DAU INTACT Team Training
September 11, 2013

Why INTACT Team Training?

- Still not where we want to be with respect to Defense Acquisition effectiveness and efficiency – "Takes too long…costs too much"
- Federal/Defense Acquisition Environment becoming more chaotic -
  - Slow economic recovery/debt concerns/partisan gridlock/sequestration
- Fundamental change in Defense Acquisition Workforce composition
  - Exit of the "Boomers"…decrease in DAW size and experience
- Strategic demands for acquisition support include:
    - All the current threats (Middle East (Egypt/Syria), Western Asia (Iraq, Iran, Pakistan, Afghanistan)), plus
    - Growth of new threats (e.g. cyberwarfare)
    - The "Pacific Pivot" – concern over rise of peer competitors

How can we become more effective in parallel with confronting a more difficult environment?

Why INTACT TEAM Training? (Cont'd)

- Status Quo:
  - We train the individual exhaustively in *technical competencies*
    - DAWIA career fields curricula
  - We leave the training of individuals in *good team competencies*, and training of *intact acquisition teams*, to be done "ad hoc" in the field
  - We train the individual (and teams) poorly in *operational competencies*
    - Defense acquirers are operators, not administrators
    - They operate in a very chaotic operational environment
    - They need to be trained in how to attain and maintain situational awareness, and in using that awareness to identify/capitalize on the opportunities that exist in any chaotic environment
      - Directly enables USD(AT&L)'s direction to "think (innovatively)"
- Thus, Defense Acquirers are incompletely developed in the skills necessary to predictably deliver "Acquisition Success" to the warfighter

Why INTACT TEAM Training? (Cont'd)

- The current "DAWIA certification" deficiency in individual technical competence has been recognized by DoD leadership and is being addressed
  - Will be done via "Cert to Qual," confirming the actual skills of an acquirer
- The other two essential pieces of "full-scope acquirer development" remain largely unaddressed:
  - Developing understanding and skills to exploit the chaotic acquisition environment (operational competence)
  - Developing team competence, (remember Baron Von Steuben!), both
    - Good individual team member skills, and
    - High performing intact acquisition teams made up of trained team members
- We deliver capability in teams, not as individuals. If intact team performance is improved, it would yield a major improvement in acquisition outcomes

The Way Ahead…

- Complement the essential work being done in "cert to qual" with a parallel effort to train INTACT (e.g. established) acquisition teams
- Training would be "real world scenario"-based, and facilitated by senior acquisition experts, focusing on:
  - Confirming and solidifying command of practical, proven team techniques (at the team member/team levels), as well as
  - Confirming and solidifying command of practical situational awareness techniques at the team member/team levels, and
  - Evaluating the team's ability to deliver successful acquisition outcomes

"Intact Team" approach offers a unique opportunity to determine team effectiveness, in a low risk environment

Possibilities include…

enspire learning

pendaran

Athena Strategies

PalatineGroup

NATIONAL DEFENSE BUSINESS INSTITUTE
THE UNIVERSITY OF TENNESSEE COLLEGE OF BUSINESS ADMINISTRATION

NOVONICS

Center for Creative Leadership
www.ccl.org

Next Steps…

- We have viable candidates for further consideration
  - Pendaran “Boot Camp”
  - UTenn NDBI Defense Acquisition Program Success Simulation
  - Potentially others (Athena “War Game”)

- Next steps (FY14) include:
  - Completing observation of viable candidates
    - Already done with Pendaran, Looking Glass; would need to be scheduled with other providers
  - Determining which candidate(s) we would proceed with
  - Scoping out details of the formal arrangements for using their material
    - Potentially could be done under an MOA – using a “reverse equivalency” model
  - Beginning “pilot” development

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We will keep you informed!