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# Acquisition Reform: Three Big Ideas

**Report Title:** Acquisition Reform: Three Big Ideas

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[Standard Form 298 (Rev. 8-98)](http://www.endinghumantrafficking.org/forms)  
Prescribed by ANSI Std Z39-18
Three Acq Reform Big Ideas

(1) Competing Capability Needs Among Services

(2) Bridging the Technology Valley of Death

(3) Creating an All-Civilian Acquisition Workforce
REKINDLING COMPETITION
Defense Industry Consolidation
Compete the ICD

Initial Capabilities Document

“Destroy Targets at > 70 mi.”

CONOPS Cost? Schedule? Performance?

CONOPS Cost? Schedule? Performance?
Inter-Service Competition

• Forces ICDs to be “generic”
• Breaks status quo mentality
• Induces competition for best value
• Uses “peer pressure” for realism
TECHNOLOGY TRANSITION & THE “VALLEY OF DEATH”
Isn’t my new technology COOL!!!??

But it still isn’t mature enough for my PROGRAM!!
Tech Concurrency – Good Idea???

F-35 New Technologies
- “Family” of capabilities (STOVL, CTOL, CV)
- New engine (P&W F-135)
- Stealth
- Mission software
- Helmet mounted display
- Integrated flight propulsion control
- AESA radar
- Autonomic Logistics Information System (ALIS)
- Prognostics Health Management downlink

DDG-1000 New Technologies
- Tumblehome hull
- Integrated topside design
- Dual-band radar system (orig design)
- Total ship computing environment
- Mk 57 Peripheral Vertical Launch System (PVLS)
- 155mm Advanced Gun System
- Integrated Power System
- Increased automation for reduced manning
Things to do – Nothing new!

Plain Vanilla Program

Defined Tech Insertion Points

Tech Dev & Maturation

- PM: Insert tech if avail
- ST: Deadlines for tech

OR

Manage to Baselines or Increments

GAO Says this is a Commercial Best Practice
I’m concerned that the…should-cost initiatives…and time-certain scheduling…not not impact the…technology on-ramps and throw off the top-line affordability caps

The sonic drive plate…connects to the…upper temporal field array…while the hyperspace proton modulator…is coupled to the photonic flux launcher…

We are both speaking English, but I really don’t understand what you are saying!
Relationship Managers on PEO and/or SYSCOM Staff Can Be Tech Matchmakers.

Wait, I can help. I’m a Relationship Manager and I’m “bilingual” – I speak both S&T and Program Management!
Barriers to Innovation

Too Many High Hurdles & Disincentives to Entice Small & Commercial Innovators.
ALL CIVILIAN ACQUISITION WORKFORCE
Serving Two Masters…

Trying to Excel at BOTH Operational and Acquisition Careers…

…in a Limited Span of Time.

<table>
<thead>
<tr>
<th>Ops Tour</th>
<th>Acq Tour</th>
<th>Ops Tour</th>
<th>Svc Col</th>
<th>Joint Tour</th>
<th>Acq Tour</th>
<th>PM Tour</th>
</tr>
</thead>
</table>

Don’t be an Even # PM!

Up or Out!

Manage civilians?!

Cost, Schedule, Scope?

I’d rather be a CO!

Homesteading Is BAD!

Program Manager

~20 Years
Civilian Acquisition Workforce

<table>
<thead>
<tr>
<th>Acq Tours</th>
<th>PM Tours</th>
<th>~40 Years</th>
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</table>

- Homesteading Is OK!
- I’d rather be a PM!
- Cost, Schedule, Scope!
- Live with my mistakes!
- In this for the long haul
- Manage civilians. OK!
- In this for the long haul

Program Manager
Voice of the Operator?

Will this work with other weapons?

I’ve never been deployed...

Can it be fixed on the battlefield?

What do the troops really need?

Can soldiers operate this?

How will this work in battle?

Program Manager
Voice of the Operator?

Wait! I’m an Operator…I can answer those questions and provide advice.

Military Advisor
- Expertise in system operation
- Link to sponsor and users
- Not required to be an acquisition expert
- Tenure not as important

Program Manager

Military Advisor/Sponsor Rep
Summary: 3 Big Ideas

(1) Competing Capability Needs Among Services

(2) Bridging the Technology Valley of Death

(3) Creating an All-Civilian Acquisition Workforce