PSM Acquisition WBS
6 March 2005

WBS	Title	Activities (TBS)	Products (TBS)	References (source)	Notes
1.0	Acquisition Management				
1.1	Strategic Plans, Studies, and Analysis				mission analysis, statement of needs, need identification, strategic technology analysis, S&T analysis, market analysis
					often enterprise or organization, rather than project level
					Studies and Analysis (enterprise-level) - include strategic planning
1.2	Acquisition Planning				Acquisition strategy
				Project Planning (CMMI-AM - PM)	Acquisition plan
				Acquisition Planning (OSD-804)	**Acquisition Planning**
				Software Acquisition Planning (acquisition strategy, org charts, etc.) (SA-CMM - 2)	
1.3	Solicitation and Source Selection				**Solicitation**
				Solicitation and Contract Monitoring (CMMI-AM - PM) - 1st half	
				Solicitation and Source Selection (OSD-804)	
				Solicitation (e.g. RFP development) (SA-CMM - 2)	

1.4	Acquisition Execution and Control				**Acquisition Execution and Control**
				Project Monitor and Control (CMMI-AM - PM)	
				Integrated Project Management (CMMI-AM - PM)	
				Project Management and Oversight (OSD-804) - part	
				Quantitative Acquisition Management (SA-CMM - 4)	
				Project Performance Management (SA-CMM - 3)	
				Project Management (SA-CMM - 2)	
1.5	Supplier Performance Management				Whatever mechanism is used: contract, teaming arrangement, partnership, MOA/MOU, hug and a kiss
				Solicitation and Contract Monitoring (CMMI-AM - PM) - 2nd half	**Supplier Performance Management (Agreements)**
				Contract Performance Management (SA-CMM - 3)	
				Contract Tracking and Oversight (SA-CMM - 2)	
1.6	Acquisition Risk Management				**Acquisition Risk Management**

				Acquisition Risk Management **(SA-CMM - 3)**	
				Risk Management (**CMMI-AM - PM)**	
				Risk Management (OSD-804)	
1.7	Review and Evaluation of Supplier Products				**Review and Evaluation (Continuous Evaluation)**
				Test and Evaluation (OSD-804)	Note: Add alpha and beta testing (initial operational testing - early user adoptions)
				Evaluation (SA-CMM - 2)	**Acceptance (IV&V) and Materiel Release** (delete - merge IV&V and acceptance into review and evaluation - move materiel release to transition)
					supplier to acquirer
1.8	Transition to Operations and Support				
1.8.1	Distribution Management				Acquirer to stakeholders (user, operations, support organization, distribution network, etc.)
				Transition to Operations and Support (**CMMI-AM - Sup)**	**Transition to Operations and Support**
				Transition to Support (SA-CMM - 2)	Note: Need to have Product Distribution Management of products to end users and customers
					Move materiel release here
1.9	Acquisition Support				Customer support

					Support
1.9.1	Configuration Management			Configuration Management (**CMMI-AM - Sup)**	
				Configuration Management (OSD-804)	need to make sure we cover both CM of acquisition work products and CM of the system during operations and support and deliverables
1.9.2	Product and Process QA			Product and Process Quality Assurance (CMMI-AM - Sup)	
1.9.3	Measurement and Analysis			Measurement and Analysis (CMMI-AM - Sup)	
1.9.4	Decision Analysis and Resolution			Decision Analysis and Resolution (CMMI-AM - Sup)	
1.9.5	Acquisition Product Review				Review might include approval (in some cases)
				Verification (CMMI-AM - Eng) (of acquisition work products)	
				Validation (CMMI-AM - Eng) (of acquisition work products)	
1.9.6	Training			Training Program Management (SA-CMM - 3)	
					Training for all acquisition stuff (not just process)
1.9.7	Program Environment				Note: Need to have Program Management Environment
					Facilities and infrastructure, IT support, etc.

					Enterprise level - infrastructure (some may be paid by project) - does this go here or at some enterprise activity level
					Project management environment
1.9.8	Unique Program Requirements				Security and safety: Clearances, Cleared facilities, Protection initiatives (program specific), Secured communications
					Unique program requirements (e.g. airworthiness, special security, nuclear)
					Regulations and legislation (e.g. import/export, ITAR)
1.10	Requirements Development and Management				**Requirements Development and Management**
				Requirements Management (CMMI-AM - Eng)	
				Requirements Development (CMMI-AM - Eng)	
				Requirements Development and Management (OSD-804)	
				User Requirements (SA-CMM - 3)	
				Requirements Development and Management (SA-CMM - 2)	

1.11	Integrated Team Management				**Integrated Team Management**
				Integrated Teaming (CMMI-AM - PM)	
				Organizational Environment for Integration (CMMI-AM - Sup)	Need to make sure that this is not the material that support teaming - just the teaming bits go here
				Integrated Teaming Management (OSD-804)	Note: interface with external organizations goes here (system level interfaces exist - have to have some working arrangement to get it right)
1.12	Process Management				**Process Management ??**
				Process Definition and Maintenance (SA-CMM - 3)	
				Quantitative Process Management (SA-CMM - 4)	
				Continuous Process Improvement (SA-CMM - 5)	
				Acquisition Innovation Management (SA-CMM - 5)	optimizing processes
1.13	Other Duties as Assigned				Note: Organizational/enterprise taskers (and taskers from other organizations like GAO, OSD oversight, etc.)
					Continuous justification of money

					Program adjustment and change management
					Calls to the Hill or OSD
					Status reports
					External audits and reviews
					Policy reviews
					Reorganizations
					Gathering lessons learned