Andrew M. Biehn is the recipient of the 2020 Defense Acquisition Workforce-Individual Achievement Award for Excellence in Software. Capt. Biehn is the Major Program Manager for the Aegis Fleet Readiness and Integrated Combat Systems. He led the development of the Aegis "Virtual Twin," incorporating innovative computing technologies, agile processes, and rapid continuous combat capability upgrades. See https://www.hci.mil/what-we-do/awards/Awards-2020.html

“I find it amazing that I’ve been recognized for excellence in software, because no one in the Aegis program knows less about software than I do,” says Biehn, humbly. “As a destroyer CO, I found that the key to success was to provide a clear intent, ensure my people had the resources they needed, and get out of the way. That applies in program management as well. As a program manager, I am blessed to lead a group of talented, passionate professionals. We have a great team, a clear mission, and a legacy of excellence—and my teammates are taking this fifty year-old program and bringing the latest in technology and techniques to bear on the problem, in order to ensure our weapons system continues to be the best in the world. It is a privilege to serve with them and deliver sea power to the hands of our Sailors,” says Biehn.

A native of Staunton, Virginia, Biehn graduated from the University of Virginia in 1995 and was commissioned through the Naval Reserve Officers’ Training Corps. He has held leadership positions aboard the USS NORMANDY, the JOHN F. KENNEDY and in August 2012, Biehn assumed command of the USS TRUXTON. Aboard Truxton, Biehn hosted the Hollywood film crew shooting "Captain Phillips," with Tom Hanks; Biehn and other Navy personnel have on-screen appearances.

Recommended Reading:

Biehn recommends The Phoenix Project, by Gene Kim, about the complexity of dilemmas facing organizations that depend on information technology, and The Unicom Project, also by Gene Kim. “Both of these are great introductions to Agile and DevOps, and, since they are written as novels, they are particularly easy to read!” says Biehn. He also recommends The Kill Chain, by Christian Brose; “an excellent overview of the challenges and opportunities for DoD in a world of digital transformation.”

In terms of non-software related books, Biehn recommends The Splendid and the Vile, by Erik Larsson—“a fantastic study of Winston Churchill during the Blitz as he balances being Prime Minister with being a husband a father—great for all of us who work to contribute professionally and at home!”
**Latest Software Developments**

Past editions of this newsletter are available on the Acquisition Approaches & Management web page: [https://www.acq.osd.mil/ae/#/acquisition-approaches-management](https://www.acq.osd.mil/ae/#/acquisition-approaches-management)

873 Pilots
- ACWS (Army)
- Aegis (Navy)
- F-22 (USAF)
- DEAMS (USAF)
- IMLCI (USAF)
- ISDS (Navy)
- IAMD (Army)

BA-8 Pilots
- SpaceC2 (SF)
- DCO PEO EIS (Army)
- DCO PEO C3T (Army)
- RMI (Navy)
- MTC2 (Navy)
- JOMIS (DHA)
- NBIS (DISA)

**Ask an Expert**

**Question:** What risks or challenges associated with software cost estimation impact acquisition outcomes? **Answer:** The traditional approach estimates a total lifecycle cost for software development based on requirements that are known and analyzed in detail up-front, using a predictive planning approach; this assumes high confidence in initial requirements. This approach differs from Agile approaches, which allow detailed requirements to emerge over time via continuous engagement with users and incremental delivery of capability. The software acquisition pathway office is engaging with CAPE to try to come to a better understanding of approaches that will satisfy the needs of stakeholders. Other questions related to the SW pathway are answered in an FAQ document, posted on the SW Pathway Col, [https://www.milsuite.mil/book/docs/DOC-868132](https://www.milsuite.mil/book/docs/DOC-868132).

**Declaring use of the SWP? Notify us of your intentions:**

-osd.mc-alex.osd-a-s.mbx.osd-sw-pathway@mail.mil

**Software Cost Estimating News**

**DoD Instruction 5000.73 Cost Analysis Guidance & Procedures:** Signed in March, this DoDI provides details on when the Office of Cost Assessment and Program Evaluation (CAPE), DoD Components, and Service Cost Agencies (SCA) conduct cost analyses as well as the timelines and required documentation. See [https://www.milsuite.mil/book/docs/DOC-902768](https://www.milsuite.mil/book/docs/DOC-902768).


**Basics of Agile Planning and Cost Estimating:** This article presents a number of techniques that can be used to estimate the size and cost of a software project. See [https://www.toptal.com/agile/software-costs-estimation-in-agile-project-management](https://www.toptal.com/agile/software-costs-estimation-in-agile-project-management).


**Our Mission**

As part of Section 869 of the FY19 NDAA, Congress directed that a Community of Practice (CoP) be established to support the Agile pilot program knowledge sharing and cultural transformation. “Cop News” was created to bring together the software development community by highlighting Agile software-relevant news, information, policy, publications, events, and lessons learned.

**Declaring use of the SWP?** Let us know your intentions: osd.mc-alex.osd-a-s.mbx.osd-sw-pathway@mail.mil

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**Calendar**

**ONGOING:** PrometheusGO Naval DevSecOps Community of Practice virtual weekly meeting. All are welcome to join via Teams, or by phone, Tuesdays 1pm - Dial 571-388-3904, Conference ID 130 035 638. Agile Coaching Network (ACN) offers free learning webcasts – See [https://www.agilealliance.org/agile-coaching-network](https://www.agilealliance.org/agile-coaching-network).