

# Acquisition Program Transition Workshops

*Creating an Environment for Acquisition  
Success*



Foundational Learning



Workflow Learning



Performance Learning

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Defense System  
Management College



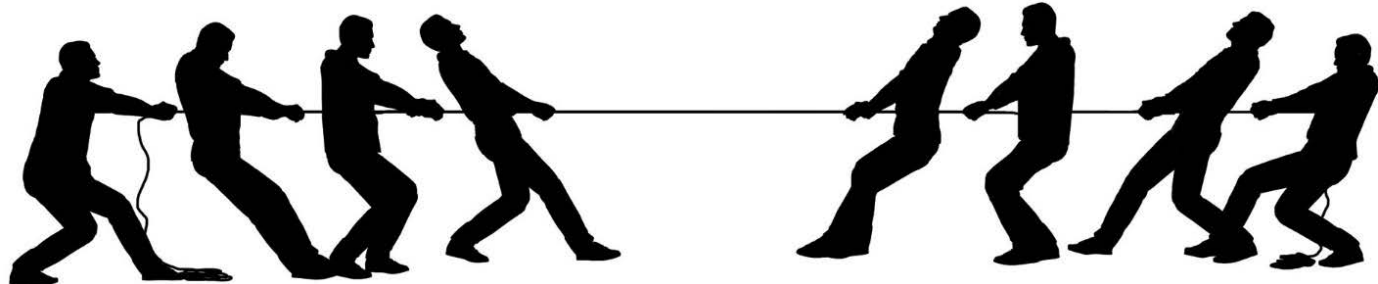


# APTW Premise

Within every acquisition program, there are two actors engaged in a struggle for a common out-come: to deliver a product or service to a warfighting customer

Frequently these are portrayed as a “winner take-all” contests where one of the actors has to be defeated for the other to achieve their ultimate goal. The unfortunate reality of these contests is that frequently there are no winners – costs rose, schedules were delayed, and few if any products were delivered.

The Acquisition Program Transition Workshop was developed using a model with the belief that there exists a future state where all of the players win. With more than 10 years of evidence backing up this premise, DAU continues to offer opportunity to program offices within the Defense Department and beyond.



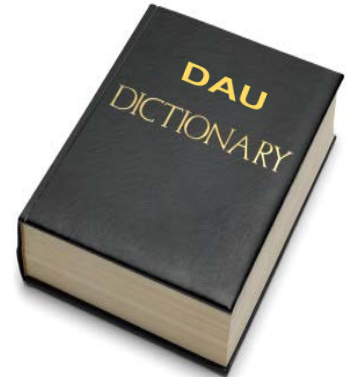
# Testimonials

- *“Our evolved agenda, which allowed the User and Resource Sponsor to express their view points, was CRITICAL for contractor awareness and understanding of the warfighter “big picture.”*
- *“We did deliver products: face-to-face meetings to establish “running rules”, the way ahead, program issues, and formulation of joint team charters.”*
- *“The key accomplishment was to have Government and Contractor team lead counterparts sit down with one another in a relaxed forum to discuss broad-based and team-focused challenges.”*
- *“I wanted to give you all some feedback about the workshop that was provided by DAU when we started the Navy Laser Maverick GCS contract. I think it was beneficial to get down - in writing - the deliverables and expectations of the program, as well as clearly defined roles and responsibilities from the start. While the DAU effort wasn't bid in the scope of work, I think adding it in has proven to be helpful and would like to see it done again in the future*



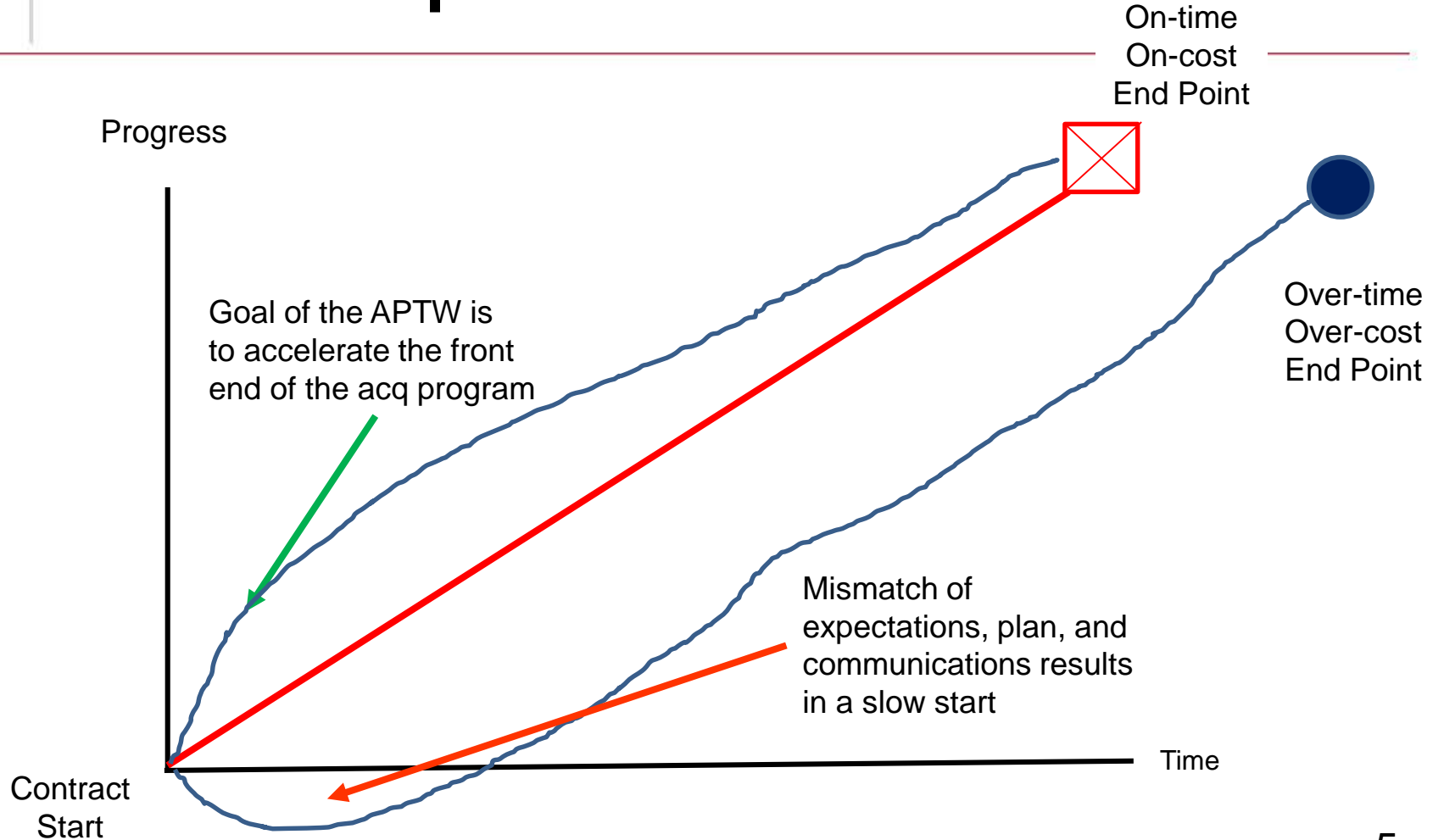
# Definitions

- APTW
  - A joint government / industry workshop designed to accelerate an acquisition program
  - Applicable to **new** contracts and **changed** contracts (re-competes, post Nunn-McCurdy, other significant changes)
  - A Practical Program Alignment Tool
  - Enabling the PM's agenda
  - Establishing or **changing** the culture
- Why: Too many programs were failing to meet initial and final expectations due primarily to “bad starts”





# The impact of a bad start



# Desired APTW Outcomes

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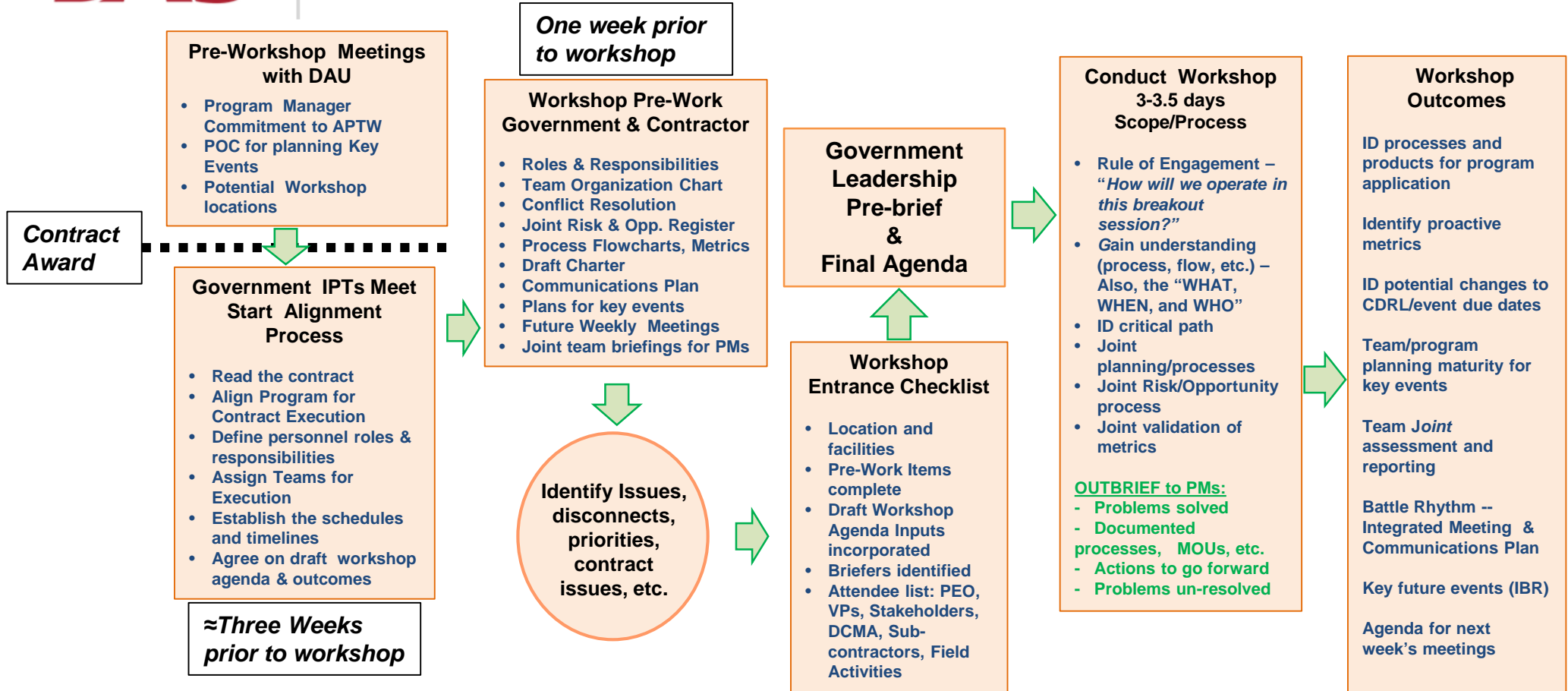
**COMMUNICATIONS**

**ORIENTATION**

**VISION OF SUCCESS**



# APTW TEAM ALIGNMENT PROCESS





# DAU Role / Process

## DAU Facilitator Approach and Tools

### *Content and Session Management*

- Fully utilize the issue form
- Document Significant Issues
- Pull out facts
- Focus on outcomes
- Assist in preparing final briefing to PMs
- Assign scribe
- Time management
- Schedule Management
- Orchestrate Daily Out-Brief

*Introduce and Apply Problem solving tools as applicable (fishbone, brainstorming, alternatives, Pros/Cons )*



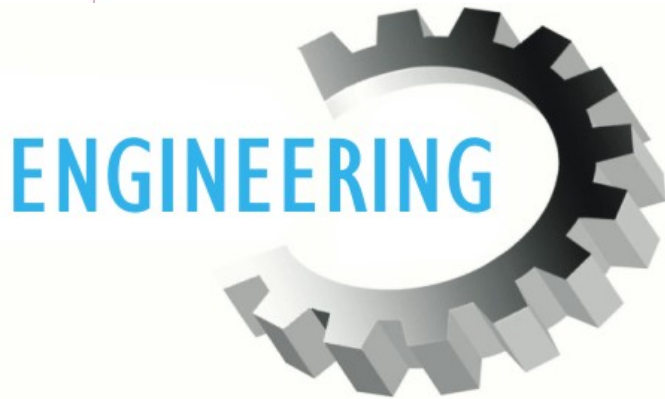


# Typical Types of APTWs

- **Initial Award (75%)** – Setting up a first time relationship between the government and industry
- **Transition or Follow-on Award (10%)** – Establishing a new organization / battle rhythm / objectives
- **Special Event or Deliverable (10%)** – Bringing the team together to solve a specific challenge
- **Contract Close-out or Shut down (5%)** – Working for a “smart” close out.

# What Industry Sees

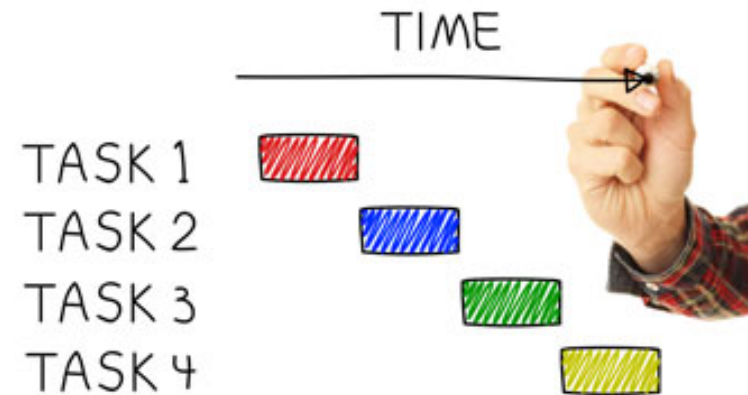
DAU facilitates a discussion between the program office and industry teams



# What Industry Doesn't See

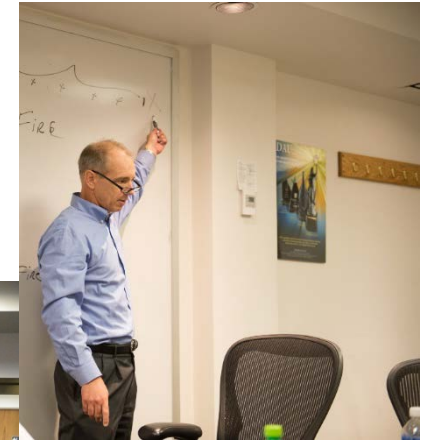
DAU discussions with the program office for up to 60 days prior to the APTW

- Aligning expectations with the RFP
- Aligning individuals with tasks
- Prioritizing activities for the first 30-60-90-120 days following the award



# Keys to Success

- Leadership Buy-in
- Integration of the APTW with the contract award
- Team development (roles and responsibilities)
- Homework



- **Typical Findings and Resolutions**
  - Early alignment of government/industry leaders, common definition of program success, agreement on operating principles and guidelines (such as IPTs)
  - \$ savings—shared view of risks, opportunities and contract scope/requirements
  - Jump start for planning of key program events (IBR, technical & other reviews)
  - Basis for future, effective communications and joint problem solving



# Arranging an APTW

- **Front Door (planned):** Program Office includes an APTW as part of the RFP
  - **Front Door (not planned):** Program office adds an APTW after receipt of proposals or award
- 
- **Back Door:** Industry approached DAU to see if the program office would entertain an APTW



# DAU Mission Assistance Contacts



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# Follow-on Activities

- How do we know its working?
  - Several program's have used APTWs as an iterative approach to managing the contact. Repeating APTWs every 2-3 years as the program goes through its life-cycle





APTWs assist program in their start-up / challenging phases to incorporate:

- Best practices on business, leadership, technical issues
- Incorporate improved communications techniques
- Assist in aligning organizations for success



# Back Up



ACQUISITION  
TECHNOLOGY  
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE  
3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

AR- 1 2011

MEMORANDUM FOR SERVICE ACQUISITION EXECUTIVES  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION  
DIRECTOR, DEFENSE PROCUREMENT AND ACQUISITION  
POLICY  
DIRECTORS OF THE DEFENSE AGENCIES  
(ATTN: ACQUISITION EXECUTIVES)  
DEPUTY ASSISTANT SECRETARY OF DEFENSE (C3, SPACE  
AND SPECTRUM)  
DEPUTY ASSISTANT SECRETARY OF DEFENSE (PORTFOLIO  
SYSTEMS ACQUISITION)  
DEPUTY ASSISTANT SECRETARY OF DEFENSE (SPACE AND  
INTELLIGENCE)  
DEPUTY ASSISTANT SECRETARY OF DEFENSE (SYSTEMS  
ENGINEERING)  
PRESIDENT, DEFENSE ACQUISITION UNIVERSITY

SUBJECT: Use of Acquisition Program Transition Workshops (APTWs)

The purpose of this memorandum is to encourage maximum use of APTWs. These workshops address the importance of quickly establishing effective working relationships and task priorities between government and industry program offices immediately after contract award or re-baseline actions.

APTWs were initiated by the Defense Acquisition University (DAU) in 2004 to assist government and industry program managers and staffs in aligning program expectations, organizations, processes, and functional lines of communication. Seventeen tailored workshops have been completed to date with positive results and feedback. Some of the many benefits include: early alignment of government and industry team organizations; publication of roadmaps to Integrated Baseline Review and other near-term planning events; agreement on management review scope and processes; and resolution of issues including differences in interpretation of contracts and other documents. APTWs are an assist effort and, as such, any conclusions and recommendations are only provided to the government and industry program managers, thus encouraging open and candid communication.

Because of these significant benefits, I recommend program managers of all ACAT ID and IAM and special interest programs plan to conduct APTWs within the first month following contract award or re-baseline action (such as those associated with Post Num-McCurdy certifications). When planned, the workshops should be addressed in the Request for Proposal and Statement of Work to ensure it is reflected in the industry team's Integrated Master Schedule. Requests for workshops from other programs will be entertained as resources allow. APTWs will be executed in accordance with the attached pending changes to the Defense Acquisition Guidebook.

Additional information regarding APTWs can be found on DAU Web site at <http://www.dau.mil/homepage/s20Documents/npw.aspx>. My points of contact are Mr. David Ahem, Deputy Assistant Secretary of Defense for Portfolio Systems Acquisition, at 703-693-3614, and Mr. Jess Stewart, DAU, at 703-605-4614 or [Jess.Stewart@dau.mil](mailto:Jess.Stewart@dau.mil).

Ashton B. Carter

Attachment:  
As stated



# Acquisition Program Transition Workshop

*Example: Contents Below Focused on major contract award*

- Basic Purpose.
  - To achieve early/better alignment of Government & Industry Teams, particularly at the Team level (AT&L DTM 1 April 2011)
- Common Goals
  - Common Interpretation of Contract Requirements/Provisions
  - Alignment of Government & Industry Processes
  - Contract vs Program Risk Elements
  - IPT Structure, CONOPS, Accountability
- Outcomes
  - IBR Roadmap/PDR or CDR Roadmap (Major Goals) Planning
  - Agreement on Program Management Review Scope & Processes
  - Joint Understanding of Program Scope & Configuration Management
  - Resolution of Issues/Interpretation of Differences
  - Commitment to Timely Communications and Transparency

1. Define and Document Roles and Responsibilities
2. Team Organization
3. Conflict Resolution/Decision Process
4. Joint Risk and Opportunity (R/O) Register
5. Processes, Flowcharts, and Metrics
6. Draft Charter
7. Battle Rhythm and Communications Plan for implementing Joint PM Guidelines
8. Planning for Key Events
9. Future Weekly Meeting Topics
10. Prepare Joint Team Briefing for PMs' Review



# APTW **NOTIONAL** PLANNING TIMELINE

(COMPETITIVE CONTRACT EXAMPLE)

In RFP

