Featured Colleague

Alana Temples

Release Train Engineer

Army Integrated Air and Missile Defense (AIAMD)

Alana R. Temples serves as a Release Train Engineer (RTE) for Army Integrated Air and Missile Defense (AIAMD) within the Integrated Fires Mission Command (IFMC) Project Office, Program Executive Office Missiles and Space (PEO MS), at Redstone Arsenal in Huntsville, Alabama. Ms. Temples is leading the AIAMD program transition to the Software Acquisition Pathway (SWP); she acts as a servant leader and agile coach, facilitating agile events to include PI planning and system demonstrations, removing impediments, and improving agility through relentless improvement.

Prior to becoming RTE in December 2019, Ms. Temples was the Risk Management Lead in the IFMC Project Office. In that role, Ms. Temples helped AIAMD transition from waterfall to agile, as part of the Section 873 Agile Pilot Program. Ms. Temples earned a Scaled Agile Framework (SAFe) Program Consultant Certification (SPC) and, as part of the agile pilot, trained team members in multiple SAFe disciplines. Prior to joining the government, Alana worked as a DoD contractor conducting parts obsolescence research.

“I have learned a great deal about agile transformation in the last 2 ½ years,” she says. Some things to keep in mind as programs transition to agile are that “culture change takes time, the user needs to be involved in the process early and often, and leadership support is essential.” Additionally, she adds, “failure leads to improvement. If something doesn’t work, try something else until you find a way forward.”

When Temples is not working, she is either at the golf course, supporting her two daughters in their high school golfing careers, or at a nearby craft store, scouting the latest crafting trends.

Ms. Temples holds a Bachelor of Science degree in Family and Consumer Sciences (with a Minor in Business Administration) from Eastern Illinois University, and certifications include SAFe SPC, SAFe RTE, the DAU DoD Team Member Credential in Agile, and she is Level III DAWIA certified in Business and Financial Management.

Recent and Recommended Reading: The Chaos Imperative, by Judah Pollack and Ori Brafman; Turn the Ship Around by David Marquet; and The Lean Machine by Dantar P. Oosterwal.
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 SW Pathway?
Let us know your intentions: osd.mc-alex.ousd-a-s.mbx.osd-sw-pathway@mail.mil

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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

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)

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Recent Software Developments
- PrometheusGO Naval DevSecOps Community of Practice virtual weekly meeting
- KOBAYASHI-MARU Community of Practice and Cross Services PEO Summit
- DAU Series: The USAF Ground Based Strategic Deterrent Agile Journey webinar, featuring GBSD Chief Software Engineer Kyle Fox, is available for online viewing (with slides), at: https://www.dau.edu/events/Let%E2%80%99s-Talk-Agile-Webinar---DevSecOps---Enabler-to-Weapons-System-Success
- Let’s Talk Agile: Kessel Run, the operational name for the Air Force Life Cycle Management Center, brings innovation and change to the software acquisition process and the delivery of combat capabilities to warfighters. KR interviewed Gen Brown for his take on how software and AI affect future USAF Capabilities: https://kesselrun.af.mil/news/Kessel-Run-CSAF-interview.html
- Agile Project Management: How to Build Weapons Faster and Better: Read about why many senior defense officials and industry experts say weapons are software first and metal second. See https://breakingdefense.com/2021/03/agile-product-management-how-to-build-weapons-faster-better/
- Tech Saavy DoD Investments: This article suggests that key acquisition and management roles in DoD be filled with leaders who have experience in the tech or venture sector, or have a record of disruptive innovation within the DoD. It also calls out the need for additional aggressive investments. See: https://www.milsuite.mil/book/docs/DOC-948955

Ask an Expert
Question: Is it true that if a Major Capabilities Acquisition ACAT IV program switches to the Software Acquisition Pathway (SWP) then our Decision Authority (DA) will be at the USD(A&S) level? Does the SWP require additional OSD oversight for programs that make this switch? Are we able to keep our DA at the O-6 level? Answer: Decision making for SWP programs are delegated to the lowest level commensurate with their size and risk, which for many programs is at the Program Executive Officer level. SWP programs have streamlined and iterative requirements documents and processes and are exempt from the DoD’s requirements system designed for major weapons systems. This enables great speed to begin software development and flexibility to react to early developments, changing operations, technologies, priorities, and budgets. DoD is tailoring key processes (cost, test, sustainment, contracting, reviews) to enable modern software development practices with smaller, frequent releases of capabilities. For programs switching to the Software Acquisition Pathway (SWP), the decision authority is not the USD(A&S) level. The decision authority can remain the same as designated by the Component Acquisition Executive (CAE). For example, if an MCA program switches to the SWP and the DA was at the 0-6 level, the decision authority can remain at that level. Service SAEs and COCOMS have already issued or will be issuing memos that delegate Decision Authority for SWP programs. In terms of oversight, the SWP does not require additional oversight; the decision to transition to the SWP requires only notification to the OSD SWP email as to the date and time of the intention to adopt and use the SWP, or a signed Action Decision Memo sent to the same email box, osd.mc-alex.ousd-a-s.mbx.osd-sw-pathway@mail.mil.

Software in the News
Let’s Talk Agile DAU Series: The USAF Ground Based Strategic Deterrent Agile Journey webinar, featuring GBSD Chief Software Engineer Kyle Fox, is available for online viewing (with slides), at: https://www.dau.edu/events/Let%E2%80%99s-Talk-Agile-Webinar---DevSecOps---Enabler-to-Weapons-System-Success
Interview with Gen Charles Q. Brown: Kessel Run, the operational name for the Air Force Life Cycle Management Center, brings innovation and change to the software acquisition process and the delivery of combat capabilities to warfighters. KR interviewed Gen Brown for his take on how software and AI affect future USAF Capabilities: https://kesselrun.af.mil/news/Kessel-Run-CSAF-interview.html
Agile Project Management: How to Build Weapons Faster and Better: Read about why many senior defense officials and industry experts say weapons are software first and metal second. See https://breakingdefense.com/2021/03/agile-product-management-how-to-build-weapons-faster-better/
Tech Saavy DoD Investments: This article suggests that key acquisition and management roles in DoD be filled with leaders who have experience in the tech or venture sector, or have a record of disruptive innovation within the DoD. It also calls out the need for additional aggressive investments. See: https://www.milsuite.mil/book/docs/DOC-948955

Outreach
DevSecOps Community of Practice and Cross Services PEO Summit: On March 11, Sean Brady, OSD SWP Lead, briefed 500+ members of the DevSecOps CoP on PEO Roadshows for .87 and Software Modernization. On 3 March, Mr. Brady also briefed another 100 members within PEO leadership on the SWP Alliance and led a discussion on how PEO’s can accelerate transformation: See: https://www.milsuite.mil/book/docs/DOC-948477

Calendar
ONGOING: PrometheusGO Naval DevSecOps Community of Practice 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) free learning webcasts – See https://www.agilealliance.org/agile-coaching-network