



ACQUISITION & TECHNOLOGY
THE WILL TO CHANGE

Acquisition Excellence

prepared for the

United States Air Force Life Cycle Leadership Conference

The Honorable

James I. Finley

Deputy Under Secretary of Defense

(Acquisition and Technology)

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<http://www.acq.osd.mil/at>





Talking Points

- ★ Our Plan
- ★ Where We Are
- ★ Next 318 Days
- ★ Beyond 318





Background

- ★ **60 Years of Self Assessments**
- ★ **128 Studies - Waste, Fraud, Abuse**
- ★ **Packard Commission (1986)**
- ★ **Goldwater - Nichols Act (1986)**
- ★ **Acquisition Streamline Act (1994)**
- ★ **Clinger - Cohen Act (1996)**
- ★ **Intelligence Reform and Terrorism Prevention Act (2004)**
- ★ **Most Recent Studies**
 - ★ **DAPA, CSIS, DSB, Gansler Commission Report**

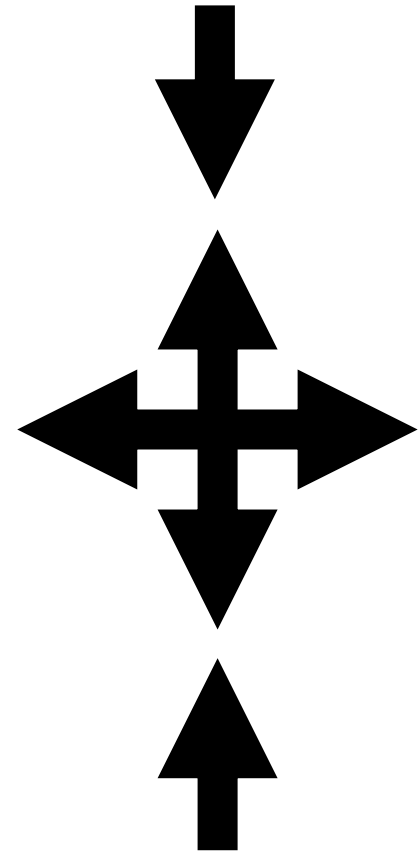




Our Plan



- **Cycle Time**
- **Communication**
- **Competitiveness**



“Streamline and Simplify”

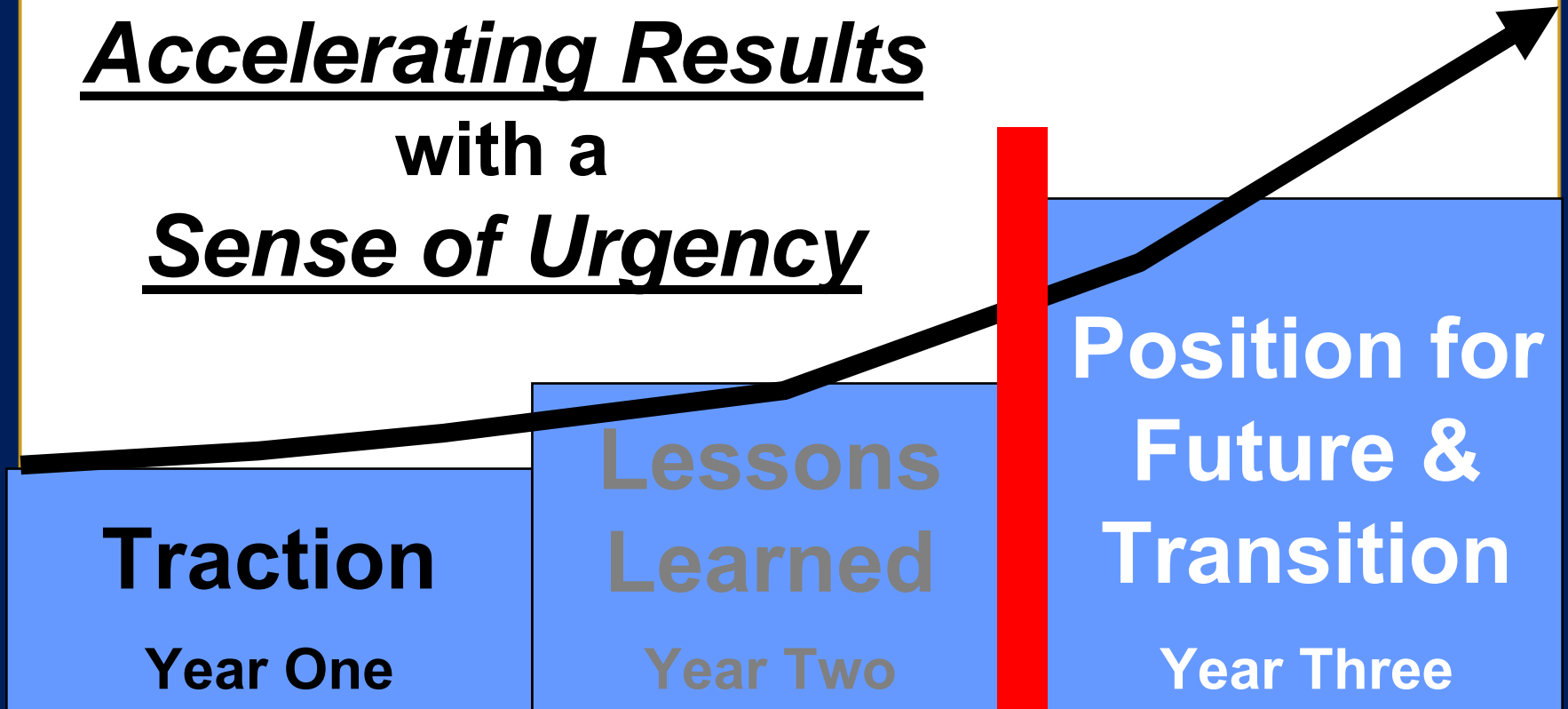




Where We Are



Accelerating Results
with a
Sense of Urgency



“The WILL TO CHANGE”



Acquisition Excellence

Lessons Learned	Initiatives
<p>Make Decisions that Balance the Trade-Space</p> <ul style="list-style-type: none"> ★ Affordability, Schedule, Readiness ★ Strategic Investments 	<ul style="list-style-type: none"> ★ Portfolio Management ★ Concept Decision ★ Time-Defined Acquisition ★ Evaluation of Alternatives (EOA) ★ Synchronize Processes
<p>Start Programs Right</p> <ul style="list-style-type: none"> ★ Systems Engineering Excellence ★ Risk Mitigation Programs ★ Utilization of Prototypes 	<ul style="list-style-type: none"> ★ Risk-Based Source Selection ★ Small Business Initiatives ★ Acquisition of “Services” Policy ★ Increased Competition
<p>Continuously Improve Process</p> <ul style="list-style-type: none"> ★ Scalable, agile, transparent 	<ul style="list-style-type: none"> ★ Business Process Optimization ★ Restructured Meetings ★ Civil-Military Integration
<p>Provide Program Stability</p> <ul style="list-style-type: none"> ★ Funding Stability ★ Integrated Baseline Reviews 	<ul style="list-style-type: none"> ★ Risk Management ★ Configuration Steering Board ★ Earned Value/Tripwires

Improving the Full Range of Acquisition Execution





The Next 318



★ Institutionalization

- ★ DoD 5000.2, JCIDS and DFARS

★ Some More Initiatives. . .

- ★ Portfolio and Program Acquisition Management

- Strategic guidance, build of POM 10

- ★ Systems Engineering Management

- UARC, integrated test, system assurance

- ★ Procurement and Contract Management

- Expeditionary contracting, competency model

- ★ Industrial Policy Δ 's / Small Business Innovations

Cutting across New Starts, the Current Pipeline and Restructures





Beyond 318



- ★ Acquisition Excellence
 - ★ Strategic Choices will need To Be Made
- ★ Organizational Readiness
 - ★ Starts with Leadership - Align for Accountability
- ★ Accelerate Lean 6σ/CPI Utilization
 - ★ Raise the Bar, do it Again . . . and Again ^N
- ★ Deliver the Promises - Balanced Incentives
- ★ Persistence . . . The Will to Change . . .

***It may take 3 to 6 years before
Payoff can be Measureable!!!***





Thank You !!!



We owe them our very best !!!





BACK UP





Some particulars...

- ★ **Real Time Update:** shortened cycle time, incremental strategy, peer reviews, funding stability, workshop on program start up
- ★ **Configuration Steering Boards:** Need to get the underpinnings to enable CSBs for basic blocking and tackling - the Configuration Management Authority - Who? When? Why?
- ★ **Integrated Baseline Reviews:** When? Who? Why?
- ★ **Earned Value Management Systems:** Contract Requirements, CLIN structures, Work Breakdown Structures, Business System feeders,

