Integrating Data Streams Across the Enterprise for ALM

Christopher Hoffman
Director – Engineering Information Systems Owner
Cummins Inc.

29 March 2018
P.O.S.T.

PURPOSE
A look at defining the strategy and initiatives for “business” application lifecycle management for the entire engineering workflow – 1000+ applications and 1000s of data locations.

OUTCOME / ASK
To share an approach to engineer an information ecosystem.
To ask for validation of the approach and potential risks from your experience.

STRUCTURE
Presentation followed by questions and comments.

TIME
30 minutes
Why Information Connectivity?

Poor information flow
How to create Value

- **People** have a **job** within an **organization** where they perform **roles** in which they are trained on **topics** to use a **tool** that has capabilities to Create, Read, Update, and Delete information (data) by following a **process** that delivers **value** to the **enterprise**, according to a **plan**.

- However, the accountability and source of truth of these **key items** to create **value** can be unclear to stakeholders.
People – Job – Org. – Roles – Training

Four operating segments

Welcome to Cummins Learning Center

Systems Engineer - Director

Function: Engineering
Comp Class: CCGt

Job Summary: Directs the overall application of a single-discipline engineering function including one or more of the following areas: development and maintenance of system requirements; development of system level verification and validation plans; architecture and generation of concept designs and functional allocation of system requirements; and/or development of system interface agreements, installation / application guidelines and quality assurance procedures.

Key Responsibilities:
- Leads and directs a technical group or technical program.
- Establishes and manages performance standards, works collaboratively to set goals and to address areas of deficiency.
- Formulates strategies and aligns functional areas to achieve organizational goals.
- Influences business area leadership decisions.
- Facilitates the development of processes, tools and people.
- Makes critical and authoritative decisions, relieves highly complex issues.
- Develops and manages budget, financial controls and risk; ensures operations are executed efficiently and within established budget.
- Works with employees to establish their individual development and career plans; mentors and coaches.
- Assesses performance and provides feedback to direct reports.

Skills:
- Product Integrity, Verification & Validation - Understands the basics of integration, verification, and validation concepts including component testing, integration testing, system testing, performance testing, test planning and documentation, and test environment. Has led the creation or mapping of tests to requirements and needs for several projects. Has led the creation of system test plans balanced with budget and appropriate risk mitigations.
- Product Risk Management - Understands the basics of risk management concepts including risk identification, risk management planning, and risk monitoring. Has led the production of product specific risk items likely to compromise a project’s success, and led the development of strategies to mitigate or control the risks. Has mentored others in risk management.
- Requirements Engineering - Understands the basic terminology used in requirements
Tools – in an ‘IT’ Capability Model

Understand Requirements
- Architect Capability: 3+
- Design Capability: 80+
- Analyze Capability: 190+
- Build Capability: 120+
- Test Capability: 240+

Verify Capability
- Assess Risks and Defects: 19+

Release Product Definition

Manage Capability: 580+

Archive Knowledge: 1000+
Process – Engineering Workflow

Manage Change
- Define Requirements
- Define Product Functions
- Analyze Portfolio
- Define Architecture
- Clarify System Concepts
- Configure System
- Mechanical Design
- Electronics Design
- Software & Controls Design
- Performance Design
- Analyze Design

Manage Work
- Manage Portfolio
- Analyze Data
- Service System
- Remanufacture System
- Dispose System
- System Design & Analysis Loop
- Prevent Failure
- Correct Defect
- Operate System (by Customer)

Manage Resources
- Release System
- Commission System
- Validate (Test) System
- Calibrate System
- Integrate System
- Manage Portfolio
- Manage Change
- Manage Work
- Manage Resources
- Manage Knowledge
- Clarify System Concepts
- Configure System
- Supplier Management
- Supplier Engagement
- Operate System (by Customer)
- Operate System (by Customer)

Prototype Components & Sub-Systems
- Build Hardware
- Build Software
- Make Change
- Correct Defect
- Manage Portfolio
- Manage Change
- Manage Work
- Manage Resources
- Manage Knowledge
- Clarify System Concepts
- Configure System
- Supplier Management
- Supplier Engagement
- Operate System (by Customer)
- Operate System (by Customer)

Verify (Test) Components & Sub-Systems
- Verify (Test) Component
- Verify (Test) Software
- System Design & Analysis Loop
- Prevent Failure
- Correct Defect
- Operate System (by Customer)
- Operate System (by Customer)

Verify (Test) Components & Sub-Systems
- Verify (Test) Component
- Verify (Test) Software
- System Design & Analysis Loop
- Prevent Failure
- Correct Defect
- Operate System (by Customer)
- Operate System (by Customer)

Manage Change
- Define Requirements
- Define Product Functions
- Analyze Portfolio
- Define Architecture
- Clarify System Concepts
- Configure System
- Mechanical Design
- Electronics Design
- Software & Controls Design
- Performance Design
- Analyze Design

Manage Work
- Manage Portfolio
- Analyze Data
- Service System
- Remanufacture System
- Dispose System
- System Design & Analysis Loop
- Prevent Failure
- Correct Defect
- Operate System (by Customer)

Manage Resources
- Release System
- Commission System
- Validate (Test) System
- Calibrate System
- Integrate System
- Manage Portfolio
- Manage Change
- Manage Work
- Manage Resources
- Manage Knowledge
- Clarify System Concepts
- Configure System
- Supplier Management
- Supplier Engagement
- Operate System (by Customer)
- Operate System (by Customer)

Prototype Components & Sub-Systems
- Build Hardware
- Build Software
- Make Change
- Correct Defect
- Manage Portfolio
- Manage Change
- Manage Work
- Manage Resources
- Manage Knowledge
- Clarify System Concepts
- Configure System
- Supplier Management
- Supplier Engagement
- Operate System (by Customer)
- Operate System (by Customer)
*Supporting information used to produce these items is not shown. E.g. procedures, practices*
Interactions and Interfaces

- $N^2$ Matrices are used to expose tool interfaces and clarify critical, high volume, high reliability data flows
- Value depends upon our capability to understand, design, optimize, and manage relationships among system elements
  - Data flows from one database/tool to another
  - Process step interdependencies
  - A piece of information is authored in one place, but referenced in many other places
Engineering the Information Eco-System

Technical Information Roadmaps

- For each engineering workflow process area, a roadmap (strategy) is created, reviewed, and approved by the Technical Information Strategy Team to optimize our IT systems and workflows.
  - Each BU area has a Director or higher Business Area Stakeholder to approve the strategy, promote the roadmaps and their business needs, and serve as a proxy for their area.
  - CRB / CIB meets weekly to review new requests and monthly for Roadmap approvals.

- Using a formal Change Management system to track known Technical Information ‘IT’ projects
  - Relating to Process area, Business Area, Functional discipline area, and responsible teams
  - Assessing Difficulty, Technical Feasibility, and Resources
Example Application Roadmap & Deployment Tracking

Customer Needs
Excel / Word / PowerPoint
Integrity

Product Specifications
Excel
Engineering Standards
Word (Software Requirement Specifications)
Others (DOORS, Features dB, Cockpit),...

Deployment of:

<table>
<thead>
<tr>
<th>Application</th>
<th>Business Segment</th>
<th>Adoption Start</th>
<th>Status</th>
<th>Comments</th>
<th>Adoption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Legend: Not Applicable | Not Planned | At Risk | On Track | Complete | Adoption: % of projects using this feature
Interactions and Interfaces

- A common method, framework, language, and Enterprise Architecture tool is being pursued so that business owners with IT can effectively improve this information eco-system
  - **From** PowerPoint and Excel **To** formal EA tool with supporting analysis tools (e.g. a DSM tool)

Ref. https://www.leanix.net/en/
A Better Information Ecosystem
Q+A