



## PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE

3015 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3015

ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

JUL 19 2011

### MEMORANDUM FOR DEFENSE ACQUISITION BOARD MEMBERS AND ADVISORS

SUBJECT: Roles and Responsibilities of Office of the Secretary of Defense (OSD) Overarching Integrated Product Team Leaders (OIPT Leaders), Teams, and Team Members

For those programs where the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) is the Milestone Decision Authority (MDA), OIPTs are a well-established and integral part of our defense acquisition oversight and milestone decision review process. While OIPTs are not decision-making bodies, they provide a mechanism to coordinate and conduct staff preparation for DAE program decisions and to help execute those decisions. This memorandum is intended to clarify the expectations for OSD OIPT Leaders and the respective OIPTs that they lead.

#### OSD OIPT Leaders:

There are currently four OSD OIPT leaders responsible for broadly defined portfolios of programs and capabilities. Programs with the USD(AT&L) as the MDA are normally assigned to one of these OIPT leaders who will serve as the lead staff element responsible for the program across the board :

- DASD (Strategic and Tactical Systems)
- DASD (Space & Intelligence)
- DASD (C3, Space & Spectrum)
- OIPT Leader for Defense Business Systems (Office of the Deputy Chief Management Officer)

OSD OIPT leaders will form and lead OIPTs to review the programs coming forward to the DAB for a Defense Acquisition Executive decision. OIPT leaders will prepare content for discussions at DAB Planning Meetings and DAB Readiness Meetings (DRMs) in collaboration with the responsible Component, the DAB Executive Secretary, and any OIPT members with outstanding issues. OIPT Leaders are responsible for coordinating staff inputs, facilitating the resolution of issues at lower levels when possible, and for ensuring that objective and complete data is presented to the DAE in support of DAE decisions including milestone decisions.

OSD OIPT leaders are expected, with the assistance of the OIPT members, to maintain good situational awareness of program execution status and, with CAEs to keep the DAE informed of any program issues. The Defense Acquisition Executive Summary (DAES) process serves as one mechanism to monitor programs and elevate issues. DAES meetings are forums for sharing and learning across the senior levels of the acquisition community. However, OIPT leaders and OIPT members should not delay surfacing problems awaiting a DAES cycle. Bad news does not get better with age and the earlier issues are addressed the greater the opportunity to remediate them. Similarly, good outcomes and best practices should also be reported and widely shared. Monitoring program execution should not generate unnecessary meetings, but

rather, the evolving tools, data, and monitoring mechanisms the Components and DOD has in place should accomplish this function. In general and consistent with their responsibilities OIPT leaders (and all staff members) should work to minimize the overhead burden placed on Program Managers. The OIPT leaders are also expected to track and monitor to successful completion all Acquisition Decision Memorandum-directed actions and notify the DAE of issues or events that would affect their completion.

In cases where there is substantive disagreement between staff members and a Component, the OIPT leader is expected to work with the relevant staff and Component to ensure the data necessary to support a decision is made available to the DAE and to quickly elevate the issues to be brought forward for decisions. In general the staff, including the OIPT leader, does not have directive authority over programs and issues should be elevated for decision when there is a disagreement that cannot be readily resolved. The OIPT leader should expedite this process so that programs are not delayed due to disagreements over issues. The OIPT leader may make a recommendation on any issue, but his or her fundamental responsibility is to objectively represent the views of the OIPT members from across OSD and the Services.

#### OIPT Role:

First and foremost, OSD OIPTs are teams expected to collectively assist the DAE in making sound investment decisions for the Department and to ensure programs are structured and resourced to succeed. Success is defined as affordable, executable programs that provide the most value achievable for the resources invested by the Department.

OSD OIPTs are not decision bodies and their respective leaders do not supplant the authority and responsibilities of the Program Manager (PM), Program Executive Officer (PEO), Component Acquisition Executive, or Defense Acquisition Executive. The acquisition chain of command is expected to thoroughly prepare programs for decisions and to execute those decisions. OSD OIPTs bring independent judgment and perspectives from various staff offices and provide a measure of due diligence in support of DAE decisions. They often bring different perspectives than the Services and should be concerned not only with the programmatic, technical, and business aspects of a program but also with critically examining and considering the program in the broader context to include joint portfolios, design and performance trade-space, overall risk (technology, integration/engineering, schedule, and cost), affordability, competitive opportunities, industrial base implications, and the nature of the business decision under consideration.

OSD OIPTs also have a key role in helping programs complete the requirements of the statutory and regulatory acquisition framework, much of which involves documentation the team members review in support of the decision process. Typically, these documents have been reviewed within a Service and at working levels of the OSD staff and Service staffs to ensure they reflect sound planning and assessments before they are submitted for final review. These documents should generally not be prepared solely for staff review and approval, but be intended primarily for use within the program as planning and management tools that are highly specific to the program and tailored to meet program needs. They should be prepared and reviewed with this goal in mind.

OSD OIPT meetings should be the culmination of the staffing process and lead to well staffed and objectively presented decision options on any open issues for discussion at the DAB and subsequent acquisition decisions. To work effectively, all OIPT members should attempt to resolve issues at the lowest possible level.

To perform their work, OSD OIPTs and their members should have access to all the data necessary to do their jobs effectively. Program offices and Component staffs are expected to provide data needed to resolve issues and to support DAE decisions in a timely manner.

#### OIPT Members:

OSD OIPT members should be empowered to represent their organization's perspectives and make commitments on behalf of their technical domain, functional area, and organization.

OIPT members should proactively assist programs in implementing Better Buying Power Initiatives. In many cases, OIPT members will have knowledge of techniques or approaches that could promote competition, reduce costs, improve productivity, or reduce non-productive processes.

Members should raise issues at the earliest possible opportunity and work to resolve those issues expeditiously. It is a disservice to the programs and process for issues to remain hidden or for issues to arise unexpectedly at senior-level decision meetings such as the DAB. If an OIPT member feels an issue is not resolved satisfactorily, the DAE should be informed. OIPT members with differing views will be part of any discussion and afforded the opportunity to express their views with supporting information directly if desired. Any issue raised should be logically presented with appropriately detailed technical or other relevant data to allow for an informed decision.

Attached is a list of nominal organizational members of a typical OSD OIPT. Membership can be adjusted as appropriate by OIPT leaders.

#### OIPT Products:

The cognizant OIPT leader will provide a written report to the DAE not more than 10 business days after the OIPT meeting and not less than 15 business days prior to a scheduled DAB date (i.e., well before the DRM). The OIPT Report will document an integrated program assessment that takes OIPT members' independent assessments into consideration. It will also provide a recommendation for the decision(s) to be made and include a discussion of all unresolved issues. OIPT leaders will ensure all OIPT member perspectives and concerns (including dissenting views) are accurately represented. OIPT members, at their discretion, may provide attachments to the OIPT report reflecting their individual perspectives and recommendations and providing the basis for those views.

The OIPT leader will assist the PM and PEO in preparing program decisions for the DAB. DAB briefings and supporting material should contain all the data necessary to support the pending decisions presented in a logical straightforward manner using the templates provided by ARA as a starting point.

Thank you in advance for your support. Together we can help improve the OIPT process and, ultimately, provide better decisions that will pay invaluable dividends to the warfighter. My point of contact is Mr. Phil Rodgers, ARA, at 703-692-5492.

A handwritten signature in black ink, appearing to read 'Frank Kendall', with a stylized, cursive script.

Frank Kendall

Attachment:

As stated

cc:

OSD OIPT LEADERS

OIPT nominal member organizations (membership subject to change based on commodity):

Vice Chairman of the Joint Chiefs of Staff/J-8	Office of Deputy Assistant Secretary of Defense for Developmental Test and Evaluation
Office of Under Secretary of Defense for Policy	Office of Director for Chemical and Material Risk Management
Office of Under Secretary of Defense (Comptroller)	Office of the Deputy Assistant Secretary of Defense (Manufacturing and Industrial Base Policy)
Office of Under Secretary of Defense for Personnel and Readiness	Office of the Assistant Secretary of Defense for Logistics and Materiel Readiness
Office of Under Secretary of Defense for Intelligence	Office of Assistant Secretary of Defense for Operational Energy Plans and Programs
Office of Director, Operational Test and Evaluation	Office of Deputy Assistant Secretary of Defense Research
Office of Director, Cost Analysis and Program Evaluation	Office of Deputy Assistant Secretary of Defense Systems Engineering
Office of Director, Acquisition Resources and Analysis	Cognizant Program Executive Officer(s)
Office of Director, Defense Pricing	Cognizant Program Manager
Office of Director, Defense Procurement and Acquisition Policy	Office of Army Acquisition Executive
Office of Director, Performance Assessment and Root Cause Analyses	Office of Navy Acquisition Executive
Office of Director, International Cooperation	Office of Air Force Acquisition Executive