

Naval Postgraduate School's 6th Annual Acquisition Research Symposium

Panel #20
Acquisition Program and Policy Analysis

**When Instructions
Provide Too Much
Flexibility,
Establish Rules**

May 14, 2009

...It's About Good Government

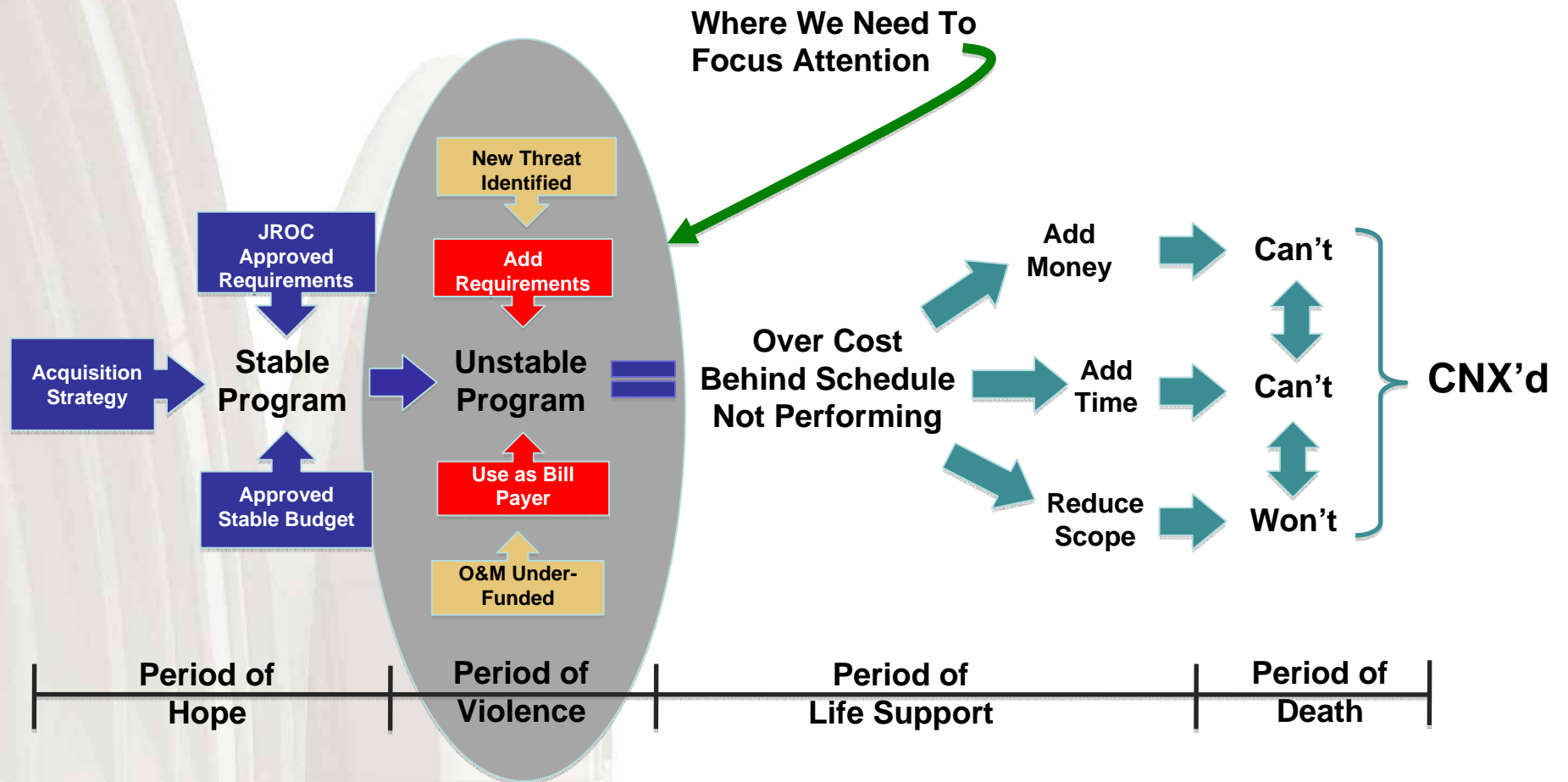
When You're A Nation At War



Some Points To Ponder

- **Problem Program Process**
- **Addressing the Period of Violence**
- **What the Heck is TAIV, and Why Do I Care?**

Problem Program Process



Addressing The Period Of Violence

- **Why Does the Period of Violence Happen?**
 - **Current Instructions Do Not Mandate Program Discipline**
 - **Program Management Staff Does Not See the Violence Coming, and If They Do:**
 - **Little Opportunity to Avoid**
- **Need to Apply Rules**
 - **Inclination to Use as Bill Payers - Capital Funded Budgets**
 - **Desire to Add Requirements - Build What Was Bid (No New Requirements – Even If the Money is Available)**
 - **Eroding Program Structure and Discipline - Time Certain Program from Milestone B to IOC**

Approach To Using Time As An Independent Variable (TAIV)

- How Much Time Should Programs Be Given?
- How Do We Know?

