

TRANSFORMATIONAL TIMES

“FACING THE CHALLENGES”



Acquisition Research: Creating Synergy for Informed Change

13-14 May 2009

Mr. Keith E. Seaman

Acting Director, BTA Component Acquisition Executive

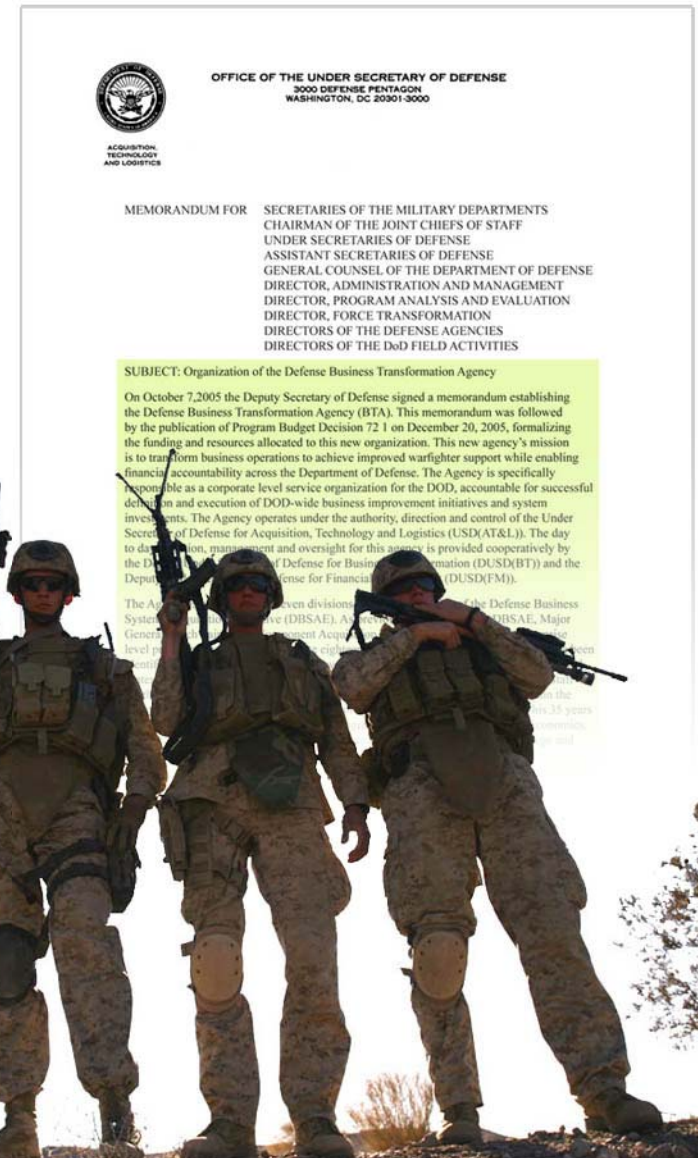


BTA Established to Advance Defense Business Transformation

On October 7, 2005 the Deputy Secretary of Defense signed a memorandum establishing the Defense Business Transformation Agency (BTA).

The Agency is specifically responsible as a corporate-level service organization for the DoD, accountable for successful definition and execution of DoD-wide business improvement initiatives and system investments.

The BTA Mission is to guide transformation of business operations throughout the Department of Defense and to deliver Enterprise-level capabilities that align to Warfighter needs.





Business Mission Area

Combat Environment Demands

TRANSFORM "IT" ACQUISITION PROCESS

Strategic Alignment

Standardize

Simplify

Streamline

Stovepipe Elimination

Systems & Services

BUSINESS TRANSFORMATION AGENCY

AGILITAS ET RATIO

AGILE...FLEXIBLE...INTERACTIVE...FULL SPECTRUM



BTA

BUSINESS TRANSFORMATION AGENCY

Approach to Business Transformation



Ever-improving Business Support to the Warfighter



Business Visibility for Enterprise-level Decision Makers



Accountability to American Taxpayers



Delivering Value to DoD Customers



Business Transformation Agency (BTA)

Management

Alignment

Delivery

Effective Department-wide Transformation Guidance



Robust Enterprise-level Business Capabilities

A Cohesive and Responsive Defense Business Mission Area with Optimized Resources, Processes, and Information

Army



Navy



Marine Corps



Air Force



Joint and Combatant Commands



Defense Agencies



Federal Partners



DOD ENTERPRISE

AT&L COMP P&R DCMO JOINT STAFF PA&E NII

COMPONENT ENTERPRISES



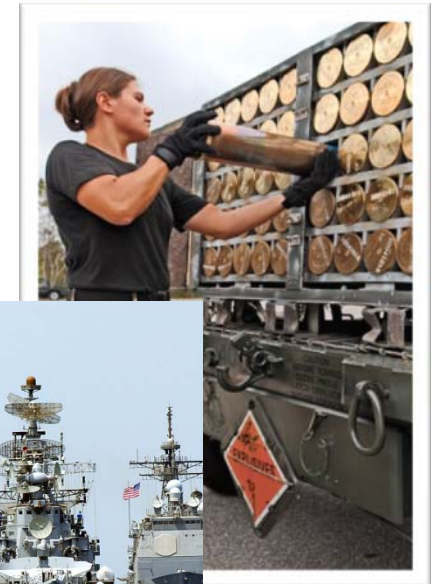
DBSAE Mission

***Develop, operate, and drive successful implementation of
Combat Support Business Enterprise Solutions for the Warfighter
that deliver a solid Foundation for Sovereign Operations
for the United States of America***

Accomplished Through

- Transformation and Innovation
- Transitioning proven systems to sustainment
- A Trained, Agile and Ready Workforce;
Skilled, Motivated, Ethical, Diverse

***Rapid Acquisition
On Schedule
On Cost***



Agility and Accountability



PEO Enterprise Sourcing

- ACSA [acquisition cross-servicing agreements] Global Automated Tracking and Reporting System (AGATRS)
- **Capitalized Asset Management System – Military Equipment (CAMS-ME)**
- **Central Contractor Registration (CCR)**
- **Contractor Performance Assessment and Reporting System (CPARS)**
- Defense Information Security System (DISS)
- **DoD Electronic Mall (DoD EMALL)**
- Electronic Document Access (EDA)
- Electronic Subcontract Reporting System (eSRS)
- **Federal Agency Registration (FedReg)**
- Federal Procurement Data System – Next Generation (FPDS-NG)
- *Foreign Military Sales (FMS) Management System*
- Global Exchange (GEX)
- Item Unique Identification (IUID)
- *Joint Contingency Contracting System (JCCS)*
- **Online Representations and Certifications Application (ORCA)**
- **Past Performance Information Retrieval System (PPIRS)**
- Standard Procurement System (SPS)
- Synchronized Pre-deployment and Operational Tracker (SPOT)
- Virtual Interactive Processing System (VIPS)
- Wide Area Workflow (WAWF)

DBSAE Portfolio

PEO Enterprise Finance

- Business Enterprise Information Service (BEIS)
- Defense Agencies Initiative (DAI)
- Enterprise Funds Distribution (EFD)
- **Federal Voting Assistance Program (FVAP)**
- Intragovernmental Transactions (IGT/IVAN)

Direct Reporting Program Managers

- Defense Integrated Manpower Human Resources System (DIMHRS)
- Defense Travel System (DTS)

LEGEND:
Current Programs
New Programs
Departing programs
Program closed out

***Portfolio is more diverse
and flexing faster***



Defense Travel System
A New Era of Government Travel

**Simulation –Based Decision Support for
Acquisition Policy & Process Design**

and

Defense Travel System (DTS)



Defense Travel System
A New Era of Government Travel

Overview

DTS Program Goals

Fully integrated, electronic financial management

Desktop accessible, paperless temporary duty travel system

Automates 3 DoD travel processes: authorizations, reservations & travel vouchers

DTS Impact

Generate Authorizations

Make Trip Reservations

Route requests for Approval

File travel vouchers

Reimburse Traveler in 2-3 business days

Over 1.9M Users and Growing



Defense Travel System
A New Era of Government Travel

Traditional Acquisition Method

Traditional Acquisition Strategy

T&M Contract, requirements based (vs. capabilities based)

Waterfall requirements to development approach

Requirements creep over the years—impact to program baseline

Single Integrator/Developer

Custom code & limited software services

Intricate software/diverse language mix: Oracle, Progress, C, Java

Tightly integrated programming constructs

Non-robust hardware & single point of failure in data tier

Acquisition risk due to technology/methodology changes

Cost, schedule, skills, infrastructure, etc.

How can we do it better?



United States Military
Entrance Processing Command



VIRTUAL INTERACTIVE PROCESSING SYSTEM

Acquisition Strategies for Dealing with Uncertainty

and

Virtual Interactive Processing System (VIPs)



United States Military
Entrance Processing Command



V I R T U A L I N T E R A C T I V E P R O C E S S I N G S Y S T E M

VIPS Program Goals

- Improve accession of military recruits with MEPCOM
- One visit, one accession
- Paperless, less dependent on fixed facilities
- Virtually pre-qualify applicant
- Validate self disclosed information & positive ID

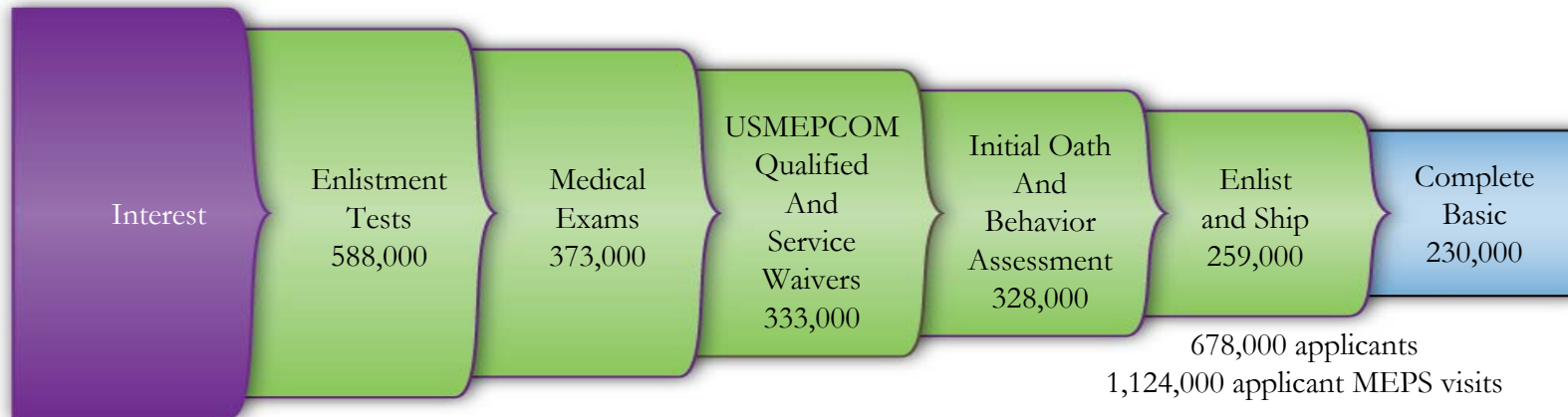
VIPS Impact

- Reduce accession processing costs
- Reduce attrition & improve data quality
- Initiate Electronic Health Record
- Enable anytime, anywhere processing
- Enable business process flexibility, adaptability, scalability
- Enhance data exchange across DoD

TODAY

Current Concept of Operations

Fiscal Year 2008 Processing Data

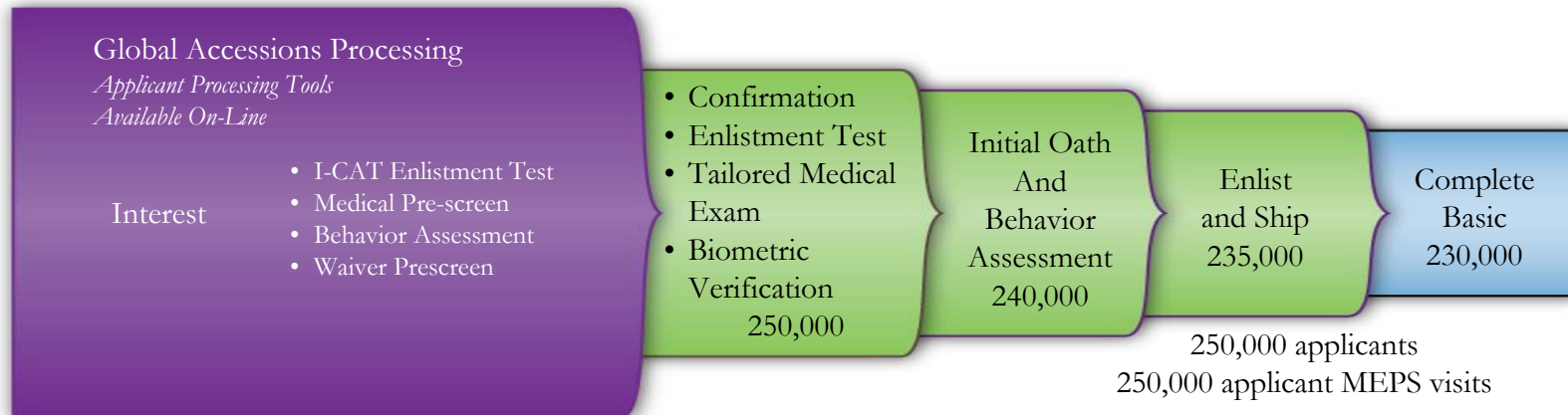


FUTURE Concept of Operations

Projected Workload



United States Military
Entrance Processing Command



Increased capacity - reduced workload

External Process

MEPS Process



United States Military
Entrance Processing Command



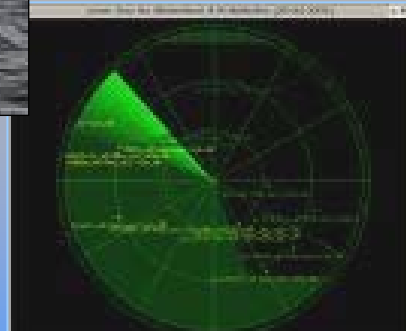
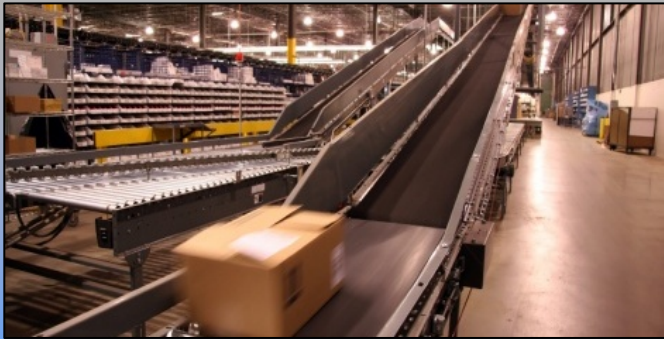
VIRTUAL INTERACTIVE PROCESSING SYSTEM

MODERN Acquisition Method

- Collaborate with MEPCOM – Requirements before RFP
- Performance-based Capability vehicle (vs. T&M contract)
- Risk reduction approach using “small bets” to limit cost/schedule risk
 - Embrace emerging technologies
 - Phase & manage risk
 - Focus on component-level testing to service capability (vs. entire system test)
- Tactical use of COTS for more predictable capability
- Service Component-based structure allows ease of maintenance and modernization



Rapid Acquisition Of Enterprise Solutions: The "Why"



Is our Enemy inside our D0 Loop?

The push to be more agile, flexible, transformational and cost effective.



EXECUTION "IT" TOOLS

The Operator's Challenge

CNN Video On-De...

Calls for Milosevic's resignation continue to rise

MATTHEW CHANCE
VALIEVO, YUGOSLAVIA

searchplan - XML Notepad

File Edit View Insert Tools Help

Structure

- SEARCH_PLAN
- DTG
- PRECEDENCE
- CLASSIFICATION
- PASSING_INSTRUCTIONS
- OPERATION_IDENTIFICATION
- SETID
- SETTYPE
- OPERATION_CODEWORD_OPER
- PLAN_ORIGINATOR_AND_NUMBER_OPER
- REFERENCE
- MESSAGE_IDENTIFICATION
- SETID
- SETTYPE
- SERIAL_NUMBER
- TYPE_OF
- ORIGINATOR
- DATE_AND
- SERIAL_NUMBER
- AMPLIFICATION
- EFFECTIVE
- SARINFO

```
MSGID/TACREP/CTF 124//  
MAROP/011800Z/1/US/SUB/CL: WASHINGTON/NAME: SEAROVER  
/LM: 4040N01100E//  
OPSUP/ACTTYP: ASW//  
AIROP/020200Z/6/US/FTR/F15/TN: 401/LM: 4130N01000E/CRS: 180/SPD: 600KPH  
/ALT: 12000FT//  
OPSUP/ACTTYP: DCA//
```

Intensive Info-Technology Focus

Titan IV

Earthshots: Satellite Images

Back Forward Reload

Bookmarks Local

Internet Lookup

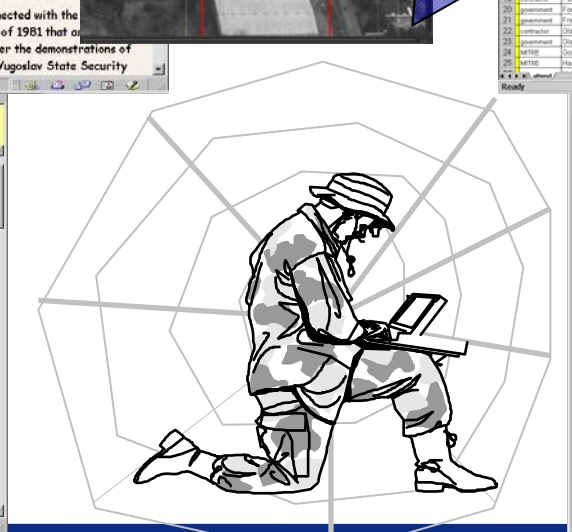
USGS EARTHSHOTS: SATELLITE IMAGES OF ENVIRONMENTAL CHANGE

These images show the Aral Sea, which is divided between Kazakhstan and Uzbekistan.

For more than 30 years, water has been diverted from the Amu-Darya and the Syr-Darya Rivers feeding the Aral, to irrigate millions of acres of land for cotton and rice production in Central Asia. This has caused a loss of more than 60% of the lake's water. The lake has shrunk from over 65,000 sq km to less than half that size, exposing large areas of the lake bed.

From 1973 to 1987 the Aral dropped from fourth to sixth among the world's largest lakes.

The lake's salt concentration increased from 10% to more than 23%, contributing to the devastation of a once thriving fishery. The local climate has reportedly



AltaVista Connections

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SPECIALS

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Agility and Accountability



CURRENT OPERATIONAL ENVIRONMENT

Changing Requirements

Extensive Contractor Tail

Excess costs

Not Intuitive

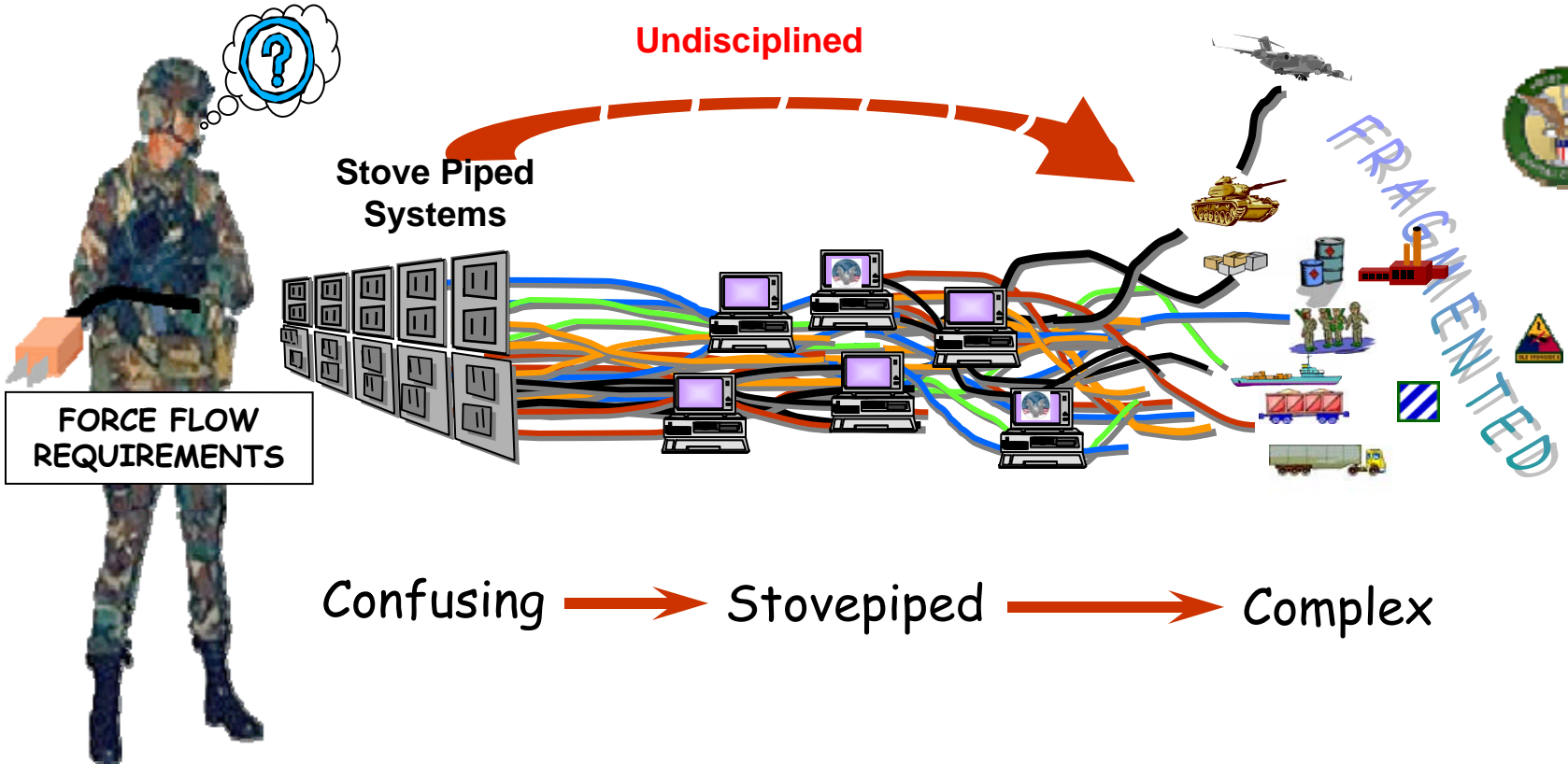
Component Centric

Inefficient Processes

Manpower Intensive

Hard to Use

Undisciplined



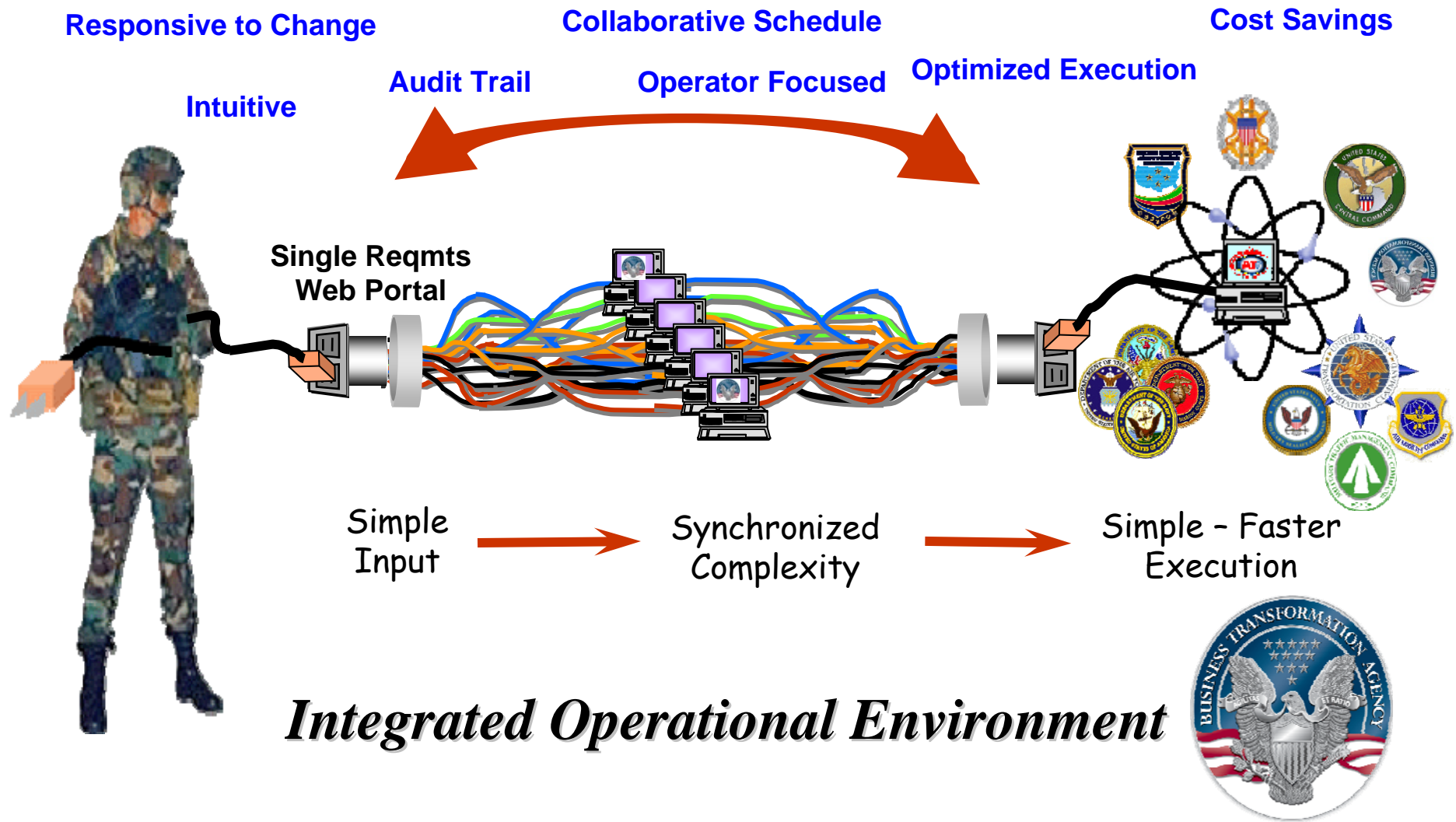
Confusing → Stovepiped → Complex

Agility and Accountability



TRANSFORMATIONAL VISION

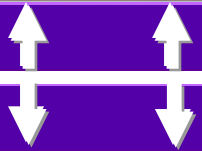
ADVANTAGES TO THE WARFIGHTER



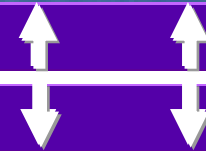
Agility and Accountability



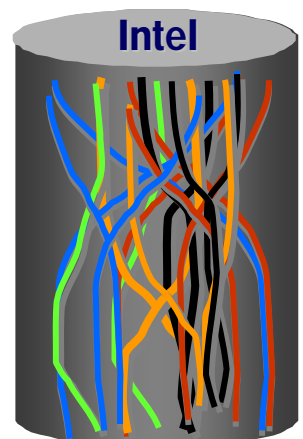
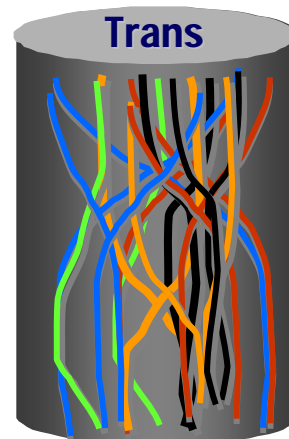
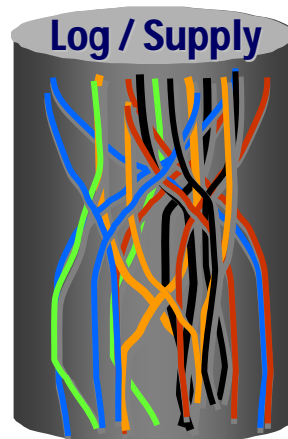
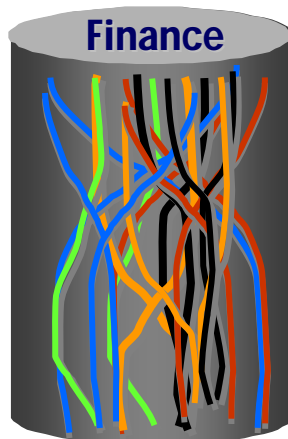
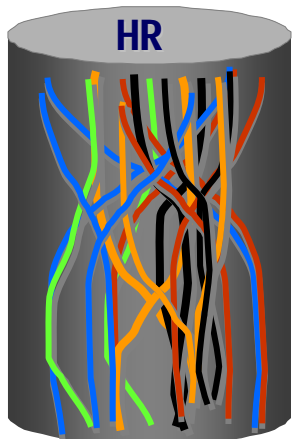
Impact Tooth to Tail



Warfighting Capabilities



Titanium Cylinders of Excellence



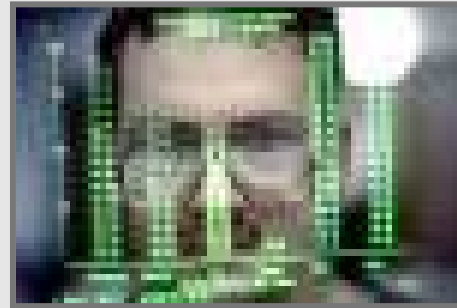
Is the Tail impacting Warfighting Capabilities?



DBSAE Vision

Transforming the Organization

***Be recognized as a World Class Acquisition Organization and
The Trusted Provider of Transformational Business Capabilities***



Agility and Accountability



Transforming Acquisition!!!

The IT Technology Wave

- We are currently chasing the IT acquisition wave, not keeping up



- Transforming IT acquisition will enable us to catch the technology wave

Capability must keep pace with technology changes

Agility and Accountability



Transforming Processes!!!

How Do You Want to Work?



- Random motion – lots of energy, not much progress
- No teamwork – individual effort
- Frequent conflict
- You never know where you'll end up



- Directed motion – every step brings you closer to the goal
- Discipline
- Coordinated efforts
- Cooperation
- Predictable results

Processes can make the difference if they are repeatable, measurable and executable!



Transforming Development!!!

We can no longer develop like the BORG!!!



- Cumbersome Approach to Development
- Traditional Technical Solutions
- Assimilate and Control
- Forced Collective by Integrators
- High Cost to DOD/Taxpayer
- Limited Flexibility
- Long Lag Times to Operator
- RAD / Spiral Development
- High Speed, Low Drag
- Revolutionary Technology
- Innovation a Priority
- Operator Agility/Mindset
- Inherent Flexibility
- Service Oriented Architecture

Capability must be intuitive, easy to use, limited contractor tail

Agility and Accountability

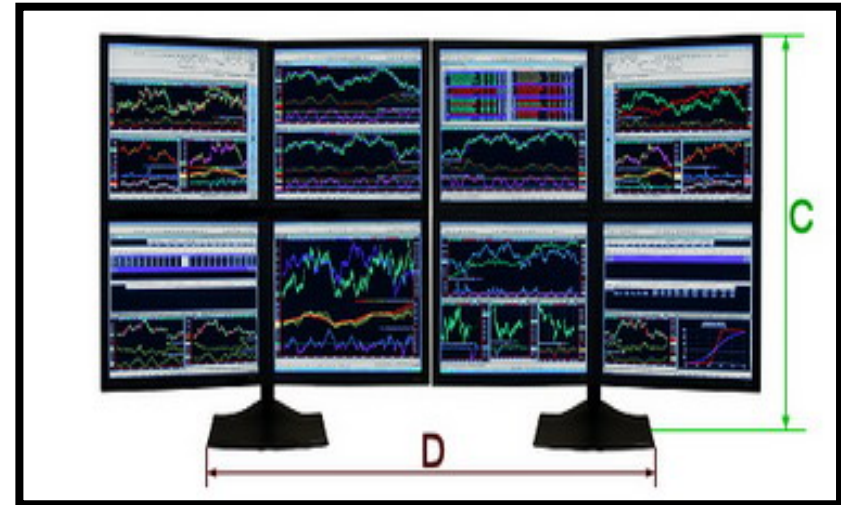


Transforming Testing!!!

Improve Product Quality and Predictability



- **No Enterprise-level Decision System**
- **Testing Approach is Cumbersome**
- **Stove Pipe Mentality**
- **Lack of Common Test Tools**
- **No Uniform Procedures & Metrics**
- **Decision Makers Lack Early Indicators**



- **Virtualization & Centralized Approach**
- **Merge Development & Ops Testing**
- **Web-based Testing Application**
- **Align Engineering & Testing**
- **Enterprise-level Metrics & Terminology**
- **Early Visibility Improves ROI**

Goal: Improved Product Quality & Predictability of Outcomes!



Transforming Procurement!!!

Acquisition and Contracting Partnership



- **Serial End-to-End Process**
- **Little Communication with Program**
- **Slow Baton Hand Off**
- **Long Time Lags**
- **Time and Materials Mindset**
- **Less Control on Delivery**



- **Concurrent/Parallel Activities**
- **Partnering is a priority**
- **Commitment with Programs**
- **Early Procurement involvement**
- **Performance Work Statements**
- **Reduced end-to-end acquisition**

Agility and Accountability



Transforming the Future Workforce

Digital Natives vs. Digital Immigrants!



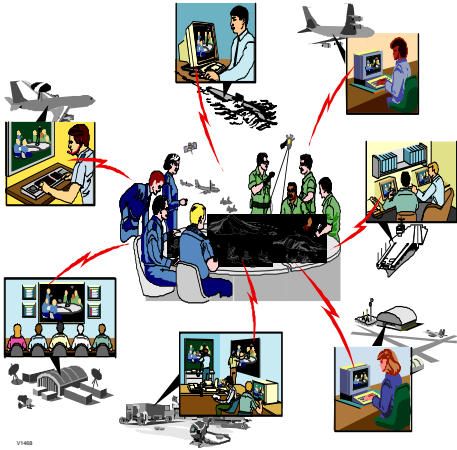
Partnering to Define an End-to-End LIFE-CYCLE Workforce



Transforming Technology Solutions

Challenges Demand New Constructs

COLLABORATIVE



INFORMATION-RICH VISUALIZATIONS



IMMERSIVE



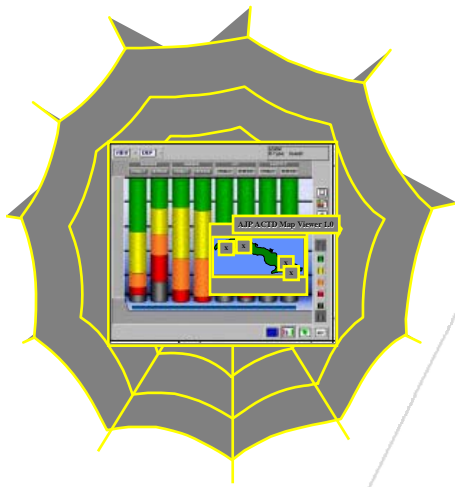
INTERACTIVE



FUSED INFO



DYNAMIC & LIVE



WEB BASED



Agility and Accountability



Historical Lessons

WHY
ENGLAND
SLEPT

JOHN F. KENNEDY

An allusion to Winston Churchill's 1938 book *While England Slept*. The book examines the failures of the British government to take steps to prevent World War II.

“Because of the inertia of human thought, nations, like individuals, change their ideas slowly.”

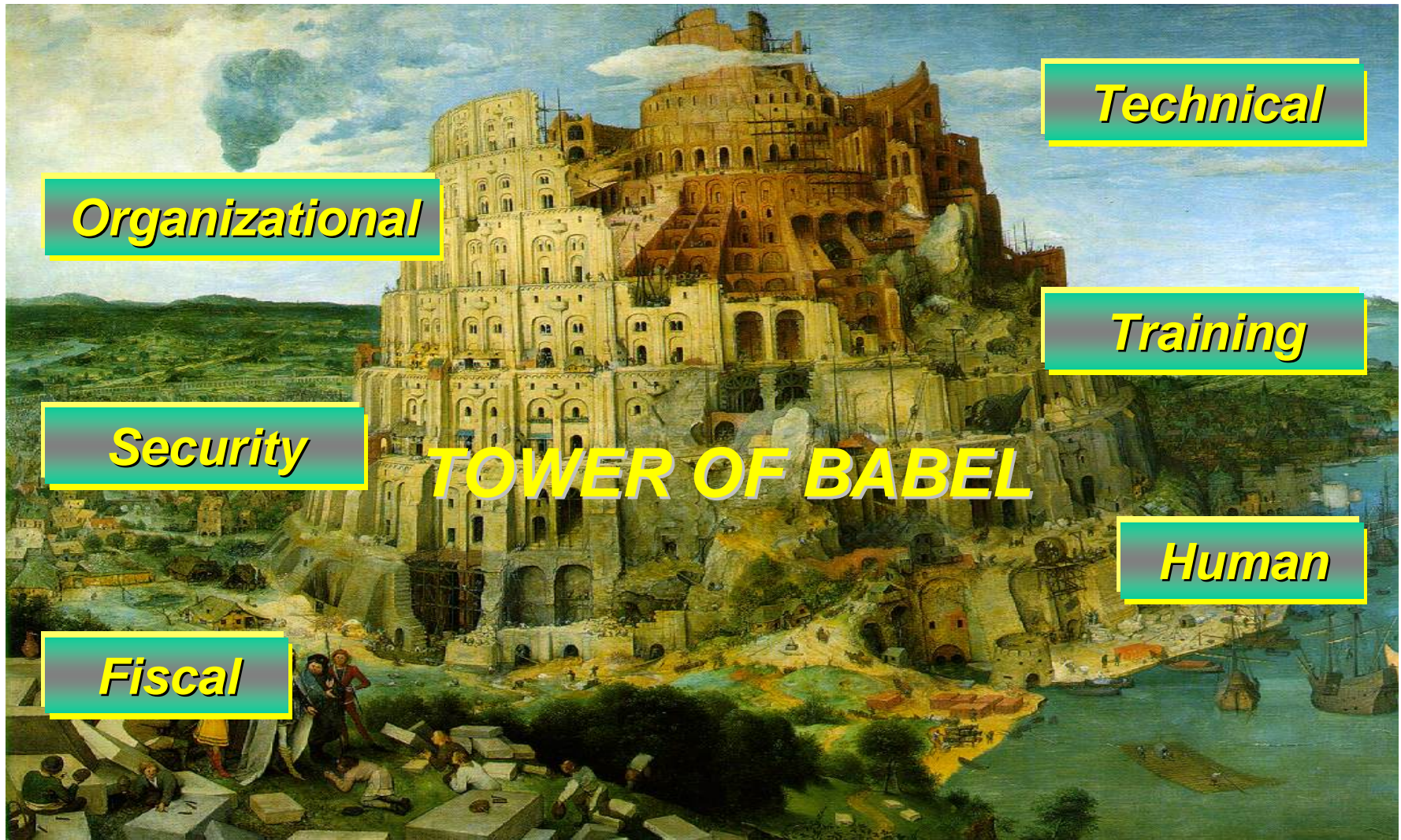
John F. Kennedy

- Traditions
- Funding
- Passivity
- Pride
- Facade

Is Acquisition on the Same Path?



Challenges to Progress



Agility and Accountability



Support the Warfighter Bottom Line!!!!



*Operational Training –
Warfighter Ready for the Fight*



*Mission Rehearsal –
Dynamic, Live, Interactive*



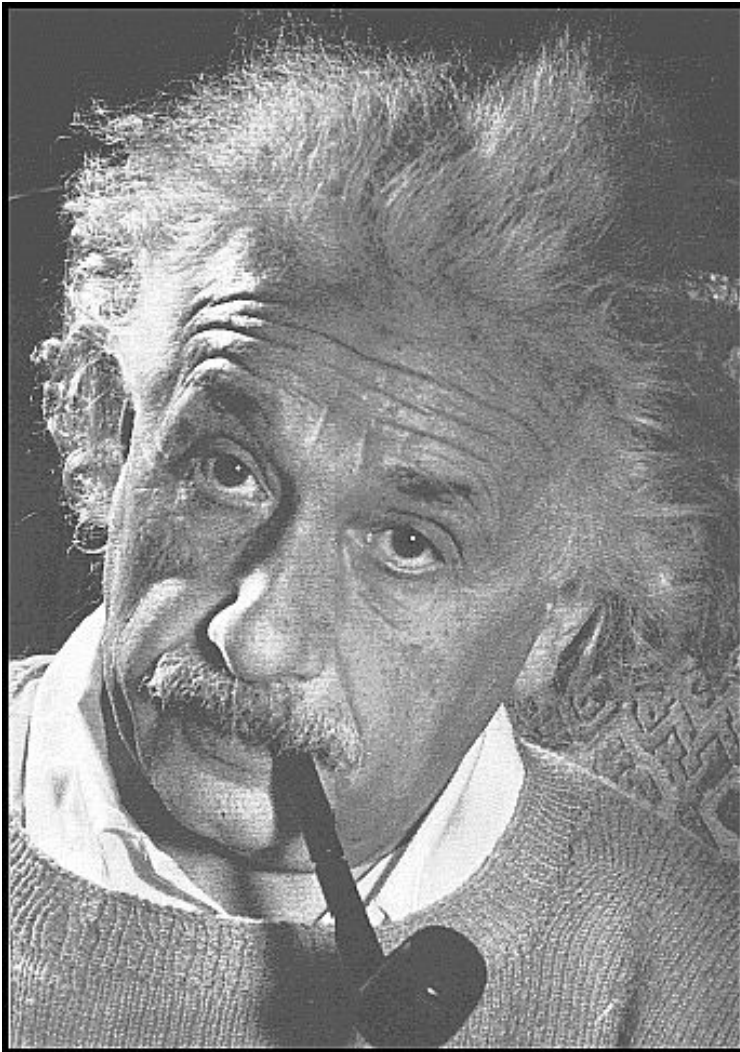
*Decision Support –
Compete, Challenge, Confront*



Developing Capability to: Empower Workforce...Enhance Judgement...Effect Change... Elevate Combat Readiness!!



Parting Quote



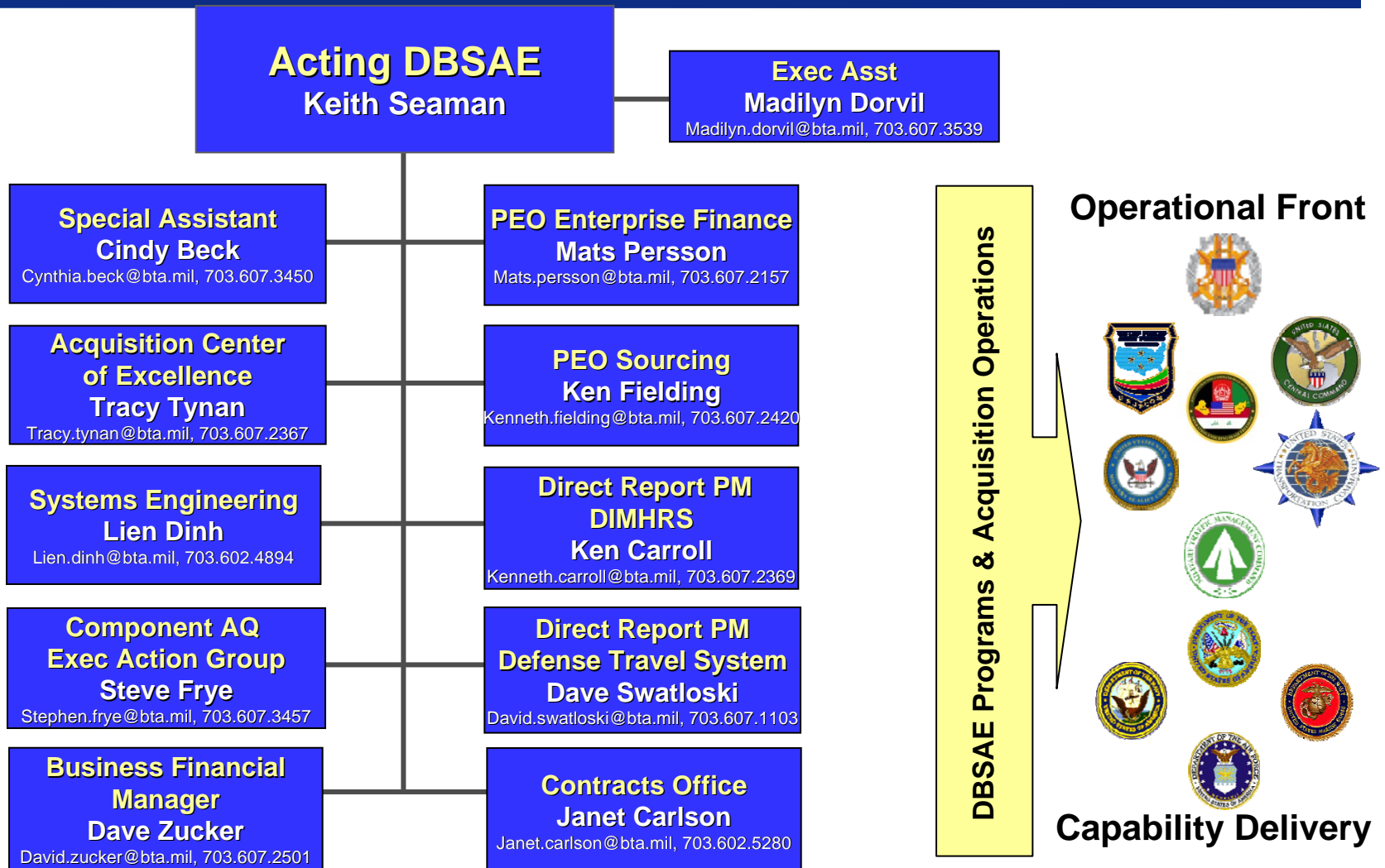
Any intelligent fool can make things bigger and more complex... It takes a touch of genius - and a lot of courage to move in the opposite direction. "Insanity: Doing the same thing over and over again and expecting different results"
Albert Einstein

An American flag is shown waving in the sky against a blue background with some clouds. The flag is the central focus, with its stars and stripes clearly visible. The text "Questions?" is overlaid on the upper part of the flag.

Questions?



DBSAE



Agility and Accountability



DBSAE Bundled Functions

