Where Our National Security Begins...
2019 NRO IAWG Data Call

- Unintended Consequences of AF/IF
- Getting Industry Feedback on FGA architecture
Fundamental misunderstandings of Agile can foster Agile anti-patterns. Example:
- Customer turnover. New Customer didn’t understand agile development & changed approach
- Team castigated for focusing on grooming backlog, velocity, etc. instead of requirements completion
- Fee negatively impacted, Senior levels of customer didn’t accept reclama.
- Unintended consequence: disenfranchised development team, resulting in retention issues.

Standardization: Differing perceptions on what constitutes a “Good” Award Fee
- Government COR “does not believe in 100%” and “80% a good score.”
- Some programs start at 100% and work down, others start at 80% and go up from there.
- Unintended consequence: government may be happy with prime but PM is still fired.

Don’t presume business implications of the incentive structure are understood.
- Industry doesn’t communicate implications that well either –
- BD folks that attend the meetings are NOT the line-of-business PMs that have to deliver
- Govt should require that any industry interaction include at least one mid/senior LOB person

Takeaways:
1. AF/IF fundamentals no different from Waterfall, however…
2. Using AF to punish Agile practices defeats the purpose
Data Call #2: Capturing Industry Feedback on FGA while maintaining level playing field

- Quarterly dialogues (ala GED’s December industry day)
  - discuss current status, feedback received, and their reaction to that feedback.
  - Include “Retrospective” component…reflection on previous quarter results across programs
  - Requires customer commitment and time, but could create a stronger industry partnership

- Host Open Industry Roundtable discussions in addition to forums like Industry Days
  - Organize participation into relevant groups, e.g. NRO IAWG
  - Direct discussion, trade show attendance, peer networking groups, etc.

- Go beyond RFIs with small group discussions of at least 3 suppliers (per FAR 10)
  - Near unanimous feedback that paper RFIs are of low value and ROI given the time required.
  - Trust relationships are needed so those sharing feel that their IP (best practices) is protected.
  - Idea: GED send delegations to trade shows and set up separate meetings with various vendors. Gather best practices from as many different vendors as possible. Prepare specific asks beforehand. Empower government staff that it is permissible to meet with commercial vendors and follow up after.

- Resurrect the $50K-$100K Study Task approach used in SIGINT post-HASA/LISA timeframe
  - Publish results in CBL or other repository (like Shock Top was used in Grand Designs)
IDEA for Data Call #2: Capturing Industry Feedback on FGA while maintaining level playing field

**Concept: Annual “Market Surveillance & Research” Cycle**

- **Step 1:** “FGA 2025 Communication Day”
  - Govt explain the program and allow for initial Q&A during the session (ala 2016 GED Industry Day).
  - Govt ID’s specific questions they would like addressed by industry during the day.

- **Step 2:** 60 minute “Market Surveillance” dialogs with industry over a 2 month period
  - Industry provide **non-proprietary** perspectives for FGA2025 and address govt questions from Day 1.
  - Includes both technical and business areas.
  - Format: Two-way conversation. Not an uber-structured, constrained meeting where govt are not allowed to speak. Govt PMs/engineers/operators sharing what they really are trying to achieve, what bugs them, what architectural characteristics are of significant value to them, and what key EXTERNAL interfaces are challenging them.

- **Step 3:** “FGA 2025 Communication Day 2”
  - Reflect govt architectural adjustments in light of the industry engagement.

- **Step 4:** 30 minute, focused “Market research” meetings on specific topics
  - Industry provide **proprietary** perspectives for FGA2025 implementation and Day 2 adjustments.
  - Includes both technical and business areas.
  - The content of these sessions would NOT be available beyond the govt and specific company.
NRO IAWG Contact Information

- Nick Buck: nick@buckgroup.net (703) 801-3405
- Ann Waynik: Ann.Waynik@tenica.biz (571) 376-5641
- Mike Moran: mmoran07@peraton.com (571) 524-1184

USGIF coordination:
- Shai Sobrino: shai.sobrino@usgif.org (571) 392-7205