Services/IT/Cyber Acquisition

Second Acquisition Reform Event

July 29, 2014

- **Problem Statement:** The fast pace of technology change (capability improvement and obsolescence) exacerbated by antiquated acquisition processes limit the government's ability to deploy and sustain state of the art technology solutions.

- **Root Cause:** DoD Systems acquisition approaches, expertise, practice, and culture are used to procure technology and associated services which lengthens the process and does not easily enable adoption of the newest technologies.

- **Solution Proposal:** Implement and extend the intent of Section 804 of the FY10 NDAA: Implementation of new acquisition process for information technology

2

Training on Commercial Methods, Processes, Products, and Services

- **Problem Statement:** Technology/Services Acquisition professionals do not utilize commercial methods, processes nor adequately use commercial products and services.

- **Root Cause:** DOD acquisition training curriculum does not adequately address IT system acquisition or Facilitate adoption of applicable commercial methods, processes, products, and services.

- **Solution Proposal:** OFPP, in collaboration with the (AT&L), the Administrator of the GSA, and the Chief Acquisition Officers Council, launch a research program to demonstrate alternative acquisition workforce training and development methods.

Investment in Open Architecture

- **Problem Statement:** Agencies consistently fail to invest in open architecture when procuring IT and cyber platforms. Rather, to reduce "up front" costs and avoid fights over data rights, they procure use of vendors' proprietary platforms

- **Root Cause:** regulations inhibit agencies' ability to obtain intellectual property rights that would allow them to compete future requirements for items that must be compatible with earlier-procured IT items. And what are absolutely necessary for initial, stand-alone IT procurements. Agencies have not used the need for open architecture to justify procuring sufficient data rights to compete related or follow-on requirements in the future.

- **Solution Proposal:** Create exceptions to DFARS 227.7102-1 and DFARS 227.7103-1 (and, of course, the statutes they implement like the Bayh-Dole Act) to allow agencies to procure data rights sufficient to achieve open architecture goals

Mismatched Contract Type for Required Innovation

- **Problem Statement:** Services Acquisition, including IT/Cyber Services, strategy and contract type do not match the complexity and innovation required to meet the stated requirements. There is a mismatch and it is growing.

- **Root Cause :** The government lacks a framework and the associated training to evaluate and establish the appropriate acquisition strategy and intended contract type for the range of services currently being acquired

- **Solution Proposal:** Develop, in conjunction with industry and utilizing commercial best practice, a framework and training that supports acquisition / procurement officials in considering services complexity and innovation required to meet the requirements established by the technical community (customer). It should, consider the range of services from commoditized through transformational that represent a low to high complexity level and require a low to high range of innovation & creativity. Technical as well as cost innovation.

5

Requirements Development

- **Problem Statement:** Overly detailed, prescriptive, poorly written, and poorly managed requirements baseline(s) result in Services & IT solutions that do not meet the need and result in significant cost growth.

- **Root Cause:** The government users/customers are not adequately trained to develop clear requirements. Requirements are not 'frozen' at program start, and requirements that change control process are poorly implemented/governed.

- **Solution Proposal:** Researching

Questions?