

In Case Study # 2, we explore keys to successful program management in the Development phase of a foreign military sales contract for a NATO partner country. As describe in Case Study #1, FMS contracting requires effectively balancing the needs, responsibilities, and expectations of two customers. During the Development phase, an effective Program Manager (PM), can ensure proper development and delivery of quality solutions which exceed the basic compliance requirements of the PWS, while reducing risk of lost time or wasted resources.

CHALLENGE:

- A multi-year development contract with a geographically distant customer who has specific language and cultural needs affecting User Experience (UX) and User Interface (UI) design.
- The US Government's traditional Waterfall Development methodology, which utilizes large milestones spread over long periods of time, as required in the PWS.
- Building a long-term team of developers and engineers who are committed to the team goals and can work together remotely.

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SOLUTION:

- ITC Defense Corp. (ITC) employed a hybrid-iterative design and development approach. We worked with the USG to meet the external Waterfall style milestones while internally implementing an Agile development approach.
- The PM created internal sprint milestones to be completed every 2 weeks, breaking down the bigger milestones into smaller action items.
- The PM managed the sprints, keeping the development and engineering teams focused on achieving smaller tasks, while mapping the sprint deadlines to compliance with the larger Contract Requirements Data List (CDRLS).
- Addressed UX and UI function and processes early in the development process, using the information gathered in stage 1 Initiation during the Site Survey and other information gathering and relationship building activities.
- Presented internal deliverables to the customer between milestones to manage expectations and obtain initial feedback regarding UX and UI to take back to the development / engineering team.
- Documented our design, requirements, and test plans to reflect the longer-term compliance requirements of the PWS.



BENEFITS:

- The overseas customer remains engaged in a meaningful way; relationship and trust continues to grow over a multi-year contract
- Higher quality end-product, improved efficiency, and less stress for the design and engineering team during the development phase
- Reduced risk of unforeseen technical failures at the time of the Critical Design Review or missed milestones
- Reduced risk of design that does not suit the customer culture or use cases.
- Reduced risk of scope creep
- All CDRLS met on time satisfying the PWS