

SECTION 809 PANEL

*Streamlining
&
Codifying
Acquisition*

NDIA 2018 AGILE IN GOVERNMENT SUMMIT

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Thank You

What Year Is It?

BOLD.

SIMPLE.

EFFECTIVE.

What is the Section 809 Panel?

- Congressionally mandated (FY16 NDAA), independent, non-FACA commission tasked with streamlining and improving the defense acquisition process
- 17 commissioners who are senior marketplace and government leaders with more than 350 years of collective experience
- A catalyst for restoring agility and simplicity to defense acquisition through bold and effective solutions
- Focused on creating an agile and simple defense acquisition process that provides warfighters what they need, when they need it

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Research Teams

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**FAR to
Statute
Baseline**



**Streamlined
Procurement
Process**



**Commercial
Buying**



**Barriers to
Entry**



**Characteristics
of Successful
Programs**



IT Acquisition



Budget



**Streamlining
Regulations**



**Cost
Accounting
Standards**



Workforce



**Statutory
Reorganization**

Commissioners

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- Mr. David Ahern
- Maj Gen Casey Blake, USAF
- Mr. Elliott Branch
- The Honorable Allan Burman
- Mr. David Drabkin - Chair
- VADM Joseph Dyer, USN (Ret.)
- Ms. Cathleen Garman
- BG Michael Hoskin, USA
- The Honorable William LaPlante
- Maj Gen Kenneth Merchant, USAF (Ret.)
- Mr. David Metzger
- Dr. Terry Raney
- Maj Gen Darryl Scott, USAF (Ret.)
- LTG N. Ross Thompson, USA (Ret.)
- Mr. Laurence Trowel
- Mr. Charlie Williams, Jr.

National Defense Strategy

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- New Tech -- advanced computing, “big data”, artificial intelligence, autonomy, robotics, directed energy, hypersonics, and biotechnology - **fight and win the wars of the future**
- Commercial Tech - state competitors & non-state actors have access - a fact that risks **eroding the conventional overmatch**
- Current approach, centered on exacting thoroughness & minimizing risk - proving increasingly unresponsive. Transition to a culture of performance where **results matter**
- Department is over-optimized for exceptional performance at the expense of providing timely decisions, policies, & **capabilities to the warfighter**
- **Expand the role of warfighters and intelligence analysts throughout the acquisitions process, and utilize non-traditional suppliers**

Overview of Volume I Report

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Our recommendations cover:

- Dynamic Framework
- Commercial Buying
- Contract Compliance & Audit
- Defense Business Systems
- Earned Value Management
- Services Contracting
- Small Business
- Statutory Office and Reporting Requirements

★ 24 Major Recommendations

★ 75 Total Recommendations
(with Sub-Recommendations)

★ 642 pages

Case Study: Texting While Driving

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“Big-A” Challenges

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- **Lack the speed, flexibility, agility and innovation to be responsive to the dynamic nature of today’s rapidly evolving threat**
- **Inefficient process: complex; stove-piped; and fragmented systems**
- **Multi-year, multi-layered program-centric decision support system framework**
- **Unclear or undefined roles, responsibilities and authorities**
- **Inefficiencies result in an inability to deliver timely technologically informed resourcing decisions**

MAJOR DEFENSE ACQUISITION PROGRAMS

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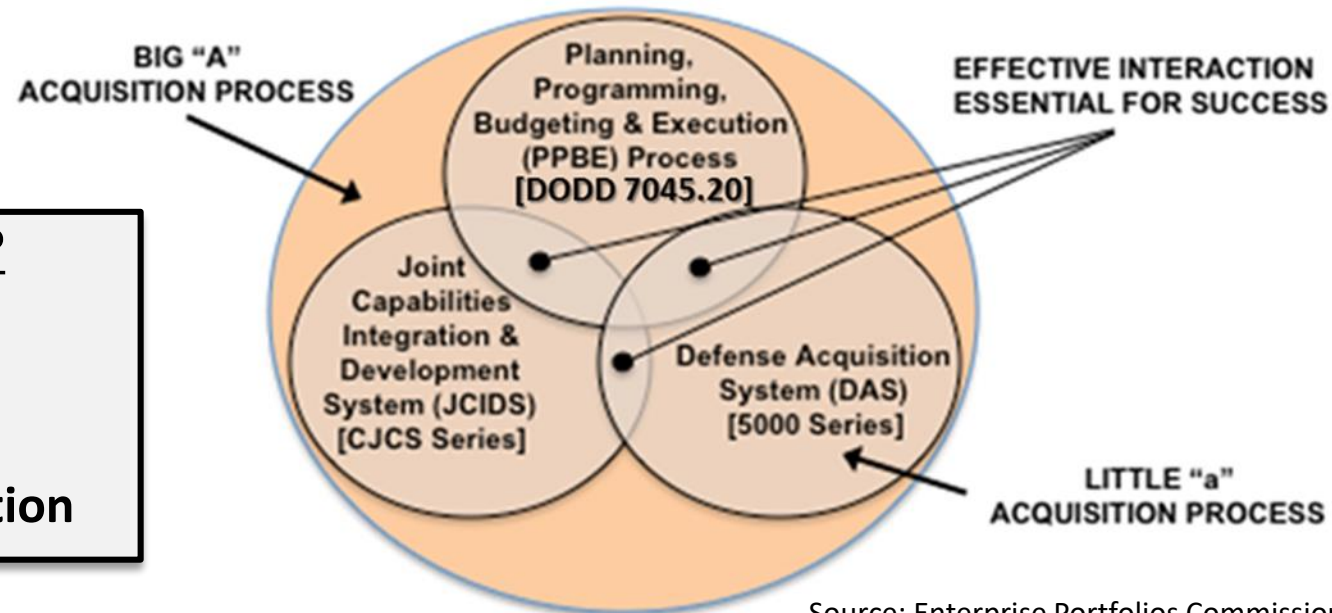
- **Faster and Better Organized Path to Delivering War-Winning Products**
 - Enterprise Portfolios
 - Execution Portfolios
 - Readiness & Sustainment

The Problem: DoD is Making Resourcing Decisions w/o Clear Enterprise View

There is a need for an enterprise view of existing and planned capability, across Services/Agencies to ensure delivery of integrated solutions to meet the strategic objectives in our National Defense Strategy.

What's an inhibitor?

- Inefficiencies in DoD Acquisition Decision Support Systems (DSS)/"Big-A" Acquisition



Senior Leadership Quote

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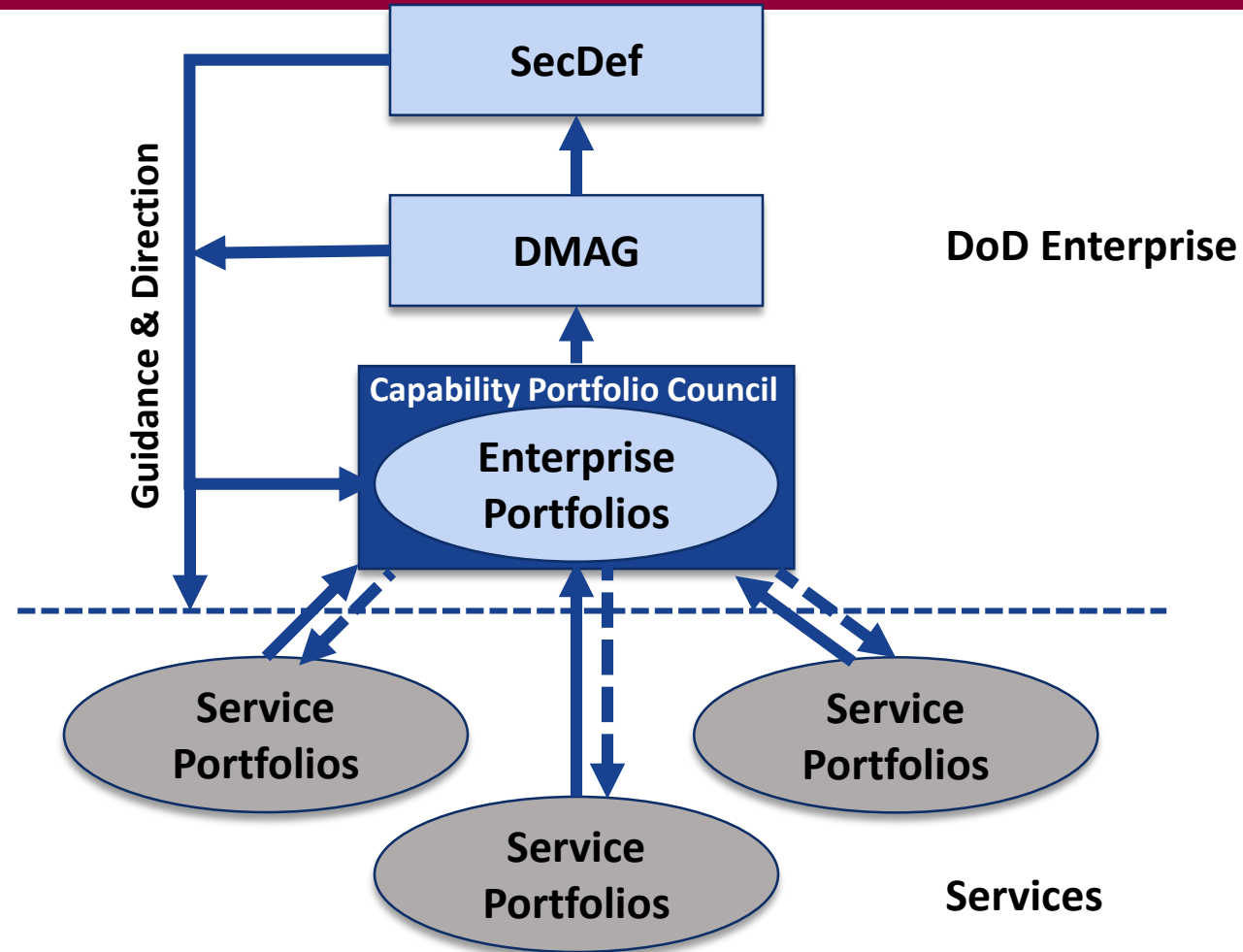
Gen John Hyten, STRATCOM/CC

“The key is to focus on capabilities. We should not define the systems in the JROC. We should define the capabilities we need and then leverage the innovation in industry to deliver those capabilities.”

Free Financial Advice

Capability Portfolio Management

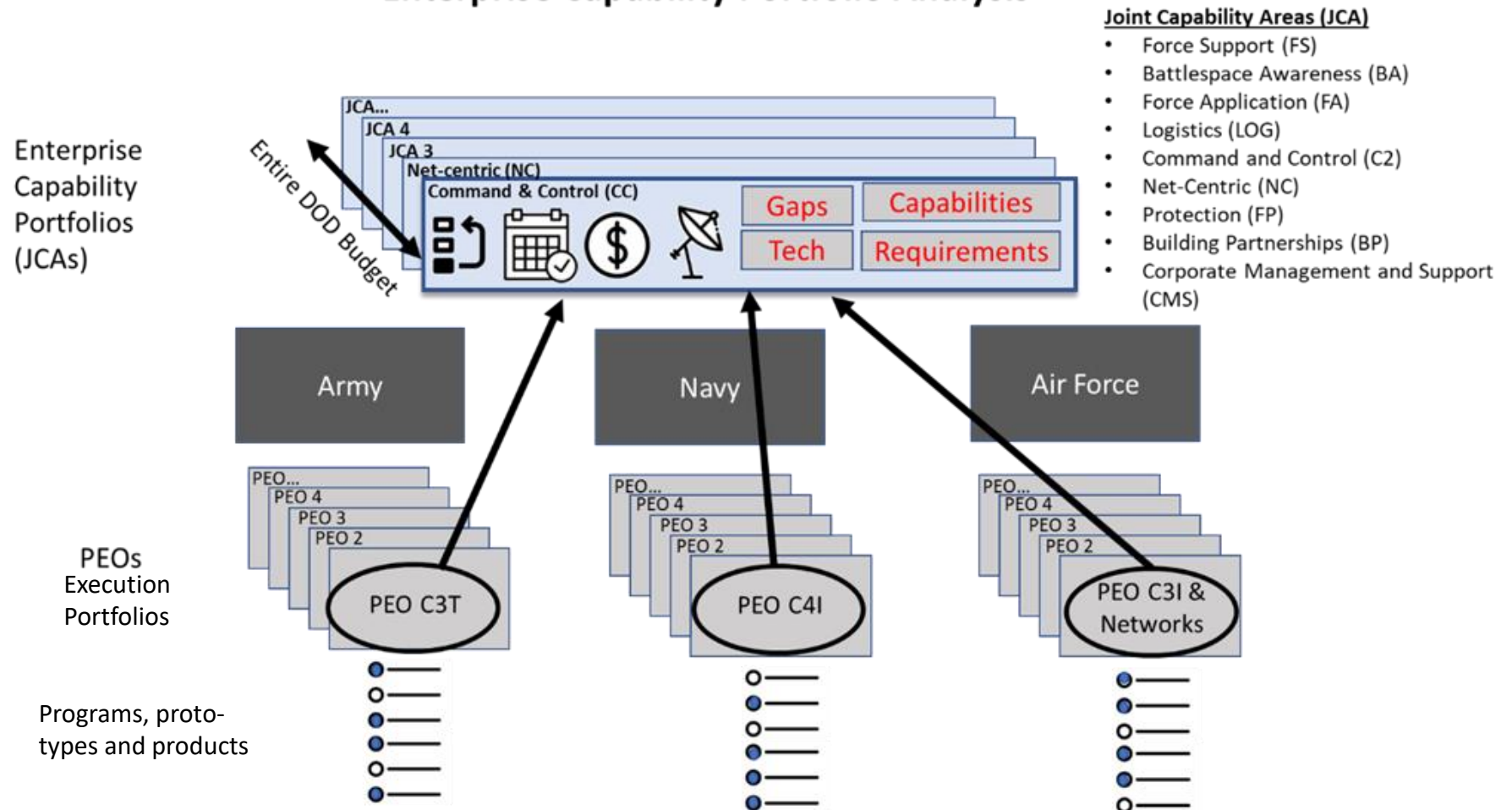
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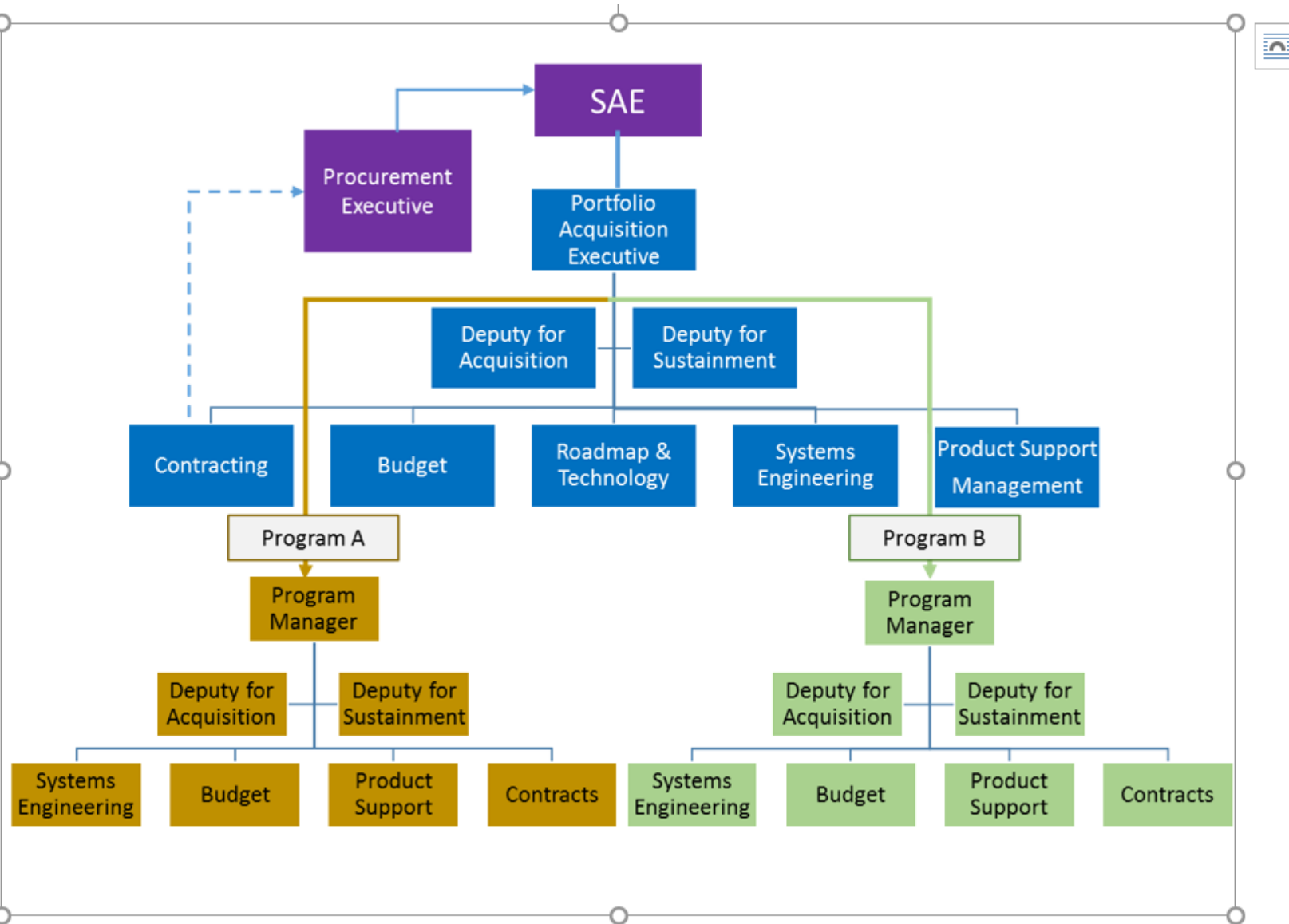
Notional Example

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Enterprise Capability Portfolio Analysis

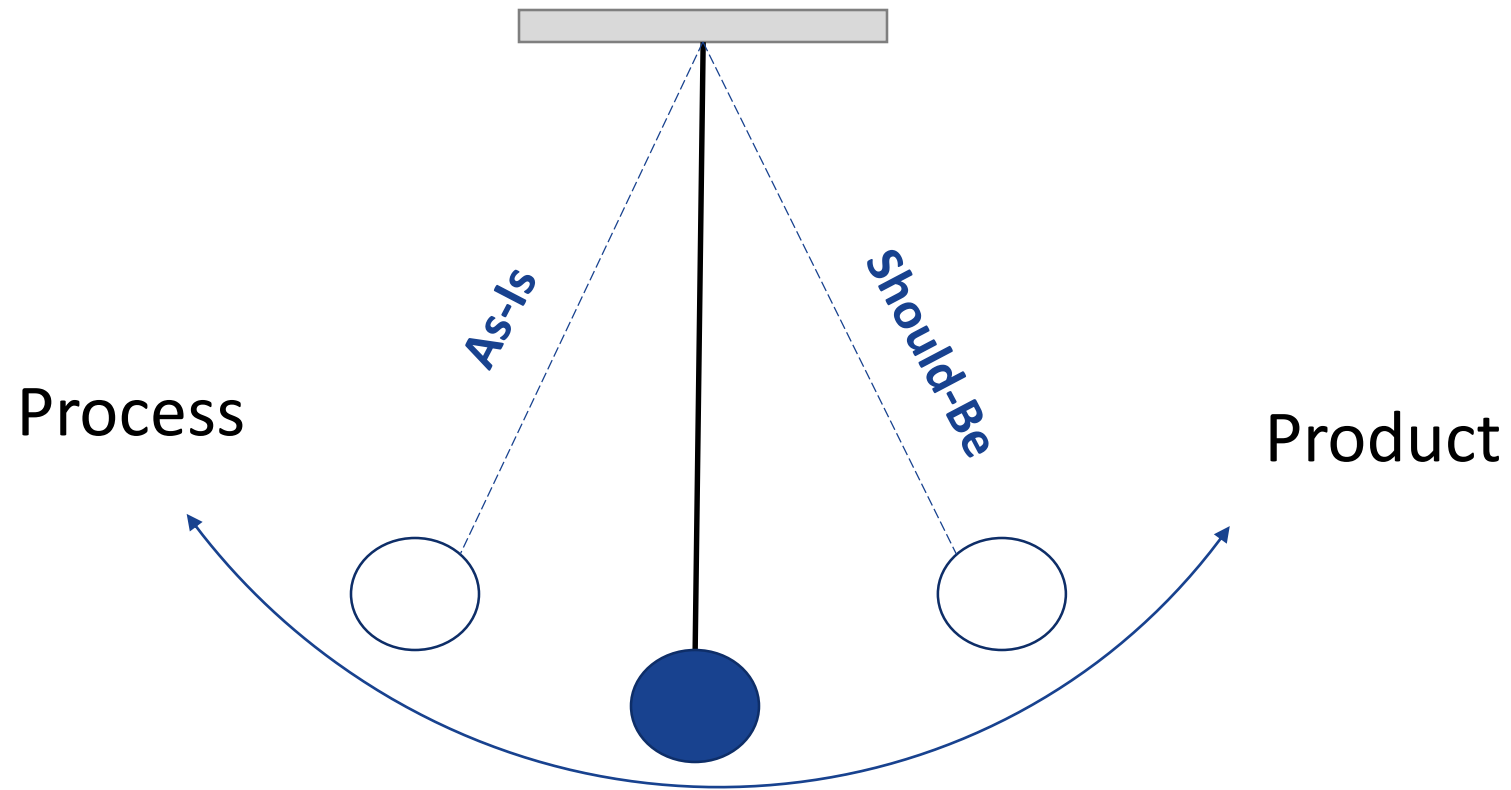


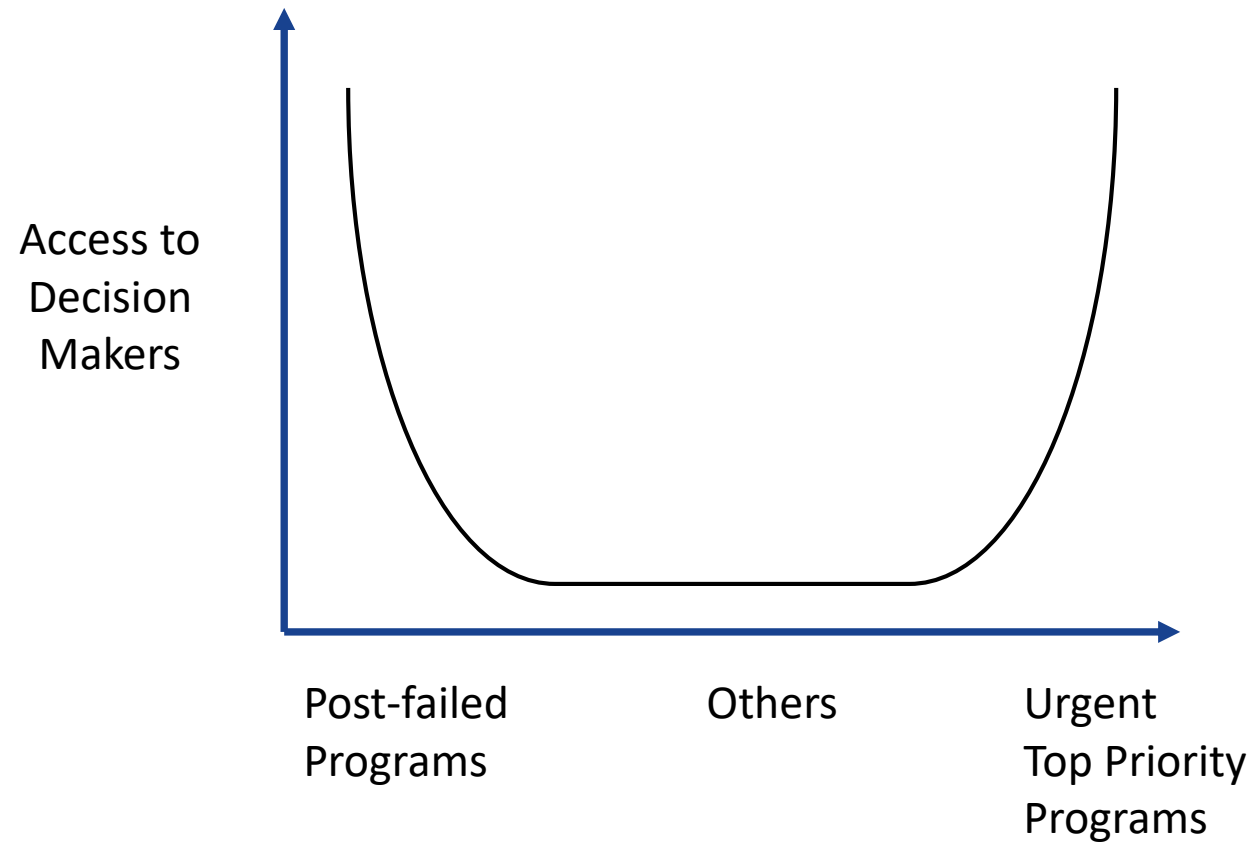
Line & Staff



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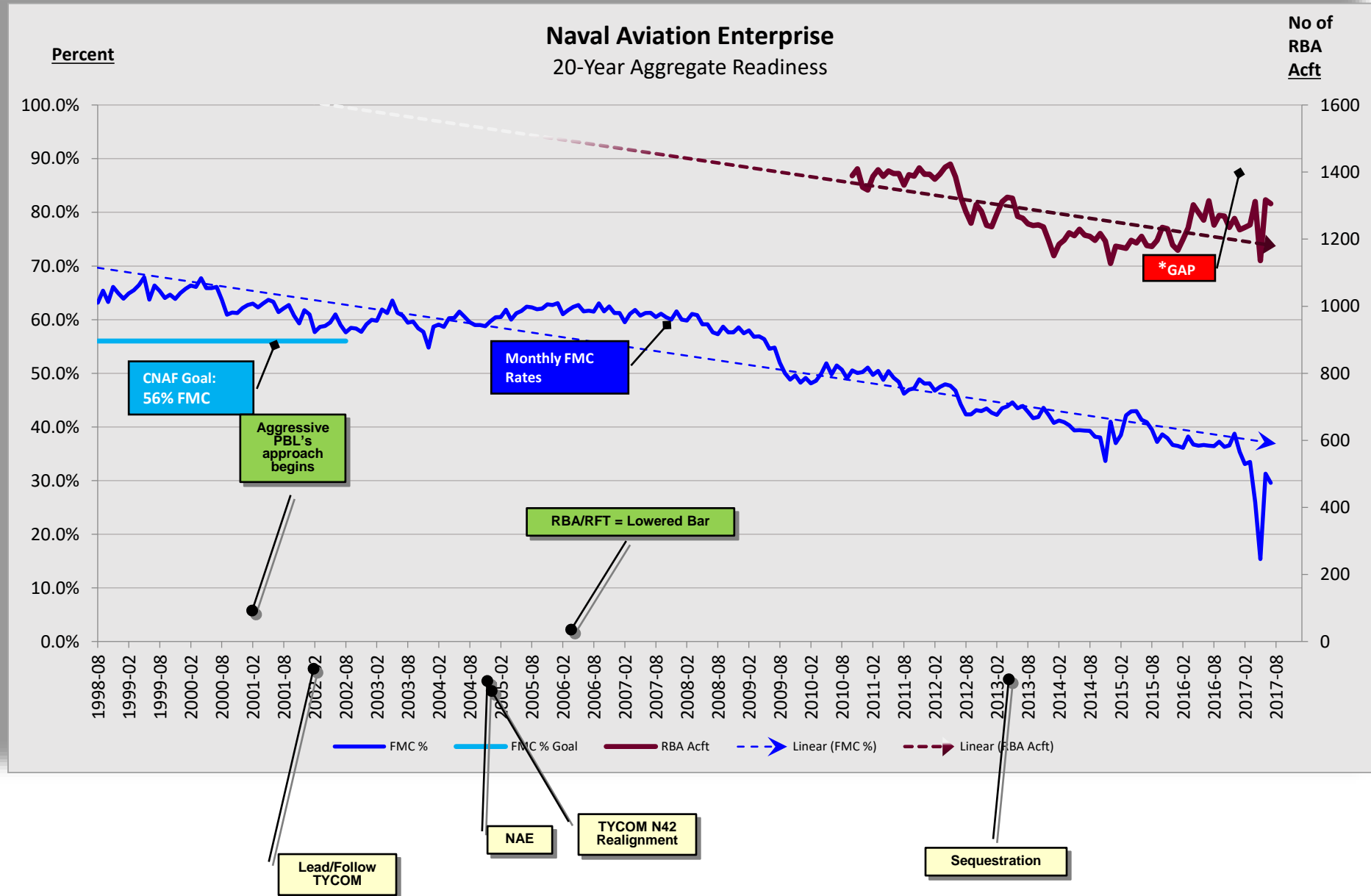


CANDIDATE *ENTERPRISE* PORTFOLIO RECOMMENDATIONS

- **Implement DoD Enterprise Level Portfolio Management**
 - Deliver an Enterprise View of Existing and Planned Capability, Integrated Across Services/Agencies
 - Develop a Technology Architecture for Future Fight Force
 - Fulfill the Strategic Objectives in the National Defense Strategy
 - Align
 - By Establishing an Overarching Resource Allocation **Governance Structure** that Aligns the DoD Enterprise and Component Processes, Roles and Responsibilities at The Enterprise and Execution Level
 - **Congressional Sub-committees and DoD Enterprise Portfolios**
 - **And, Consolidate Program Elements (PE) to Capability Portfolios**
 - Codify Enterprise Portfolio Roles Responsibilities, and Organization
 - Establish Defense-wide Budget RDT&E Line Administered by USD(R&E)
 - Assist Services; Do Not Trespass On Their Equip, Train & Administer Authorities

CANDIDATE *EXECUTION* PORTFOLIO RECOMMENDATIONS

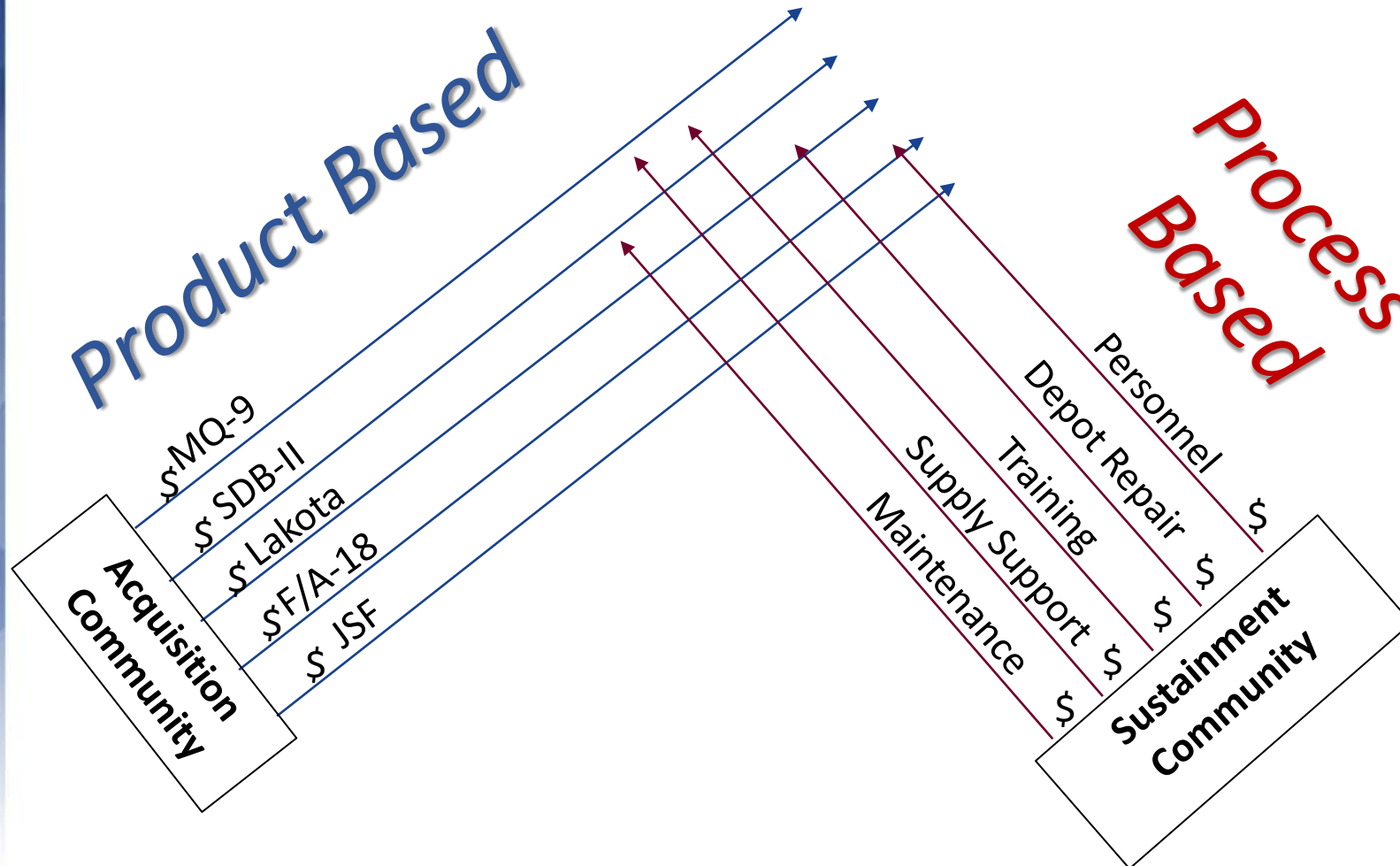
- **Peo's Become Portfolio Acquisition Executive (PAE) Role. Under This Structure, The PAE Would:**
 - Responsible and Accountable for Development, Procurement, and Life-cycle Management Across Portfolio for Delivering Operational Capability To The Portfolio Acquisition and **Sustainment** Baseline
 - Have Below Threshold (BTR)/Above Threshold (ATR) Authority To Make Tradeoffs Inside The Portfolio
 - Responsible for Maintaining a Capability Roadmap that Addresses Emerging Threats and Opportunities for Technology Insertion
 - Manage Risk and Opportunities Across The Portfolios For Greater Cost and Schedule Effectiveness



UNCLASSIFIED

Acquisition (Product) v Sustainment (Process Based)

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30:70

CANDIDATE READINESS & SUSTAINMENT RECOMMENDATION...

- **Improve Sustainment Planning in Initial Stages of an Acquisition**
- **Establishing a Sustainment Program Baseline (SPB)**
 - Analogous to the Acquisition Program Baseline
 - Arms PM with Authority, Resourcing & Controls
- **Maturing Life Cycle Sustainment Plan (LCSP) to Enhance Appropriate and Affordable Sustainment**
- **Clarify Funding Rules Crucial to Readiness and Obsolescence Management**
- **Developing Effective Analytical Tools to Support Decision Making**

DEFENSE BUSINESS SYSTEMS (DBS)

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- **Combine Authority for Requirements, Resources, and Acquisition in a Single Empowered Entity to Govern DBS Portfolios separate from Existing Acquisition Chain of Command**
- **Eliminate Separate Requirements for Annual Investment Review Board Certifications of Investments**
- **Fund in a Way that Allows for Commonly Accepted Software Development Approaches**
- **REVISIT: Eliminate the Earned Value Management Mandate for Software Programs Using Agile Methods**

Social Media

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- **Twitter:** @Section809Panel
- **LinkedIn:** www.linkedin.com/company/section-809-panel
- **Bold Bites Podcast:** section809panel.org/media/bold-bites-podcast

Thank You!

Questions?