Design Review Improvements Product Overview

May 7, 2015

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Acknowledgments

This document was created by multiple authors throughout the government and the aerospace industry. For their content contributions, we thank the following authors for making this collaborative effort possible.

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James Fieber, Lockheed Martin
Mark Braun, Raytheon
Robert Lyon, SSL

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Design Review Improvements

Product Overview

Frank Roller, Lockheed Martin Corporation
Richard Covington, The Aerospace Corporation

May 7, 2015
Agenda

• Motivation for Design Review Improvement Topic
• Charter
• Product Overview
• Topic Details
• Product Implementation Recommendations
• Topic Follow-on Recommendations
• Team Membership and Recognition
Motivation for Design Review Improvements Topic

• Design escapes continue to impact program cost, schedule and mission performance
• Our design review and development test programs have failed to identify issues early enough to mitigate program or mission impacts
• Detecting and correcting design defects early in a product life cycle is becoming increasingly difficult as space systems become more complex
• In hindsight, many design escapes were deemed to be preventable
  – Hypothesis: Late design escapes could be an indicator of a process gap
    • Need to assess if process changes are needed to address any identified gaps
• Effects of late design escapes can be impactful to a company in many ways:
  – Costly, damages reputations, strains customer relations, embarrassing
    • E.g., RF cross talk in a unit resulted in an 18-month impact to the program
  – Preventable with the right set of reviewers at the right time
Design Review Improvement Charter

- Identify the deficiencies or weaknesses in the existing design review process that allowed design escapes to take place by leveraging existing case studies and escapes
- Identify design review process improvements
- Survey and assess the practices utilized across industry and government agencies to prepare for and conduct design reviews
  - Surveyed team member companies – 49 test cases
  - Reviewed Aerospace on-orbit anomaly data (Classified) – 121 test cases
Escape Analysis (1 of 2)

- Majority due to inadequate design review (60%)
  - RF crosstalk in unit*
  - Other causes include:
    - Inadequate analysis (30%)
      - Gyro life test failure *
    - Inadequate requirements (6%)
      - No coupling requirement for military earth coverage (MEC) signals to earth coverage signals (EC)*
    - Review recommendation not performed (4%)
      - Power-on reset circuit*
- Reviewer skillset (72%) implicated in cause of inadequate reviews
  - Not getting help, not the right person(s), not raising issues
  - Mixed technology units require multi-discipline SME reviewers

* Denotes escape would have been found by a fully tested EM
Escape Analysis (2 of 2)

• 21 of 49 escapes did not have a fully tested EM prior to CDR

• 19 of 21 escapes noted above could have been detected with a fully tested EM
  – Designers indicated that the escapes would have been found had they utilized a fully tested EM prior to CDR
  – An EM provides
    • Opportunity to discover design defects
    • Analytical model validation
    • Requirements validation
    • Build process validation
    • Demonstrate interface compatibility
    • Validate test and operation procedures

Would an EM have Caught the Defect?

- Yes 90%
- No 10%
Design Review Improvements Overview

Development Processes of Seven Companies Were Reviewed

**Strengths:**

- Contractor team members who are familiar with their own company’s Command Media stated that they had a formalized development process
- Reviewers are trained in the development process (command media) and what to expect in the data products
- Contractor team members have lessons learned databases as part of the development process (by both the design team and review team)
- Have identified a best practice for folding Lessons Learned into the Design Development Process Command Media

Note: Development Process is a general concept that encompass both the actual design process and the design review
Design Review Improvements Overview

**Weaknesses**

- The scope, criteria, and reviewer guidance for conducting a design review were inconsistent across industry with opportunities for improvement
  - *No reviewer minimum experience for participating in a review*
  - *No minimum lead time for reviewer to have material*
    - Is not always specified by contract
  - *No explicit requirement for reviewer relevant experience*
  - *The context of lower level reviews becomes lost as the unit development process matures and becomes overly summarized*
  - *Review process tailored by program-driven constraints (time, schedule, dollars) preserves the intent of any given milestone even though the design review is not ready*
- No effective command media for mixed technology units (digital, RF, analog/power/ground, and FSW are all separate disciplines, reviewed separately)
- Action item closure with originator approval not consistent
- No requirement for having a fully tested EM before CDR
Findings Summary

• The key to a successful product development is the experience and skills of the development engineers
  – *The expectation that a codified process can catch all escapes is unreasonable*
  – *It depends on both a robust process and the skills of those involved*
  – *Just as you cannot expect to review in quality–you cannot expect to “review” in a good product*
Example of Recommendations

Reviewer Skill Set:
• Ensure that the development process defines the minimum relevant domain experience to be a Lead or Senior Reviewer
  – There should be recognized subject matter experts with the relevant material under review

Design Changes for Obsolescence or Application:
• Design changes due to obsolescence or revectoring for a new application (how used) needs a rigorous-heightened review supported by test

Immature or Incorrect Data Products or Unknown-Unknowns:
• Utilize a fully tested EM in support of CDR
  – Forces early discovery of defects while maturing data products

Inadequate analysis in context with the desired application:
• Ensure that the development process provides for the reviewer to review the analysis scope in context to the requirements as part of the design reviewer’s tasks
## Design Review Improvement Product Traceability

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<th>Deliverable Requested</th>
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<td>Identify strengths and weaknesses of the current design review process at the component/unit/box level and below</td>
<td>Section 4.1: Current Design Review Practices</td>
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<td>Recommend codified changes and/or upgrades to the process that will effectively and efficiently identify and/or prevent design errors early in the program lifecycle</td>
<td>Section 3.1: Recommended Design Review Changes</td>
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<td>Section 3.1.3: Technical Rigor</td>
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<td>Define the actions to be taken when deemed not ready to proceed with the design review</td>
<td>Section 3.1.4: Reviewer/Lead Responsibilities</td>
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<td>Identify programmatic benefits for conducting a thorough technical design review</td>
<td>Section 4.3 Program Benefits</td>
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Intended Product Use

• What is the intended use of the product?
  – *Who is the target audience?*
    • Engineers, program office, mission assurance professionals, designers, systems engineering, suppliers, subcontract management, customers, and senior leadership
  – *How should/could it be used?*
    • The recommendations should be used to augment the current design review process in order to reduce escapes, costs, and schedule

• Specific recommendations for industry:
  – *What should industry do with the product near term/long term?*
    • Consider adopting recommendations to contractor process
    • Collect and develop best practices for development and review of mixed technology units

• Specific recommendations for government:
  – *What should government do with the product near term/long term?*
    • Consider adopting recommendations for government participants in review process
    • Understand risk areas for escapes to better understand trades (e.g., EMs)
Design Review Improvements Team Members

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<tr>
<th>Name</th>
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