



# Enterprise Mission Assistance

## DAU Board of Visitors

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Mission Assistance



# Mission Assistance Current State is Excellent

- **Customer Demand for DAU MA Continues to Grow**
  - FY11: Showed 21% increase over FY10; 50% since FY07
    - 129,000 man-hours; 64.5 man-years
  - FY11 DAU MA Breakdown
    - 48% Consulting, 36% TT/TA, 3% RDT, 13% BusDvl/Outreach
  - Trends (FY07-11):
    - Consulting % up (35% in FY07; 48% in FY11)
    - TT/TA % down (47% FY07-09; 36% in FY11)
    - RDT % steady (1%-3% across time frame)
    - BusDvl/Outreach% steady (13%-16% over last three years)
- **Uniformly Positive Customer Responses**



# FY 11 Mission Assistance “Highlights”

- Contracting Officer Representative (COR) Training – 97 sessions
- Services Acquisition Workshops (SAWs) – 21 sessions
- Defense Acquisition Executive Overview Workshops (DAEOWs) – 22 sessions
- Acquisition Program Transition Workshops (APTWs) – 7 sessions
- Product Support Manager Rapid Deployment Training – 12 sessions
- Strong support for USD(AT&L) Better Buying Power initiatives (BBPi)
  - Developed comprehensive BBPi Rapid Deployment Training briefing
  - Set up BBPi RDT Training Teams in all five regions and DSMC
    - RDT Training started in fall 2011 and continues (presented to acquirers at field locations)
  - Developed background training modules / briefings covering all 23 BBPi initiatives for Acquisition Workforce use
- Assisted multiple MDAP,s to include KC-46 Tanker, Heavy Brigade Combat Team, Joint Light Tactical Vehicle, Small Diameter Bomb II, and the DoD Ground Combat Vehicle Portfolio review



# Looking to the Future...

- Demand for DAU services continues to increase across all mission areas
- The days of large DAU staffing increases are over
- The importance of MA is growing
  - MA as strong complement to our training mission
  - MA as vital method to deepen and refresh DAU faculty and curriculum
- As a result – DAU's challenge is to find ways to “increase the MA yield” to the Acquisition Enterprise with the assets we have



# Executive Director, MA

Objectives: “Increasing the yield” by

- Sustaining DAU’s strong business-unit MA Execution, while
- Maturing complementary DAU Enterprise-wide MA initiatives where they add capability and value

Responsibilities:

- Accountable to President, DAU for the overarching direction and results of the MA program
- Headquarters functional lead and advocate for the DAU MA function
- Responsible for development of DAU Enterprise MA policy, processes and tools
- Responsible for coordination and sharing of MA “best practices”
- Directly Interfaces with SAE/CAE, OSD Leadership (e.g. DASD (S&TS)), and DAU leadership on MA matters



# Increasing the Yield...Opportunities

- Maturing Faculty / staff MA development processes
- Continuing to expand “high-end,” high impact MA engagements (consulting)
- Improving Measurement and Evaluation
  - e.g. “outcome-based” metrics
- “Harvesting”/ sharing MA insights and lessons learned across other DAU mission areas (e.g. curriculum, research, knowledge sharing)



# DAU Enterprise MA Initiatives (FY12)

- Finding opportunities to improve intra-DAU MA collaboration
- Creating synergy between MA and Research functions
- Sharing / maturing our processes for developing faculty and staff MA capabilities
- Developing a DAU-wide process to capture and share MA insights and “lessons learned” across DAU mission areas
- Defining a common set of DAU “outcome based” metrics for MA



# FY12 Actions

- ADOMAs and MDAP Directors met 14-16 December 2011 to review and revise action plans for FY 2012 DAU Mission Assistance
- Analyzed the role of both the business units (Regions, DSMC) and HQ Directorates in achieving best use of available resources
  - Used the Polarity Management method to determine a good balance point (and necessary actions to achieve this point) between business unit and HQ roles (Polarity Map follows)
- Did preliminary work on several fundamental actions identified in the above effort
  - Summary of discussion / work on improving the training/development of DAU MA practitioners follows

# Polarity Management® Map

Greater Purpose Statement (GPS)\* - why balance this polarity?  
**Hi-Yield, Hi-Impact Mission Assistance**

## Action Steps

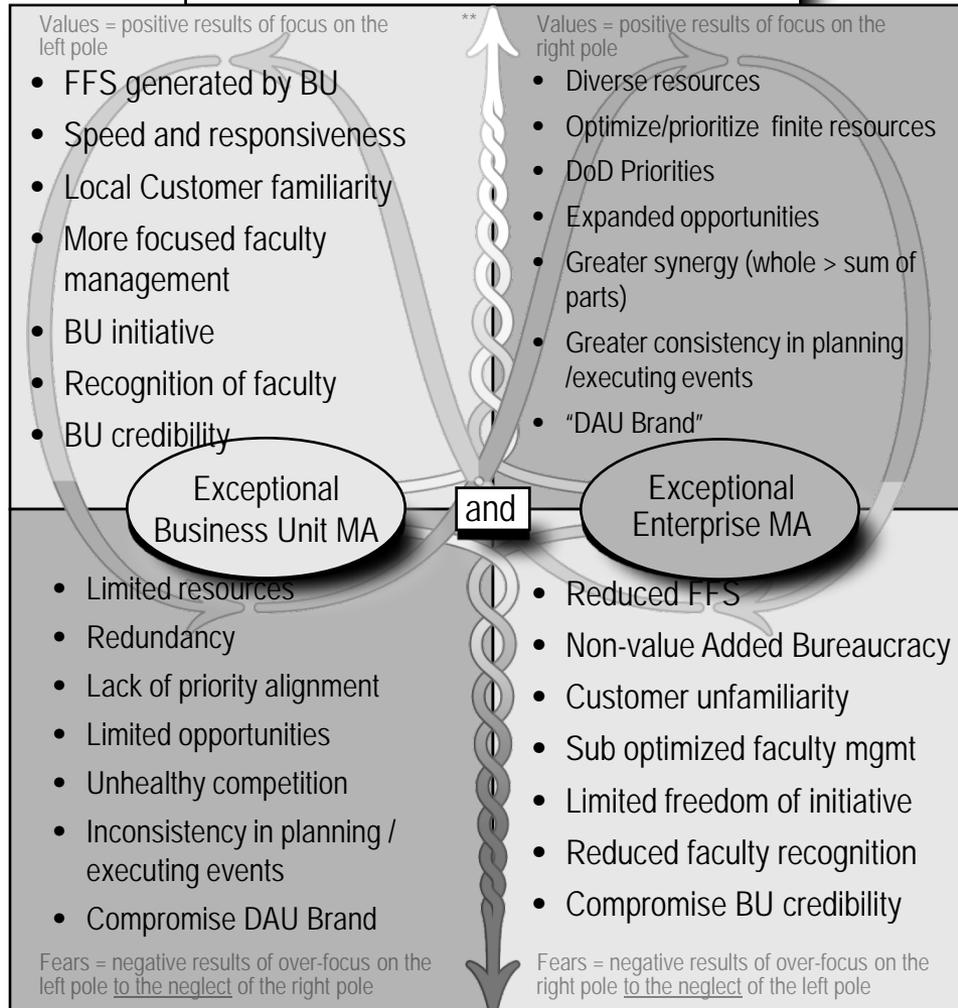
How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?

- A. Model/Template for FFS Decisions / Executions
- B. Quarterly Meetings
- C. Seek & Share Best Practices
- D. Enhance faculty training & experiences
- E. Market Capabilities
- F. Focus, coordinated & tailored outreach
- G. SPOT Awards

## Early Warnings\*\*\*

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

- A. Decreased collaboration
- B. Decreased faculty interest
- C. Decreased MA hours (eMTS report)
- D. Decrease in repeat business
- E. Decreased recognition of DAU MA (OSD, GAO, etc)
- F. Increased rejection of MA requests
- G. Decreased internal survey results
- H. Decreased FCAR / AQI results



## Action Steps

How will we gain or maintain the positive results from focusing on this right pole? What? Who? By When? Measures?

- A. Regular MDAP / ADOMA Mtgs
- B. Sharing / Collaborating BPs
- C. Cloud-like sharing of resources
- D. MA Process toolkit
- E. Update standard MA Brief
- F. Survey feedback tool re-do
- G. Implement Gap Matrix
- H. User-friendly version of MAS
- I. End of Year Cash Awards

## Early Warnings

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

- A. Increased redundant reporting
- B. Increased % of hours spent overemphasizing enterprise
- C. Increased # of times MA requests are denied to customer
- D. Reduced / declining FFS
- E. Decreased faculty participation

**Irrelevant Mission Assistance**  
 Deeper Fear from lack of balance

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- **Need a structured framework or roadmap for Qualified MA Contributors and MA Leads (Basic and Advanced)**
- **Objective: Basic and Advanced MA courses that address Products – Tools – Process – Soft Skills – Professionalism**
- **Need task, competencies and outcome descriptions**
  - **Key Competencies: Communication/Listening, Trust, Critical Thinking, Leadership, Project Management fundamentals, etc.**
- **Use available development resources (e.g. Skillport)**
- **Envision On-line portion and 2-day course for basic (information sharing – what does DAU already have) and incorporate MA Case studies; advanced – more intensive courses.**
- **Leverage MA Mentors and reinvigorate faculty (e.g. capability and currency)**
- **Establish IPT**

