

# **FDCA Red Team Assessment for Deputy Director**

6 June 2007



# Purpose of Assessment

- Provide independent assessment of FDCA Program status
  - Security issues
  - Requirements issues



# Assessment Summary

## The Good News

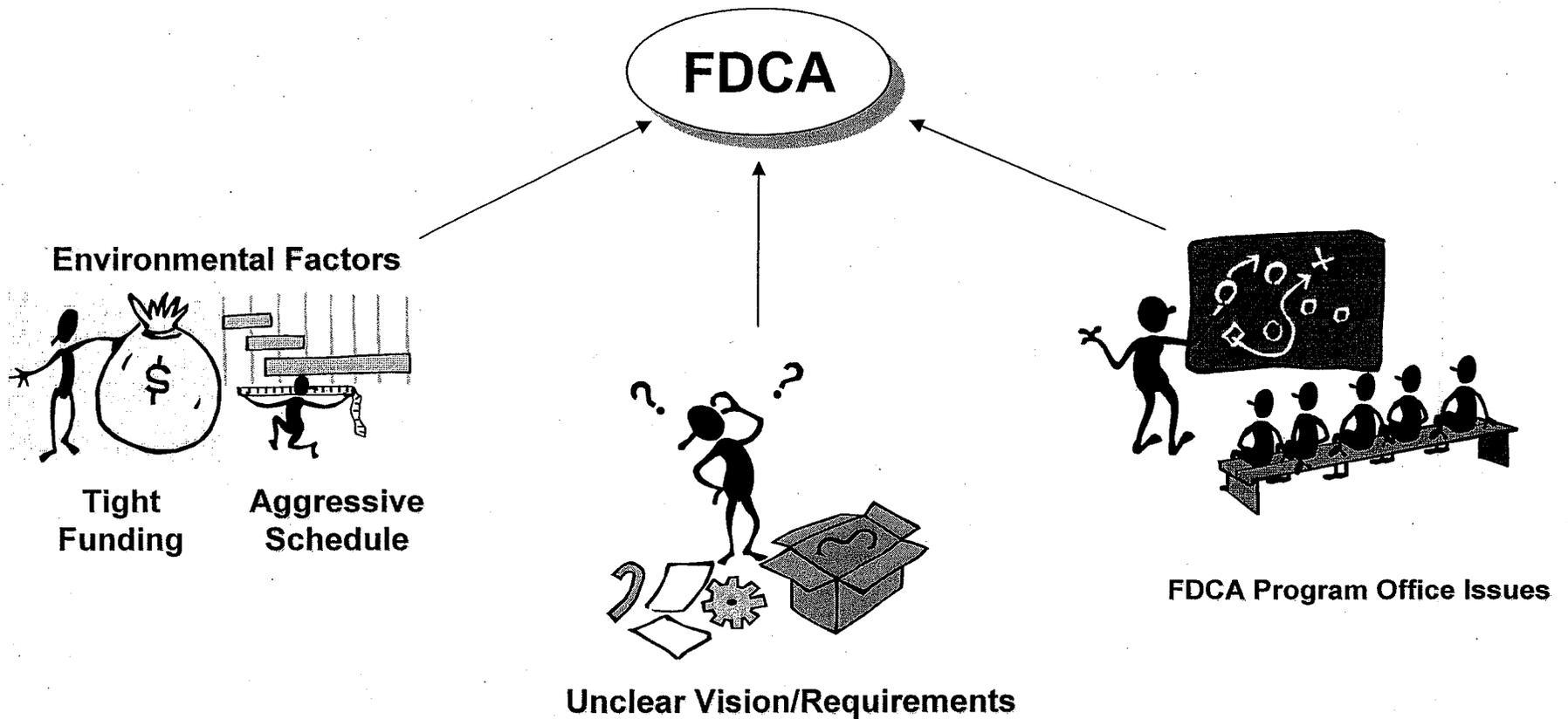
- Staff are dedicated, hard-working, motivated
- New requirements team (SWAT team) showing promise
- Local Census Office went live
- Security issues and risks appear manageable
- Considering constraints & issues, Harris is making reasonable progress

## The Bad News

- FDCA is at significant risk of cost and schedule overruns, omission of essential requirements, and increased oversight unless major changes are made quickly

# Assessment Findings

Three key issues emerged and were reinforced throughout the interviews



# Assessment Findings

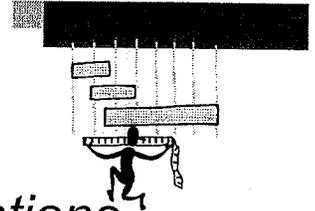
## Environmental Factors

### *Findings*

- **Schedule challenges**
  - Lack of early master schedule on program, lack of familiarity with software development, and long lead time for budgets led to late start
  - Contract awarded prior to completion of requirements
  - Desire for Dress Rehearsal to represent full Decennial capabilities
  - Critical milestones are unmovable
- **Funding challenges**
  - Budget distribution underestimated contractor funding requirements in early years
  - Program re-plan cost 3 months of effort
- **Organizational challenges**
  - Major reorganization of Decennial Census Directorate and move to new building in Autumn 2006 reduced organizational efficiency
  - Program represents substantial change in approach to Decennial (i.e., more information technology and more outsourcing)
  - Decision tempo is inconsistent with schedule

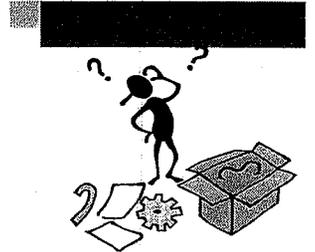
### *Recommendations*

- **Set realistic schedules that focus on critical success factors**
  - Establish expectations that Dress Rehearsal should prove key functionality and uncover need for changes for Decennial
- **Define a program going forward that all parties agree to and believe is feasible**
- **Establish contingency plans and checkpoints**
  - System wide testing to examine DR omissions and corrections
  - Evaluate Harris' capacity to execute current scope of FDCA
- **Increase decision tempo**
- **Establish master schedule and budgets in 2009 for realistic 2020 Decennial**



# Assessment Findings

## Requirements Management Problems



### *Findings*

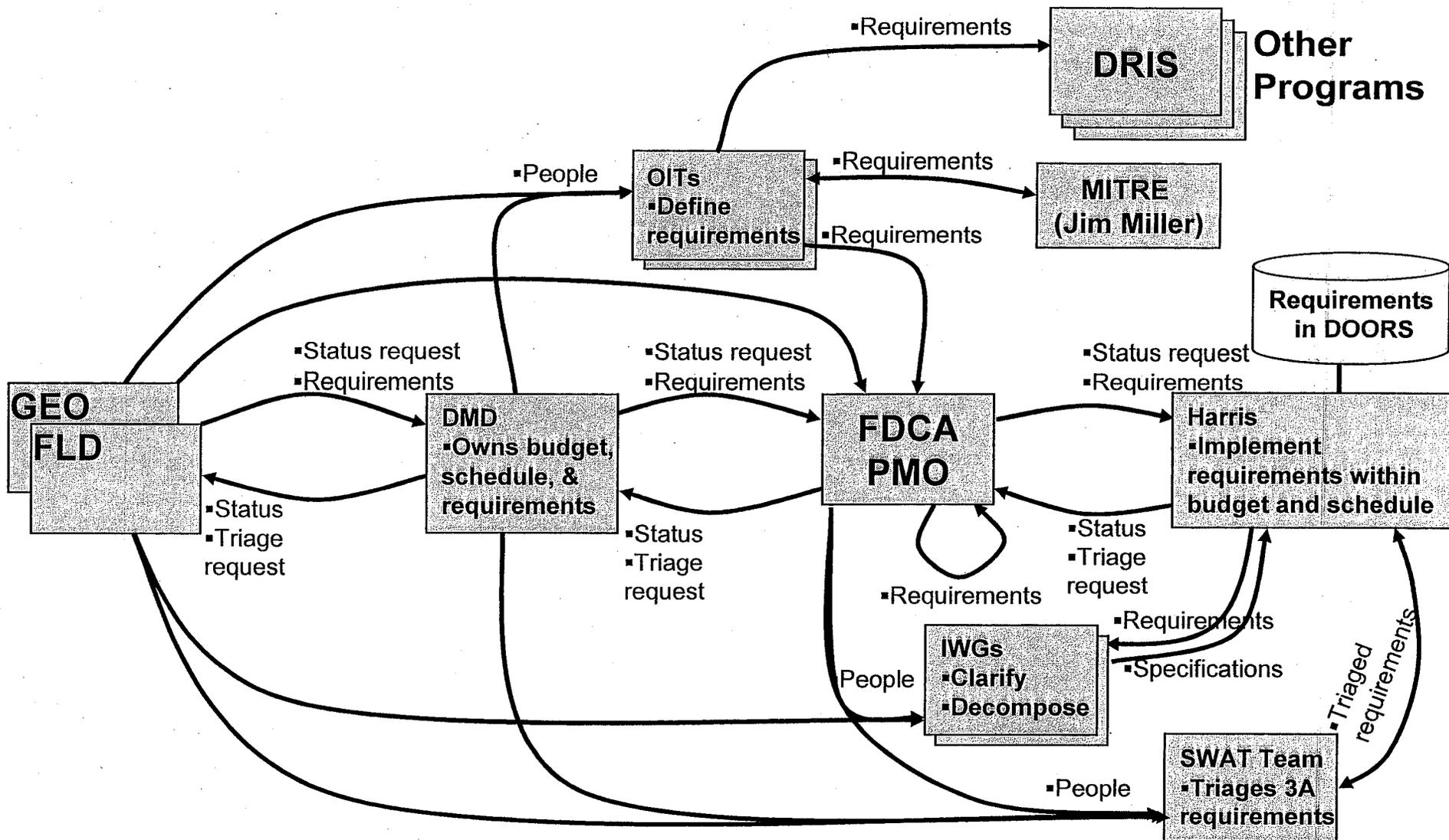
- Contractor overwhelmed by substantial increase in requirements (thousands of unreconciled requirements in more than 100 files)
- Reconciliation of requirements impeded by many factors
  - Sheer volume
  - Lack of shared vision (what's in/out)
  - Teams viewed as stove-piped and uncompromising
  - Limited time spent on integration and de-confliction
- Unrealistic expectations – budget reduction without requirements reduction
- But, SWAT Team appears to be effective

### *Recommendations*

- Stabilize requirements immediately
  - Define minimal set for success in DR
  - Refine requirements process and limit source of requirements to one source
  - Clearly define vision, scope, and baseline requirements for FDCA
  - Continue SWAT Team for all increments to expedite decisions on requirements
    - Ensure someone reviews “rejected” requirements for impact on other systems or operations

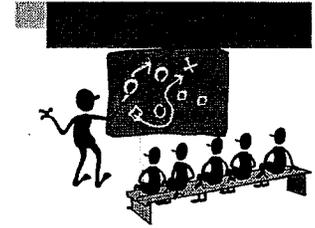
# Assessment Findings

## Requirements Process Lacked Clarity



# Assessment Findings

## FDCA Program Office Issues



### *Findings*

- **Unclear Roles & Responsibilities for FDCA**
- **FDCA PMO understaffed**
- **Inadequate communications among FDCA stakeholders**
  - Leads to lack of trust, confusion, misunderstanding

### *Recommendations*

- **Clearly define and document roles, responsibilities, and expectations**
  - Empower PMO to make tactical tradeoffs of cost, schedule, and functionality
- **Staff PMO to reflect needs of all end-users (e.g., FLD, GEO, HQ)**
- **Improve communications**
  - Address organizational conflicts
  - Facilitate open discussions
  - Co-locate some Census and Harris staff
  - Use tools such as master list of issues

# Assessment Findings

## Other

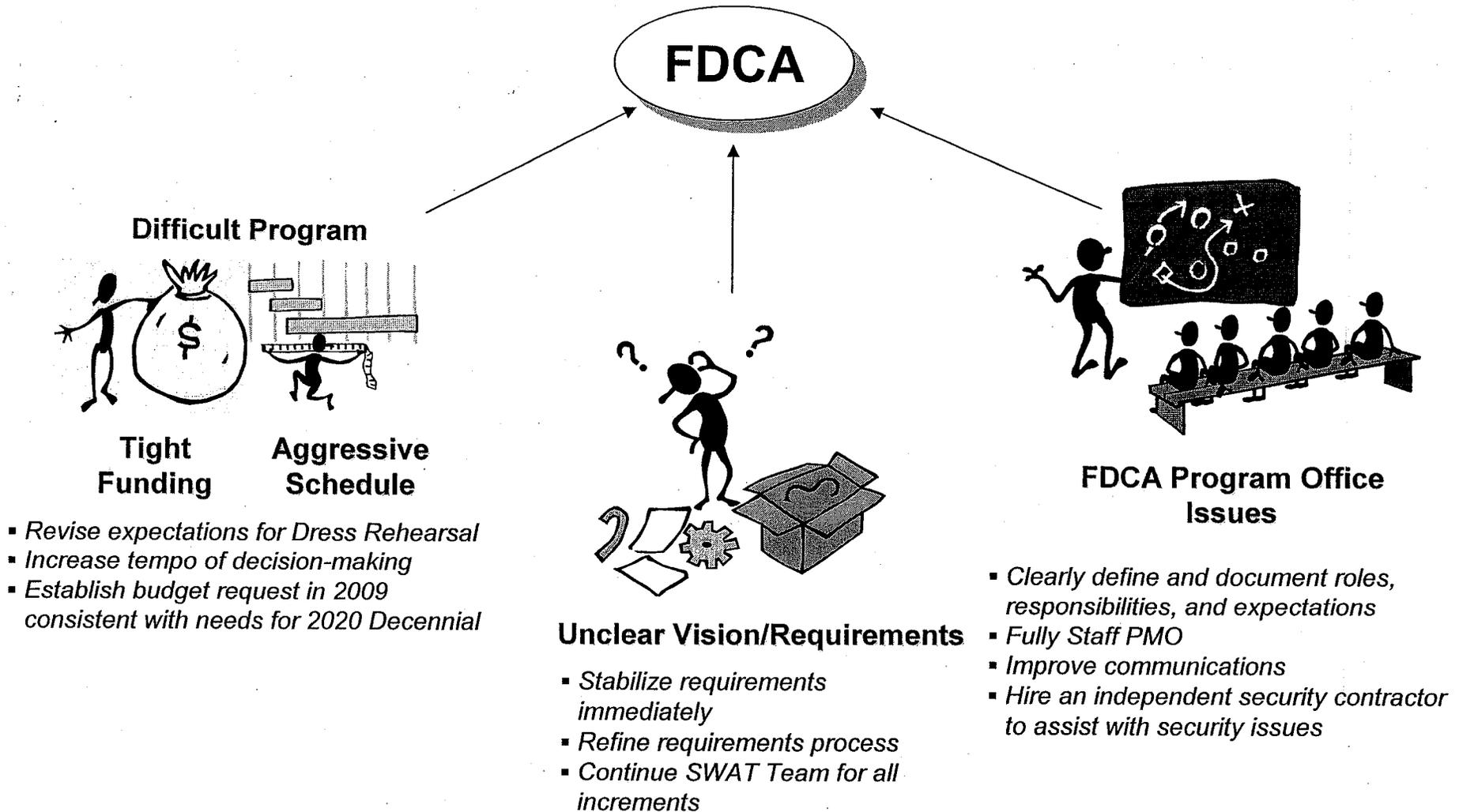
### *Findings*

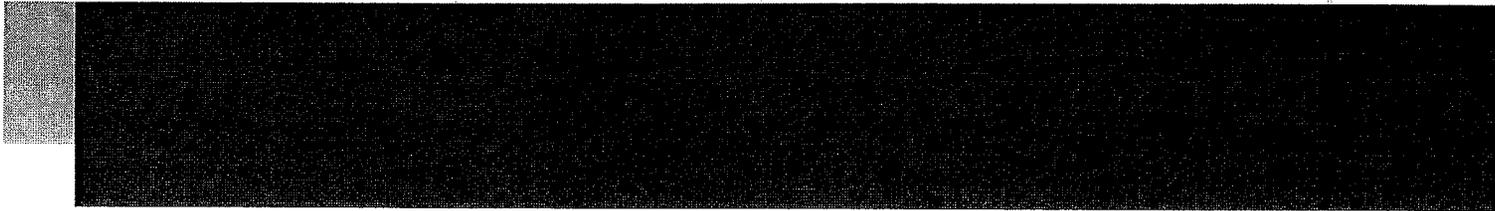
- **Security**
  - Lack of clear requirements
  - Lack of contractor experience with Census security needs
  - Ineffective security management and communications
  - But, Security issues are manageable

### *Recommendations*

- **Hire an independent security contractor to assist with security issues**
- **Assign full-time ISSO to FDCA**

# Recommendations Summary





# Questions?