



An Accelerated Approach to Business Capability Acquisition for the Montgomery IT Summit

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May 19, 2009



IT Acquisition Issues

“ Main issue observed that DoD software programs... lacked well-thought-out, disciplined program management and/or software development processes.”

*Report of the Defense Science Board Task Force on Defense Software;
Office of the Under Secretary of Defense for Acquisition and Technology; November 2000*

“ DoD acquisition procedures cited as part of a systemic problem affecting the on-time and on-cost delivery of solutions to the warfighter.”

*Naval Research Advisory Committee Report on Software-Intensive Systems;
Office of the Assistant Secretary of the Navy (Research, Development, and Acquisition); July 2006*

“ Some problems with DoD acquisition process lie in... cost/schedule/ performance problems in Major Defense Acquisition Programs (MDAPs), unacceptable outcomes of cost-reimbursement contracts, poor interagency and services contracting practices, and an insufficient defense acquisition workforce.”

CRS Report for Congress on Defense Acquisition: Overview, Issues, and Options for Congress; CRS Report authored by Steven Howard Chadwick, Analyst in Defense Acquisition, Foreign Affairs, Defense, and Trade Division, updated September 20, 2007



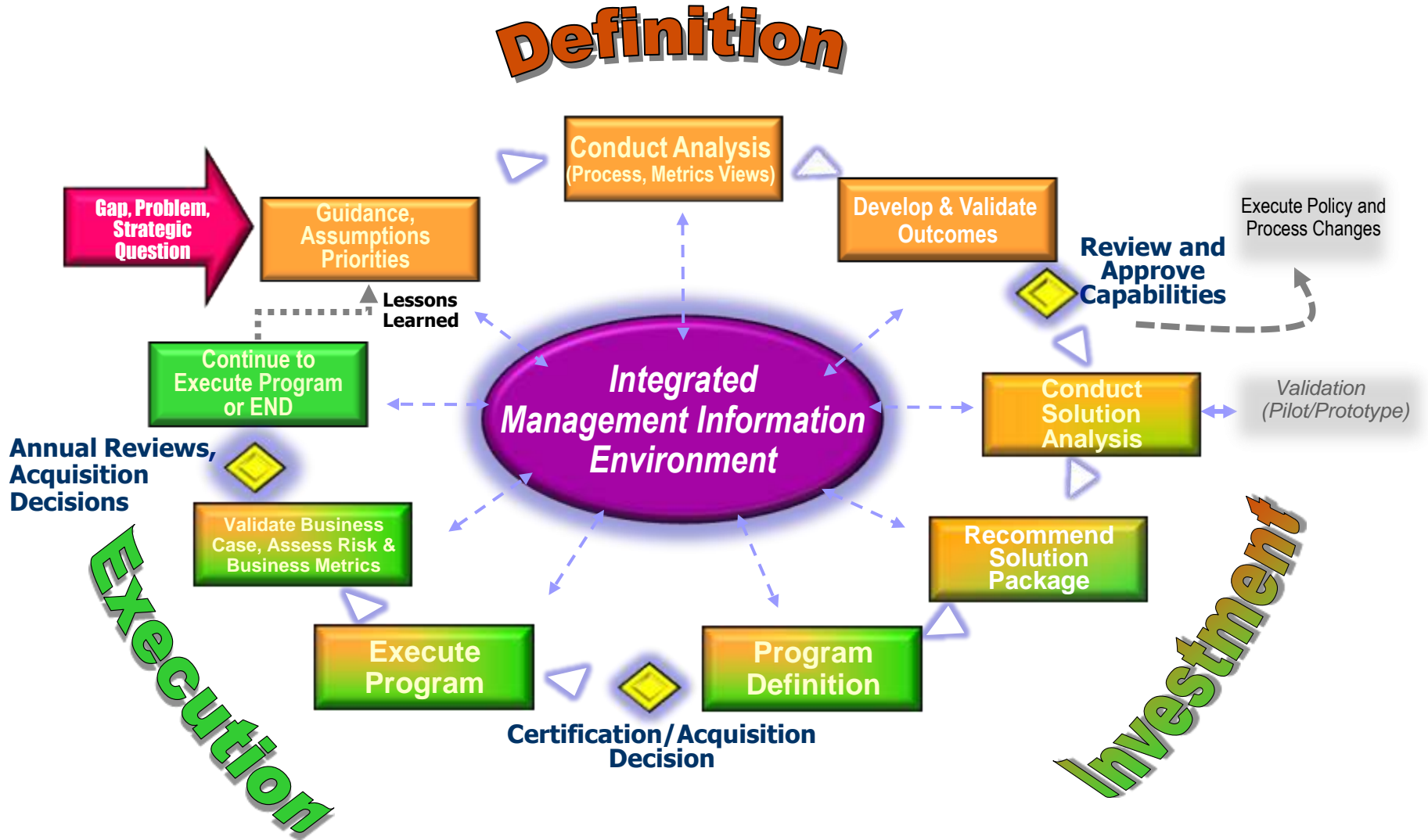
Contributing Factors

- **Fragmented oversight**
- **Relevant information not available to decision makers**
- **Too much focus on systems vs non-materiel aspects**
- **Transitioning from problem to solution too quickly**
- **Weak sponsorship -- Program Managers spent too much time justifying vs managing their programs**

A New Approach for Business IT was Needed

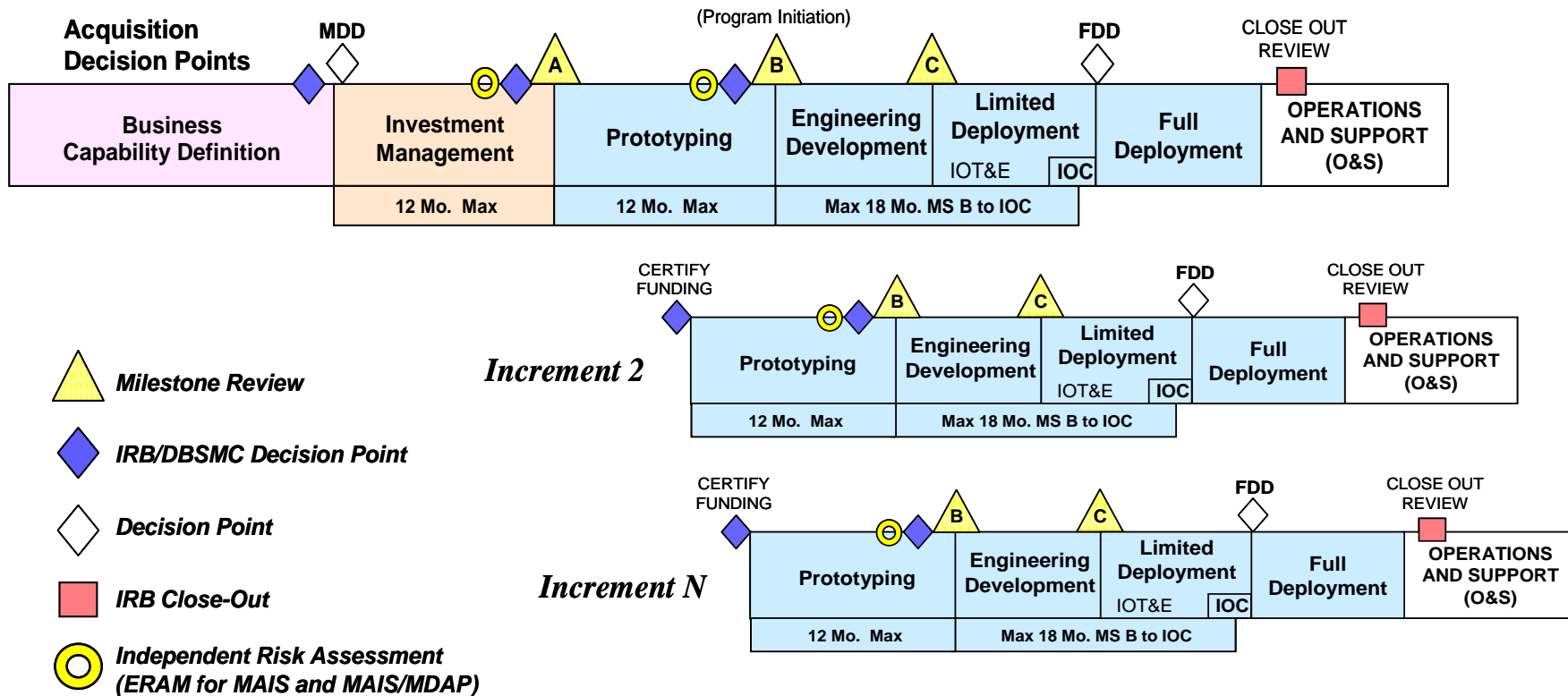


Business Capability Lifecycle





Proposed BCL Acquisition Process Model



Business IT will be the first new acquisition “commodity type” in the DoD 5000 series



DoD Realized it Needed to Look Beyond Technology for Risk Areas



Enterprise Risk Assessment Methodology (ERAM), in collaboration with the program, assists in identifying risks and developing mitigation strategies across seven key areas



Denial is not an Effective Mitigation Plan

*Just because
there's an
iceberg on
the horizon...*

*...doesn't mean
you're a bad Captain;
it's how you deal with it.*





Open Government Directive

“My Administration is committed to creating an unprecedented level of openness in Government... to ensure the public trust and establish a system of transparency, public participation, and collaboration...”

“Executive departments and agencies should harness new technologies and put information about their operations and decisions online and [make them] readily available to the public.”

*“I direct the Chief Technology Officer, in coordination with the Director of OMB and the Administrator of General Services, to coordinate... within 120 days.. recommendations for an **Open Government Directive**... that instructs executive departments and agencies to take specific actions implementing the principles set forth in this memorandum.”*

- Barack Obama, January 21, 2009



http://www.whitehouse.gov/the_press_office/Transparency_and_Open_Government/



New Media - BCL Collaboration Center

- Accessed from BTA public website <http://www.bta.mil/products/bcl.html>
- Policy governs capability access:
 - Twitter/Blog contain public information
 - File Center and Forums contain private resources and non-public information



BTA
Website
↓
DKO/AKO



PUBLIC

- Blog
- Twitter
- Released Documents hosted on www.bta.mil



PRIVATE

- Unreleased Documents hosted on AKO
- Forums with internal discussions



BCL Collaboration Center Homepage (on DKO) <https://www.us.army.mil/suite/portal/index.jsp>. Log-on and type "BCL Collaboration" in the search function; the correct link will read "BCL Collaboration Center" and be near the top of the results.



Take-Aways

- **Proactively tailor policies to recognize commodity differences**
- **Give decision makers insight; reduce oversight**
- **Manage and accept risk**
- **Leverage modern communication technologies to engage stakeholders and accelerate change**



Questions?