

I N T E R O F F I C E M E M O R A N D U M

Date: 29-Jun-1990 09:22am EDT  
From: NANCY WALLACE @PNO  
WALLACE.NANCY AT A1 at CHANI at  
Dept: INDUSTRIAL ENG'NG  
Tel No: DTN 551-5328

PNO

TO: See Below

Subject: Results from AMD Program Review

The following is a recap of the AMD Program as assessed by an independent DEC team on Tuesday, June 26 and reviewed with AMD on Wednesday, June 27.

\* Assessment Team: Mike Dolan Robert Johnston  
Richard Kane Ian Rogoff

\* Format:

Digital Program Team review 3 hours  
Attendees: Nancy Wallace, Marilyn Marsh, Roger McConville,  
Vicki Perkins, Cindy Sauln, Linda Blalock

AMD Program Team review 3 hours  
Attendees: Pat Brubeck, Sally Lowery, Jack McGuire,  
Doug Ritchie

Presentation of results to both teams 4 hours

\* Results:

- \* AMD/DEC not positioned to WIN!
- \* Continue with current schedule, but do a thorough reassessment of:

- Business Model
  - o Project Plan for Solution
  - o Funding Strategy
  - o Leverage AMD's Business w/DEC

- Technical Solution
  - o Resolve Delta Between Functional Spec and Requirements Document
  - o Reassess Technical Solution
  - o Reassess Development Methodology
  - o Maturation Process
  - o Knowledge Transfer
  - o Support and Sustain

*full AMD*

*Reassess Bill Terry  
Everyone of the elements mentioned by Dolan et al is what good program managers do for a living!  
Better stay close to this one.*

*You also must double your efforts around building a sufficient number of skilled, disciplined program managers.*

\* Next Steps:

- \* Legitimize Specification as Delivery Doneness
- \* Detailed Milestone Plan and Daily Status
- \* Co-locate AMD and DEC program teams
  - AMD to establish Program Manager internally
- \* Formal Agreement on ATP
- \* Effective Real-time Problem Resolution Process
- \* Conduct a Readiness Review Within the Next 4 Weeks

Overall, the assessment team did an excellent job in getting a good grasp on the program issues in a very short amount of time. The assessment was extremely well received by AMD, by Doug Ritchie in particular. The DEC team will be meeting on July 2 to develop short term action items and begin long term strategy analysis and planning. AMD will be on shut-down next week, but will be meeting the week of July 9 to also begin a short term action plan, assignment of a full-time program manager, applying additional technical resources, and developing a long term implementation strategy.

Mike Dolan and the other members of the assessment team will be working with me to set-up the technical review team and also the readiness review which will be held within 4 weeks.

Current plan is to continue working towards delivery of a functional system by August 10, assess functionality not achievable by August 10, develop short and long term business plans, and work with AMD in developing implementation plan which may consist of the following:

Prototype --> Pilot --> Production

I would especially like to give a tremendous amount of credit to the assessment team in helping give AMD a big boost in their confidence of DEC and our ability to successfully meet their business needs. I believe that both sides are now in agreement on what we need to do to work together to achieve a win-win situation.

**Distribution:**

TO: RUSS GULLOTTI @BTH  
TO: BILL FERRY @MRO  
TO: MATT WILLIAMS @WRO  
TO: GERALD BRYANT @IVO  
TO: MALCOLM JONES @WRO  
TO: STEVEN GARRETT @WRO  
TO: RICHARD ANSELM I @WRO

I N T E R O F F I C E   M E M O R A N D U M

Date: 21-Jun-1990 11:24am EDT  
From: CYNTHIA SAULN @WRO  
SAULN.CYNTHIA AT A1JULIET AT JUL  
Dept: SALES  
Tel No: DTN 521-4311

IET @WRO

TO: See Below

Subject: Updated AMD/EFSS Program Status

Per the updates you all heard yesterday, following is the current state of affairs with AMD/EFSS program:

1. Most importantly, Doug Ritchie, VP Quality Assurance, is going to recommend to AMD management that we proceed with this program.
2. There will be an independent program assessment by Mike Dolan and his team within the next ten days. Actual dates are being worked out between Mike Dolan (with Malcolm's help), Nancy Wallace, the current program manager, and AMD management. Mike's input will provide longer term direction.
3. There is a visit being scheduled to take AMD to talk to Harris about overall design and EDCS implementation. Objectives are being worked out, and the visit is targeted for next Tuesday (26th). Roger McConville (DECSales) and Nancy Wallace are working.
4. Follow-on involvement with Harris and AMD for continued conceptual EDCS product planning and evolution was suggested by Mike Taylor and accepted by Doug Ritchie and the AMD team. Mike Taylor will coordinate.
5. A current status document has been developed by both teams and is just about finished. This document is intended to reflect the specific state of the program as agreed to by both parties. There are still a few very key technical issues as to the overall system design being worked out. These will be noted in the document and could still be "show stoppers" from AMD's point of view. Mike's assessment will be very helpful but additional technical resource may be necessary. The document will be sent out to you as soon as it's agreed to.

Thank you to everyone who has worked so hard to help coordinate this recovery effort. We're cautiously optimistic, and AMD management is very encouraged about the coordinated communication and progress we've made recently. Nancy Wallace will keep us updated regularly as to the continuing progress and we'll know more by mid-week next week.

Regards,

Cindy Sauln

CS/kh

Distribution:

TO: MIKE DOLAN @SEO  
TO: VICTORIA PERKINS @WRO  
TO: NANCY WALLACE @WRO  
TO: MIKE TAYLOR @MRO  
TO: MATT WILLIAMS @WRO  
TO: ROGER MCCONVILLE @WRO  
TO: MARILYN MARSH @WRO  
TO: MALCOLM JONES @WRO  
TO: GERALD BRYANT @IVO  
TO: BILL FERRY @MRO  
TO: RUSS GULLOTTI @BTH

full customers

AMD

Doug Ritchie - 408-749-7177  
V.P. Quality Assurance -

Jerry  
Bryant  
714-  
633-  
3805

Acct Mgr - AMD -

need to let him know about  
next Tuesday

Doug Ritchie 6/15 5:00

- too late to discuss!
- abysmal performance per Markles.
- Project broken
  - need evidence by end of next week or cancel it. and recover funds spent per CEO. low suit
- launched with negative vibes anyway. but Doc had Project mgmt skills
- company has a disaster record for projects in doing it itself but with a class company.

P.M. → 4/14 program manager to date.  
now part time from Arizona 2-3 days  
week.

- no p.m.'s today have any experience. AND is telling us how to do programs. New person, never did it.

26th June - he has no confidence. - June 26th

- ↓ ① - NO PM.
- ↓ ② - EDCS - is incomplete  
- missold! Poorly represented.

- non robust -  
can't meet their needs.

↓ ③ Dec has never bet on EDCS  
hit enter - 30 seconds later - screen  
is painted.

(Dec just refers to the contract and says we don't commit to times).

What hardware does this really need to make it??  
Probably much capacity

needed!  
Tail wags the dog  
ie By computers needed

④ Industry friends say it is a huge weakness of Dec.

⑤ Every time they scream - another sales rep. Shows up - never a technical person.

1 RDB person made a 100% improvement.

⑥ Harris / AMD Trying to talk but Dec won't let them. No convergence of effort.

⑦ Ferry cancelled him

⑧ He is in trouble -  
Go to court

⑨ 2 weeks to get to talk to me.

⑩ group from IBM to Dec  
[this will kill it  
other things making at many other levels



① get PM

② get EDCS fixed

③ get all other tech problems  
fixed.

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I must personally commit to him  
before let go.

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Garcia notified  
Ferry must be inserted

can call  
w/ll

Pat Brubeck - AMD project mgr.

said I would get back at beginning of the week.  
not end of week

① Jose Garcia

PM name into days

let him interview this person

*EFSS  
① 4 Buys getting better  
② Performance problem?*

I N T E R O F F I C E M E M O R A N D U M

Date: 15-Jun-1990 01:59pm EDT  
From: CYNTHIA SAULN @WRO  
SAULN.CYNTHIA AT A1JULIET AT JUL  
Dept: SALES  
Tel No: DTN 521-4311

IET @WRO

TO: PETE SMITH @MRO  
TO: RUSS GULLOTTI @BTH  
CC: LARRY GOODWIN @WRO  
CC: MALCOLM JONES @WRO  
CC: GERALD BRYANT @IVO

Subject: AMD Briefing Package

Attached is the body of the briefing around the EFSS Project at AMD. The team omitted the AMD organization and a few key issues, which follow:

AMD players involved:

- Doug Ritchie - V.P. Quality Assurance
- Pat Brubeck - Director Quality Assurance, Proj. Manager
- Sally Lowery - Project Leader
- Dick Deininger - Director Manufacturing (San Antonio)
- Joe Proctor - V.P. Information Systems (IBM bigot and Digital adversary. This project was taken away from his group and moved to QA group).
- Jack McGuire - CAM Manager (Mfg - end-user of the project).
- \*Tom Holbrook - President, will be at the CLF next week, and will undoubtedly bring it up to Dave Grainger if he has a chance.

AMD's situation:

This project is particularly hot because all projects are under monthly scrutiny at AMD. AMD is having a tough year, is regularly cutting programs, and has had a recent lay-off. Doug Ritchie is very visible on this, and wants to be sure we can salvage the project and get it back on track for the long haul. Otherwise, he will cancel it on June 25 and seek action against Digital.

Digital's situation:

We have multiple integration opportunities in this account, which could result in \$1M in EIS business alone this next year with much more to follow. The (IBM) MIS V.P. would like to see us fail as he wants to continue an IBM/SAA strategy. We're making significant inroads into his side of the house, as well as implementing solutions which he feels

is his charter. If we fail on this, we'll have a tough time getting anything but hardware in manufacturing and some workstation business in the future. The rest will go to the competition.

If you need more information, please call me at DTN 521-4311. Thanks for helping us. I understand that some of the commitments need to come from Pete Smith's organization as well, but you can help us reassure Doug Ritchie and AMD Executive management of Digital's capabilities and commitments.

Regards,

Cindy Sauln

CS/kh

I N T E R O F F I C E M E M O R A N D U M

Date: 13-Jun-1990 02:56pm PDT  
From: VICTORIA PERKINS  
PERKINS.VICTORIA AT A1WR1FOR AT  
Dept:  
Tel No: DTN521-6464

WR1FOR @WRO

TO: See Below

Subject: AMD Briefing Package

AMD - Electronic Factory Specification System (EFSS) - problem summary

Problem Summary:

o This program is condition RED due to problems with EDCS and a projected schedule slippage of 7 months. The customer has requested a meeting with senior Digital management to insure the appropriate level of management commitment.

o It is critical that we meet our commit date of August 10 for delivering the EFSS system. We believe that we can meet this date if any problems with EDCS are immediately addressed and and we manage the relationship with the customer to insure satisfaction while controlling the scope of our efforts.

Financial Summary:

o AMD has spent \$800 K in PSS year-to-date on this project.

They are willing to invest an additional \$300K on enhancements, once this project is on track. There is a potential for 3 large PSS opportunities elsewhere in the account, based on our performance on EFSS.

#### AMD's Goals for EFSS:

- o support Paperless operation in AMD's Sub-Micron facility (scheduled to open 7/1/90)
- o foundation for a new Corporate-wide Quality Program which AMD sees as a critical component of their competitive strategy.
- o to be implemented world-wide with 20,000 Specifications and 4000 users.

#### Digital's Commitments to AMD:

- o EFSS will pass the Acceptance Test by August 10.
- o Digital will loan AMD a 6410 for 6-months to address performance issues and help them with their capital budgeting cycle. In addition, Digital is measuring the performance of EFSS in order to recommend the appropriate system configuration.

#### AMD's Expectations:

- o EFSS will meet AMD's business needs.
- o Digital will meet the August 10 commit date.
- o Digital will use all resources at their disposal to ensure satisfactory completion of EFSS Phase I.

#### EDCS Issues:

- o The first bug in EDCS, reported in late November, severely impacted the PSS team's ability to test, integrate, and debug their software. It was necessary to invest additional programming effort to create alternative testing strategies. This bug was fixed in February, delaying the Acceptance Test until late March.
- o Four major bugs were found in EDCS during Acceptance Testing at AMD. These bugs were reported during April. The EDCS development team believes that they have fixed each of these bugs. The development team is currently testing their fixes, and has committed to send a tape with the fixes to both the AMD project team and the Harris project team by June 29.

- o We plan to address EDCS performance by loaning AMD hardware, and by writing custom software to work around EDCS bottlenecks. Even with additional hardware, EDCS performance will be problematic until ESG re-writes the EDCS "kernel" (12 months out).

- o It is crucial that ESG continue to respond immediately to any bugs reported in EDCS, and that additional resources be applied to fully test EDCS.

#### EFSS Custom Project issues:

- o We have added resources to the Digital PSS team to insure that custom software is adequately tested and debugged. We have also devoted resources to modeling system performance and developing workarounds for EDCS bottlenecks.

- o The customer is concerned that while the team implemented the system as described in the Functional Specification, Digital may not have adequately architected the system to meet the customer's vision.

#### AMD's Perception of Digital:

- o Digital field management is not able to get commitments from the Engineering organization. Digital Program Management has lacked the experience/authority to drive non-field issues.

- o Both the EDCS product team and the EFSS project team have had inadequate resources.

- o AMD cannot trust Digital to deliver commitments on schedule.



FACSIMILE TRANSMISSION

TO: Russ Gullotti

FROM: Vicki Perkins

LOCATION: BTH

LOCATION: WRO SANTA CLARA

FAX PHONE: DTN 264-0864

SENDERS PHONE #: DTN 521-6464

RECEIVERS PHONE: 264-6209

SENDERS MAILSTOP: WRO1-2/c22

RECEIVERS MAILSTOP: BTH1-2/D8

SPECIAL INSTRUCTIONS (IF ANY)

NUMBER OF PAGES

3

INCLUDING COVER SHEET

## AMD EFSS Program Status Summary - 6/19/90 - DRAFT COPY

The purpose of this document is to summarize the current status of the EFSS Program for Digital and AMD management.

### Items Completed since May 18, 1990:

- o EDCS bug fixes for the 4 bugs reported by Digital/AMD EFSS team
- o Change Requests coded and unit tested
- o 13 EFSS bugs fixed since 05/19/90
- o Installation Guide Updated
- o Performance Characterization Plan developed

### Items scheduled for completion by August 10:

- o EFSS Software pass Acceptance Test Plan
- o EFSS Installation Guide accurate and suitable for use by AMD Systems Manager
- o 3 hours of technical training on the Timer Architecture
- o Color Reset functionality as agreed to on 6/19
- o Release Processing (bug fixes and performance improvements)
- o EFSS custom code bug fixes (Bugs are defined as the software not meeting Functional Specification and/or Acceptance Test Plan.)
- o EDCS bug fix patch release
- o Performance Characterization Report

### Issues

- o AMD and Digital have used different interpretations of what the Functional Spec represents. AMD has viewed the Functional Spec as the template from which to execute the vision of the project; Digital sees the Functional Spec as the absolute definition of the system functionality independent of the original vision.
- o AMD desires that Digital be responsible for changes to EFSS which may be needed to provide sufficient functionality to operate in a production environment. Digital has committed to deliver EFSS as specified in the Functional Specification and verified by the Acceptance Test Plan.
- o AMD has communicated system performance guidelines of 5 second average response time for 35 concurrent users. Digital has made no performance commitments. Digital is currently modelling the system performance,

JUN 20 '90 11:01 P.3  
and recommended system configuration and tuning  
parameters to AMD. Digital has offered to loan AMD a VAX 6000 model 410  
for a period of 6 months.

#### Outstanding Action Items

- o Definition of Phase 2 Functionality, Schedule and Cost
- o AMD/Digital Review of Functional Specification against the original vision as documented in the Requirements Document
- o Functionality for Retrieval of Archived Temporary Documents. Need closure from AMD by 6/22. Schedule for delivery will depend upon solution chosen, and will most likely fall after the August 10 delivery schedule.
- o Digital to determine if a patch for the EDCS Mail Compute bound problem can be made available to AMD prior to 6/29.

#### Potential Risks to overall implementation

- o IGES graphics view and print
- o Word Perfect/ASCII conversion issues
- o Network links required by EDCS
- o EDCS Reliability and use of system resources



Con call with Doug Ritchie

Ferry online

- ① PM in 10 days or less
- ② Ferry in L.A. next week to talk to.
- ③ RDCS

Call at 1:00 Cal time

- Direct Comms