OIPT Leader Feedback
Tips for Program Execution

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Glenn F. Lamartin

Director, Defense Systems
Office of the Under Secretary of Defense (AT&L)

1. Know Your Neighborhood

- Even Service-specific programs will need to work in a joint, integrated architecture
  - Smart PM will understand broader context of how his or her program fits into capability areas and make provisions
  - Department will tend to value programs that work well with or enable other Service systems
- Build relationships with other programs
  - Program Managers, program offices, contractors
  - Net-centric designs and interoperability
- DoD will emphasize portfolio management

2. Just Say “No”

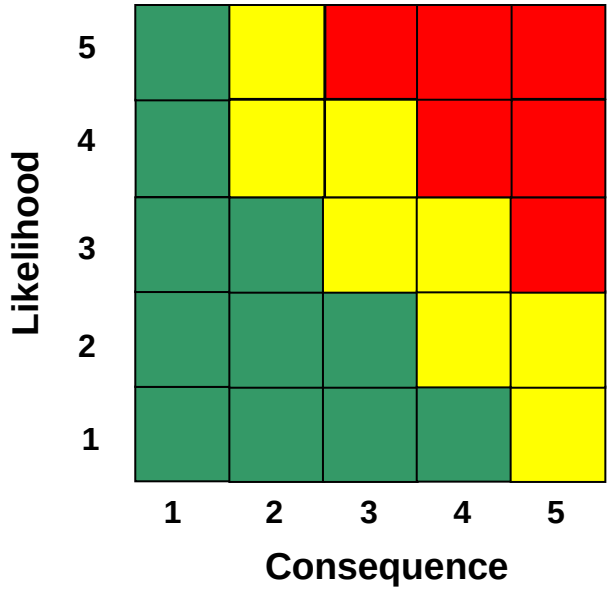
- PMs must hold the line on “requirements creep”
  - Warfighters’ appetite is boundless
- Identify early any mismatches with expectations
  - Elevate promptly for resolution
- Evolutionary acquisition provides for follow-on blocks and increments to meet warfighter needs
  - Build a time-phased plan to meet objectives
- Nominate capabilities to defer to future blocks
  - “Better” can be the enemy of “good enough”

3. It's More Than Paper ...

- Documentation is your program's foundation (e.g., Acquisition Strategy, Acquisition Program Baseline, Systems Engineering Plan, and Test and Evaluation Master Plan)
  - Creates shared understanding of program approach
- Tailor to meet your needs and fit your program
  - Make them solid and keep up to date
- Transparency in planning and execution can reduce oversight burden
  - DAES reports a useful means
- Concise, direct writing always helps

4. Risky Business

- Development of complex systems inherently risky
- Identify risk areas early
  - Know and understand them
- Focus management attention in risk areas
  - Metrics to gauge progress
  - Risk mitigation plans



5. It's The Engineering* …

- Sound technical planning is fundamental to program success … from technology maturity through production readiness to sustainment
- USD(AT&L) has issued policy on systems engineering:
  - "All programs, regardless of ACAT, shall apply an SE approach and shall develop a Systems Engineering Plan (SEP)"
  - Each Program Executive Officer or equivalent shall have a lead system engineer responsible for SE efforts in their portfolio
  - Technical reviews to be event driven, include entry criteria, and use independent subject matter experts
- Join the SE Community of Practice (https://acc.dau.mil/simplify/ev_en.php)

* Note: also use other key tools like EVMS

6. Test A Little, Learn A Lot

- T&E is a key part of the systems engineering process – the "feedback loop"
- Roughly 75% of LCC is set by initial design process … the longer it takes to correct problems, the greater the impact
- Use T&E to your advantage to understand risk, help determine technical issues
- A robust DT&E program can save money in the long run
  - Positive results give you confidence in design
  - Bad news, discovered early and corrected, gives you a better product, earlier

7. Keep It Real

- Architecture
- Spiral development
- Transformation
- Capability based
- Net centric
- Systems engineering

Don't let them become just buzzwords

For Further Insights …

- Check out our web sites
  - Systems and Mission Integration: http://www.acq.osd.mil/ds/smi/index.html
  - Systems Acquisition: http://www.acq.osd.mil/ds/sa/index.html
  - Systems Engineering: http://www.acq.osd.mil/ds/se/index.html
  - Networks and Information Integration: http://www.defenselink.mil/nii/