Clinger-Cohen compliance
Budget availability

Alternatives analysis
Acquisition strategy
Assure customer involvement

Depth of planning (cost, schedule, people, testing)
Clinger-Cohen compliance
Requirements completeness
Risk management

Requirements stability
Cost/schedule status
Release strategy
Test readiness
Risk management

System stability
Customer satisfaction
OT&E results
Implementation readiness
Sustainment budget

Pre-Systems Acquisition
Concept & Technology Development
System Development and Demonstration
Production and Deployment

Technology Opportunities and User Needs
Concept Exploration
Component Advanced Development
System Integration
System Demonstration
Low-Rate Initial Production
Full Rate Production & Deployment

Decision Review
Interim Progress Review
FRP Decision Review

MS A
MS B
MS C

Decisions to be made:
- Mission need
- Strategic consistency
- Clinger-Cohen compliance
- Budget availability
- Alternatives analysis
- Acquisition strategy
- Assure customer involvement
- Depth of planning (cost, schedule, people, testing)
- Clinger-Cohen compliance
- Requirements completeness
- Risk management
- Requirements stability
- Cost/schedule status
- Release strategy
- Test readiness
- Risk management
- System stability
- Customer satisfaction
- OT&E results
- Implementation readiness
- Sustainment budget
SLC Web Resources

www.dfas.mil

- process
- task details
- briefing guidance
- templates

3. Schedule Performance:

- In a table similar to below, list actual accomplishment dates and their actual completion dates. Milestone revision completion date. Milestones completed.

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<thead>
<tr>
<th>Milestone</th>
<th>Original Completion Date</th>
<th>Actual Completion Date</th>
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</table>

- Deployment schedule: Identify users in what releases. Consider this updated from the Milestones completed.

4. References:

- Chairman of the Joint Chiefs of Staff Instruction (CJSI) 3170.01B (see Enclosure E (Operational Requirements Document Generation))

5. Entrance Criteria:

- Mission Need Statement (MNS) (Word)
- Operational Requirements Document (ORD) (Word)

6. Procedures:

- Establish a Requirements Integrated Product Team (RIPT)
- Define the operational capability
- Define the threat (e.g., fraud, security)
- Identify shortcoming of existing systems
- Define capabilities required for the system
- Determine required program support
- Identify force structure impacts (e.g., training, installation, deployment, and training)
SLC Views

Views by:
- Process area
- Job role
- Management responsibility

www.dfas.mil
> Reference Library
> Process Asset Library
> System Life Cycle
Help for the Apprentice Tailors

• Levels of acquisition process tailoring
  – Agency / MDA
  – Program
• Education
  – What it means to tailor
  – Rewards and risks of tailoring decisions
• Tools for the pattern
• Easy ways to record tailoring decisions
• Making tools accessible and tailorable to program management
• Tailored Acquisition Process reviews
Critical Success Factors

- Visibility
- Recording tailoring decisions
- Consistency
- Accessibility
- Recognizing acquisition and sustainment as part of the same process
- Focused user involvement
- Understanding requirements, whenever recognized in the acquisition process
- Empower to manage, not to avoid risk
Next Steps

Stay tuned…

the DoD 5000 revisions, and our understanding of them, are a work in progress…