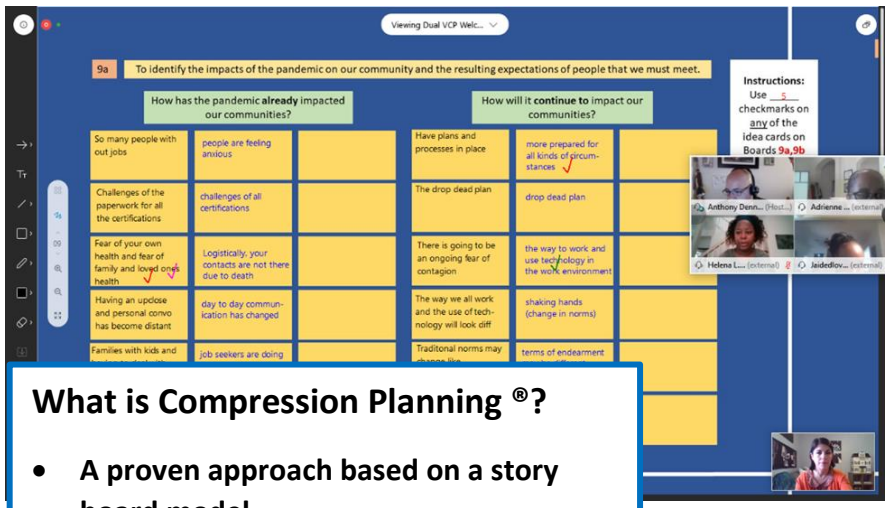

Who's involved?

YOU as a panel participant

- Observers may be present but not participating
- Compression Planning Team (Facilitator, Printers, Notetaker, Session Managers)

What is Compression Planning ®?

- A proven approach based on a story board model
- Used with hundreds of educational, business, civic, and faith-based organizations
- Rapidly develops viable solutions and action plans
- Helps leaders leverage collaborative time and make better decisions *faster*
- Increases rich idea development
- Reduces decision time
- Explores, focuses, and defines action plans to reach desired goals

How does it work?

- ✓ The facilitator guides the panel through a series of strategic questions.
- ✓ As a panelist, you share ideas one at a time, responding to the questions.
- ✓ Behind the scenes, the Compression Planning team is recording the ideas and will be posting them on the story board in real time for all to see.

What do you need to do to prepare?

- Review the instructions for participating in a WEBEX Compression Planning Session
  — be sure to download the app prior to the starting time to use the tools that are needed.
- Review any "pre-read" information provided to set the context for the session.
- Join the meeting on-time. Bring your expertise, experience and ideas to the session.
- All information will be captured. There will be no need for you to take notes.

We look forward to working with you!

Dallas County Community College District

CONVENING & PLANNING SERVICES

CONVENING AND PLANNING SERVICES

ADVANCING GROWTH AND POTENTIAL

Since 1965 Dallas College has been committed to working towards partnerships and solutions that advance the growth and potential of Dallas County, its businesses, and its residents.

DEVELOPING CUSTOMIZED SOLUTIONS

Dallas College Convening and Planning Services are at the forefront of that commitment. Our dynamic resources allow us to explore and develop customized solutions with clear outcomes and expectations.

INTRODUCTION TO COMPRESSION PLANNING©

Compression Planning® (CP) is a 6-step visual planning process used by myriad organizations including Fortune 500 companies, small businesses, colleges and universities, government, and non-profit organizations. It is a high output, efficient approach to planning projects, developing strategic priorities, assessing needs, solving problems, reorganizing businesses, planning events, developing grants, or making business decisions. The process brings together teams of stakeholders to address any number of issues, and is instrumental in breaking down silos, and promoting transparency, accountability, and consensus. Our virtual environment uses storyboards to visually display the exploration and thinking of the stakeholders, help them draw conclusions and consensus, and create an action plan to implement decisions.

Compression Planning was developed by the McNellis Company and is based on the storyboarding model originally conceived by the Disney Company.

BACKGROUND	OVERALL PURPOSE	PURPOSES OF A SESSION	WHAT IS OUR ROLE?	WHAT IS YOUR ROLE?
Compression Planning was developed by the McNellis Company and based on the storyboarding model originally conceived by the Disney Company.	To provide a proven approach for rapidly developing viable solutions and action plans.	To apply thoughtfully developed questions critical to the Compression Planning model.	Work with you on the design of the session so that it produces the results you want.	Designate a knowledge-able contact to work on the session goals and desired outcomes.
This model has been used successfully by more than 500 organizations, including major manufacturers, hospitals, education institutions, Department of Defense, marketing and advertising firms, and technology companies.	**NON-PURPOSES OF A SESSION**	To help leaders leverage collaborative time and make better decisions faster.	Help research and develop background information for the process.	Provide sufficient time for consultation on the session design.
	To spend numerous hours in unproductive meetings.	To increase rich idea development and reduce decision time.	Provide storyboards, resources for the session, and a report capturing the results within 72 hours.	Select, in consultation, the participants in the session.
	To stray from intended topics.	To explore, focus, and define an actionable plan to achieve desired goals.	Provide session facilitators and support staff.	Provide appropriate meeting space.
	To convene the same way and expect different results.			

Dallas College Convening and Planning Services has conducted over 300 in-person and virtual Compression Planning sessions in the past five years on topics as varied as Creating a Welcoming and Secure Learning Environment (Public Safety); Exploring a Shared Simulation Center (Health Sciences); and Capturing, Recording, and Rewarding Apprenticeship and Industry Certification Completion Results (Texas Association of Community Colleges, Texas Workforce Commission, Texas Higher Educating Coordination Board). The team has facilitated over 90 planning sessions with corporate partners for the 53 Pathways to Technology High Schools in partnership with Dallas College to determine partnership commitments and phased involvement with students leading to careers in high demand employment categories. Numerous program alignment sessions with key industry specialists have ranged from vision care to HVAC to urban agriculture and to aerospace software factory development.

Compression Planning significantly improves planning outcomes with its orchestrated focus, clear question, data capture, decision process, and action plans while encouraging a rich sharing of ideas, identification of obstacles, and development of solution. Participants often comment on the efficiency *("we accomplished in two hours what would have taken 5 months"*), the breaking down of siloes, and dynamic engagement of stakeholders in shared strategies.

CONTACT INFORMATION:

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COMPRESSION PLANNING SESSION

ALIGNING DFW DEFENSE-RELATED AEROSPACE TRAINING NEEDS
WITH A NEW SOFTWARE FACTORY PROGRAM

CONDUCTED IN COLLABORATION WITH THE NORTH TEXAS COMMISSION, THE NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS, THE TEXAS RESEARCH ALLIANCE, DALLAS REGIONAL CHAMBER, FORT WORTH CHAMBER OF COMMERCE, COLLIN COLLEGE, TARRANT COUNTY COLLEGE, AND DALLAS COLLEGE

AUGUST 12, 2020
DALLAS COLLEGE
DALLAS, TEXAS

DESIGNED BY:
DR. MARY A. BRUMBACH
CHIEF STRATEGY OFFICER

DALLAS COLLEGE

CONVENING & PLANNING SERVICES

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PARTICIPANTS

Terry Brehn | Bell Helicopter

Geralyn Ham | Bell Helicopter

Mike Garofalo | Elbit

Adam Thornton | Lockheed Martin

Kent Pride | Raytheon

OBSERVERS

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Elizabeth Caudill McClain| Dallas Regional Chamber

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roger Widmer | Collin College

Misti Clark | Collin College

Justin Lewis | Collin College

FACILITATOR

Dr. Mary Brumbach | Dallas College

ASSISTANTS

Anthony Denning, Session Manager | Dallas College

Doris Rousey, Printer | Dallas College

Molly Salomon, Printer | Dallas College

Glenda Scales, Notetaker | Dallas College

DESIGN SUMMARY

SESSION TOPIC

- Aligning DFW Defense-Related Aerospace Training Needs with a New Software Factory Program

OVERALL PURPOSES

- To align software factory skills, knowledge, and training with industry expectations in the DFW Region through Dallas College, Tarrant County College, and Collin College.

PURPOSES OF THIS SESSION

- To identify industry expectations for new hires.
- To identify gaps in preparation and proficiency in order to increase productivity of new hires.
- To engage in a collaborative approach to support student learning and faculty expertise.
- To gather insights and forecasts from industry leaders on trends.
- To determine status of industry development and demand.

NON-PURPOSES OF THIS SESSION

- To spend time on “how we’ve always done it”.
- To defend current policies, practices, and procedures.
- To limit possibilities to existing models and practices.
- To engage in curriculum design.

BACKGROUND

- Emerging approach to significantly reduce development time for defense related software.
- Modeled on commercial processes.
- Uses automated build and testing process and draws from existing and adapted software elements as well as new.
- Raytheon deploys two levels: **dojo** for more limited applications and **foundry** for complex ones.
- Labor Market Data: Software Factories (Aerospace and Defense in DFW)

HEADERS

WHAT POSITIONS ARE GENERALLY REQUIRED TO STAFF A SOFTWARE FACTORY?

- Routine Application
- Complex Application

TO IDENTIFY CRITICAL AREAS AND GAPS IN PREPARATION AND PROFICIENCY IN ORDER TO INCREASE PRODUCTIVITY OF NEW HIRES IN HIGH DEMAND POSITONS (HARD TO FILL POSITIONS IDENTIFIED ON PREVIOUS BOARD)

- What are the most critical skills and competencies that are needed for a new hire?
- What kind of preparation do you expect, i.e. experience? credentials?
- In your experience, where do new hires have the most difficulty?
- What do you look for to advance the employee to a higher position or salary level?

TO IDENTIFY NEW INDUSTRY DEVELOPMENTS AND OPPORTUNITIES FOR DEVELOPMENT FOR SOFTWARE FACTORY STUDENTS

- What are the most critical new short-term (6 months to 3 years) developments in your industry?
- What impact do you expect these developments to have on the skills/competencies of new hires?
- For these developments, what options exist or could be developed for faculty development?
- What equipment and/or experience will be needed for new hires with these developments?

TO IDENTIFY NEW INDUSTRY DEVELOPMENTS AND OPPORTUNITIES FOR DEVELOPMENT FOR SOFTWARE FACTORY STUDENTS

- What are the most critical developments in your industry in the next 3-5 years?

TO DETERMINE STATUS OF INDUSTRY DEVELOPMENT AND DEMAND

- When do you anticipate selecting current staff or hiring new staff in a software factor? Anticipated source of personnel?

DEBRIEF

- What went well?
- Lessons learned
- What would you change for our next session?

KEY SESSION DELIVERABLES

Industry panelists from Bell, Raytheon, Elbit, and Lockheed Martin met and shared their perspectives toward the stated purpose of aligning software factory skills, knowledge and training with industry expectations.

WHAT POSITIONS ARE GENERALLY REQUIRED TO STAFF A SOFTWARE FACTORY?

- **Routine Application**
  - **Solution Architect (5)**
  - **DevOps Engineers for Cloud Based Solutions (4)**
  - **Cyber Security Personnel (3)**
  - Sever Administrator (1)
  - Unique Software Architects (1)
  - Standard Linux Developer
  - Network Engineer
  - Scrum Master
  - Database Administrator
  - Ground Base Software Engineer Developer
  - Model Based Engineer
  - Simulation Engineer
  - Network System Architect
  - IT Architect
- **Complex Applications**
  - **Cyber Security Personnel/Security Engineer (5)**
  - **A.I. Machine Learning (4)**
  - Model Based Engineer (3) (multiple interfaces, crossing network boundaries)
  - Architects (2)
  - Simulation Engineer
  - Network System Architect
  - Autonomy Engineer

TO IDENTIFY CRITICAL AREAS AND GAPS IN PREPARATION AND PROFICIENCY IN ORDER TO INCREASE PRODUCTIVITY OF NEW HIRES IN HIGH DEMAND POSITONS (HARD TO FILL POSITIONS IDENTIFIED ON PREVIOUS BOARD)

(1) DEV OPS ENGINEERS FOR CLOUD-BASED SOLUTIONS

- **What are the most critical skills and competencies that are needed for a new hire?**
  - Understanding of Cloud technology
  - Scripting
  - Automated testing
  - Container management

- Knowledge of offerings (i.e. Google, Cloud, Azure, other solutions for different scenarios)
- Development background (general skills and knowledge)
- Familiarity with configuration management tools
- Build Manager – how software is built and associated tools

❖ **What kind of preparation do you expect, i.e. experience? credentials?**
- AWS certifications (any level would be essential)
- DevOps tools certifications
- Azure certifications
- IOT (Internet of Things)
- Demonstrated team project experience
- Container experience (Docker, Cloud offerings, AWS)
- Prior internships with defense companies
- Prior mentorships during school

❖ **In your experience, where do new hires have the most difficulty?**
- Thinking outside the box and beyond the certifications – how the company does it
- Understanding processes (such as cybersecurity levels of difficulty)
- Respecting strict company requirements
- Creativity can be squashed within the bureaucracy of the company
- Transition to a secure environment (such as no phones allowed)
- Adjusting to the ramp up process
- Culture transition from commercial to the defense industry and needed adjustments
- Not having prior experience in the defense industry
- Not having creativity to handle new development on Cloud apps
- Open-source information is often not accepted
- Need people to work in brand new systems and also understand legacy systems

❖ **What do you look for to advance the employee to a higher position or salary level?**
- Advanced production understanding
- Leadership – taking something from nebulous to a practical state
- Initiative – curiosity, taking on fresh assignments and asking questions
- Finding new ways to accomplish new things while still being able to work within the box
- Taking ownership to accomplish tasks and add to the scope of work
- Good communication and cross-functional collaboration
- Staying current with technology

(2) SOLUTION ARCHITECTS

❖ **What are the most critical skills and competencies that are needed for a new hire?**
- Demonstrated experience
- Senior and premier position (10-12 years of experience)
- Understanding of the world and the company

- Strong technical background
- Strong customer service and familiarity with customer desires
- Broad knowledge and scope of skills (all things to all people)
- "T-shaped" personnel

❖ **What kind of preparation do you expect, i.e. experience? credentials?**
- FAA, DoD certifications, and associated requirements
- Full-Stack Engineers — wide scope of experience with a specialization of at least one discipline
- Know how to integrate with all the tools and know their impact

❖ **In your experience, where do new hires have the most difficulty?**
- Understanding the company's portfolio of offerings
- Seeing beyond the silos and bridging the gap between portfolios, departments, and functions of teams
- Subject to political battles (stifled)

❖ **What do you look for to advance the employee to a higher position or salary level?**
- Awareness of the influences that affect a project
- Ability to influence change by breaking down barriers
- Specialized within an arena, but subject matter expert of all things

(3) A.I. MACHINE LEARNING

❖ **What are the most critical skills and competencies that are needed for a new hire?**
- Understanding the underlying hardware
- Understanding of sensors and other peripheral equipment
- Model-based tools (MATLAB)
- Experience with machine learning tools (TensorFlow, Python, PyTorch, Café, Jupyter Notebook)
- Statistics and Data Analysis
- Understanding of GPUs and multiprocessing

❖ **What kind of preparation do you expect, i.e. experience? credentials?**
- Data Ops
- AIML experience with Cloud-based infrastructures
- Data governance
- Data analysis, statistics, and data modeling certifications
- Leveraging Open Source solutions (i.e. InfluxDB and Grafana)
- Natural Language Processing (NLP)
- Convolutional neural networks
- Deep learning models

❖ **In your experience, where do new hires have the most difficulty?**
- It is so new, not many people experience in this area (i.e. "building a plane while flying")
- In proving their worth – "the juice is worth the squeeze"
- It is a challenge in our military environment to be allowed to fail forward and fast

- Switching between underlying hardware (GPU vs CPU)
- Taking ETL (extract, transform, and load) database background further to Data Ops (new approach)
- Coming into the company with existing certifications
- Adapting to the security processes in how software is developed
- Trusting collaboration and implementation levels towards final solution
- Using new tools as they are brought into the company and making it work
- Ability to be agile with new solutions

❖ **What do you look for to advance the employee to a higher position or salary level?**

- Creativity to come up with new ideas
- Cross functional collaboration and leadership
- AIML skills sets with cyber application
- Proven results on data creating and data testing
- Define what Data Ops is for a team and help adopt the model for other teams
- Understanding of all available data and bringing in data sources

(4) CYBER SECURITY ENGINEER

❖ **What are the most critical skills and competencies that are needed for a new hire?**

- Understanding of the RMF (Risk Management Framework)
- Cybersecurity for embedded solutions
- Strong understanding of interfaces, enterprise systems, and air vehicles
- Familiarity with audit processes
- Understanding software development and the ability to code
- Testing methodologies
- Great communication skills

❖ **What kind of preparation do you expect, i.e. experience? credentials?**

- Required DoD certifications
- CISSP certifications (Certified Information Systems Security Professional)
- Security+ as a baseline requirement
- Experience and knowledge with Trusted Boot and Secure Boot
- Experience with threat modeling and vulnerability scanning tools
- Understanding of anti-threat tampering software
- Understanding of functioning within multiple environments (i.e. Linux and Windows)
- End to end solutions (looking at the whole continuum)

❖ **In your experience, where do new hires have the most difficulty?**

- Top Secret classification requirement
- U.S. citizen (with ability to get a clearance)
- Understanding underlying hardware
- Identity and access management for applications and other solutions
- Accreditation and authorization procedures

- **What do you look for to advance the employee to a higher position or salary level?**
    - Understanding that "no" is not an answer – help get to a "yes" by being a partner instead of a gatekeeper
    - Understanding the company landscape
    - Good awareness of all other enterprise solutions
    - Not failing accreditation
    - Tailoring solutions for the customer

TO IDENTIFY NEW INDUSTRY DEVELOPMENTS AND OPPORTUNITIES FOR DEVELOPMENT FOR SOFTWARE FACTORY STUDENTS

- **What are the most critical new short-term (6 months to 3 years) developments in your industry?**
    - DevSecOps
    - All things Cloud and Classified Cloud
    - Agile Transformation – more agile processing
    - AIML autonomy systems (i.e. Edge processing and mobile devices)
    - Quantum Computing and analytics
    - Digital Backbone – the digital thread and meeting customer expectations
    - Open Standard Solutions for hardware and software
    - Containerization

- **What impact do you expect these developments to have on the skills/competencies of new hires?**
    - People invested in continued learning
    - Companies investing in on the job training and professional development training
    - Development of the Full-Stack Engineer
    - Challenging the status quo and a general curiosity
    - Agile Transformation – project management skill sets and methodologies

- **For these developments, what options exist or could be developed for faculty development?**
    - Learning other technologies that drive the Digital Backbone (not just software development)
    - Sabbaticals and faculty internships (3-6 months on site at company)
    - Capstone project with university (college)/industry collaboration for students and faculty
    - Software defined everything (infrastructure and networking)

- **What equipment and/or experience will be needed for new hires with these developments?**
    - Experience developing and deploying an application

- Writing code and testing (including automated testing)
- Atos and data integration can be expensive
- Raspberry Pi is a safe level for OS loading and scripting

TO IDENTIFY NEW INDUSTRY DEVELOPMENTS AND OPPORTUNITIES FOR DEVELOPMENT FOR SOFTWARE FACTORY STUDENTS

❖ **What are the most critical developments in your industry in the next 3-5 years?**

- Digital backbone – carrying through from the design to the manufacturing process
- Automation
- Commercial partnerships
- Leveraging from other industries (i.e. automotive)
- Open-Standard System Architecture (OSSA)
- Quantum computing
- Predictive analytics

TO DETERMINE STATUS OF INDUSTRY DEVELOPMENT AND DEMAND

❖ When do you anticipate selecting current staff or hiring new staff in a software factor? Anticipated source of personnel?

	Timeline	Current Staff %	New Hires %
Raytheon	Now – we are hiring now	10-20 % Understanding there will be some attrition and internal training	80-90% Focused on new hires
Bell	Now		New hires to supplement and continuously add new personnel
Elbit	Now with strategic positions identified	Retaining 10%	Approximately 90%
Lockheed	Now. Focused on strategic positions and identified critical skills needed	Some internal training	Focused on new hires (specifically looking for those with a fresh mindset and ability to break the mold)

DEBRIEF

WHAT WENT WELL IN THIS SESSION?

- Impressed with the Compression Planning format
- Facilitation was excellent and kept conversation on task
- Flexibility to go into other areas for further investigation
- This process accomplished in two hours what would have taken 8 months for us to do

LESSONS LEARNED?

- We are all in the same boat together
- We are all hiring the same people
- We all are having the same experiences
- We all acknowledge the volume of people we need

WHAT WOULD WE CHANGE FOR OUR NEXT SESSION?

- Compartmentalize the discussions (analytical vs technical)
- Dive deeper into defining the roles and language used within each company

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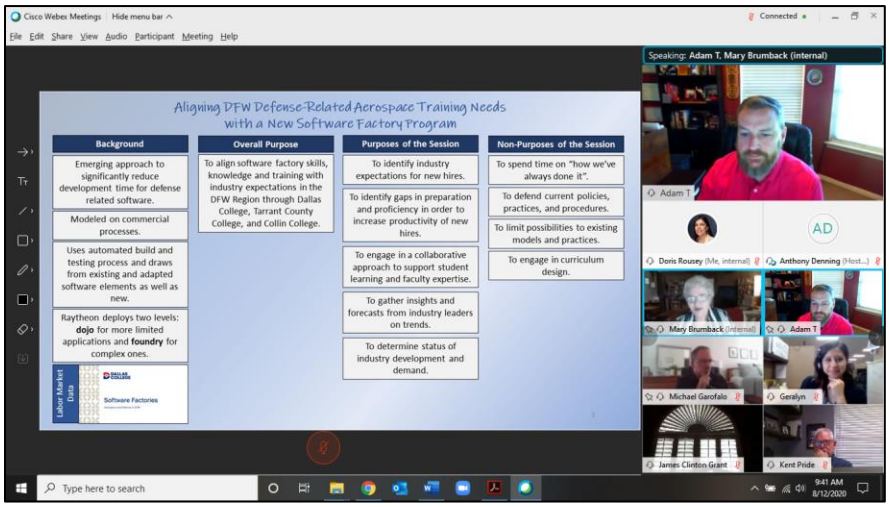
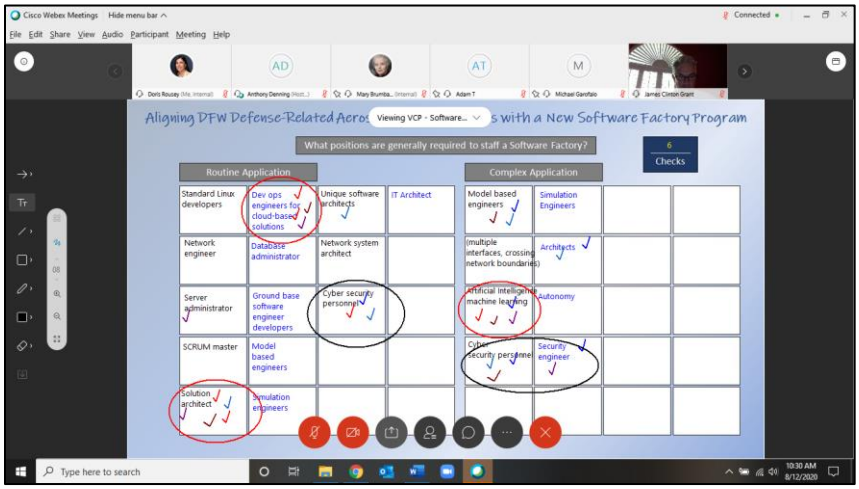
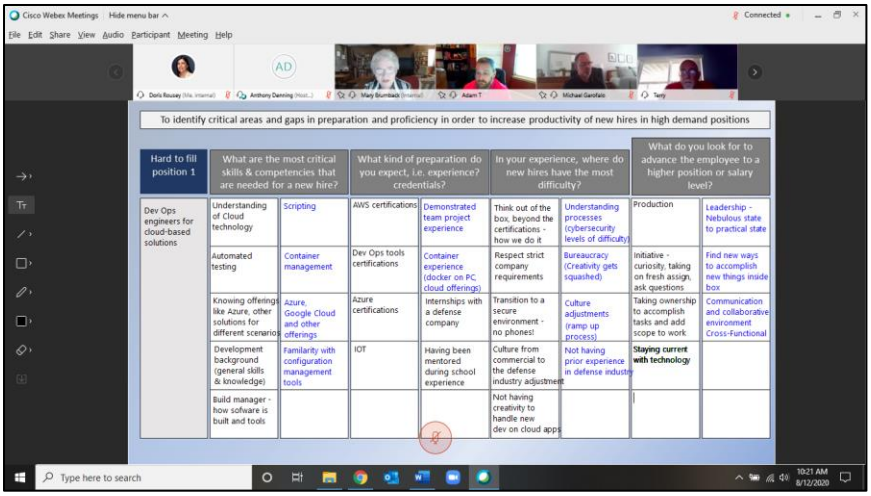
PHOTOS OF SESSION



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To identify critical areas and gaps in preparation and proficiency in order to increase productivity of new hires in high demand positions
Hard to fill position 1
What are the most critical skills & competencies that are needed for a new hire?
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Container experience (docker on PC, cloud offerings)
Respect strict company requirements
Bureaucracy (Creativity gets squashed)
Initiative - curiosity, taking on fresh assign, ask questions
Find new ways to accomplish new things inside box
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Azure, Google Cloud and other offerings
Azure certifications
Internships with a defense company
Transition to a secure environment - no phones!
Culture adjustments (ramp up process)
Taking ownership to accomplish tasks and add scope to work
Communication and collaborative environment Cross-Functional
Development background (general skills & knowledge)
Familarity with configuration management tools
IOT
Having been mentored during school experience
Culture from commercial to the defense industry adjustment
Not having prior experience in defense industry
Staying current with technology
Build manager - how software is built and tools
Not having creativity to handle new dev on cloud apps
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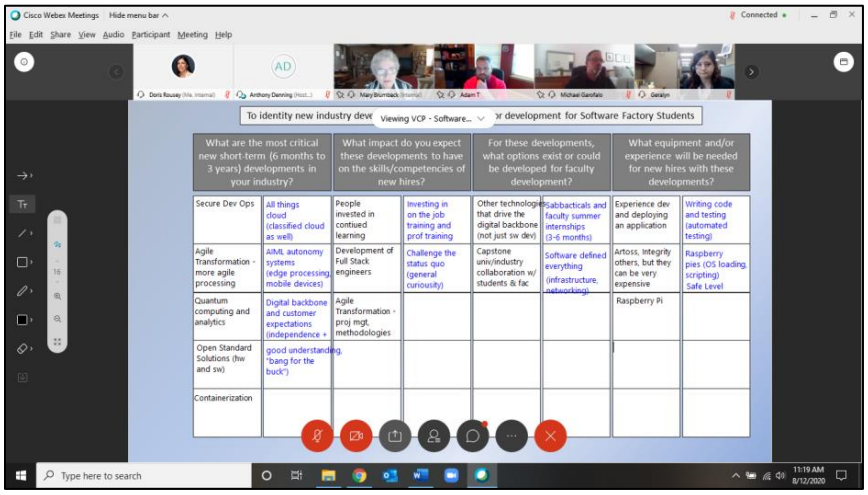
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All things cloud (classified cloud as well)
People invested in contiued learning
Investing in on the job training and prof training
Other technologies that drive the digital backbone (not just sw dev)
Sabbaticals and faculty summer internships (3-6 months)
Experience dev and deploying an application
Writing code and testing (automated testing)
Agile Transformation - more agile processing
AIML autonomy systems (edge processing, mobile devices)
Development of Full Stack engineers
Challenge the status quo (general curiousity)
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Quantum computing and analytics
Digital backbone and customer expectations (independence +
Agile Transformation - proj mgt, methodologies
Raspberry Pi
Open Standard Solutions (hw and sw)
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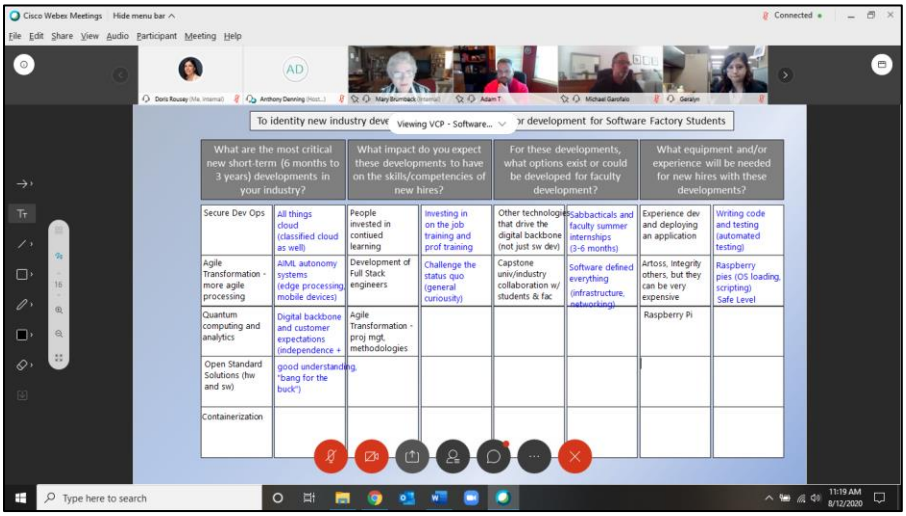
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