Acquisition Processes	AT&L/C3I Info Needs	Component / Service Info Needs

Top Level	1 Does each component have a plan for continuous process improvement?
	  - Does it address all 8 areas?
	  - Is it adequate - is it detailed enough in the 8 areas?
	  - Are resources identified for implementing the plan?
	  - Do personnel have appropriate experience or training?
	  - Are key objectives for improvements identified and associated measures defined?
	2. Is each component implementing the plan?
	  - Are planned activities track to completion?
	  - What resources have been expended versus planned?
	3. Is performance improving?
	  - Against the defined key performance objectives (these may be unique for each component).	

Acquisition Processes	Detailed Areas that Might Be Considered in Answering Top-Level Questions	Examples of Potential Measures that Could be Considered
Question #1 - Do You Have A Plan?	- Does each component have an organizational policy and plan addressing each of the 8 acquisition processes? - Has each component assigned adequate resources, with appropriate responsibility and authority? Components might have POC list, with a description of responsibilities. - Do the personnel performing each acquisition process have appropriate experience or training? Components should have 1) a list of required experience or training for each acquisition process and 2) evidence that required experience is available or that training has been completed as required. - Does each component have a documented process for each of the eight acquisition process areas? - Are work products of the acquisition processes put under appropriate levels of CM? Components might have a list of which documents are to be placed under CM control. - Does the component collect information, lessons learned, and measures to improve their processes? Components might have baseline status information (to judge against improvements). - Does each component have documentation from performing each acquisition process? Components might have a list of any products expected to be produced. Products might include plans, procedures, measurement results, minutes and action items, audit reports and deviations. - Are relevant stakeholders involved? Each component should have plans for regular meetings with relevant personnel where activities, status, and results are discussed. There should also be plans for regular high-level management reviews of these activities.	- How many components/programs are implementing acquisition process improvement programs? How many are measuring acquirer processes? How many are measuring developer processes? - How many resources are provided per component/program? - Personnel measures - training, turnover, experience
Question #2 - Are You Following the Plan?	- Do the personnel performing each acquisition process have appropriate experience or training? Components should have evidence that required experience is available or that training has been completed as required. - Does each component have evidence that documented processes are updated as appropriate, in each of the 8 acquisition areas? - Are work products of the acquisition processes put under appropriate levels of CM? Components might have a list of documents with versions/dates	- Personnel measures - training, turnover, experience

	that have been placed into CM. - Are work products reviewed for applicable levels of quality? - Is the process monitored against the plan? Is appropriate corrective action taken? Components might have minutes demonstrating regular reviews, with action items that are tracked to closure. - Does the component collect information, lessons learned, and measures to improve their processes? Components might have this information, lessons learned, or measurement data. - Does each component have documentation from performing each acquisition process? Components should have lists of products produced (plans, procedures, measurement results, minutes and action items, audit reports and deviations), with CM version numbers. - Are relevant stakeholders involved? Each component should have regular meetings with relevant personnel where activities, status, and results are discussed. There should also be regular high-level management reviews of these activities. Components should have meeting minutes from those meetings.	
Question #3 - Is Performance Improving	- Is each component measuring performance? Can components identify performance improvements?	- How long from concept to contract award? (cycle time) - How long from award to product delivery? (cycle time) - How many defects exist in the delivered systems (product quality)?

Acquisition Areas	Details to Consider for Each Acquisition Area	Examples of Potential Measures that Could be Considered
Acquisition Planning	- Organizational policies, plans, and procedures should support evolutionary acquisition and spiral development. - Acquisition planning work products might include concepts of operation, cost and schedule estimates, and acquisition planning meeting minutes. - Stakeholders might include acquisition personnel and users (assisting in defining requirements). Stakeholders might be involved at the component level (e.g. defining a service concept of operations), or at the program level (e.g. discussing requirements for a particular weapon system). - Have relevant enterprise architectures been considered?	Average per component or lower level - How long from initial concept to solicitation developed (cycle time)? - How much time is spent in acquisition planning? - Are objective independent cost and schedule estimates developed?
Requirements Development and Management	- Work products might include documented set of requirements; traceability matrices showing relationship between requirements, product components and tests; and corrective actions resulting from inconsistency among requirements or systems. - Requirements might be for a service (interoperability requirements), for a system-of-system, or for a program. - Evidence of requirements management might include updates to product size (due to requirements changes)	- Percentage of requirements changes (adds, deletes, mods) - Number of interface changes
Configuration Management	- Work products might include lists of CM managed products	- Number of operational defects related to CM issues
Risk Management	- Risk management work products might include risk management processes and plans, risk management reports, and minutes where risk management items are discussed.	- Does every component/project have a formal risk management process with input from all relevant stakeholders? - Does every component/project use the risk management information to mitigate risks?
Project Management and Oversight	- Work products might include project estimates; project plans; work breakdown structures; progress reports; earned value reports; measurement indicators to meet specific project management and oversight information needs; and minutes from technical interchange meetings	- Do all programs monitor developments sufficiently? - How does actual size compare to estimates? - Contractor progress measures (e.g., % complete) - Defect rates

		- Earned value measures
Test and Evaluation	- Work products might include test plans, test reports, and defect reports	- Requirements tested (during development or operational test)
Integrated Team Management	- Work products might include a list of stakeholders and a description of their involvement; a description of a shared vision; diagrams showing the organizational or team structure and interfaces; charters delineating team roles, responsibilities and authority; or description of tasks and requirements assigned to each team	- Are all relevant stakeholders including in Project Planning? Are they involved either continuously or at important milestones? - Do all teams have clear roles, responsibilities and authority? Are there clear channels for raising issues that extend outside of team boundaries?
Solicitation and Source Selection	- Work products might include RFPs, SOWs, CDRLs, evaluation criteria, and source selection meeting minutes.	- How long from start to RFP release? How long from RFP release to award? (cycle time) - How many awards are protested? - Is past performance considered in source selection planning?