Government Panel Discussion: Acquisition Oversight Update

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Acquisition Resources and Analysis
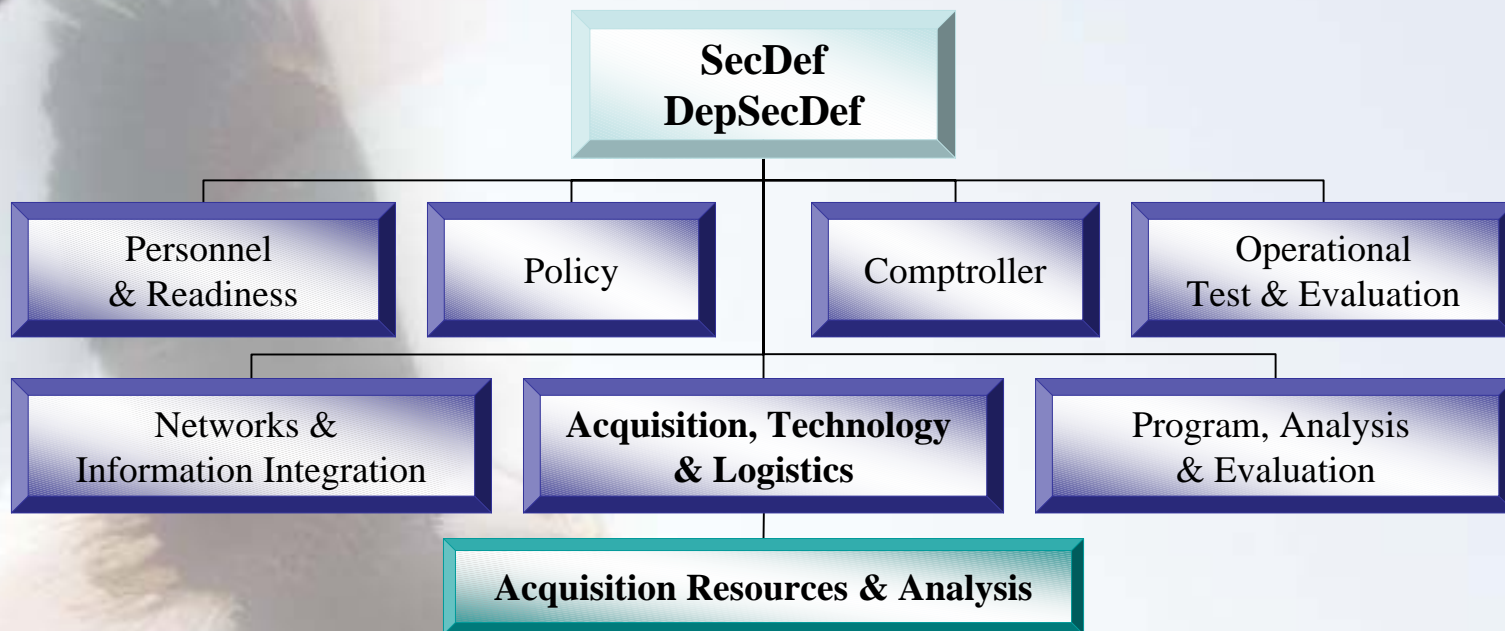
April 29, 2004

Agenda

➢ **OUSD(AT&L)/Acquisition Resources and Analysis Responsibilities**

➢ **Transforming Acquisition Oversight**

➢ **Acquisition Oversight Initiatives**

Office of the Secretary of Defense

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Personnel & Readiness	Policy	Comptroller	Operational Test & Evaluation

Networks & Information Integration	Acquisition, Technology & Logistics	Program, Analysis & Evaluation

Acquisition Resources & Analysis

ARA Responsibilities

- **Provide independent advice and analysis to USD(AT&L) on Major Defense Acquisition Programs:**
  - Program execution, management, and structure
  - Policies and processes
- **Defense Acquisition Board (DAB) Review Process:**
  - DAB Executive Secretary
  - Drafts USD(AT&L) Acquisition Decision Memoranda
  - Focal Point for Acquisition Strategies
- **Acquisition Reporting:**
  - Acquisition Program Baselines
  - Selected Acquisition Reports
  - Unit Cost Reports
  - *Earned Value Management*
- **Defense Acquisition Executive Summary (DAES) Review Process**

- **Central OUSD(AT&L) focal point for AT&L participation in:**
  - all phases of the PPBE process,
  - the Department's funds control process, and
  - the Department's responses to external organizations (e.g., Congress, GAO, IG, and OMB)

Transformation Mandate

"The United States will…*transform* America's national security institutions to meet the challenges and opportunities of the twenty-first century."

President George W. Bush

September 2002

"The Department currently is pursuing *transformational business and planning practices* such as adaptive planning, a more entrepreneurial, future-oriented capabilities-based resource allocation process, accelerated acquisition cycles built on spiral development, output based management, and a reformed analytic support agenda."

Secretary of Defense Donald Rumsfeld

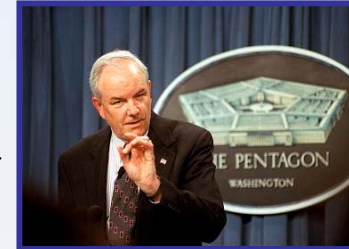Transformation Planning Guidance

April 2003

Goals and Transformation

Leadership Alignment

SECDEF Top 10 Priorities

- Successfully Pursue the Global War on Terrorism
- Strengthen Combined/Joint Warfighting Capabilities
- Transform the Joint Force
- Optimize Intelligence Capabilities
- Counter Proliferation of WMD
- Improve Force Manning
- New Concepts of Global Engagement
- Homeland Security
- **Streamline DoD Processes**
- Reorganize DoD and USG to Deal with Pre-War Opportunities and Post-War Responsibilities

Goal Alignment

USD(AT&L) Seven Goals

- **Acquisition Excellence with Integrity**
- ☐ Logistics - Integrated and Efficient
- ☐ Systems Engineering Philosophy Restored
- ☐ Technology Dominance
- ☐ Resources Rationalized
- ☐ Industrial Base Strengthened
- ☐ Motivated, Agile Workforce

Acquisition Excellence with Integrity

- ➢ **Bring Joint Capabilities Perspective to Acquisition**
  - ▪ Move from system-oriented to capabilities-based focus
  - ▪ Align acquisition review processes with Joint Staff Functional Capabilities Areas (FCAs)
    - ● Map all programs to FCAs
    - ● Restructure DAB and DAES processes
- ➢ **Shorten Acquisition Cycle Time**
  - ▪ Increase use of evolutionary acquisition (incremental and spiral development)
  - ▪ Maximize use of mature and commercial technology
  - ▪ Expand use of technology demonstrations
- ➢ **Increase Accuracy and Credibility of Cost Estimates**
- ➢ *Streamline Acquisition Oversight Processes*

➤ **Earned Value Management (EVM) Activities**

- Proposed changes to EVM policy
- New avenues for communication, problem resolution
- EVM community of practice on Acquisition Community Connection (ACC)
- Work Breakdown Structure Handbook
- International Performance Management Council (IPMC)
- Integrated Baseline Review guidance
- DAMIR Earned Value Pilot

Acquisition Community-Wide Effort

➢ Critical Success Factors

- Coordination and collaboration across organizational boundaries to provide the best possible support to the acquisition community
- Collective pursuit of acquisition community transformation vision and goals
- Unified coalition of acquisition leadership who actively communicate to stakeholders in "one voice"
- Decision-making from an enterprise-perspective
- Dedicated, knowledgeable change agents to plan for and execute transformation management activities within their communities

Engage acquisition leaders and stakeholders at all levels

Closing Thoughts

➢ **OSD putting more focus on EVM**

➢ **Our goal is to ensure the EVM process is effective, consistent, and reflective of current industry best practice**

➢ **We need your support to bring about change**

Working together is *the* key to success!