



DoD IT Acquisition Reform

2011 ITEA Technology Review

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IT Acquisition Reform Task Force Integrator

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Relevant Studies

Research Studies

- Defense Science Board
- National Research Council
- Center for Strategic and International Studies
- Carnegie Mellon (SEI)
- Acquisition Solutions Inc.
- MITRE
- Defense Acquisition performance Assessments
- Institute for Defense Analysis
- Naval Research and Advisory Committee

Industry Studies

- TechAmerica Report on IT Reform Recommendations
- Business Executives for National Security on DISA/Acquisition Reform
- Associate for Enterprise Integration Report on Section 804/SOA

Case Studies

- Piloting 804 Process
- NSA Way
- ISPAN
- NCC
- GCCS-J
- ARCI
- Agile Delivery
- GCSS-AF

“First step [for DoD to succeed in delivery of IT] is to acknowledge that simply tailoring the existing processes in not sufficient” (National Research Council, DEC 2009)

“Current processes lack the equivalent of a business plan....Need to connect strategy to resources” (Business Executives for National Security, FEB 2010)



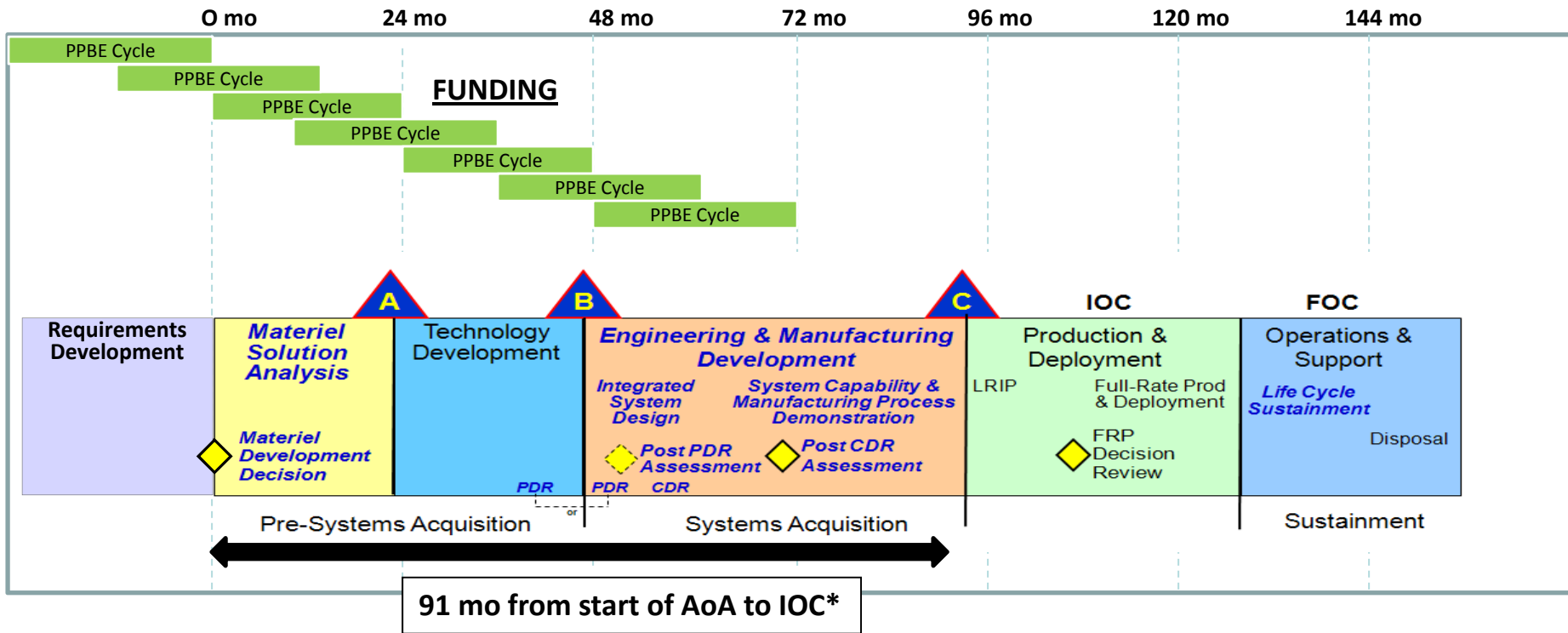
Why Reform IT Acquisition?

Using current acquisition processes and governance.....the result:

- Does Not Meet User Needs
- Takes Too Long To Deliver Capabilities
- Costs Too Much to Acquire
- Allows Duplicative Acquisition



General DoD Acquisition Process



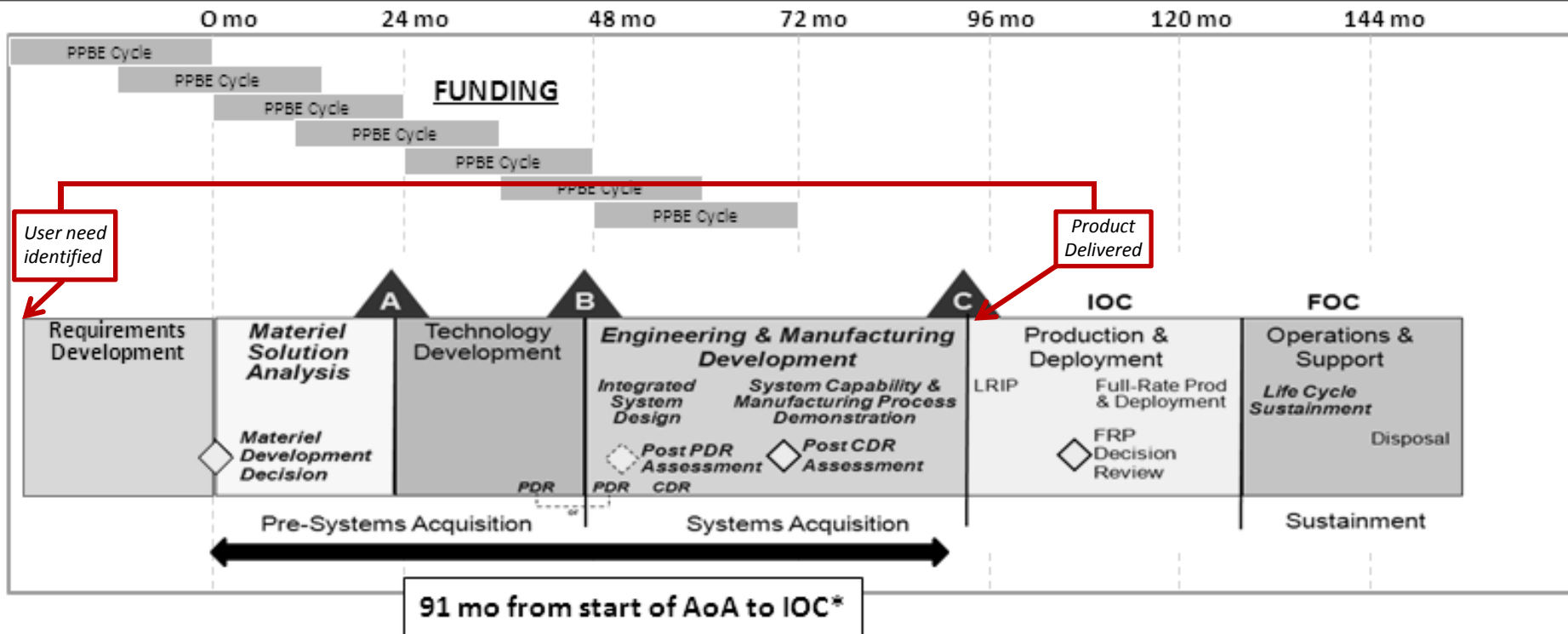
- Program-based

*Reference: Mar 2009 DSB Report - ASD NII Study of 32 MAIS

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General DoD Acquisition Process

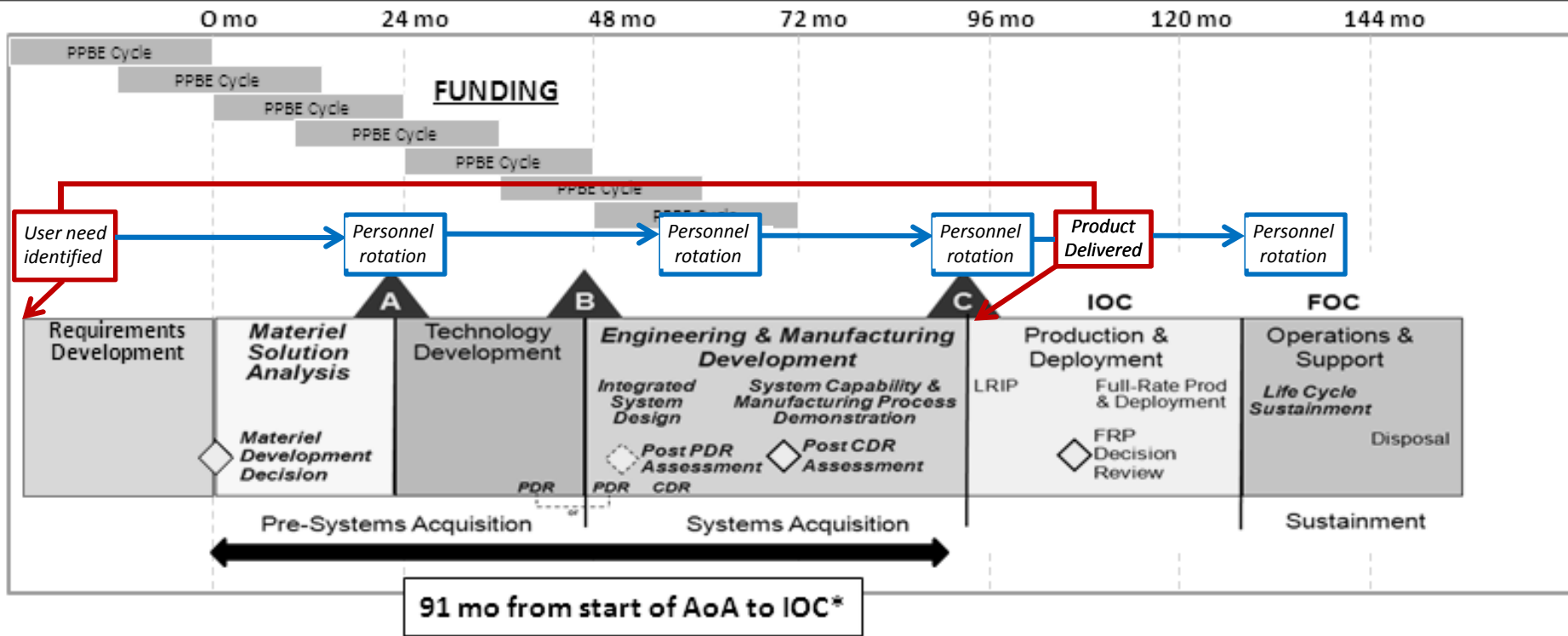


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General DoD Acquisition Process

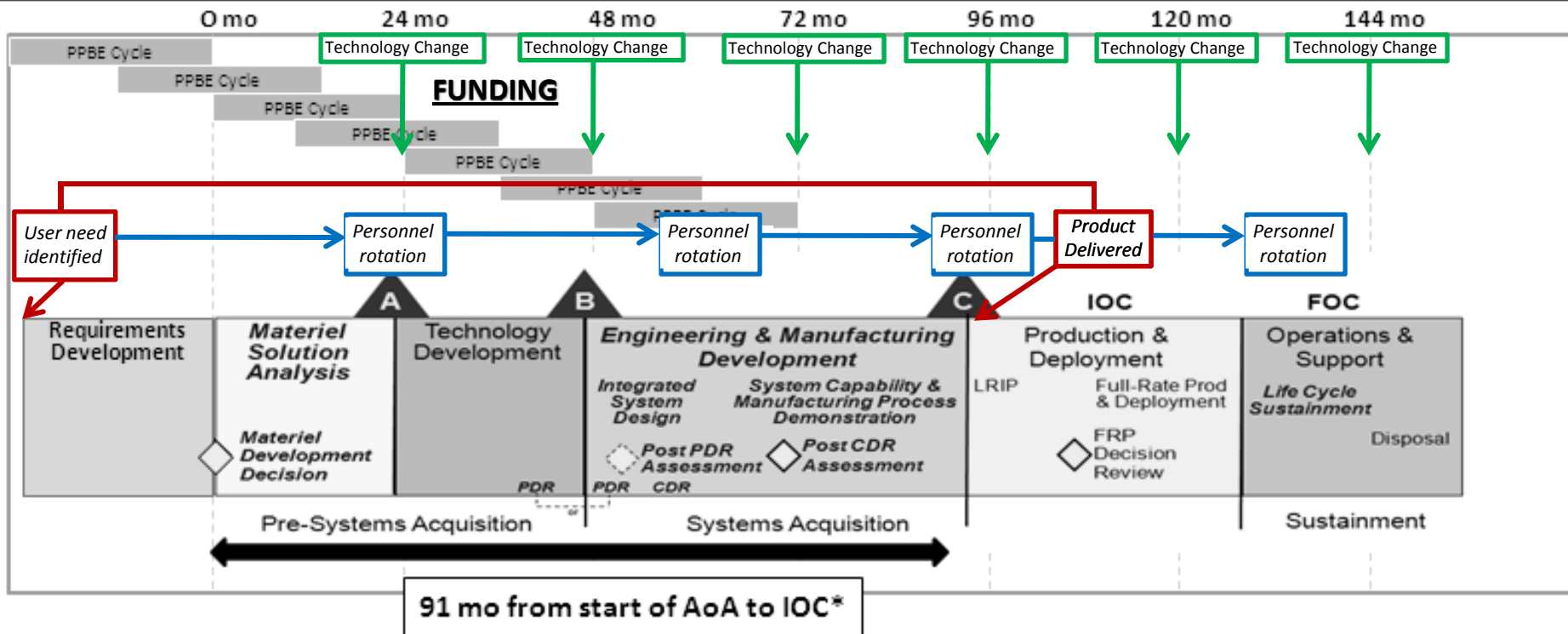


- Program-based
- Personnel Rotation – about every 3 years

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General DoD Acquisition Process



- Program-based
- Personnel Rotation – about every 3 years
- Technology Changes about every 2 years

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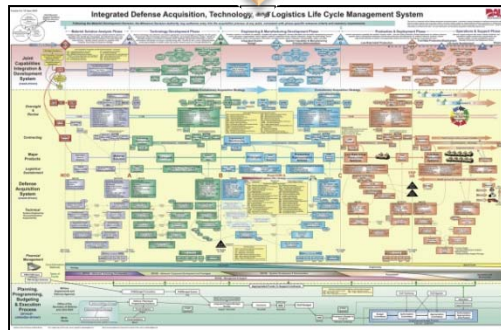


Acquisition: IT is different from a Weapon System

Weapon Systems



- Weapon platform centric
- Military unique requirements
- Development of military-unique, breakthrough technologies
- Development cycle of decade or more
- Production decisions for unique HW
- Service lives extending into decades



IT Systems



- Enterprise network centric
- Adapt commercial capabilities for military needs
- Leverage commercial technologies
- Technology cycle 12-18 months
- Procure commodity HW
- Periodic technology refresh to avoid obsolescence



Demands a Different Acquisition Process



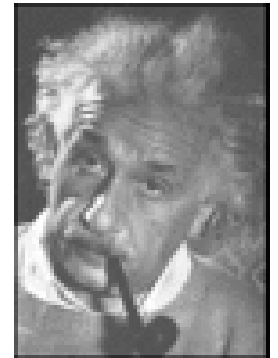
What We Told Congress

- Dramatically accelerate delivery of IT capabilities via short duration increments
- Manage by portfolios and integrate major DoD processes
- Make IT funding more flexible and responsive
- Pilot the end-to-end process



“We can't solve problems by using the same kind of thinking we used when we created them.”

Albert Einstein





IT Acquisition Reform Task Force

Chair: Deputy Secretary of Defense (DSD)
Executive Lead: DCMO

- Principal Members
- PD USD(AT&L)
 - ASD(NII/CIO)
 - CA&PE
 - USD(C)
 - DOT&E

- JCS
- Army CMO & SAE
- Navy CMO & SAE
- Air Force CMO & SAE
- USD(I)

Integration
Lead - DCMO

Working Groups

- Portfolio and Governance - Lead CAPE
- Acquisition Process - Lead NII / DISA
- Metrics – Lead Navy
- Funding - Lead OSD Comptroller
- Requirements - Lead Joint Staff / Air Force
- Contracts - Lead AT&L / Army
- Test, Evaluation/C&A - Lead DISA TEO
- Human Capital - Lead DoD CIO
- Architecture and Systems Engineering – Lead DoD CIO



What Does DoD's IT Acquisition Reform Affect?

- New process is applicable across the DoD IT Enterprise (including National Security Systems) in the following categories:
- Networked IT Systems (e.g., command and control, business information):
 - User-facing applications
 - Computing infrastructure (e.g., common applications, operating system)
 - Security and information assurance for applications, systems, and networks
 - Computing hardware including configuration modification for network integration, etc. (e.g., servers, laptops)
 - Communications/networking infrastructure
 - Note: IT hardware requiring unique development and requisite production decisions will be acquired using traditional DoD acquisition policy (DoD 5000 processes) to ensure appropriate focus on these areas.
- Weapon Platform IT Systems
 - Platform-hosted IT mission systems that are not considered embedded
 - Note: IT embedded in weapon systems will continue to be developed, acquired, and managed as part of that weapon platform and not separately acquired under the new IT acquisition process. Upgrades to embedded IT software in weapon systems may be considered for applicability to the new IT acquisition process when no hardware change is required. This will be reviewed on a case-by-case basis.
- Services acquired or developed as a service-oriented architecture



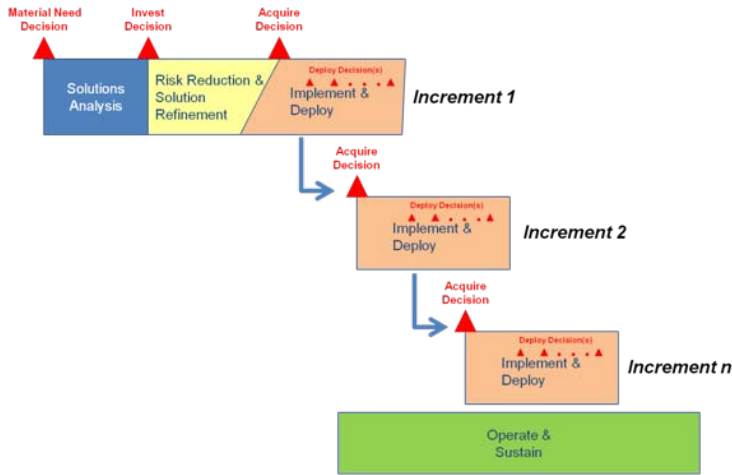
Tailored Approach to IT Acquisition

All IT Is Not The Same

1. Application Software Development and Integration
 - For projects involving custom SW development and integration
 - Focuses on close interaction with users, prototyping, and iterative development
 - Accommodates multiple development approaches
2. COTS Hardware and Software
 - Non-modified COTS products, including commodity purchases
 - Examples: Enterprise e-mail services; SharePoint
3. Integrated COTS Capability
 - Analogous to similar commercial capabilities but with DoD specific performance characteristics/standards
 - Examples: DoD teleports, DoD security-enabled wireless networks, Services Oriented Architecture framework
4. Commercially Provided IT Services or Commodities
 - Commercial Managed Service, Commercial Circuits
 - Examples: DCO, Commercial SATCOM

IT Acquisition Process

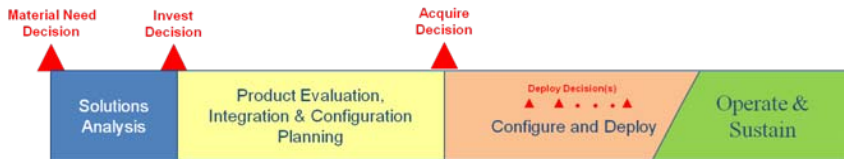
Application Software Development and Integration



COTS Hardware and Software



Integrated COTS Capability



Commercially Provided IT Services or Commodities

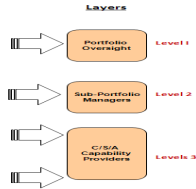


MULTIPLE MODELS BASED ON DIFFERENT IT ACQUISITION TYPES



Key IT Acquisition Reform Concepts

Portfolio



- Establish authorities and accountability to deliver timely capabilities to DoD end-users
- Creates framework for acquisition decisions within a portfolio

Outcomes

- Integrated decision making
- Better use of scarce resources
- Enterprise focus

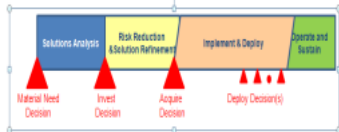
Funding



- Align funding with portfolios
- Provide flexibility to reprogram
- Move to single IT appropriation
- Transparent accounting

- Responsive to changing requirements, technologies, and constraints in year of execution

Acquisition



- Short duration projects managed in portfolio context
- Tailored for different types of IT
- Decision authority at lowest level by default when aligned to a portfolio; elevate by exception

- More rapid delivery of increments of capability
- More responsive to user needs
- Fewer failed programs

Requirements

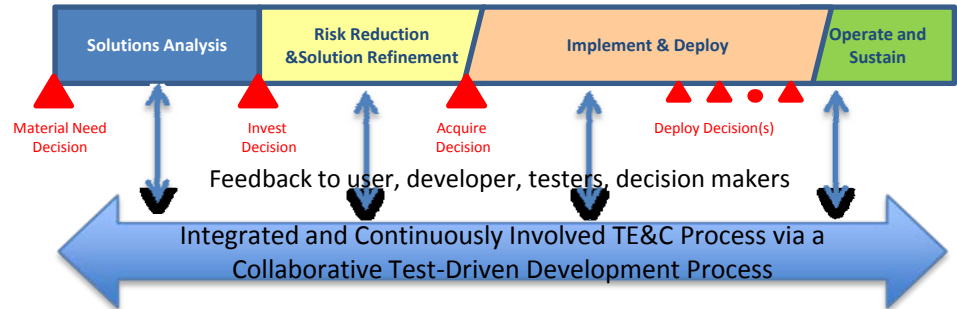
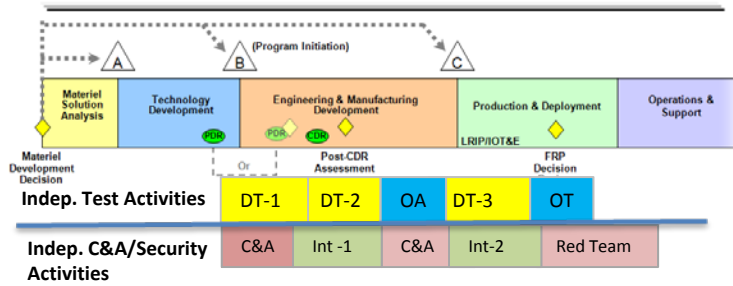


- High level requirements for overall capability; refining requirements for increment in development
- Emphasis on architecture alignment, cost, and delivery timelines
- Early and continuous user involvement in refining requirements

- Enterprise “fit”: balance user needs with enterprise objectives
- No surprises for the user



Test & Evaluation and Certification Overview



As-is

- Multiple stakeholders, certifications and testing events required
- Interoperability, security, developmental and operational testing executed independently
- Test data requirements poorly coordinated adversely impacting cost, schedule and performance



- Testing does not inform acquisition and systems engineering processes
- OT&E finds systems lacking key capabilities, which then require rework and retest

To-be

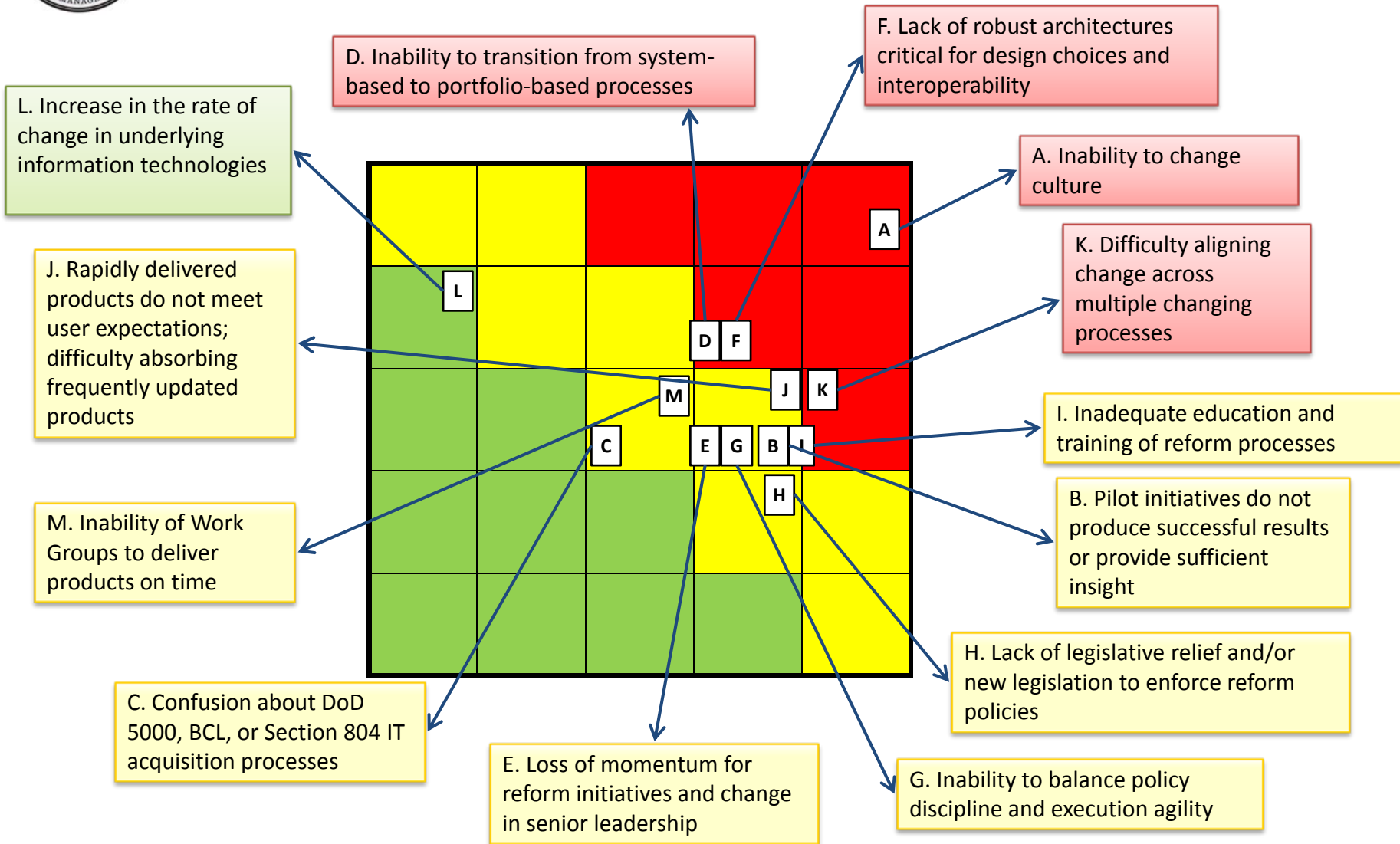
- Collaborative approach integrates users, developers with T&E, IA, and interoperability stakeholders
- Integrated tests use common test infrastructure
- Automated tools capture test data for use by all
- Single TE&C Strategy and Findings Report reduces needless paper
- Each Stakeholder submits separate individual assessment of findings to maintain independence
- Risk determines levels of oversight



- Integrated TE&C approach closely aligned with Portfolio/Project based acquisition/SE processes to improve schedule and reduce costs
- Early TE&C engagement/integrated testing provides continuous user feedback/monitoring that enhances performance, effectiveness and suitability



IT Acquisition Reform Institutional Risk Assessment





Questions?