

Challenges: Managing Complex Programs



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Challenges . . .

- . . . To prepare, I consulted performance studies by industry and government
- . . . I have personally managed large complex programs in military aircraft, commercial aircraft and military and commercial space
- . . . I am not an expert . . . Just a survivor

Challenges . . .

Some Thoughts to Share . . .

- **Customer / Contractor Capabilities**
- **Program Phases**
 - Development
 - Production
 - Support

Challenges . . .

Customer / Contractor Capabilities

- Acquisition Workforce . . . Weaker
- Threat Definition . . . Unknown
- Defense industry has changed . . . Downsized
- Industrial base skills . . . Lacking
- Critical technology readiness . . . Risky

Our Ability to Manage Complex Programs Has Diminished

Challenges . . . Development

- **R&D spending . . . Reduced**
- **Creation and management of baselines . . . A weakness**
 - Technical
 - Cost
 - Schedule
- **Mission success . . . Established as primary principle**
- **Program managers (customers / contractors) . . . Need development experience**

Challenges . . . Production

- **Readiness . . . Not given priority**
- **Cost and schedule budget . . . Planned to most probable cost and schedule plus risk**
- **Suppliers / Partners . . . Need management technical oversight**
- **Program managers (customers / contractors) . . . Need production experience**

Challenges . . . Support

- **Planning . . . Integrated and early**
- **Supplier / Partner . . . Involved**
- **Program managers (customers / contractors) . . . Need service / logistics experience**

Challenges . . . Summary

Customers / Contractors Must . . .

- Improve program managers / management
- Insist on baselines
- Improve on supplier / partners oversight
- Budget / schedule to most probable cost / schedules
- Establish mission success as primary principle