



**DOD PLAN
FOR IMPROVEMENT
IN THE
GAO HIGH RISK
AREA OF
DOD
WEAPON SYSTEMS ACQUISITION
UPDATE**

June 2008

Capability Portfolio Management (Improving Investment Decisions)

DESCRIPTION: The Quadrennial Defense Review emphasized the need to facilitate strategic choices and improve our ability to make capability tradeoffs at the enterprise level. One approach that is actively being explored is joint capability portfolio management. The Department is piloting four capability areas as test cases for experimentation with the joint capability portfolio management concept: joint command and control (JC2), joint net-centric operations (JNO), battlespace awareness (BA), and joint logistics (JL). A designated Capability Portfolio Manager (CPM) oversees each test case. The CPMs are responsible for ensuring that their portfolios are aligned with strategic objectives and that the capability mix within the portfolios is optimized to meet warfighters' needs at the Department level. The CPMs will integrate the efforts of capability providers through requirements identification, solution development, and execution oversight. CPM oversight will cover the spectrum of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) solutions to meet operational needs of the joint warfighter in the CPMs' respective capability areas. Additionally, the CPMs will identify and assess risk in their portfolios to assist the Department's senior leadership in balancing the demands of joint warfighters against resource constraints.

GOAL: To align the delivery of capability to strategy and joint warfighter demand, improve interoperability, minimize capability redundancies and gaps, maximize capability effectiveness and enable informed strategic choice across the Department.

MILESTONES	PLANNED	STATUS
Capability Portfolio Management was formalized by identifying Capability Portfolio Managers, establishing general guidance regarding roles, responsibilities, and authorities applicable to each of the four test cases, empowering the CPMs to participate or assess portfolio performance in the Department's core processes; and affording CPMs a voice in key leadership decision forums.	Mar 2007	
The CPMs participated in the FY 2008 Program Review Process and, with varying degrees of success, impacted the outcome of program decisions. The Deputy Secretary saw the value added in the ability to view department activity through a capability portfolio lens in helping to shape strategic decisions and directed their continuation in the March 2007 Actions to Critical Path Memorandum.	Mar 2007	
Three of four CPMs presented capability portfolio management strategies to the Deputy's Advisory Working Group in Mar 2007, and were approved.	Mar 2007	
The CPMs participated in the FY 2009 Program Review Process, with greater success than their role in FY 2008 Program Review participation, and had direct impact on the outcome of program decisions.	Nov 2007	
Determine what other capability areas would benefit from an enterprise management approach. The Deputy Secretary continues to see value added and directed the institutionalization of the initial four CPM's into the Department's core decision processes and a second phase of experimentation with five additional capability portfolios—Force Protection, Building Partnerships, Force Application, Force Support, and Corporate Management and Support.	Dec 2007	
Establish opportunities to integrate other Department portfolio activities. The Joint Capability Area revision is complete and provides a language and taxonomy describing 100% of Department activity by capability. Joint Capability Areas are used to define the scope of the capability portfolios.	Dec 2007	

Participate in the development of FY 2010 Force Development strategic planning guidance which will use a capability portfolio format. The FY 2010 Guidance for the Development of the Force (replacing the Department's Strategic Planning Guidance), organized by Capability Portfolio, identifies areas of capability risk and focus.	Feb 2008	
Continue to interface with the Joint Capabilities Integration and Development System and other processes, monitor execution, and assess performance.	On-Going	On-Track
Phase II CPMs to present concept of operations to the Deputy Secretary	Aug 2008	On-Track
Draft and coordinate a Capability Portfolio Management Directive describing roles and responsibilities	Sep 2008	On-Track
Evaluate CPM impact, document lessons learned, and recommend changes to processes to incorporate a capability portfolio approach.	Sep 2008	On-Track
Phase I and Phase II CPMs will participate in some capacity in FY 2010 POM development and Program Review	Sep 2008	On-Track

STAFF LEAD: USD(AT&L) / PSA (Ms. Jane Rathbun)

TARGET COMPLETION DATE: DEC 2008

CURRENT STATUS: ON TRACK

Concept Decision (CD) / Time-Defined (TD) Acquisition (Improving Investment Decisions)

DESCRIPTION: The Department is piloting a re-oriented process designed to ensure that priority joint warfighting needs are addressed within fiscal and schedule constraints at an acceptable level of operational risk. The Concept Decision integrates the capabilities development, acquisition and programming processes by employing a Tri-Chaired Committee led by the: (1) Defense Acquisition Executive; (2) Vice Chairman, Joint Chiefs of Staff; and (3) Director, Program Analysis and Evaluation. The Tri-Chaired Committee conducts Concept Decision Reviews, in an open and transparent manner, with the Component Acquisition Executives, Service Vice Chiefs/VCNO/Deputy Commandant and OSD principals. The process merges requirements, technology maturity and available and affordable solutions, portfolio management techniques and trade-space alternatives to make the strategic choices that provide the basis for investment decisions. Time-Defined Acquisition is integrated with the Concept Decision pilots and considers the “time to delivery” by selecting those acquisition approaches most appropriate for the approved materiel acquisition concept. One or more tailored approaches may be used: If the requirement responds to an immediate joint urgent operational need, a rapid acquisition approach may be employed; If a near-term joint response is required, then a joint capability technology demonstration may be directed; If the investment is in a long-term future capability, the approach will capitalize on the concept decision and seek the best balance between time and total programmatic risk.

GOAL: To make well-informed and affordable strategic investment decisions early in the acquisition process to improve program executability and reduce cycle time.

MILESTONES	PLANNED	STATUS
Four CD/TD pilots were formalized by identifying team leads, participating organizations, schedules, and coordinated CD/TD business rules: (1) Joint Light Tactical Mobility, (2) Global Strike Raid, (3) Integrated Air Missile Defense, and (4) Joint Rapid Scenario Generation.	Feb 2007	
Two Tri-Chair Reviews Conducted. (1) The Joint Lightweight Tactical Mobility (JLTM) program was reviewed to determine if there was sufficient analysis for a decision to proceed to Milestone B. The review enabled a robust discussion on the JLTM Evaluation of Alternatives analysis and highlighted the many benefits that the review process provides to Department leadership. (2) The Joint Air-to-Ground Missile (JAGM) program, though not a designated pilot, was also reviewed by the Tri-Chairs. The review was intended to identify options to recapitalize air-to-ground missiles from the terminated Joint Common Missile Program.	Mar 2007	
Three of four CD pilots (Joint Light Tactical Mobility (JLTM), Integrated Air Missile Defense (IAMD), and Joint Rapid Scenario Generation (JRSG)) completed their Evaluation of Alternatives (EoA) analysis phase and out briefed results to the CD Steering Group. JLTM underwent a Tri-Chair Review, completed a Milestone A review in Jan 08, and successfully closed as a CDI pilot. A Policy Implementation Workshop was held to document lessons learned/process improvements and recommend changes. The Concept Decision Pilots established the value of an early mandatory decision point in the formal acquisition process to assess capability needs and trade-space alternatives to facilitate strategic choice. The decision point will be the point of entry into the acquisition process and is being implemented via the ongoing update to DoD Acquisition Policy—DoD Instruction 5000.02. This USD(AT&L) policy decision captures the lessons learned from the CD/TD Initiative; consequently, this initiative is considered complete.	Mar 2007	

Institutionalization of this initiative will be monitored under the “Improving the Defense Acquisition Business Process” initiative.		
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STAFF LEAD: DUSD(A&T) (Mr. Raleigh Durham)

TARGET COMPLETION DATE: N/A

CURRENT STATUS: COMPLETE

Capital Accounts (Improving Program Stability)

DESCRIPTION: The establishment of capital accounts is a financial initiative designed to provide stability in the budgeting system and improves acquisition program predictability. The concept of capital accounts is consistent with the Quadrennial Defense Review and Section 1004(a) of the Fiscal Year 2006 Authorization Act. The Department is examining capital accounts for Major Defense Acquisition Programs as a means to improve program funding stability.

GOAL: To commit a fixed set amount of funding for the development portion of a program and then “hold” that commitment by avoiding adjustments of funding, up or down, until the capability is delivered. Checks and balances are necessary, as the Department will need to be equally disciplined in areas beyond the resource processes.

MILESTONES	PLANNED	STATUS
<p>Three pilot programs were planned: The General Funds Enterprise Business System (Army. The Joint High Speed Vessel (Navy/Army) The Combat Search and Rescue Block 0 (Air Force).</p> <p>General business rules and agreements for each program were drafted and under review. Prototype tools were created to provide interactive, collaborative interfaces for users to view and process budget data and models with standard web browsers.</p>	Sep 2007	Deferred
<p>After establishment through the Program Budget Decision process, unexpected events caused the slippage of Milestone B for the pilot programs. Instead of moving forward with unrealistic schedules, the Department delayed pilot program implementation, pending resolution and/or understanding of the causes for the program slips. The Department still supports the goals of the Capital Account pilot program. The effective start for the three initial pilot programs has been delayed one year. They will be re-baselined with new schedules and funding, and additional candidates will be solicited and reviewed for inclusion in the pilot program through either the Program Budget process or the acquisition review process. The delay in the execution of the pilot program will enable the Department to review the selection process, amend the business rules if appropriate, and apply lessons learned from the initial pilot efforts to the continuation of this acquisition program execution improvement initiative.</p>	Dec 2007	On-Going
Identify pilots for FY 2010 President’s Budget.	Oct 2008	On-Track
Generate PBD or Acquisition Decision Memorandum to establish new pilot programs.	Dec 2008	On-Track
Assess programs for exiting the Capital Accounts process and institutionalize process with policy guidelines.	Post MS C	On-Track
Successfully complete semi-annual program execution reviews to determine if Capital Accounting was a positive factor in program stability and performance.	Mar 2009	On-Track

STAFF LEAD: OUSD(AT&L)/ARA (Mr. Stan Azebu)

TARGET COMPLETION DATE: MAR 2009

CURRENT STATUS: RE-SCHEDULED

Improving the Defense Acquisition Business Process (Improving Program Outcomes)

DESCRIPTION: The purpose of this initiative is to design policy that will improve the effectiveness of the defense acquisition business process and, consequently, improve weapons system cost, schedule, and performance outcomes. Policy will be designed that will facilitate the identification and quantification of risk; inform requirements development and cost estimation; and improve the information available to source selection authorities.

GOAL: To reduce program technical and design risk, enhance decision-making, improve program stability and predictability and gain the maximum capability benefit from every invested dollar. Policies will enhance the quality of requests for proposal, improve the technical information that informs the source selection process, and make DoD a “smarter” buyer.

MILESTONES	PLANNED	STATUS
On 19 Sep 2007, the USD(AT&L) issued a policy memo requiring pending and future programs to implement a competitive prototyping approach. The policy is intended to reduce technical risk, validate designs, improve cost estimates, evaluate manufacturing processes, and refine requirements. An ancillary benefit of this new policy is that the execution of these prototyping efforts will improve program management and systems engineering skills in the DoD acquisition workforce. In addition, the policy is expected to attract young engineers and fresh ideas to our community.	Sep 2007	
On 30 July 2007, the USD(AT&L) issued policy establishing Configuration Steering Boards (CSBs) for all current and future major defense acquisition programs. The purpose of the CSB is to review all requirements changes that have the potential to have cost and schedule impacts on the program, and, in general, to reject them, deferring them to future blocks or increments of capability. As a result, programs will avoid a factor that has traditionally contributed significantly to cost growth over original estimates that generally results in later delivery of capability and greater cost to the taxpayer.	Jul 2007	
On 19 Sep 2007, the USD(AT&L) issued a policy memo requiring pending and future programs to implement a competitive prototyping approach. The policy is intended to reduce technical risk, validate designs, improve cost estimates, evaluate manufacturing processes, and refine requirements. An ancillary benefit of this new policy is that the execution of these prototyping efforts will improve program management and systems engineering skills in the DoD acquisition workforce. In addition, the policy is expected to attract young engineers and fresh ideas to our community.	Sep 2007	
USD(AT&L) and Dir., Operational Test and Evaluation, issued policy on 22 Dec 2007 emphasizing the integration of developmental and operational testing to maximize Test and Evaluation process efficiency.	Dec 2007	
The USD(AT&L) is currently considering a number of policy proposals designed to add additional stability to the Defense Acquisition Business Process. These include: Requiring the completion of a preliminary design review prior to program initiation to improve cost estimates, inform requirements development, and enhance source selection; and establishing a substantive review point in the acquisition process between MS B [typically program initiation] and MS C, the production decision, to assess program progress and make adjustments necessary to	Jan 2008	

achieve cost, schedule, and performance outcomes.		
Draft and coordinate a comprehensive revision to DoD acquisition policy reflecting these policy initiatives.	Sep 2008	On-Track

STAFF LEAD: ODUSD(A&T)/DPAP (Mr. Skip Hawthorne)

TARGET COMPLETION DATE: OCT 2008

CURRENT STATUS: ON TRACK

Systems Engineering Excellence (Improving Program Execution)

DESCRIPTION: Effective Systems Engineering practice is being formally and rigorously integrated with every phase of the acquisition process beginning with the Concept Decision. This initiative will support program managers and senior decision makers through multi-disciplinary, cross-functional reviews to identify and/or validate technical issues and risks and provide actionable recommendations on approaches designed to mitigate risk, enhance acquisition strategy development, promote greater integration of government and industry technical planning, and deliver predictable performance.

GOAL: To revitalize and institutionalize systems and software engineering policies and practice to strengthen technical planning and execution in acquisition programs and informs a knowledge-based acquisition process.

MILESTONES	PLANNED	STATUS
Revitalized Systems and Software Engineering, System Assurance, and Developmental Test and Evaluation are examples of the core competencies that are being enhanced. Systems engineering plans are required at each acquisition milestone, and a Lead or Chief Systems Engineer is required in each Program Executive Office. Environmental Safety and Occupational Health are integrated with systems engineering.	Jan 2007	
Program technical reviews must be event, not schedule, driven and include participation of subject matter experts from outside the program. Program Support Reviews (PSRs) are required in advance of acquisition milestones to assess program technical planning and assist with risk and issue identification and mitigation	Jan 2007	
The Department has established a Systems and Software Engineering (SSE) Center of Excellence (COE) to establish policies, develop effective guidance, reinvigorate education and training, use and institutionalize best practices, apply performance incentives, and make systems and software engineering an important consideration throughout the acquisition process. The SSE COE has published a variety of systems engineering-related guidance documents to assist the acquisition workforce, including guidebooks on the development of systems engineering plans, risk management, and integrating SE into contracts. The SSE COE has created new courses for system engineers and strengthened certification requirements. The Department has organized program support teams within AT&L to assist program managers in developing technical planning and associated systems engineering plans.	Jan 2007	
The Department established a Defense Science Board review to examine the organizational roles and responsibilities for Test & Evaluation (T&E) oversight, recommend changes required to establish statutory and regulatory authority for T&E oversight, and suggest improvements in Developmental T&E to discover suitability problems earlier to improve the likelihood of successful Initial OT&E.	Dec 2007	
USD(AT&L) is currently considering a number of policy proposals designed to add additional stability to the Defense Acquisition Business Process. These include: Requiring the completion of a preliminary design review prior to program initiation to improve cost estimates, inform requirements development, and enhance source selection; and	Jan 2008	

<p>establishing a substantive review point in the acquisition process between MS B [typically program initiation] and MS C, the production decision, to assess program progress and make adjustments necessary to achieve cost, schedule, and performance outcomes. Extended the PSR methodology to Nunn-McCurdy assessments and Operational Test Readiness.</p>	<p>Jan 2008</p>	
<p>Institutionalize practice of systems engineering on programs through expanded outreach efforts to product centers and PMOs. Flow-down program assessment methodology and implementation to the Components. Enhance software engineering policy based on effective community best practice. Employ PSRs in support of the acquisition decision process.</p>	<p>On-going</p>	<p>On-Track</p>
<p>Integrate Systems Engineering policies into DoDI 5000.02: specifically, program support reviews, assessment of operational test readiness reviews, the Preliminary and Critical Design Reviews as technical guideposts to inform the MDA, configuration management, and data management. Award a contract and the first two Task Orders to establish the Systems Engineering Research University Affiliated Research Center.</p>	<p>Sep 2008</p>	<p>On-Track</p>

STAFF LEAD: OUSD(AT&L)/SSE (Ms. Sharon Vannucci)

TARGET COMPLETION DATE: OCT 2008

CURRENT STATUS: ON TRACK

Life Cycle Management Excellence (Improving Program Execution)

DESCRIPTION: Life Cycle Management (LCM) Principles are being more effectively integrated into DoD Acquisition and Sustainment Processes. The initiative includes the incorporation of readiness requirements, outcome-based performance, and life-cycle sustainment considerations that are fully integrated with the acquisition process beginning at Milestone A. Policies under development include:

- Non-exclusive intellectual property rights and complete component and end-item documentation included in acquisition contracts, including Commercial-Off-the-Shelf products on an end-of-life basis.
- Materiel readiness standards to be achieved and maintained by each major weapons system or equipment end-item throughout life cycle.
- Total Ownership Cost considerations built into contract cost provisions and sustainment metrics.
- Diagnostic and predictive monitoring systems and metrics to be incorporated into all high-cost failure critical components of ACAT I thru IV acquisition programs.
- Post-production monitoring of equipment performance of ACAT I thru IV systems to identify major readiness degraders (reliability, cycle time, cost) issues requiring corrective engineering and/or maintenance servicing.
- Life-cycle materiel availability, materiel reliability, ownership costs and cycle time considerations governing sustainment and acquisition decisions.

GOAL: Fully integrated life-cycle sustainment policy that improves readiness while reducing total ownership costs, establishes and supports a comprehensive business case, and results in improved life-cycle program outcomes.

MILESTONES	PLANNED	STATUS
Formed AT&L Task Force composed of Senior Executive Service reps from Acquisition, Resources and Analysis; Defense Procurement and Acquisition Policy; Defense Systems; Program Analysis and Evaluation; Personnel and Readiness; Military Services; OSD Controller; and Defense Contract Management Agency to frame strategy and program to implement policies. L&MR (MR&MP) led Task Force. USD(AT&L) approval of proposal to implement LCM in ACAT I acquisition and sustainment processes.	Dec 2006	
Requirements for a mandatory Key Performance Parameter (KPP) for Materiel Availability and for Key System Attributes (KSA) for Materiel Reliability and Ownership Cost approved by the Joint Staff, and included in the new CJCSI 3170.01.	Mar 2007	
Draft revision to DoDI 5000.02 incorporates requirements for a Life-Cycle Sustainment Plan, Life-Cycle Data Management Strategy in the acquisition strategy, and an evaluation of the extent to which the Analysis of Alternatives assesses the fully burdened cost of delivered energy for all systems with end items that create a demand for energy and alternative ways to improve the energy efficiency of those systems, consistent with mission requirements and cost effectiveness.	Jan 2007	
Included life-cycle sustainment metrics as requirements in the Systems Engineering Planning Guide.	Mar 2007	
Life-Cycle Sustainment now reported and assessed in the monthly Defense Acquisition Executive Summary (DAES) process.	Feb 2007	

Established pilot program to better link funding to achievement of readiness and sustainment metrics.	Jun 2007	
Reassess adequacy/success of above; identify any policy and/or process improvements	On-Going	On-Track
Officially implement/codify improvements.	Sep 2008	On-Track

STAFF LEAD: DUSD(L&MR) (Mr. Tony Stampone)

TARGET COMPLETION DATE: OCT 2008

CURRENT STATUS: ON TRACK

**Defense Acquisition Executive Summary (DAES) Re-Structuring
(Improving Program Execution)**

DESCRIPTION: DAES is being restructured to simplify, streamline and inform the acquisition decision making processes. Key elements of the restructure include improved assessment of risk, the identification of leading metrics, and the preparation and consideration of risk mitigation plans. The restructured process addresses all MDAP programs, uses open and transparent DAMIR data, and directs trade considerations including performance (requirements), schedule and cost to meet contract requirements. The re-structured process is characterized by teamwork reflecting trust and integrity, commitment to create clarity, healthy debate with differences encouraged, focus on collective results and open transparent communication.

GOAL: To ensure effective program management while achieving predictable acquisition outcomes consistent with user requirements.

MILESTONES	PLANNED	STATUS
The Department conducts monthly reviews known as Defense Acquisition Executive Summaries. This process ensures that the Department's senior acquisition leaders have visibility into all of the Major Defense Acquisition Programs – 89 programs – on a quarterly basis with input from and participation of the Service Acquisition Executives and Department functional stakeholders. The restructured process has been implemented and provides the analytical foundation for these reviews.	Nov 2006	
Data formatting for DAES reports was revised so that it is standardized, accurate, and transparent across the enterprise	Jun 2007	
DAES operating procedures documented and updated via DUSD(A&T)-issued policy guidance on the restructured and streamlined DAES programs. Working group established, revision based on results of initial restructuring, and updated guidance on treatment of Life Cycle Sustainment issued.	Mar 2007	
OSD was given direct data access to the first of the Service's acquisition management systems in Jun 07. Other approved users in OSD/JS offices have also gained direct data access.	Jun 2007	
Life-Cycle Sustainment now reported and assessed in the monthly Defense Acquisition Executive Summary (DAES) process.	Jul 2007	
Direct data access to all the Services' systems was achieved in Sep 07. Specific systems include: Air Force (SMART) Army (AIM) Navy (Dashboard)	Sep 2007	
Expanding, as appropriate, to programs beyond Full Rate Production	Sep 2008	On-Track
Consider how best to review portfolios within the DAES.	Sep 2008	On-Track

STAFF LEAD: ODUSD(A&T)/PSA (Mr. Randy Soileau)

TARGET COMPLETION DATE: OCT 2008

CURRENT STATUS: ON TRACK

**Defense Acquisition Management Information Retrieval (DAMIR)
(Improving Program Management)**

DESCRIPTION: Three Weapon Systems Life-cycle Management (WSLM) systems facilitate management and oversight of Defense acquisition of weapons systems and automated information systems to include requirements, technology development, production and sustainment - USXPORTS, the Research and Engineering (R&E) Portal, and Defense Acquisition Management Information Retrieval (DAMIR). DAMIR is an important enterprise-level initiative supporting acquisition transformation.

DAMIR: A DoD initiative to provide enterprise visibility to Major Defense Acquisition Program (MDAP) and Major Acquisition Information System (MAIS) information by leveraging the capabilities of a net-centric environment. DAMIR provides the ability to access data from known authoritative data sources as well as serves as the Department's authoritative source for the Selected Acquisition Report (SAR), which is a statutory annual requirement for MDAP status reporting to Congress, and Acquisition Program Baseline (APB) information. As DAMIR evolves, its components will replace the obsolete legacy Consolidated Acquisition Reporting System (CARS), which no longer meets the Departments information requirements.

USXPORTS: A congressionally mandated, mission essential IT system, which is having a positive and lasting impact on our national security, homeland defense, and the US economy. Its development was driven by the vision of the Office of the Under Secretary of Defense - Policy (OUSD(P)) to incrementally improve the automated export licensing process within and among Defense Technology Security Administration (DTSA), the Service Components, Department of State, and Department of Commerce. Benefits are realized by DoD, Federal Departments, and Industry.

R&E Portal: A DoD initiative to provide a single web access point to Research, Development, Test and Evaluation (RDT&E) information on the Unclassified but Sensitive Internet Protocol (IP) Router Network (NIPRNet).

GOAL:

DAMIR: An enterprise system that creates a net-centric environment where authoritative acquisition data is available to support acquisition and program management oversight, enabling a shift in emphasis from program oversight to informed decision making. DAMIR enables OSD, Military Services, Congress and other participating communities to access information relevant to their missions regardless of the agency or where the data resides. To retire the legacy system CARS.

USXPORTS: A DoD enterprise-wide system that will improve and automate the export control practices of the Departments of Defense, Commerce and State; and to meet national security, foreign policy, and nonproliferation objectives while facilitating trade and business expansion.

R&E Portal: An enterprise system that facilitates access to DoD RDT&E and Science and Technology (S&T) information at Defense Technical Information Center (DTIC) and across the DoD through a Web Portal gateway. The portal enables researchers, war fighters, budget analysts, contractors, and labs to access information relevant to their missions.

MILESTONES	PLANNED	STATUS
The Department has developed an Executive Information System module within DAMIR, called "Purview." This new capability makes acquisition reporting information available on the desktop, allowing SARs to be electronically delivered to Congress vice the traditional hard copy. Efforts are underway to develop web-services approaches that "pull" data from native data systems within the components which will allow us to retire an older reporting system	Oct 2006	

<p>with the next fiscal year. Another key initiative related to DAMIR and the R&E Portal is being piloted to create a key interactive, collaborative interface that allows users to view and process data and models with standard Web browsers with great flexibility, efficiency and ease. This initiative strengthens program-based decision-making by establishing a transformational foundation for making capability-based portfolio decisions. The objective is to significantly improve DoD acquisition outcomes through an empirical technique applying Lean/Six Sigma. DAMIR is intended to improve the depth and speed of data analysis, facilitate more proactive decision making; and provide web access to unstructured program documentation.</p>	<p>Oct 2006</p>	
<p>USXPORTS Achieved Initial Operating Capability (IOC) May 2005. Delivered the capability to process electronic export license data more efficiently and effectively through: inter-agency and electronic data exchange; electronic dissemination to all review layers; auto-staffing of cases; identifying precedent cases; and end-user alerts for workflow management. Automated a predominantly manual paper-based process. Improved throughput of export applications within DoD, resulting in a direct and dramatic impact on exports and the U.S. economy. Expedited the license application decision process while concurrently improving protection of national security interests and industry proprietary data. Achieved Full Operational Capability (FOC) January 2006 Reviewed Systems Performance January 2007</p>	<p>Jan 2006</p>	
<p>Implemented web services to pull selected acquisition information from cross-Service systems. The major DAMIR release in December 2007 met all Departmental requirements to permit the retirement of the legacy CARS in March 2008, three months ahead of schedule. This implementation allows for Web Services information exchange with the Army, Navy and Air Force Acquisition Management Systems, eliminating the need for duplicate data entry and ensures data is from known validated authoritative sources. The SAR and APB Web application allows the Agencies/Services to input information directly into DAMIR, which has been identified as the Department's authoritative source for ACAT I SAR and APB information. DAMIR includes tools for trend analysis that allows users to query and plot aggregated data over time across programs, Services, and Functional Capability Areas. This trend Analysis can be extremely valuable as an early warning indicator of potential problems and issues that may impact major DoD programs. Fully met its goal to provide a net-centric enterprise system. Achieved FOC March 2008</p>	<p>Mar 2008</p>	
<p>Developed a SAR web solution to support unique Congressional reporting requirements and baseline tracking.</p>	<p>Feb 2008</p>	
<p>R&E Portal hosts multiple databases including Technical Reports, Presidential and Congressional Budget data, DoD policy and planning documents, access to Science & Technology news and information from commercial sources, access to private sector grants and science information. Common Access Card enabled to provide access for registered users. Hosted the R&E Database including E-Gov submission information from across the DoD.</p>	<p>Mar 2008</p>	

STAFF LEAD: OUSD(AT&L)/ARA (Ms. Elizabeth Flaharty)

TARGET COMPLETION DATE: MARCH 2008

CURRENT STATUS: COMPLETE

**Program Management Agreements
(Clearly Delineating Responsibility and Holding People Accountable)**

DESCRIPTION: Program requirements stability provides a firm foundation for program design and provides the basis for effective program planning and predictable acquisition outcomes. This initiative is designed to develop policy intended to document a contract between the Program Managers (PMs) and the acquisition and requirements/resource officials that will enhance communications, stability and accountability.

GOAL: To establish management policy that will promote program stability, increase systemic and personal accountability, and control “requirements creep”.

MILESTONES	PLANNED	STATUS
Established DoD Working Group to consider policy mechanisms.	Jan 2007	
Designed “Program Management Agreements” (PMAs): Contract between the PM and the acquisition and requirements/resource officials. Ensures PM goals are aligned with those of the organization, that adequate budgeted funds are provided, and requirements are understood and stabilized. Changes to a PMA must be approved by all signatories.	Mar 2007	
Policy establishing requirements for PMAs signed by USD(AT&L) and issued on May 25, 2007.	May 2007	
Initiated an implementation review on a sample basis.	Jun 2007	
Each Service has provided copies of PMAs for 5 selected programs.	Sep 2007	
Continue to monitor implementation, and adjust policy based on lessons learned.	On-Going	On-Track

STAFF LEAD: ODUSD(A&T)/PSA (Mr. Randy Soileau)

TARGET COMPLETION DATE: OCT 2008

CURRENT STATUS: EFFECTIVELY COMPLETE – MONITORING IMPLEMENTATION THROUGH OCT 2008