



**CATALYST CAMPUS**  
FOR TECHNOLOGY & INNOVATION

Could the DoD leapfrog commercial in  
DevOps capabilities?

# Abstract

For the first time in decades the US department of Defense is managing adversity on two fronts. Our physical military might enable us to support global order in the aftermath of World War 2. However fast forward to 2022 and the world has changed, we live in a digital ecosystem where physical military systems are all powered by software.

Many papers propose we are behind our adversaries in modern software development which can impact our military advantage during a time of global unrest.

The Department of Defense (DoD) is doubling down on DevSecOps with more than 20 software factories across the DoD. Over the last 3 years we have experienced more change across the DoD in how we build systems than we have in the last 25 years. Platform One Commercialization is driving change

I believe the National Imperative to enable security across the globe could enable the DoD to leapfrog the commercial industry in software development.

# Kotter's 8 Steps for Change



# Create a sense of Urgency



Remarks by Secretary of Defense  
James N. Mattis on National Defense Strategy  
January 19, 2018

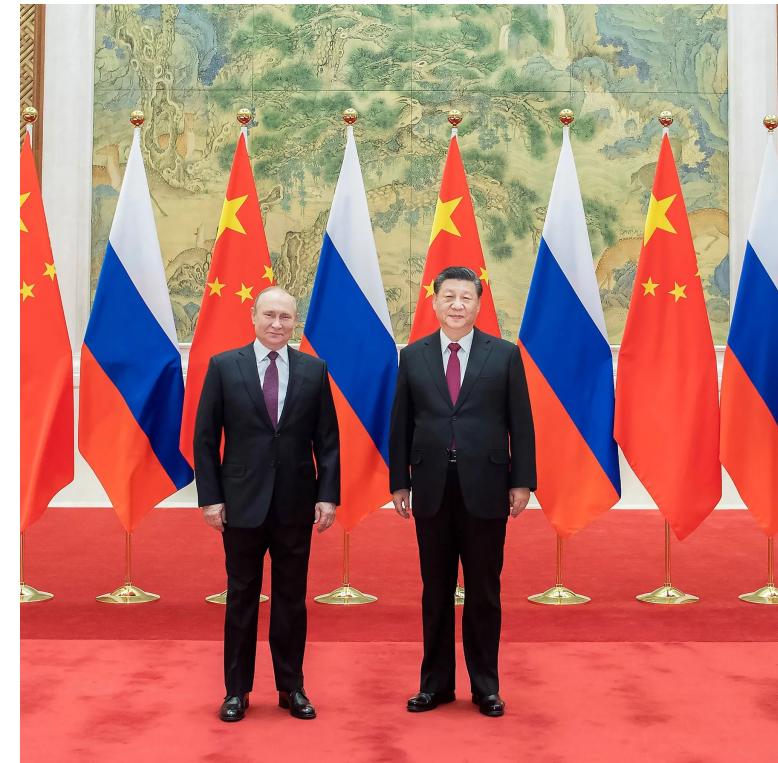
2018

Create Climate for Change

"To Keep pace with our times, the department will transition to a culture of performance, affordability, and operate at the speed of relevance.

Success does not go to the country that develops a new technology first, but rather, to the one that better integrates it and more swiftly adapts its way of fighting.

Our current bureaucratic processes are insufficiently responsive to the department's needs for new equipment. We will prioritize speed of delivery, continuous adaptation and frequent modular upgrades."



Make Change Happen

Sustain Change

# Form a coalition



The **Defense Innovation Board** is an independent advisory board set up in 2016 to bring the technological innovation and best practice of Silicon Valley to the U.S. Military.

2018

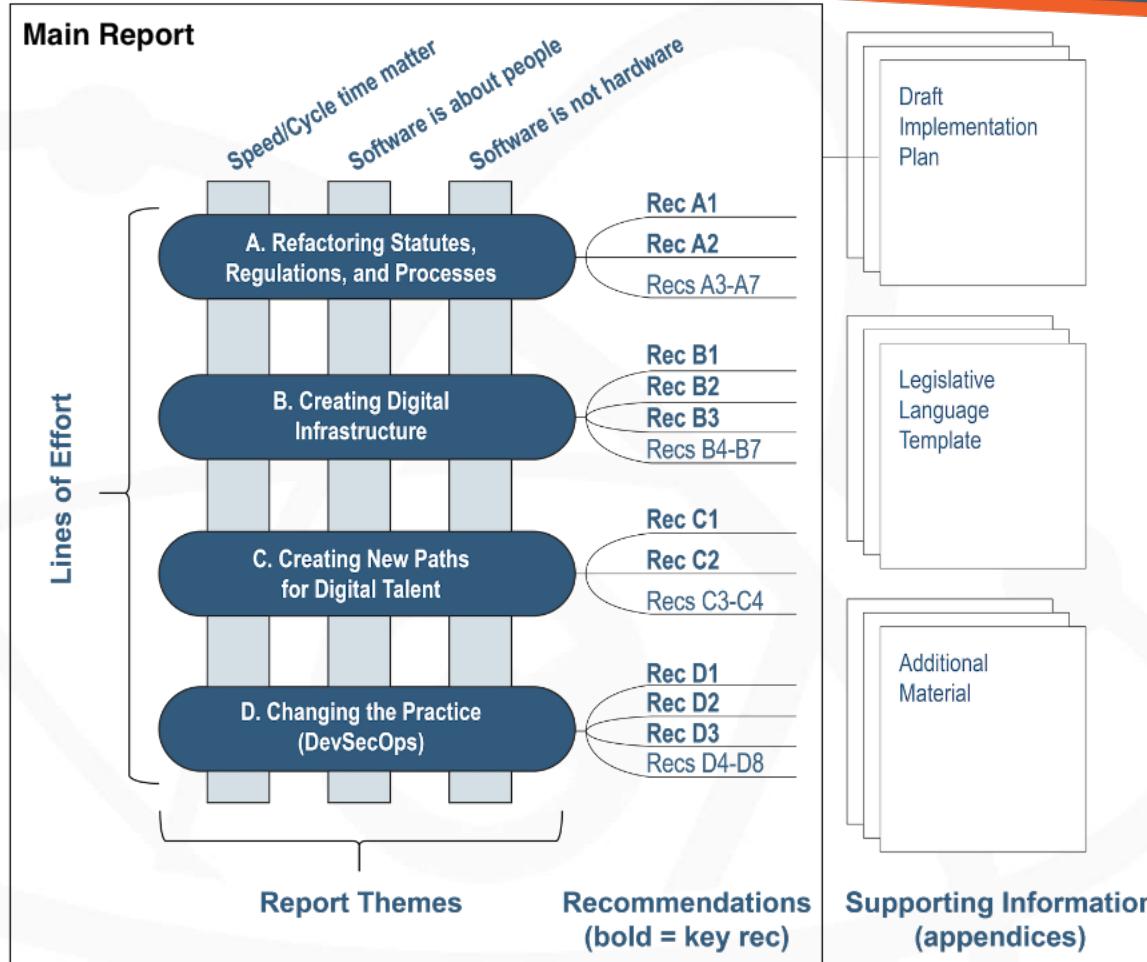


Create Climate for Change

Make Change Happen

Sustain Change

# Create Vision



## “Software is Never Done: Refactoring the Acquisition Code for Competitive Advantage”

Defense Innovation Board (DIB) Software Acquisition and Practices (swap ...  
(n.d.). Retrieved May 3, 2022, from  
[https://media.defense.gov/2019/Mar/07/2002097482/-1-/0/SWAP\\_STUDY\\_VIGNETTES.PDF](https://media.defense.gov/2019/Mar/07/2002097482/-1-/0/SWAP_STUDY_VIGNETTES.PDF)

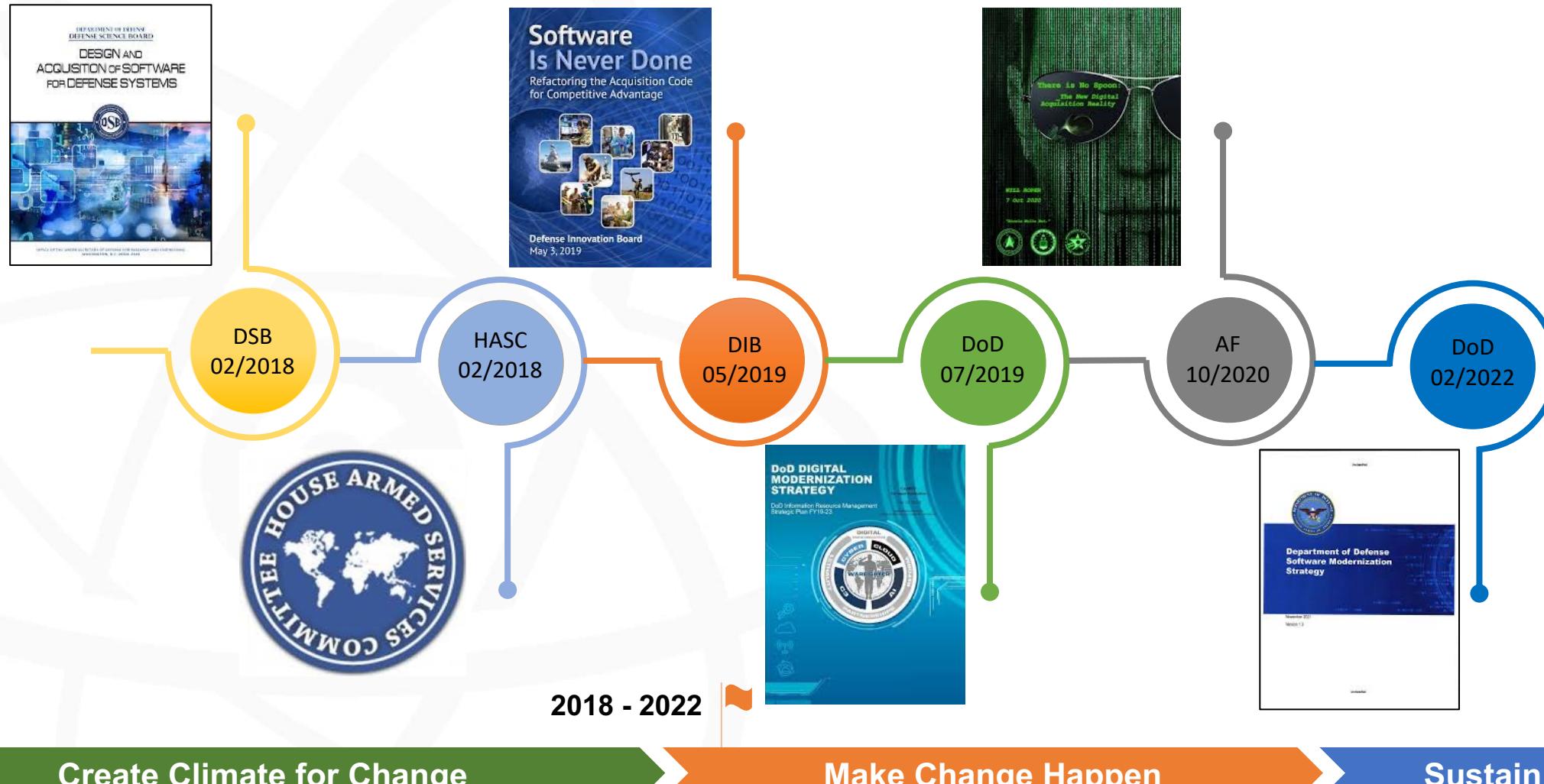
2019

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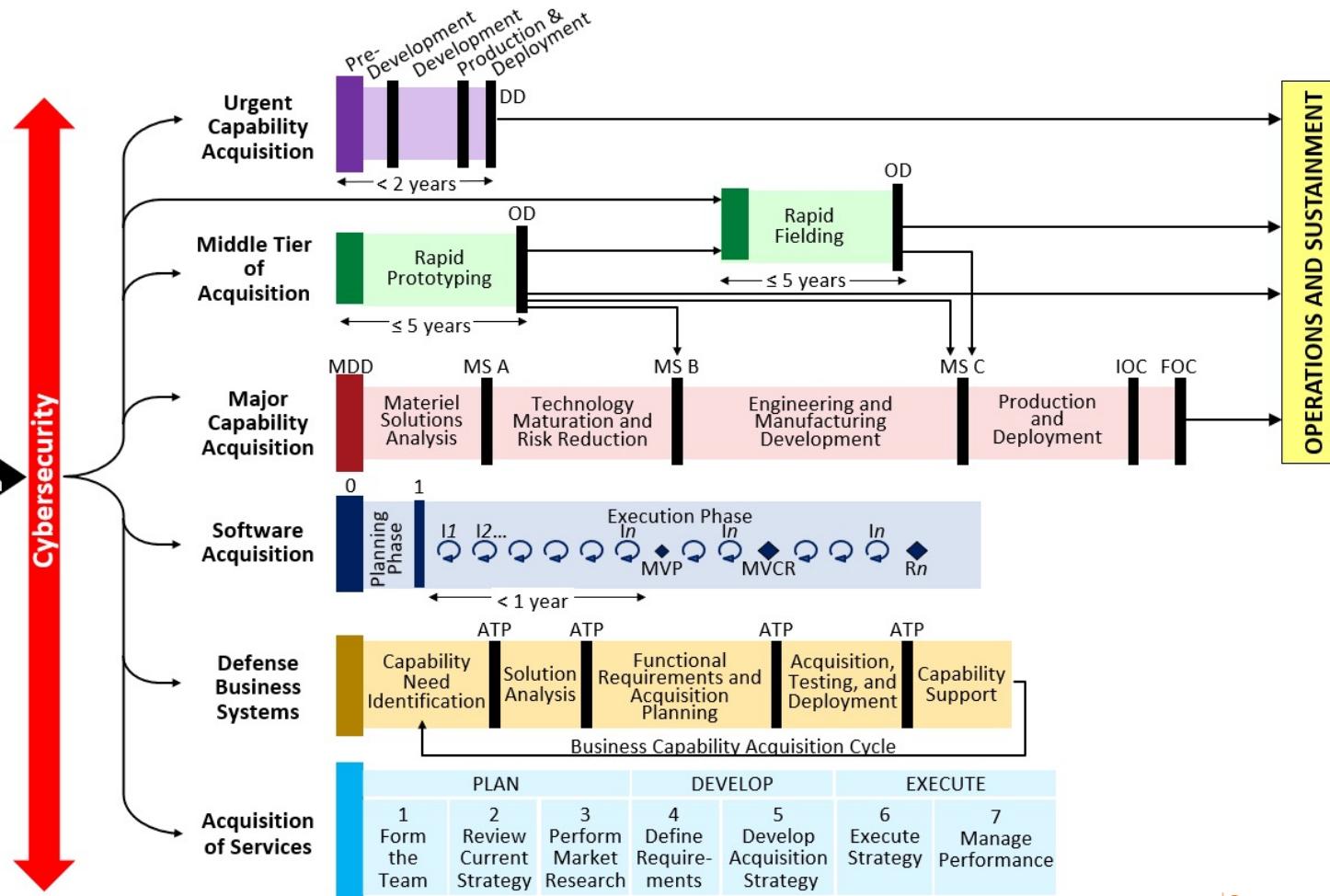
Make Change Happen

Sustain Change

# Communicate Vision



# Remove Obstacles



More work to be done.....

2019

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Sustain Change



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# Create short term wins



IT Revolution. (2021, May 11). *Kessel Run: The US Air Force's digital journey in 12 parsecs or less*. IT Revolution. Retrieved May 2, 2022, from <https://itrevolution.com/kessel-run-the-us-air-forces-digital-journey-in-12-parsecs-or-less/>

## Jigsaw success story

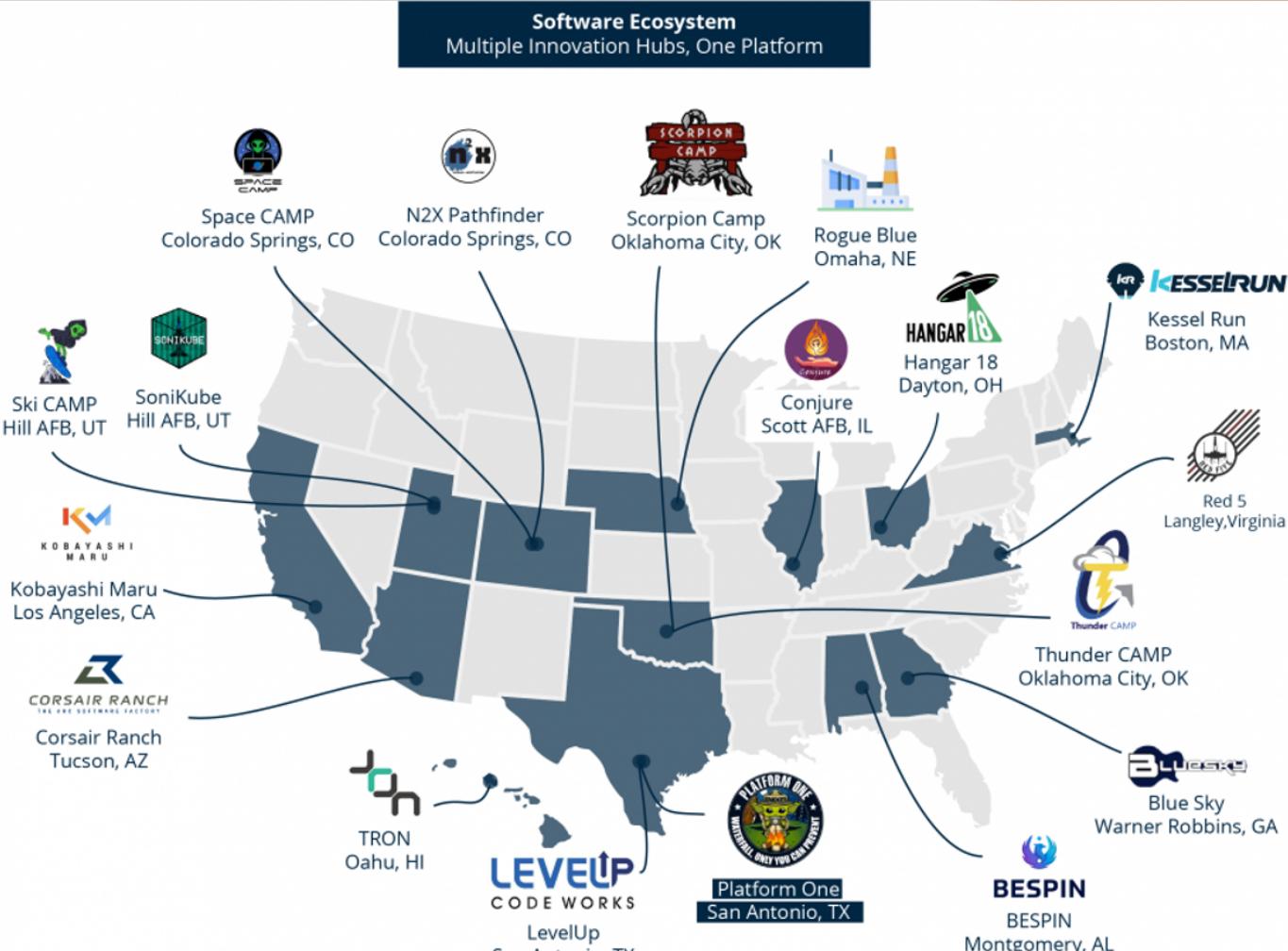
2020  
FLAG

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Sustain Change

# Build on the change



**"One ring to rule them all"**

2018 - 2022



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Hadley, G. (2022, January 21). Newest Air Force Software Factory aims to help AFRL, attritable aircraft programs. Air Force Magazine. Retrieved May 2, 2022, from <https://www.airforcemag.com/newest-air-force-software-factory-aims-to-help-afrl-attritable-aircraft-programs>

# Make it stick



- Commercialization to grow platform
- Secure Delivery
- Speed of relevance
- Enable cATO across the government

To be continued 

Create Climate for Change

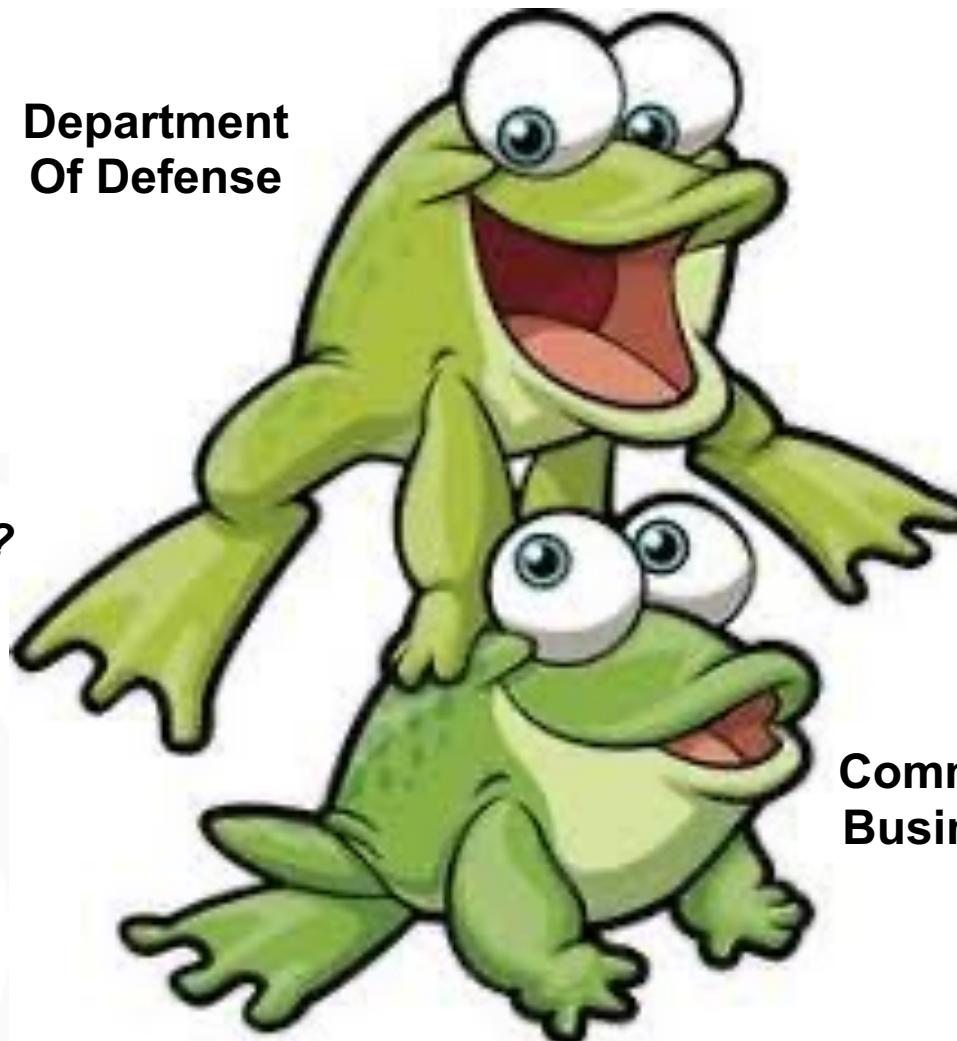
Make Change Happen

Sustain Change

# Could the DoD leapfrog commercial?

*Intentionally or unintentionally  
The Department of Defense  
has been following Kotter's model  
For changing how we build systems  
and have experienced more momentum  
than I have witnessed in 25 years!!*

**Could Platform One be the “Game Changer”?**



# The help we are looking for....

1. Stories of change witnessed within the DoD
2. Collaboration to continue to improve building systems
3. Case Studies for book - “Industrial DevOps”

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