

Software Acquisition Process Improvement Workshop
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Workshop Notes:

The session began with a review of the SAPIP program and approach. The remainder of the session was then a discussion of information needs related to the eight areas identified in the 804 language and the DoD guidance with respect to this material.

Workshop Discussions:

Definition of Acquisition

- The process of obtaining products or services through a contract.

- The process of obtaining a contract

- Monitoring the contract

- Includes

 - Mission Needs

 - Requirements definition

 - Oversight Management

 - Acceptance Testing

 - Acquisition Planning

 - Source Selection

 - List of deliverables

 - Process of turning tax payers \$ into products and services to meet mission needs

 - Performance of the acquisition office

 - Performance of Contractor

We should also review the top level Balanced Scorecard against these process areas.

There are other activities other than the contract that are related to this initiative.

For each of the eight acquisition focus areas, workshop attendees discussed the tasks included in this area, and information needs related to those tasks. **The items highlighted in red are information needs at Acquisition Executive Level.**

Several information needs were identified as applying to all acquisition focus areas, including:

- What are the problems in this focus area?
- What is working well?
- How much time and money is spent in implementing this process?
- Are processes in this area being followed (e.g. adherence)?
- How well is the process followed (capability)?
- Area processes robust and flexible enough to handle change?
- Have all stakeholders been identified and involved?
- Have all roles and responsibilities been clearly delineated?
- Are appropriate resources (e.g. trained or experienced people, tools)
- How well are products (e.g. mission needs) defined?

Acquisition Planning

- Mission Needs
- Strategy and Approach
- Capability Requirements
- When it is required
- How much
- CONOPS
- SW blocking (6 month delivery)
- Type of contract/incentives
- Assessment of Alternatives
- Management of political interactions
 - How many contracts and what size and what phase
 - Adequate Resources in office and industry
 - Timing of events
 - Estimates for program office and contract (cost and schedule)
 - How many using different development approach
 - Adherence and capability
 - What method using and why?
 - Budget profiles
 - Enterprise I/Fs
 - How well are mission needs defined? (General)
 - Does the project portfolio meet the mission needs?
 - How well are we doing acquisition?
 - What are the problems?
 - What is the acceptable performance?
 - What do we need to improve?
 - What are we doing well?
 - How much money and time to develop mission needs?

Requirements Development and Management

CONOPS

Intelligent management of requirements creep

SOO etc...

Managing rebuilds requirements

Requirement Changes how much?

Source of changes

Where are you in the lifecycle?

Relative to expectations

Dominant approach e.g. (Spiral)

Configuration Management

Across projects

Enterprise level

Not at the project level

Do we have appropriate tools?

Have products to be under CM been identified?

Is the level of CM appropriate (Not enough versus too much)?

CM volatility

Change impact at other levels

Risk Management

Across projects

Enterprise level

Not at the project level

Need to do risk management for enterprise level risks

What risks are common across projects?

What are we doing about it?

Does every project have a process?

Risk mitigation and avoidance costs

Risk tied to management?

Risk thresholds tied to management

Are interactions across projects identified and managed?

Project Management and Oversight

- Oversight Review boards
- Across projects
- Enterprise level
- Not at the project level
- Effective training (for all activities)
- Control measures in place
- Could have EVMS
- Practices for all projects (ie project oversight)
 - Frequency of review
 - Actual size vs planned
 - Number and Cost of ECPs and magnitude per project
 - Proper staffing - resources, tools, capability (General)
 - Do we monitor projects effectively?
 - Related to type of contract (Fixed price vs Cost Plus)
 - Project performance i.e. EVM, On time, within costs
 - Schedule driven vs event driven
 - How many high priority defects as the various stages and trends

Test and Evaluation (Operational Testing)

- Average SPR rate for the projects
- Are the effective T&E processes
- Customer needs and expectations
- Effectiveness – Efficiency of testing
- V&V in general
 - Number of systems that are ready for op test at the start
 - Number that passed
 - Test volatility
 - Test back log
 - How much regression testing is being done?
 - Requirements test coverage

Integrated Team Management

- Management of IPTs
- User involvement
- Empowerment (Moving money around?)
- Good practices by project
 - Identified all of the customers/stakeholders - external and internal
 - Stakeholder's expectations addressed
 - Number of IPTs
 - Number of members
 - Effective structure - roles and responsibilities
 - Complexity
 - Turnover
 - Distribution of stakeholders

Solicitation and Source Selection

Developing RFP Package

Industry interaction

Developing complete RFPs

How many protests

Number of bidders per contract

Are bids compliant with RFPs

How many cycles in BAFO

All view points represented in source selection team

How long does it take to do the Source selection/ develop RFP

Are we selecting the best value?

Are source selection processes being followed? Well? (General)

Cost schedule and technical impacts.

How well do we handle change (General)

Do rqmts satisfy needs and customer expectations

What about the full lifecycle – Operations and Maintenance.

Unrelated Consequences

New proposal – do they make sense (e.g. Buy new COTS)

Balanced Score Card

Financials Effective use of money	Work Processes Process for the 8 areas
Customer Meeting needs and expectation Customer satisfaction	Human Job Satisfaction Training Tools available

What needs to be improved in each area?

Action Items and Next Steps:

- Develop updated ICM Table for acquisition process improvement programs identifying common information needs, related questions, and potential measures (Cheryl and Betsy) - Send ICM table to workshop attendees for their review
- Draft guidance (white paper) - Send to workshop attendees for their review
- Develop sample Measurement Specifications - Send to workshop attendees for their review

Materials will also be sent to the components for their review and inputs.