



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

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MEMORANDUM FOR SERVICE ACQUISITION EXECUTIVES
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
DIRECTOR, DEFENSE PROCUREMENT AND ACQUISITION
POLICY
DIRECTORS OF THE DEFENSE AGENCIES
(ATTN: ACQUISITION EXECUTIVES)
DEPUTY ASSISTANT SECRETARY OF DEFENSE (C3, SPACE
AND SPECTRUM)
DEPUTY ASSISTANT SECRETARY OF DEFENSE (PORTFOLIO
SYSTEMS ACQUISITION)
DEPUTY ASSISTANT SECRETARY OF DEFENSE (SPACE AND
INTELLIGENCE)
DEPUTY ASSISTANT SECRETARY OF DEFENSE (SYSTEMS
ENGINEERING)
PRESIDENT, DEFENSE ACQUISITION UNIVERSITY

SUBJECT: Use of Acquisition Program Transition Workshops (APTWs)

The purpose of this memorandum is to encourage maximum use of APTWs. These workshops address the importance of quickly establishing effective working relationships and task priorities between government and industry program offices immediately after contract award or re-baseline actions.

APTWs were initiated by the Defense Acquisition University (DAU) in 2004 to assist government and industry program managers and staffs in aligning program expectations, organizations, processes, and functional lines of communication. Seventeen tailored workshops have been completed to date with positive results and feedback. Some of the many benefits include: early alignment of government and industry team organizations; publication of roadmaps to Integrated Baseline Review and other near-term planning events; agreement on management review scope and processes; and resolution of issues including differences in interpretation of contracts and other documents. APTWs are an assist effort and, as such, any conclusions and recommendations are only provided to the government and industry program managers, thus encouraging open and candid communication.

Because of these significant benefits, I recommend program managers of all ACAT ID and IAM and special interest programs plan to conduct APTWs within the first month following contract award or re-baseline action (such as those associated with Post Nunn-McCurdy certifications). When planned, the workshops should be addressed in the Request for Proposal and Statement of Work to ensure it is reflected in the industry team's Integrated Master Schedule. Requests for workshops from other programs will be entertained as resources allow. APTWs will be executed in accordance with the attached pending changes to the Defense Acquisition Guidebook.

Additional information regarding APTWs can be found on DAU Web site at <http://www.dau.mil/homepage%20Documents/npsw.aspx>. My points of contact are Mr. David Ahern, Deputy Assistant Secretary of Defense for Portfolio Systems Acquisition, at 703-693-3614, and Mr. Jess Stewart, DAU, at 703-805-4614 or Jesse.Stewart@dau.mil.



Ashton B. Carter

Attachment:
As stated

ATTACHMENT

AMENDMENT TO THE DEFENSE ACQUISITION GUIDEBOOK (DAG)

Add to Chapter 11 - Program Management Activities, a new Section 11.15 entitled:

DEFENSE ACQUISITION GUIDEBOOK **Chapter 11 -- Program Management Activities**

11.15. Acquisition Program Transition Workshops (APTW)

General. Acquisition Program Transition Workshops (APTWs) are intended to provide timely and tailored assistance to ACAT ID/AM and select special interest government program managers in aligning the government/contractor team at critical points in the program's schedule. APTWs are neither reviews nor assessments. They are to be conducted for the program manager on a "non-judgmental" basis with any findings, conclusions and recommendations provided to only the government and industry program managers. The APTW should enhance both the government and industry program manager's capability to successfully anticipate and resolve commonplace challenges as well as unanticipated issues that may arise throughout program execution. Flowing from this effort, DAU maintains a lessons-learned program for dissemination among all program teams to foster better program performance and increase the chance for successful program outcomes. As part of a governance effort, the Deputy Assistant Secretary of Defense (Portfolio Systems Acquisition) and the service military deputies will collaborate on common threads and trends from completed APTWs, and adjust workshop content as required.

Purpose and Objectives. The following describes the purpose and objectives of the APTW process.

- **Basic Purpose.** To achieve early alignment of government & industry teams, particularly at the Integrated Product Team (IPT) level and with a product orientation.
- **Common Goals.**
 - Common Interpretation of Contract Requirements/Provisions
 - Understanding/Alignment of Government & Industry Processes
 - Understanding/Agreement on Program Risk Elements
 - Understanding/Agreement on IPT Structure, CONOPS, Authority
- **Common Deliverables.**
 - Integrated Baseline Review (IBR) Roadmap/Preliminary or Critical Design Review Roadmap (Major Goals)
 - Agreement on Program Management Review Scope & Processes
 - Joint Understanding of Program Scope & Configuration Management
 - Resolution of Issues/Interpretation of Differences

- Commitment to Timely Communications and Transparency
- Actions Needing Further Consideration/Resolution

Execution. It is strongly recommended that program managers of all ACAT ID/AM and special interest programs conduct an APTW with their Industry PM counterparts within the first few weeks following contract award or re-baseline action (such as those associated with Post Nunn-McCurdy certifications). Requests for workshops from other programs will be entertained as resources allow. Program managers should contact DAU in a timely manner to facilitate the following planning and execution processes.

- Pre-Request for Proposal (RFP). As a DoDI 5000.02 defined Milestone or a major transition/restart is approached, information regarding APTWs should be included in the RFP and Statement of Work (SOW). ACAT ID/AM program managers should address APTWs in their pre-RFP briefings to possible respondents.
- Pre-Contract Award. The period prior to the source selection announcement and contract award is a particularly useful time for the government program manager to engage in APTW government team training and/or process development for contract execution.
- Post Contract Award. In the first few weeks following contract award, program managers should coordinate with the industry program manager counterpart on actions that will result in a joint APTW within five weeks following contract award. Figure 1 is a notional APTW timeline. Figure 2 is an example of an APTW 2½ day workshop.

Notional Planning --Timeline/Events

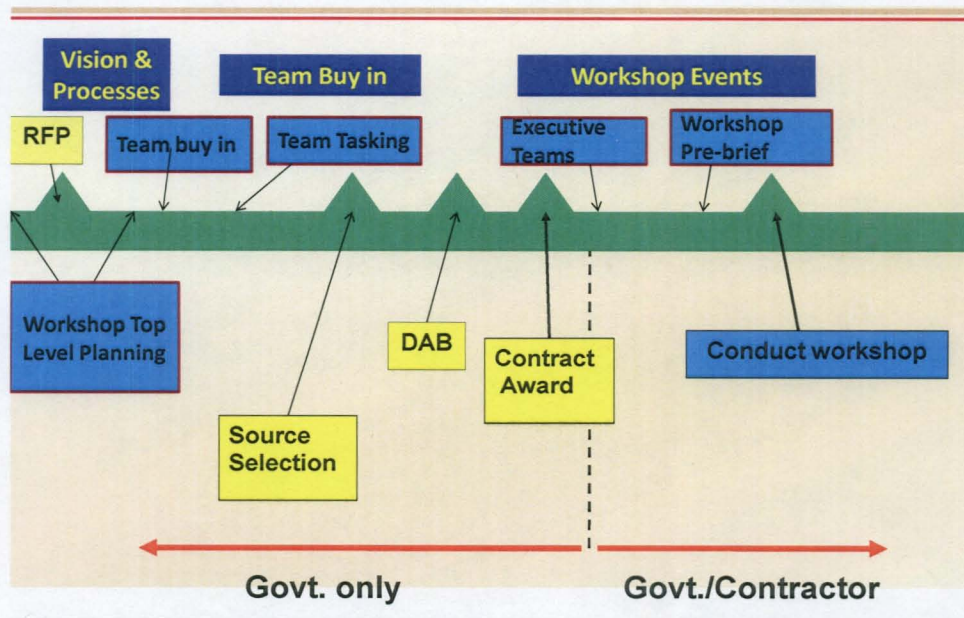


Figure 1.

Detailed schedule for a 2.5 day workshop

Event	Briefer	Event	Briefer	Event	Briefer
		0730-0745 Recap	PMs/DAU	0730-0745 Recap	PMs/DAU
		0745-0830 User Viewpoint/Reporting Reqts	Users	0745-1130 IPT Working Sessions	IPT Leads
		0830-0915 IBR Preparation	DAU Cont./Gov.	1130-1200 Working Lunch	
		0915-0930 Break		1200-1500 IPT Status	IPT Leads (Co-Brief)
		0930-1130 Contract Baseline, Incentives, & Change Mgmt	DAU Cont./Gov.	<ul style="list-style-type: none"> - Charter Update - Responsibility - Accountability - Problem Resolution - Risk Register - IBR Planning - IMP/IMS Issues - Comms Plan - Near Term Deliveries - GFE Review 	Facilitator (Moderator)
		1130-1200 Working Lunch			
		1200-1245 CDR Preparation	DAU Contractor Government		
		1245-1345 Risk & Opportunity Mgmt / IMP/IMS	DAU Cont./Gov.		
1400-1415 Workshop Overview	DAU	1345-1415 Comm./Metrics/Reviews	DAU Cont./Gov.		
1415-1430 Introductions	Govt./Cont. Executives	1415-1430 Break		1500-1630 PM Review	PMs
1430-1515 Program Strengths/ Barriers to Success	DAU	1430-1730 IPT Working Sessions (Team Alignment)	IPT Leads	<ul style="list-style-type: none"> - Path to IBR - Action Items - Team Challenges 	Facilitator (Moderator)
1515-1630 PM Values & Vision	PMs	1730-2030 Dinner & Social			

Figure 2.