

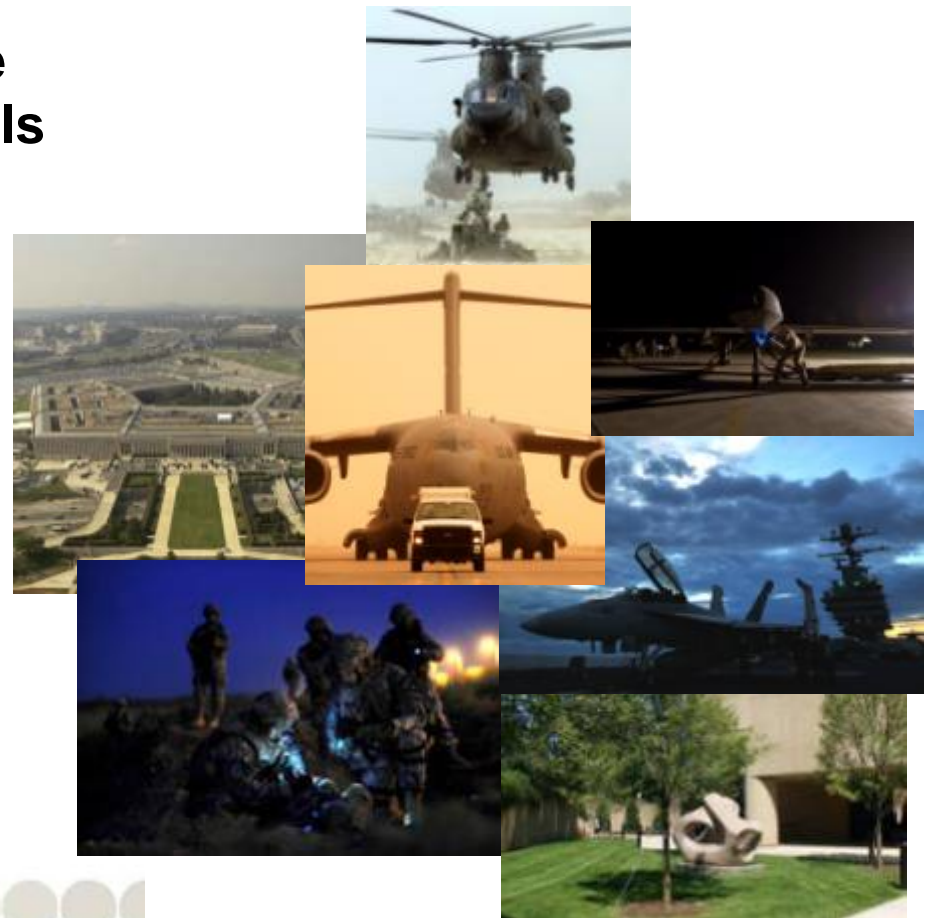


*Good Government Solutions  
For Acquisition Business Leaders Now*

## **Satisfying Requirements While Achieving Life-Cycle Cost Goals**

***Some Insights And Observations  
From NDBI Studies:  
Program Controls and Oversight***

*May 12, 2010*

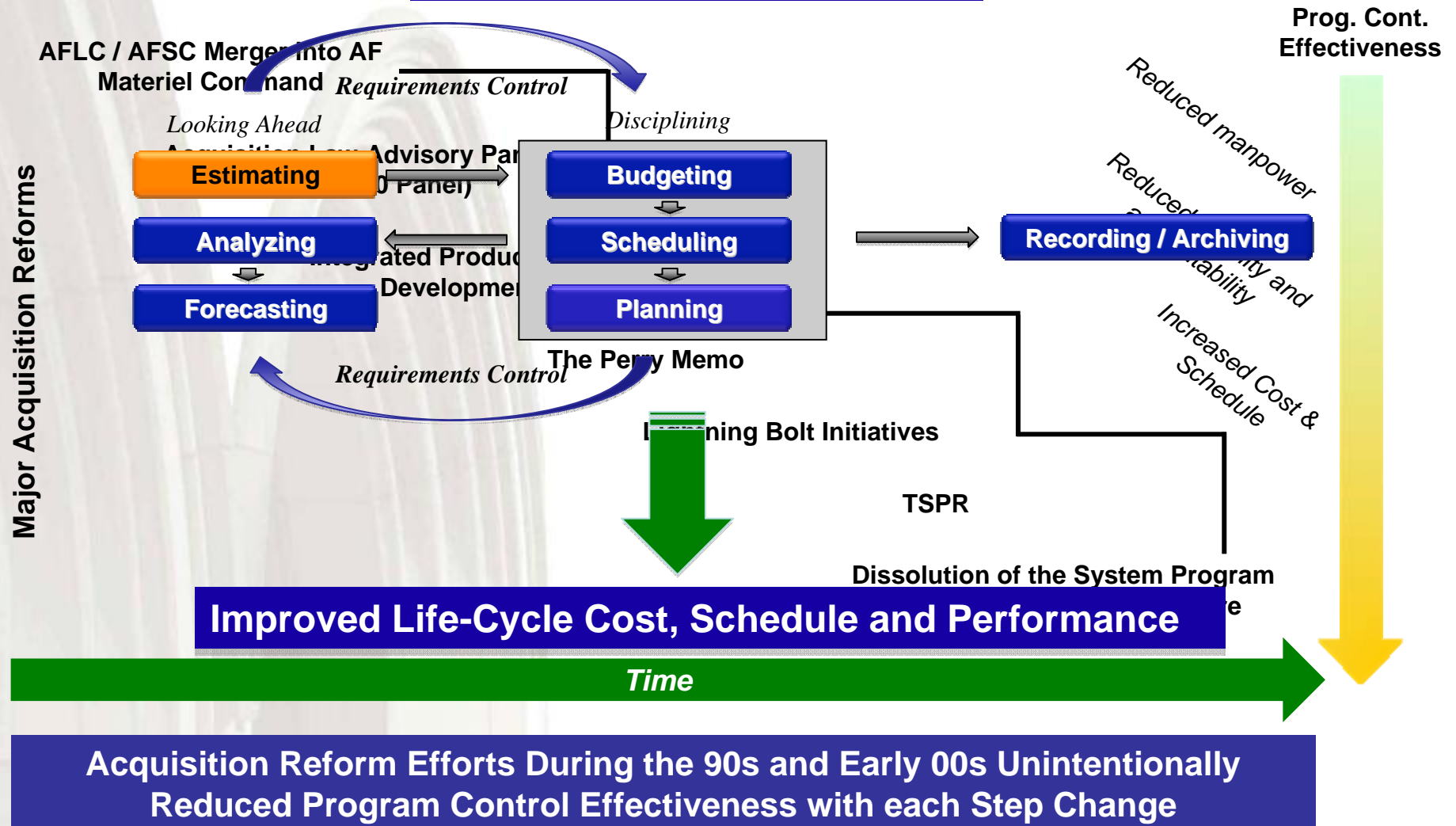


# Devolution of Program Control Function

## Program Control Benefits Have Diminished Over Time

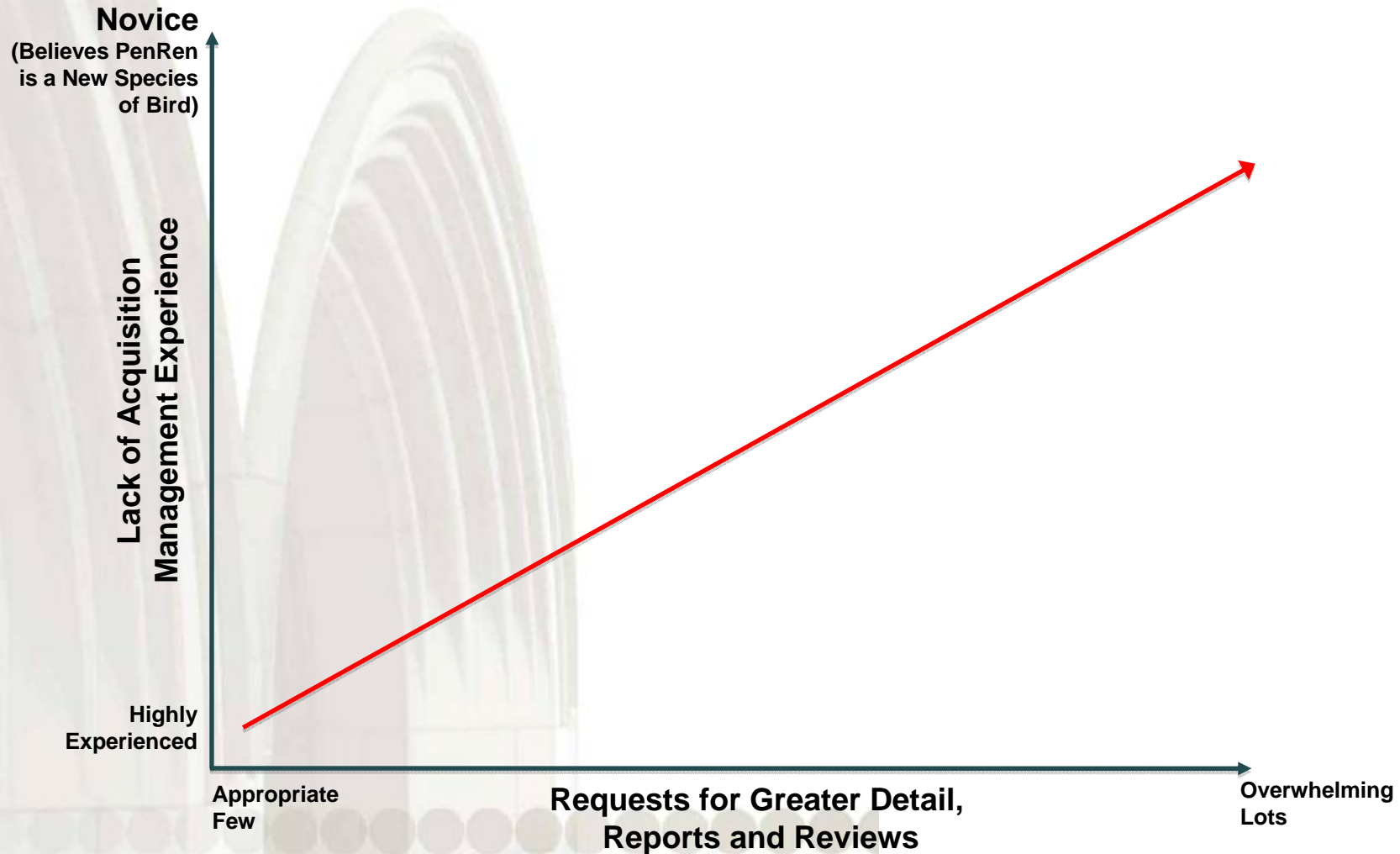
Each major acquisition reform resulted in unintended consequences which, taken together, have significantly reduced the effectiveness of program control over time

### Elements of Program Control



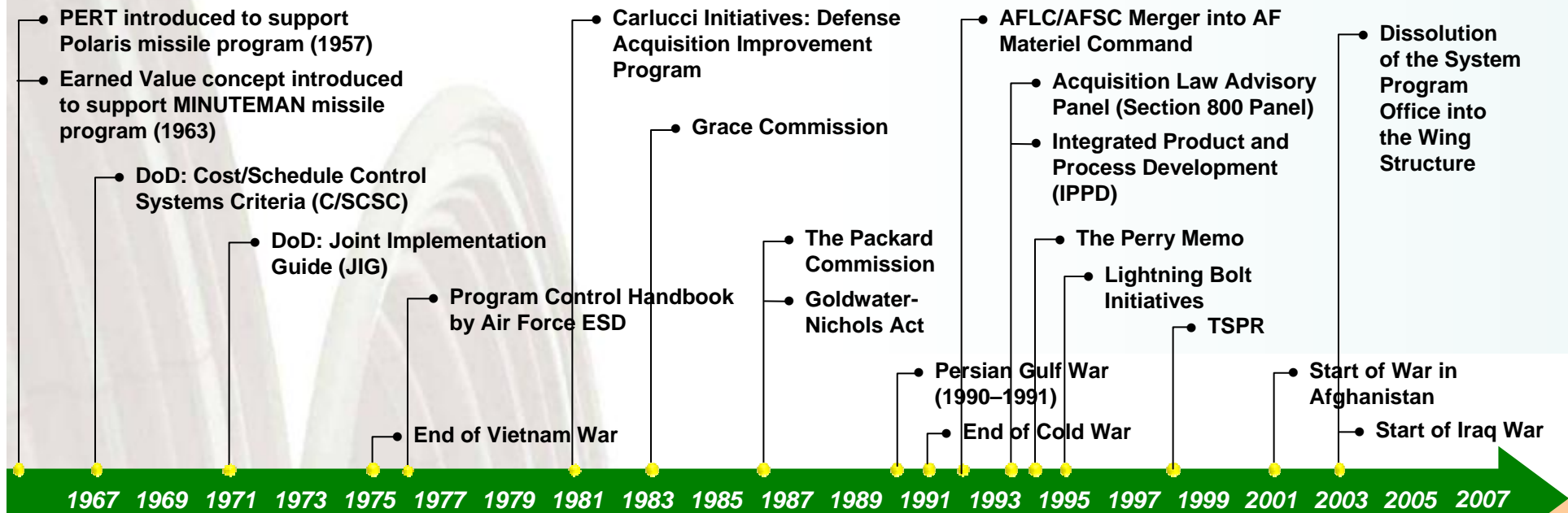
# Observed Acquisition Management Phenomena

## Living with the Consequences of the 1990s: Oversight Run Amuck





# Devolution of Program Control Function Timeline



## Establishment of Program Controls

In 1967, the Department of Defense (DoD) issued a **directive that imposed 35 Cost / Schedule Control Systems Criteria (C/SCSC)** on defense acquisition programs. Subsequently, the Air Force Electronic Systems Division created a Program Control Handbook, providing further guidance to the System Program Office (SPO).

## Addressing Fraud, Waste and Abuse

The Reagan defense build-up in the 1980s saw efforts to reduce waste, fraud, and **abuse in transactions with contractors**. In the most significant defense reorganization since the 1940s, the **Goldwater-Nichols Act** created an Under Secretary for Acquisition and an **acquisition executive for each Military Department**.

## Deregulation of the Acquisition Process

In an effort to lower costs, reform centered on simplifying and **streamlining the acquisition process** and **reducing burdensome regulations** and Government overhead. The creation of AFMC **significantly reduced the number of seasoned acquisition personnel**. The Perry Memo proposed **reducing or eliminating DoD-specific requirements** (e.g., Mil-Std/Mil-Spec) and moving toward commercial standards (e.g., ISO 9000).