



# ***Acquisition Reform Initiatives***

## ***Concept Decision: A Strategic Choice***

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***Joint Force Application***  
***OUSD (AT&L)***



# *Concept Decision in Context*

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- **Definition**
  - AT&L Led DoD “Implement Now” QDR Initiative
- **Scoping**
  - Earliest of Acquisition “Tool Kit” Initiatives
- **Focus**
  - Early “Corporate” decision making, identified trade space, integrated and streamlined processes
- **Dimensionality**
  - Multiple capabilities analyzed and developed
- **Relationship to Portfolio Management**
  - One of the Portfolio Managers Tools



# Initiatives For Strategic and Tactical Acquisition Excellence

**STRATEGIC**  
“Big A”



“Little A”  
**TACTICAL**

OBJECTIVES	INITIATIVES
<p><b>Making Decisions that Balance the Trade-Space</b></p> <ul style="list-style-type: none"> <li>Affordable, Feasible Investments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Management</li> <li>Tri-Chair Concept Decision / Time-Defined Acquisition</li> <li>Evaluation of Alternatives</li> <li>Synchronize Existing Processes</li> <li>Tri-Chair Investment Balance Reviews</li> </ul>
<p><b>Starting Programs Right</b></p> <ul style="list-style-type: none"> <li>Improved, Up-Front Planning</li> <li>Awareness of Risk / Improved Source Selection</li> <li>More Responsive Acquisition Solutions</li> </ul>	<ul style="list-style-type: none"> <li>Risk-Based Source Selection</li> <li>Small Business Innovative Research</li> <li>Acquisition of Services Policy</li> <li>Systems Engineering Excellence</li> <li>Award Fee and Incentives</li> </ul>
<p><b>Process efficiency</b></p> <ul style="list-style-type: none"> <li>Tailored, agile, transparent</li> </ul>	<ul style="list-style-type: none"> <li>DAB / OIPT Process Optimization</li> <li>Common Data / DAMIR</li> <li>Restructured DAES</li> </ul>
<p><b>Program Stability</b></p> <ul style="list-style-type: none"> <li>No Downstream Surprises</li> <li>Issue Awareness</li> </ul>	<ul style="list-style-type: none"> <li>Program Baseline Assurance</li> <li>Capital Accounts</li> </ul>

*Improving the Full Range of Acquisition Execution*





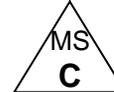
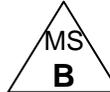
# Time Defined Acquisition

## Defining an optimum path – Keeping programs on schedule

### Tri-Chair Concept Decision Path (ACAT 1 and JROC Interest)

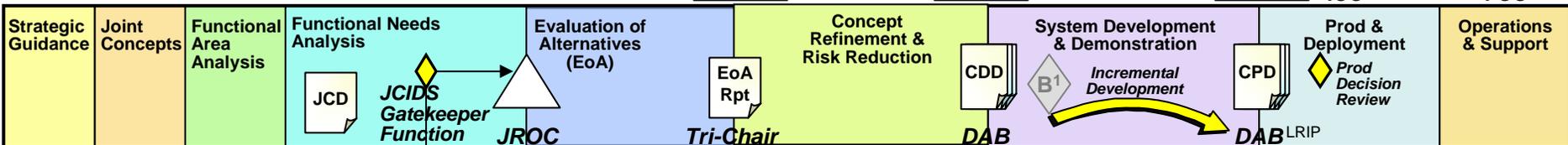
Milestone entry point (B or C) determined by the M/S "A" Tri-Chair Concept Decision Review (as captured in a Concept Decision Memorandum)

Concept Decision



IOC

FOC



Risk Based Knowledge Management system ensures continuity of development

Strategic & Tactical Logistics

### Other Time-Defined Paths to Meet Warfighter Needs



Other sources of joint warfighting needs enter process at the JCIDS Gatekeeper and are then routed accordingly

If ACAT II and below or Independent Joint Potential Designator (JPD)

DoD Component-led Process



IOC

FOC

If Urgent Needs

IWNs/ JUONs

Rapid Fielding/CJCSI 3470 Process

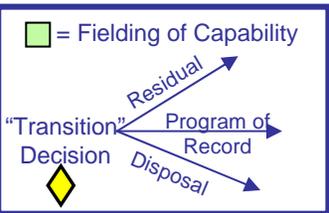
"Transition" Decision

- FOC: Full Operational Capability
- IPL: Integrated Priority List
- IRL: Integration Readiness Level
- IOC: Initial Operational Capability
- IWN: Immediate Warfighter Need
- JRAC: Joint Rapid Acquisition Cell
- JUON: Joint Urgent Operational Need
- JCTD: Joint Capabilities Tech Demonstration
- LRIP: Low-Rate Initial Production
- MRL: Manufacturing Readiness Level
- TRL: Technology Readiness Level

If Near- or Mid-Term Needs

Prototype Demonstration (e.g., ACTD/JCTDs) or Experimentation

"Transition" Decision





# ***Concept Decision Purpose***

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**Make early decisions on affordable capability investment strategies responsive to joint warfighter needs**

***Measure of Success***

***The creation of sufficient information, in a portfolio/capability based context, to make an early and affordable capability investment decision yielding predictable performance***



# ***Why do Concept Decision?***

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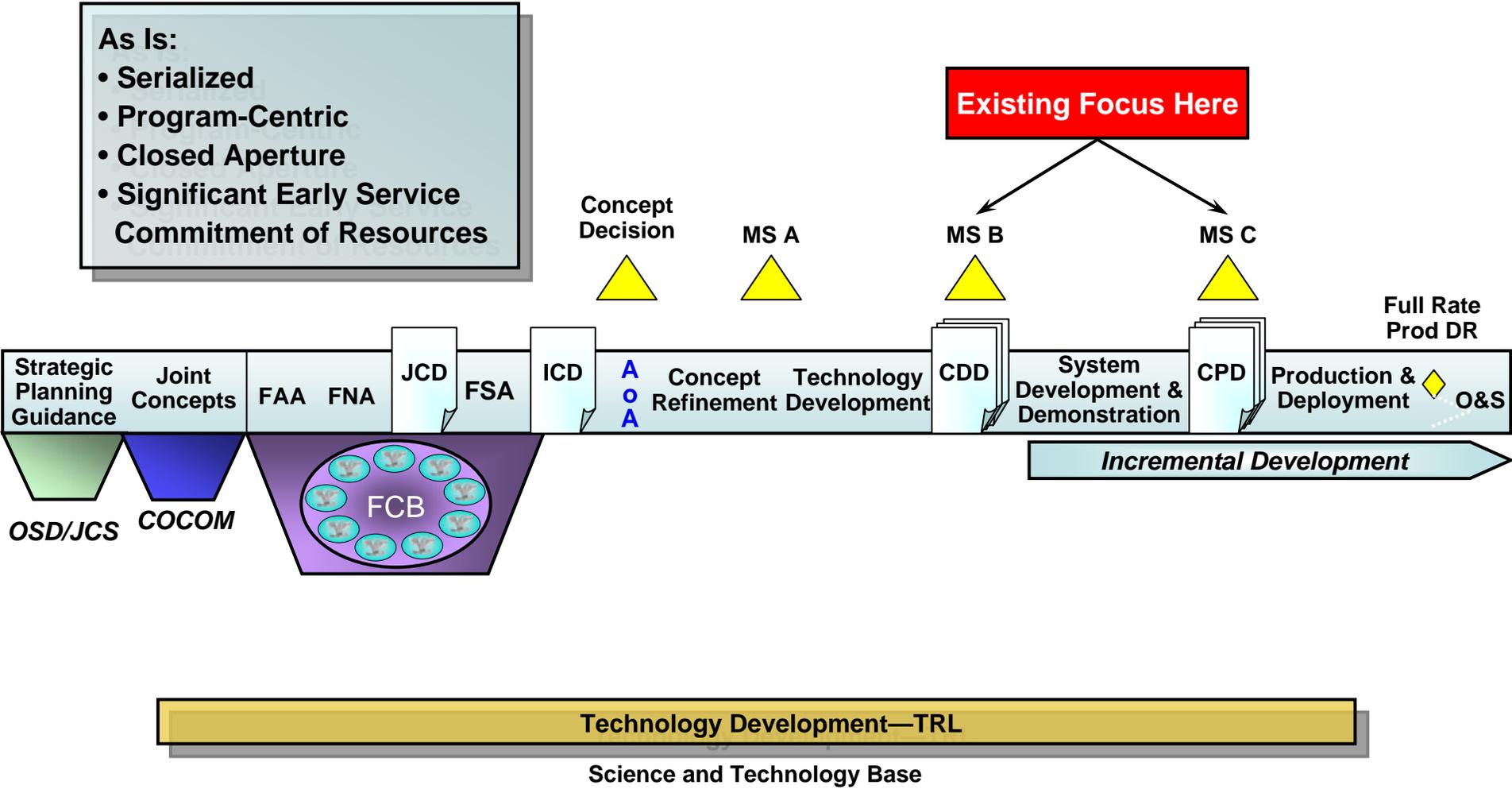
- **Accelerate delivery of Joint warfighting capabilities**
  - Current process slow to respond to warfighter needs
- **Address resource/funding constraints early**
  - Necessary to control cost growth/requirements creep
  - Adequately fund and stabilize funding stream
- **Tailor analysis to support decision at hand**
  - Not all programs require extensive, time consuming and costly additional analytical efforts
- **Leverage Service/organizational competencies**
  - Delegate execution
  - Minimize oversight

***Challenge: Maximize Process Change...Minimize Bureaucracy***



# “As Is” Process

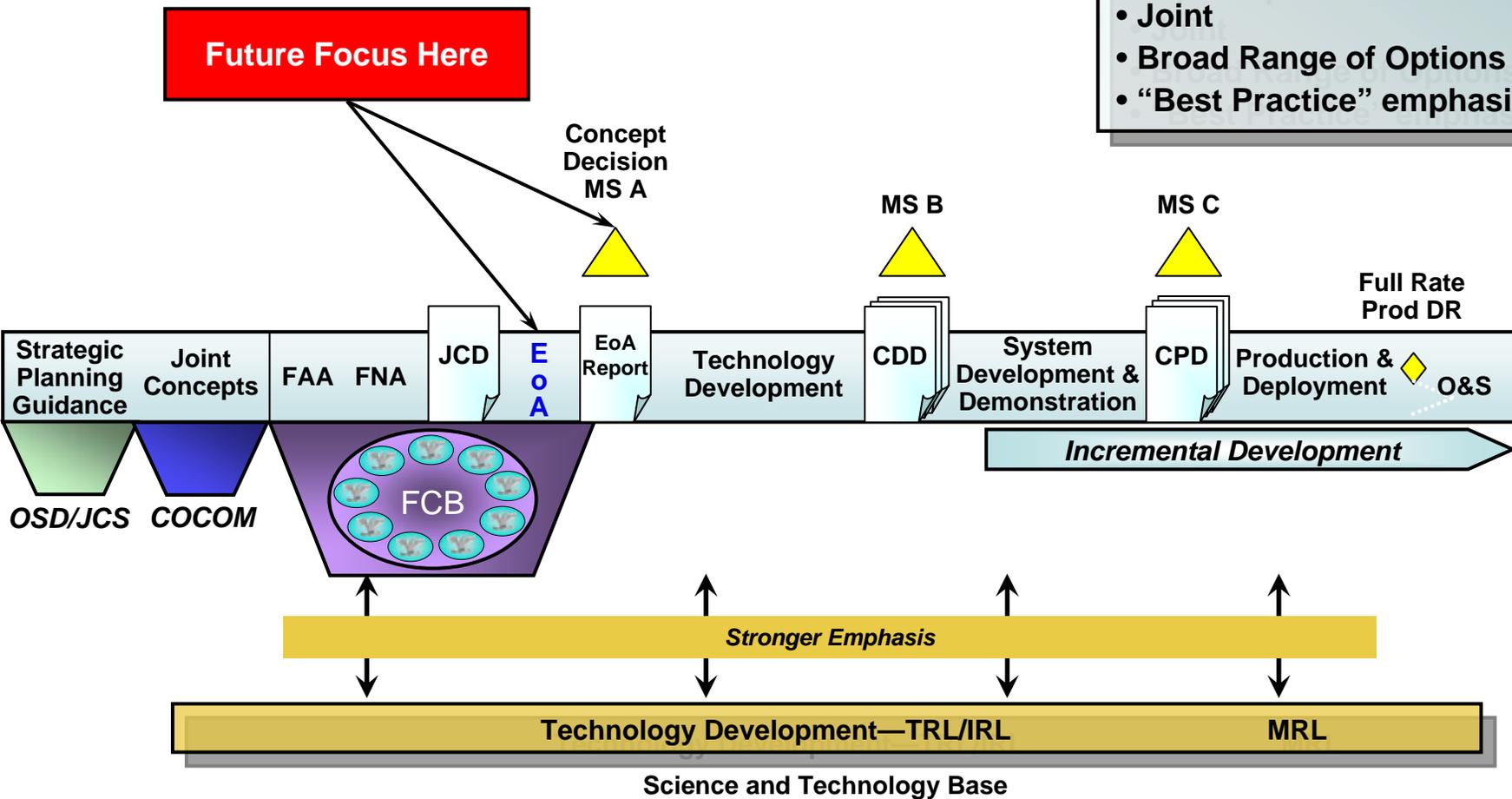
- As Is:**
- Serialized
  - Program-Centric
  - Closed Aperture
  - Significant Early Service Commitment of Resources





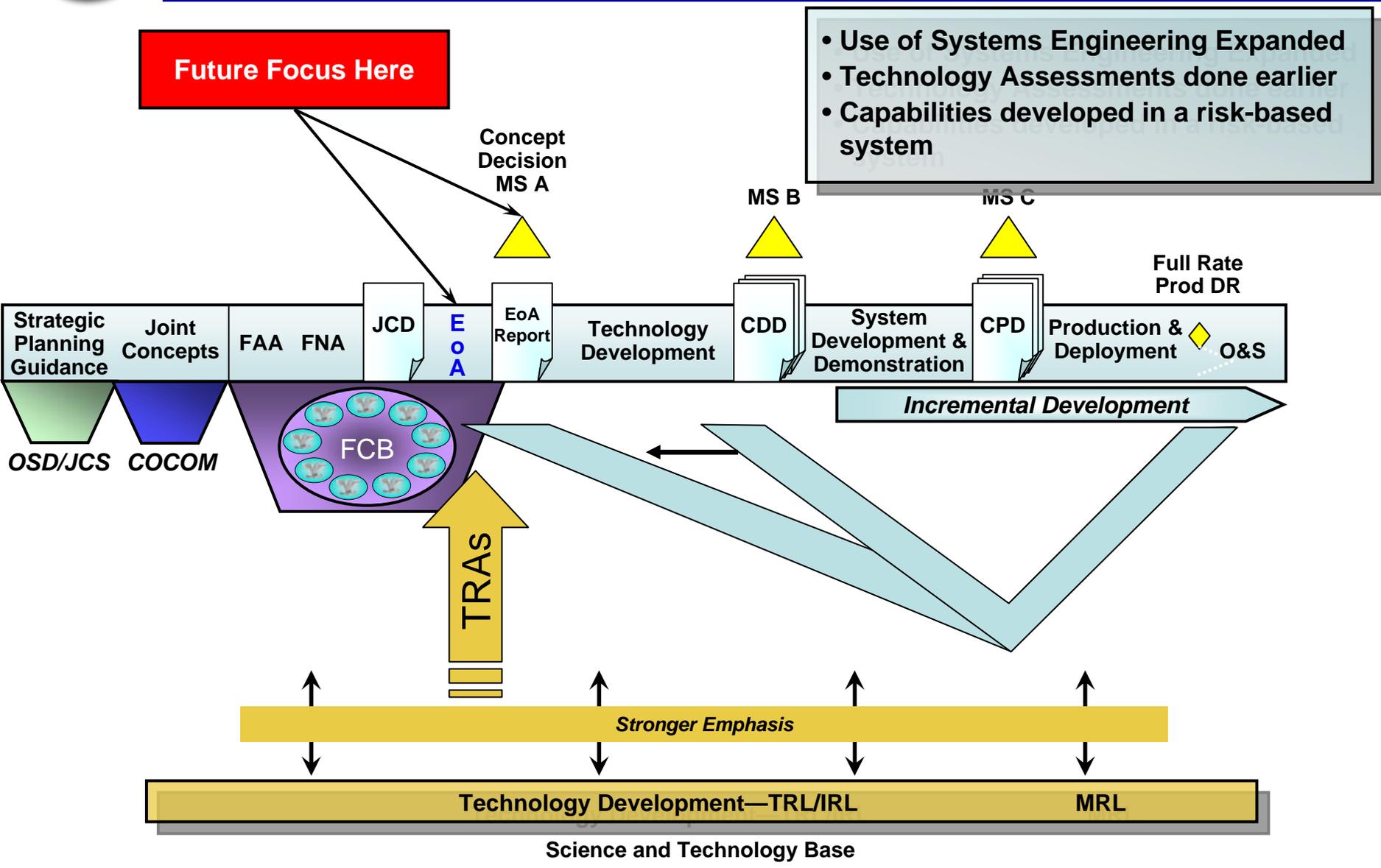
# New "To Be" Process

- To Be:**
- Aligned
  - Capability Orientation
  - Open Aperture
  - Joint
  - Broad Range of Options
  - "Best Practice" emphasis





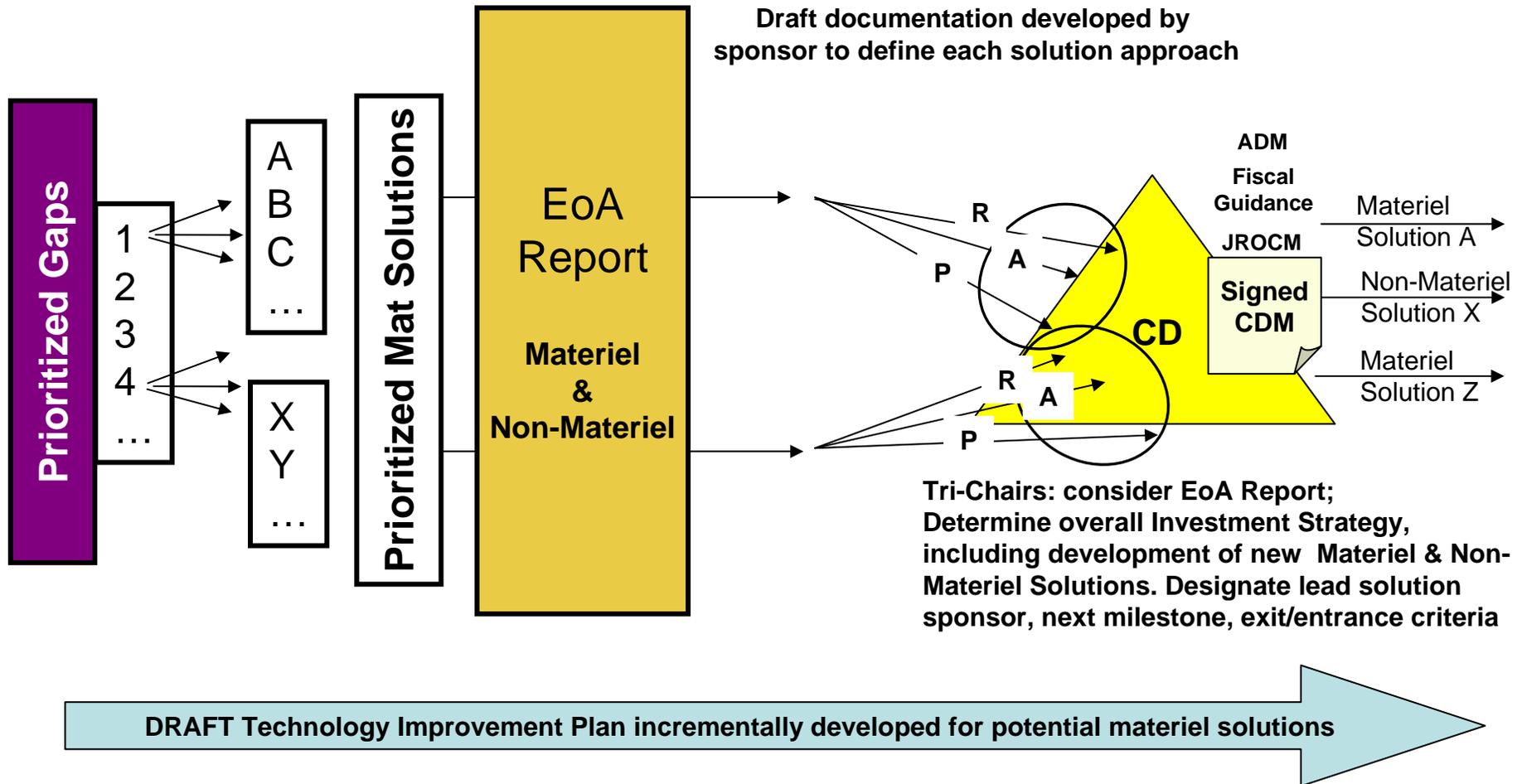
# CD Energizes "Best Practices"





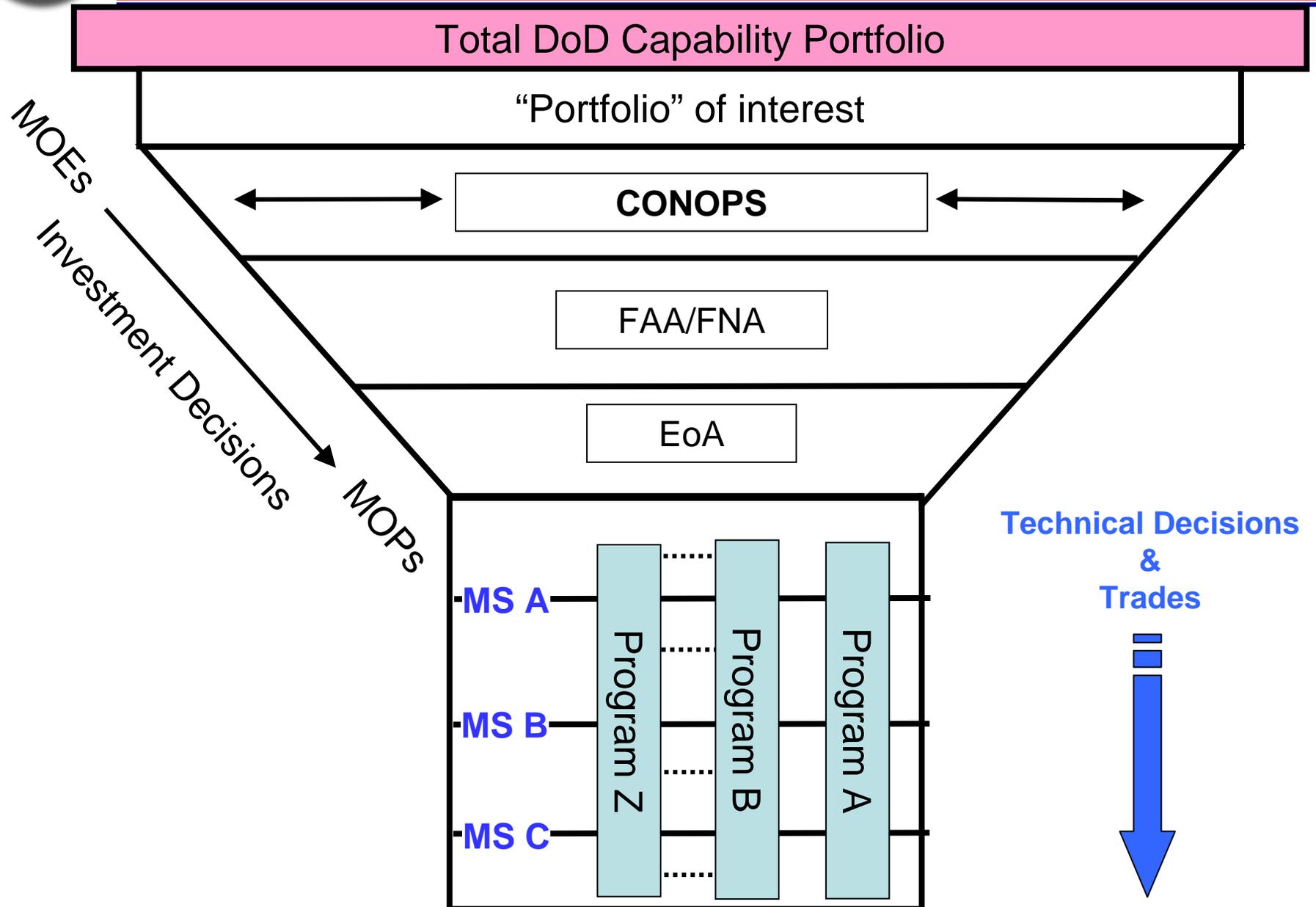
# EoA Challenge

## Multiple Solutions Possible





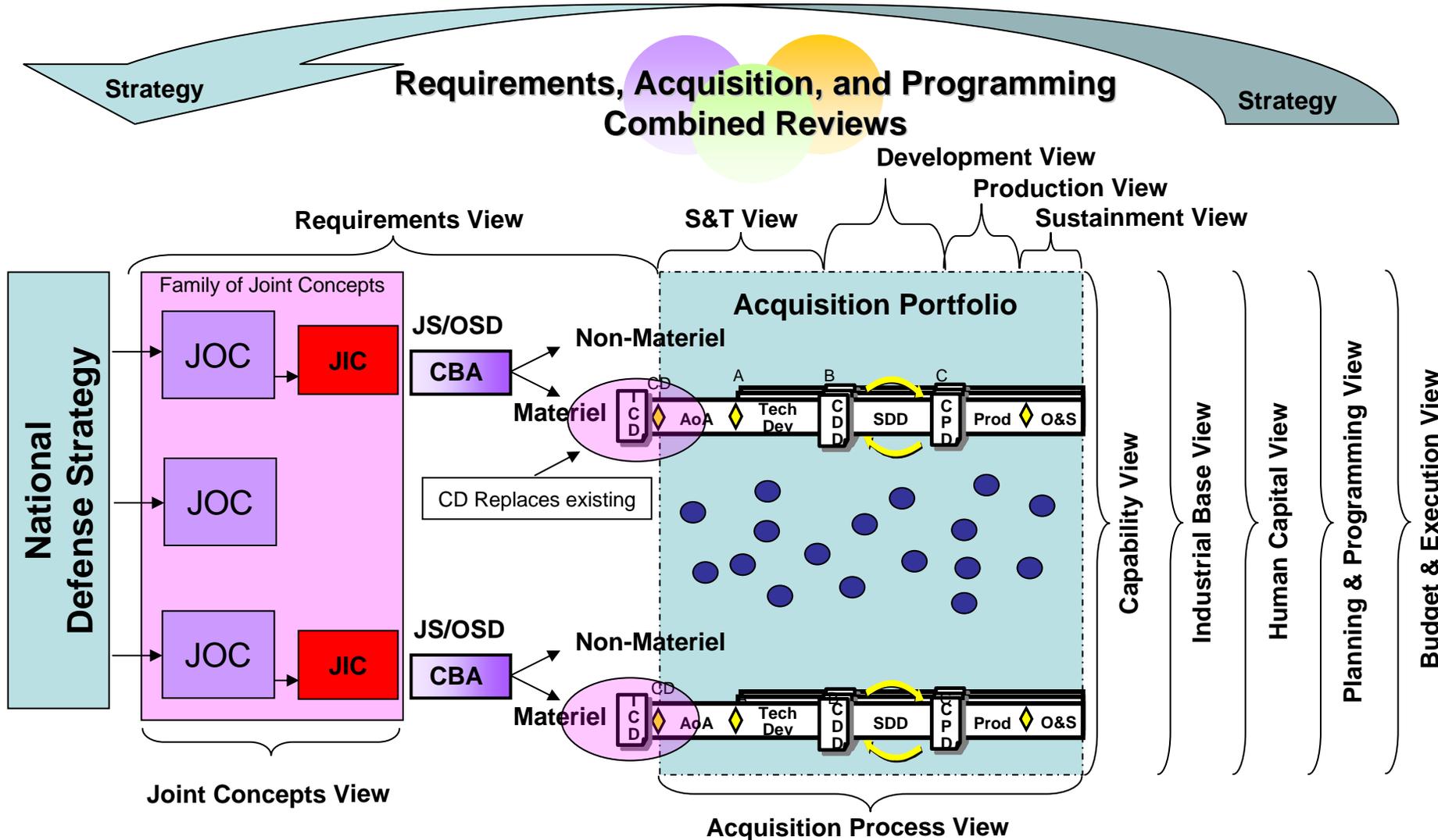
# Scoping "Portfolio" Analysis





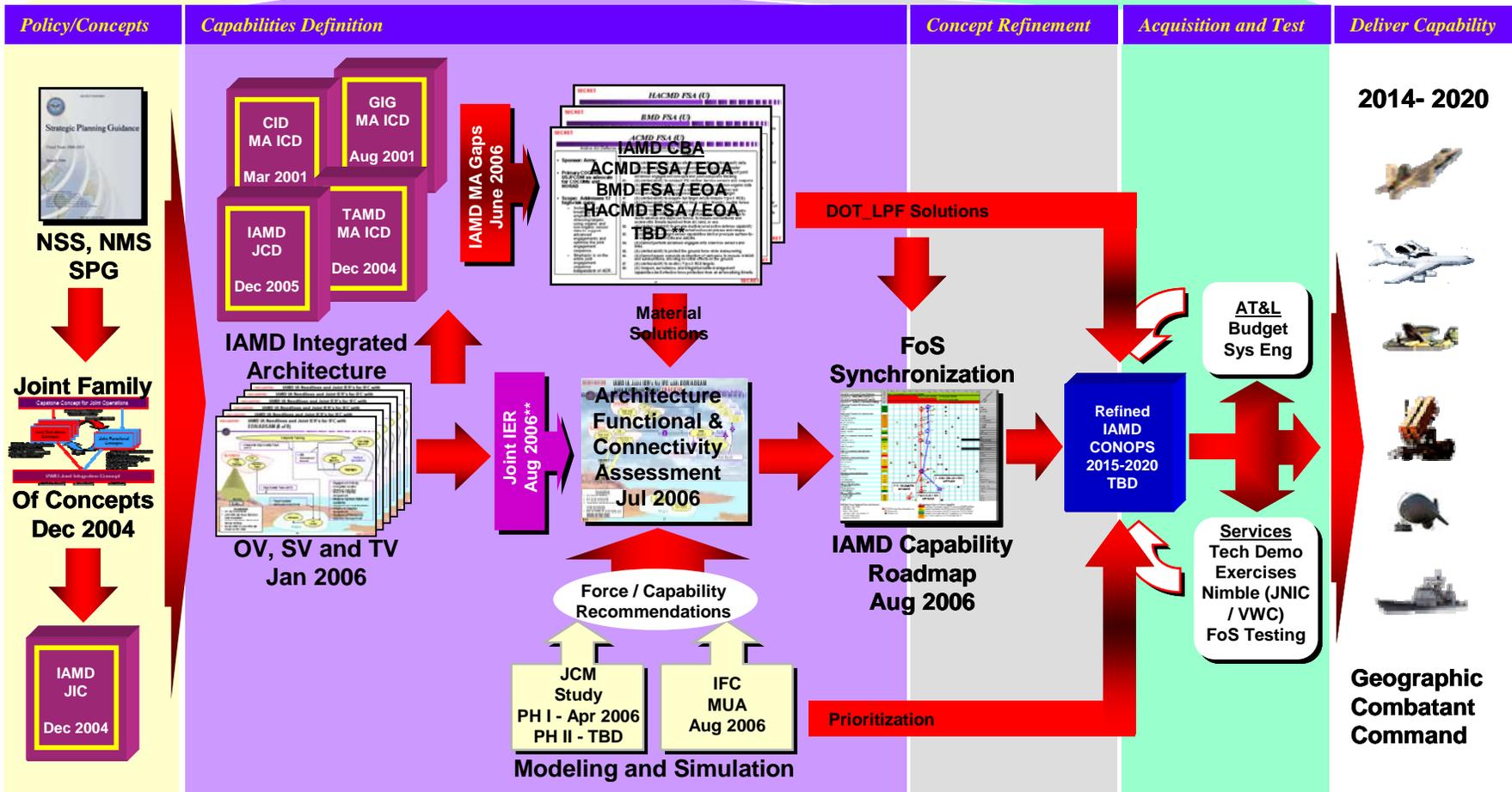
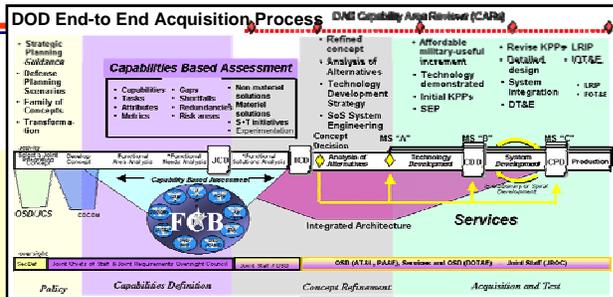
# Big A: Portfolio Management

## Continuous portfolio assessment against needs and fiscal constraints





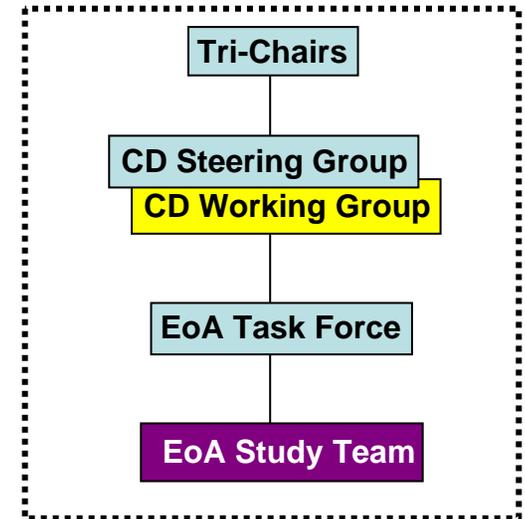
# IAMD Overarching Strategy





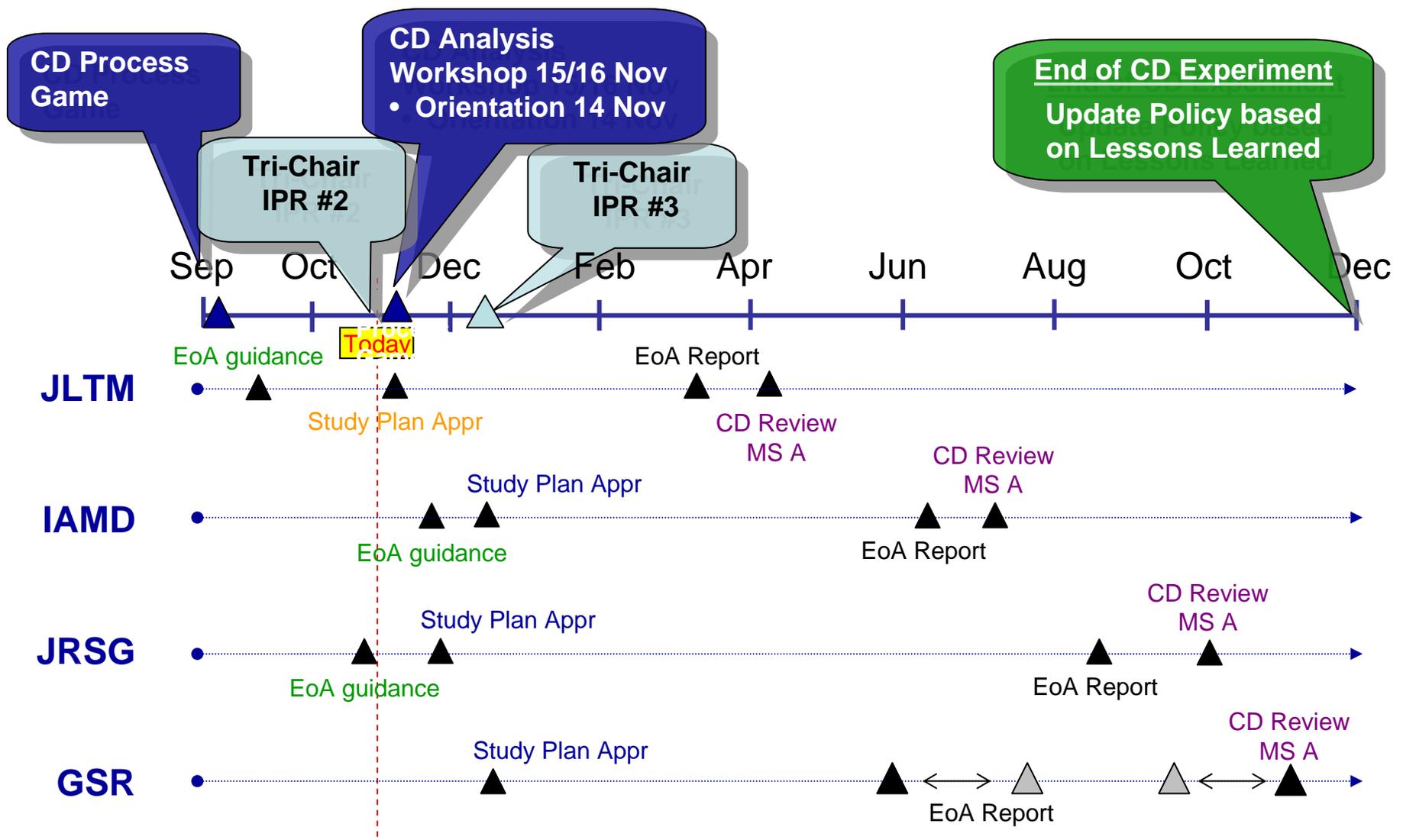
# CD Experiment

- **4 Pilots IAMD-JRSG-JLTM-GSR**
  - Work 6-9 mo EoA within the “To Be” case
  - Gather Lessons Learned
  - Conclude with a CD Review/MS A
- **Capture 3170/5000 series policy changes as required**
- **Develop a risk-based KM/DS system to allow greater insight, less oversight**
  - Bridging KM/DS to DAMIRS to data warehouse
- **Develop CD Courses at DAU—distance learning/in-residence**
  - Bring Requirements/Acquisition/Programming into Joint processes
  - Bring Requirements/Acquisition/Programming into Service processes?





# EoA Pilot Schedule





# ***CD Summary***

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- **Portfolio Based Strategic Investment Decisions**
  - Tri-Chair stakeholder buy-in from concept to production
  - Aligned with Warfighter Needs
  - Risk Informed and Time Defined
- **A “Tool” in an evolving acquisition toolkit**
- **Experiment with “Best Practices” via 4 Pilots**
  - Capture lessons learned in policy
  - Develop Pilot success metrics

***Program Stability – Predictable Performance***