

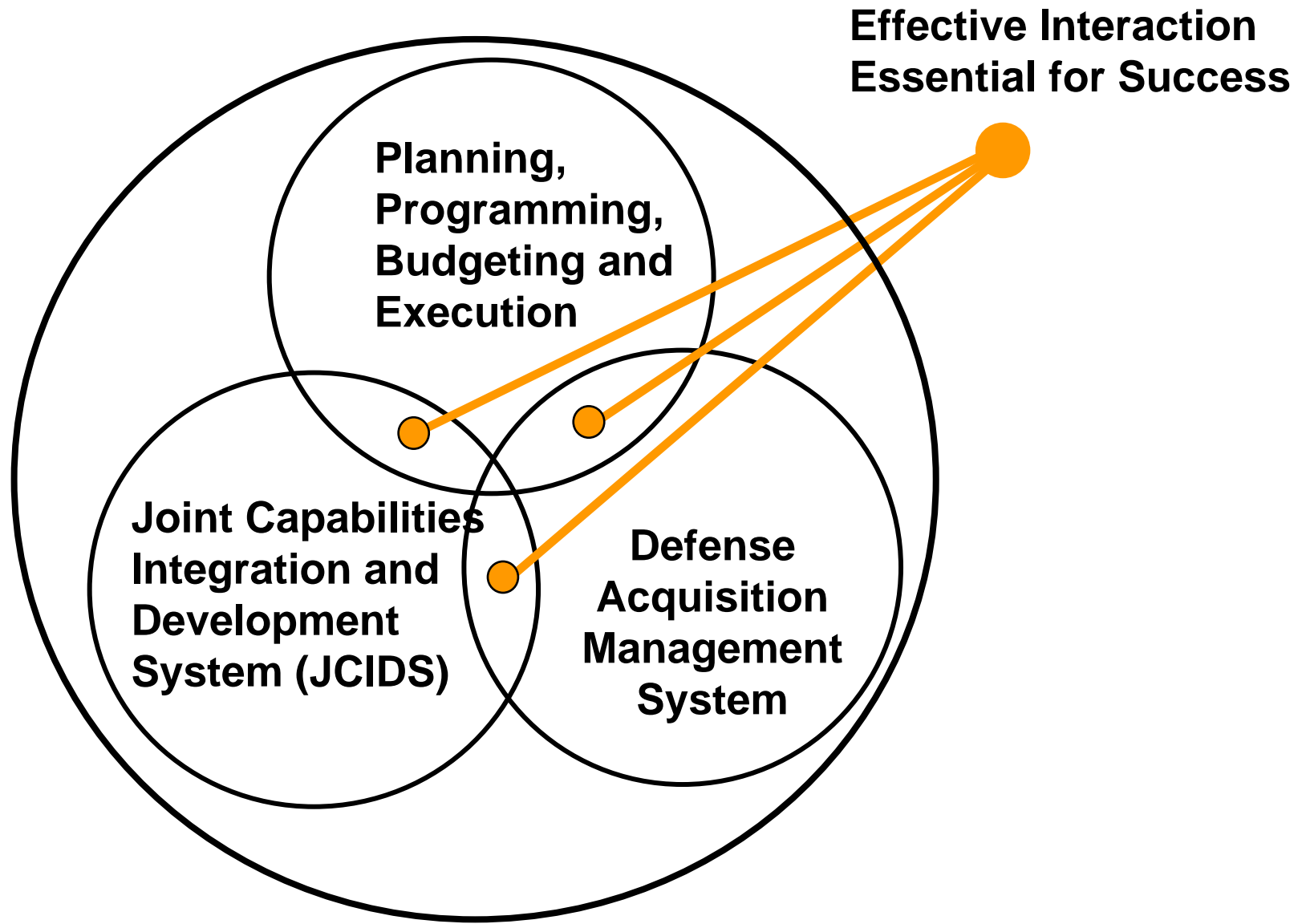


Acquisition Research Program:
Creating Synergy for Informed Change

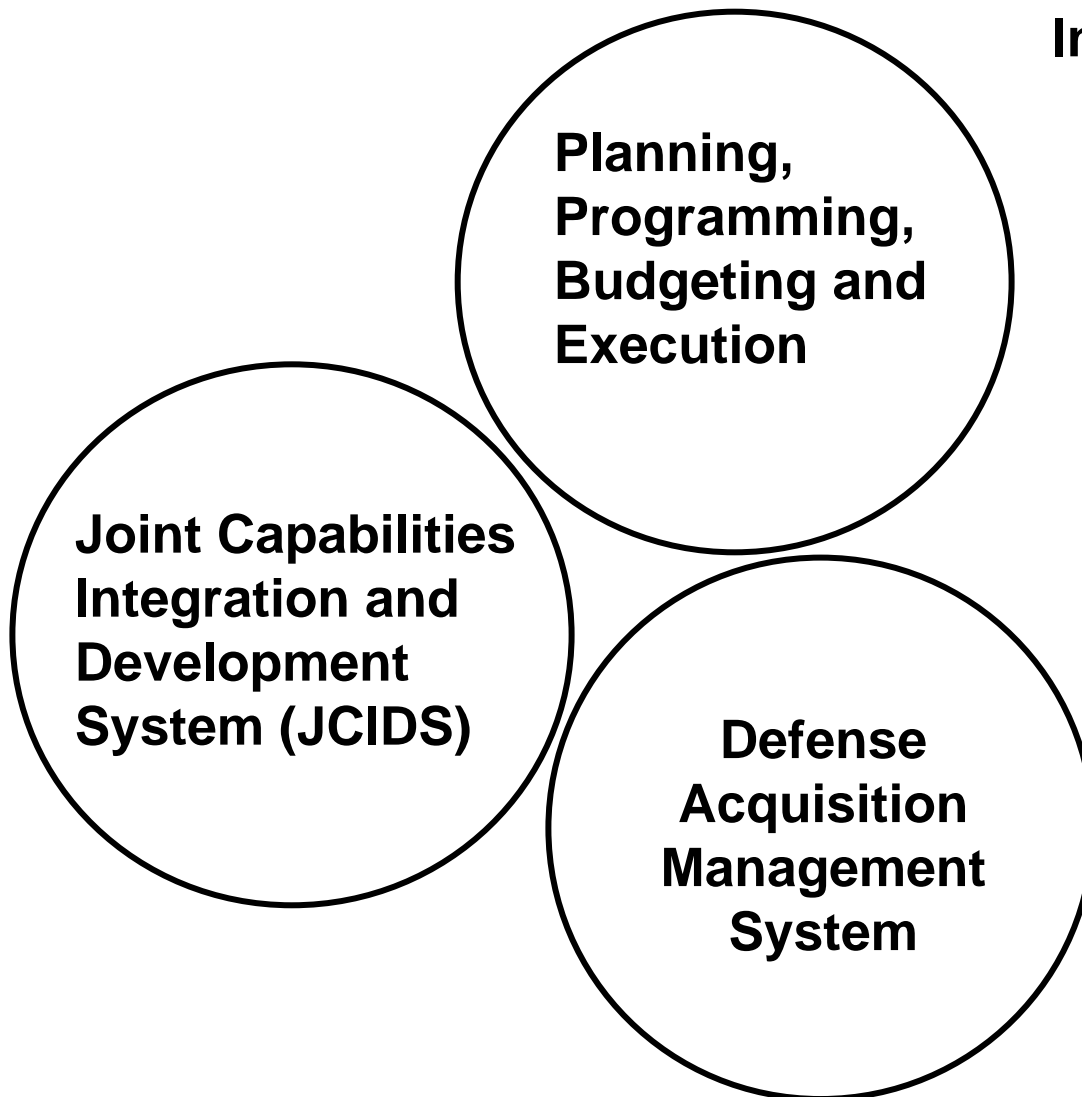
Improving Defense Acquisition Decision Making

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Figure 1. DoD Decision Support Systems



Reality - DoD Decision Support Systems



In-Effective Interaction Creates Instability

- Theory vs. Practice
- Uncoordinated Changes
- Divergent Values
- Changing Security Environment

Common Members of PPBE (SLRG/ DAWG) and Defense Acquisition Board

- USD(AT&L)
- VCJCS
- Sec Army
- Sec Navy
- Sec Air Force
- USD (Policy)
- USD (Comptroller)
- USD (P&R)
- USD (Intelligence)
- ASD (NII)/CIO
- D, CAPE

Figure 2. The Defense Acquisition Management System

- *The Materiel Development Decision precedes entry into any phase of the acquisition management system*
- *Entrance Criteria met before entering phase*
- *Evolutionary Acquisition or Single Step to Full Capability*

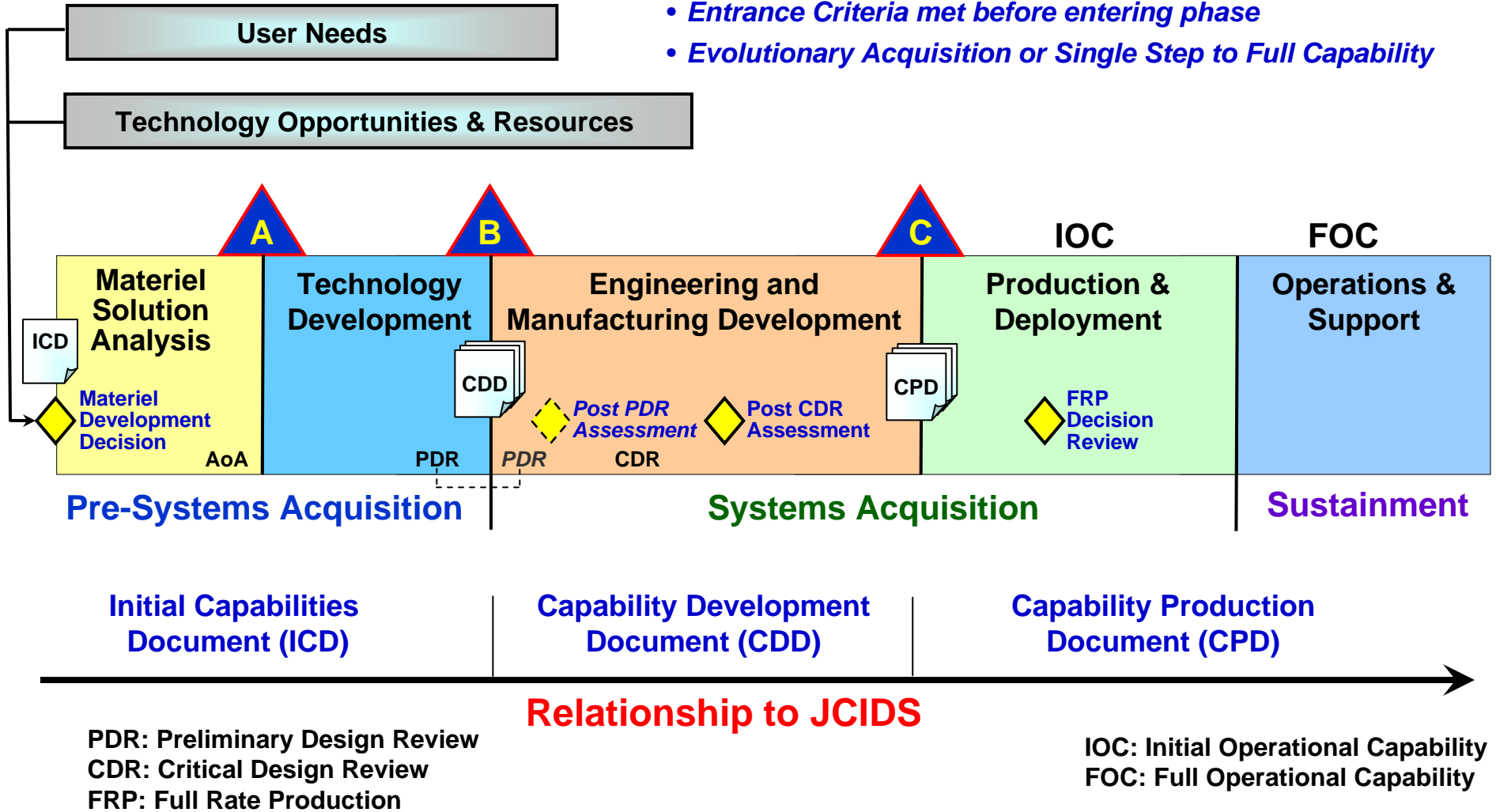
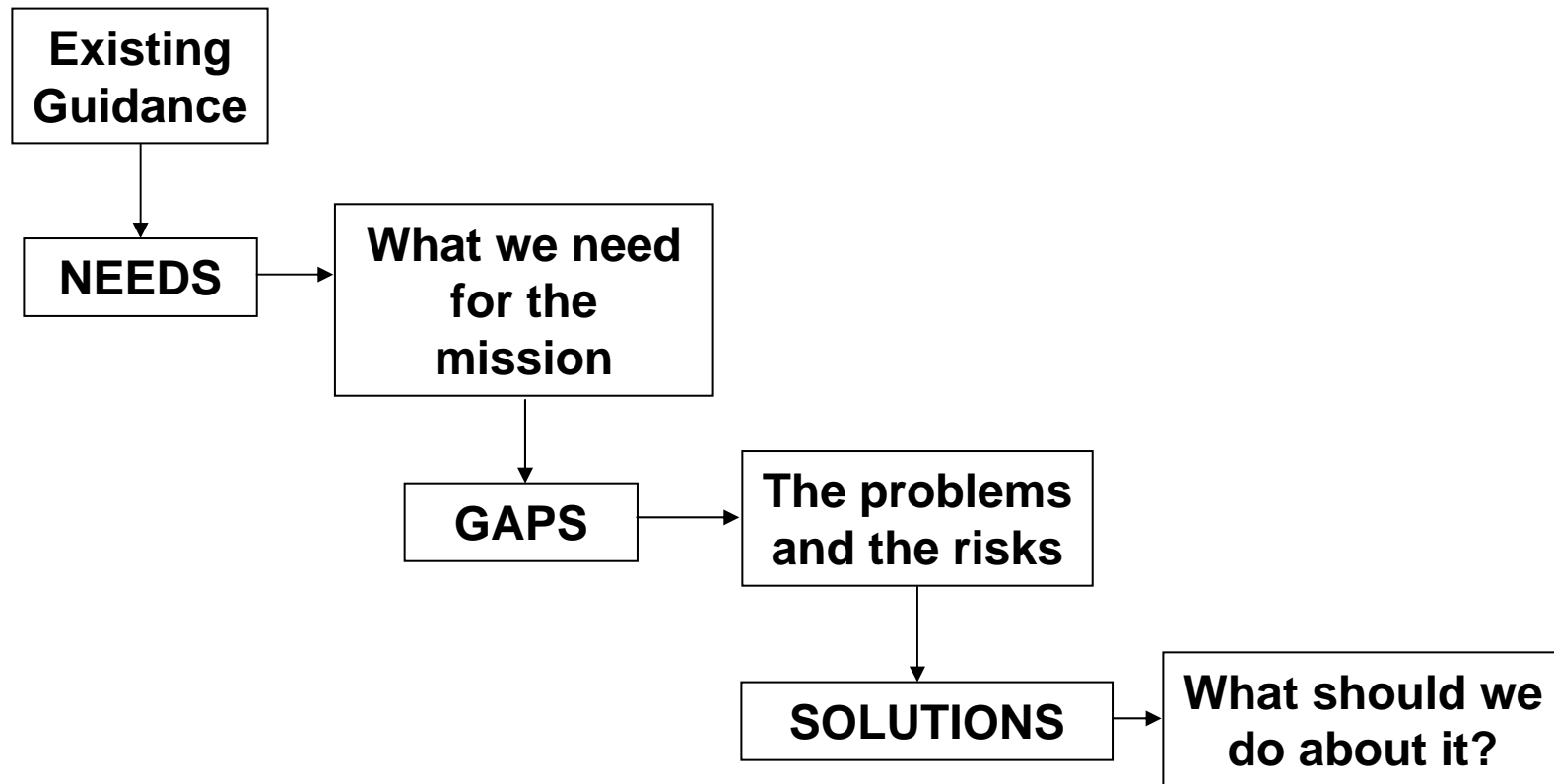


Figure 3. Capabilities-Based Analysis

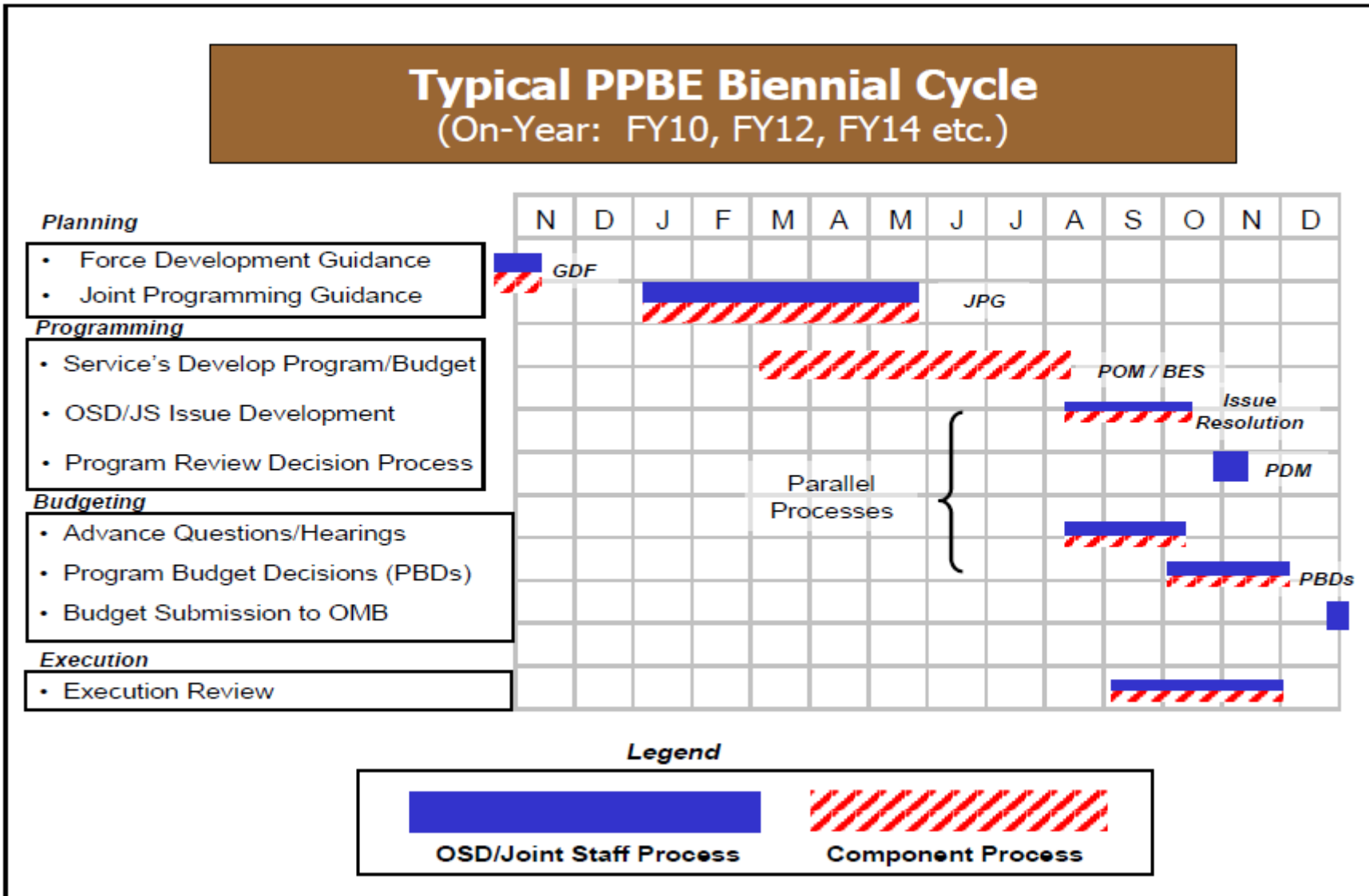


Robert S. McNamara

Secretary of Defense
1961-1968

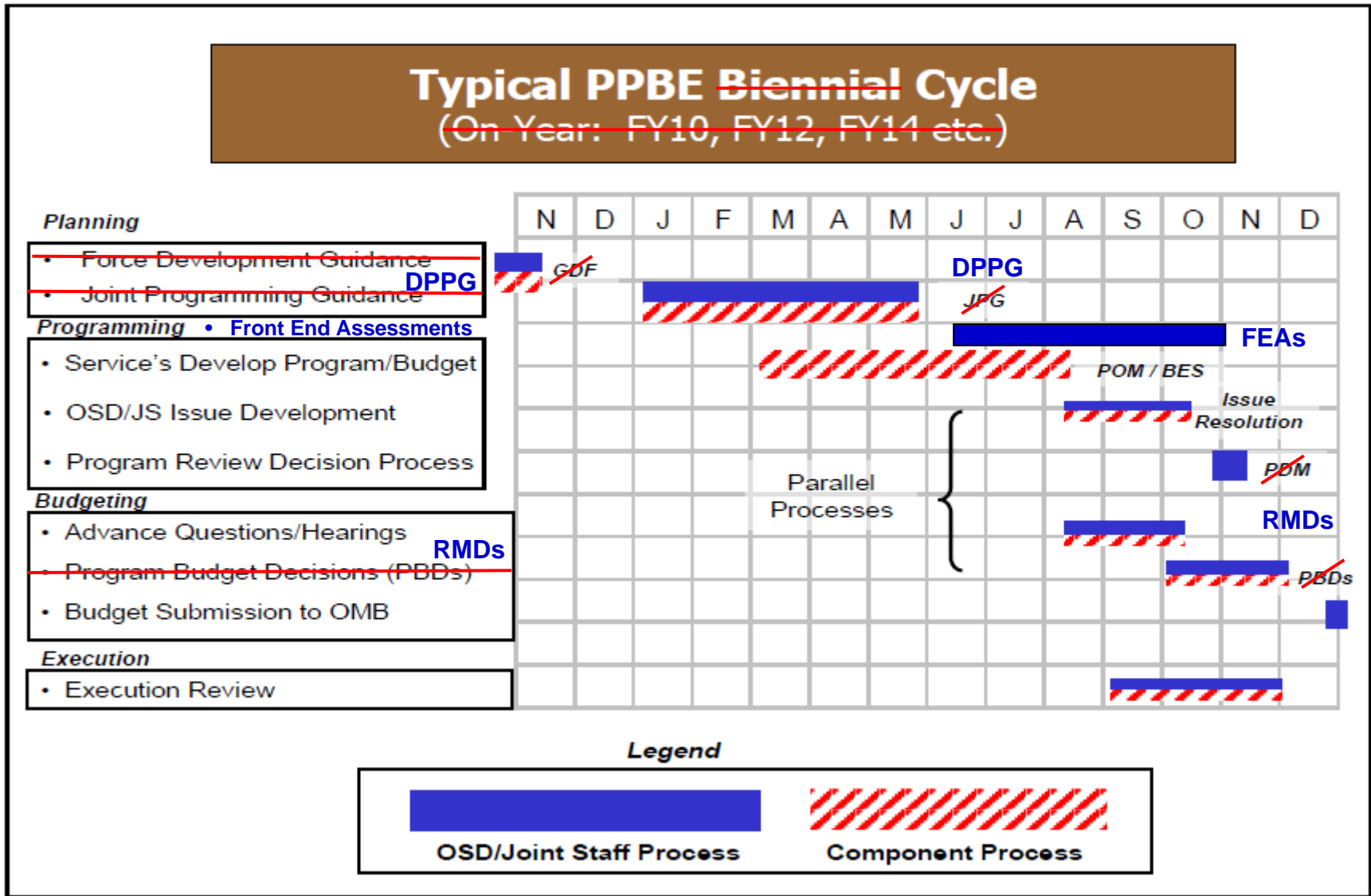


Figure 4. Planning, Programming, Budgeting, and Execution



New Reality? Planning, Programming, Budgeting, and Execution

(Updated per 9 Apr 10 DEPSECDEF Memo, SUBJ: Procedures and Schedule for FY 2012-2016 Integrated Program/Budget Review)



DPPG – Defense Planning & Programming Guidance FEAs – Front End Assessments (“Strategic Issues” POM 12-16)
RMDs – Resource Management Decisions

Recommendations

- Extend the Planning Phase of PPBE to resolve and clarify competing requirements and acquisition programs before the Services have to prepare their POMs
- Tap into the advice of Capability Portfolio Managers (CPMs) during the Planning Phase of PPBE

Conclusion

- **Problem:** changes to PPBE over the years have de-emphasized the planning phase
- **Result:** linkages between requirements, budgeting, and acquisition decision-making have been fractured
- **Solution:** Reinvigorate the PPBE Planning Phase -- make weapon system requirements, budgeting, and acquisition continuation/termination decisions in that phase