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Rapid Improvement Team (RIT) Initiative with Lessons Learned from GTN 21



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Report Documentation Page

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Abstract



Rapid Improvement Team (RIT) and Evolutionary Acquisition Decision Review (EADR) process. Outline the RIT initiative as an OSD sponsored program to use evolutionary acquisition to get IT capabilities to the warfighter faster. RIT moves large software intensive programs from "Oversight" to "Insight" transforming the way we think about how to satisfy statutory and regulatory acquisition requirements without impacting or stalling programs that would provide sorely needed mission capabilities. GTN 21 is the first of the RIT programs to successfully pass an EADR that gives the equivalent of a MS B decision. This precedent setting event included much discussion about how to shift the burden off proof of compliance on the part of the program office "oversight" to the burden of review and facilitation on the part of the OSD and Service stakeholders "insight".





Overview



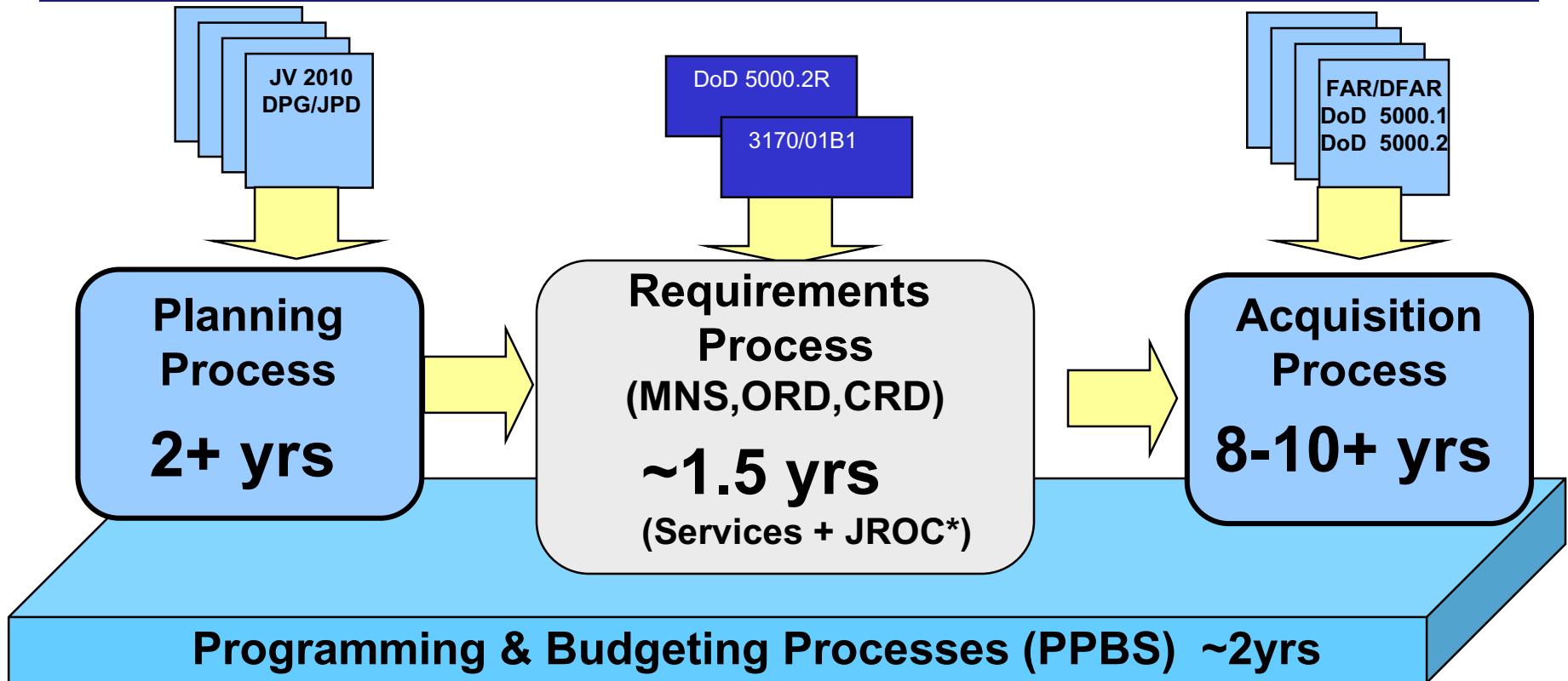
- n **Rapid Improvement Team (RIT) Initiative Defined**
- n **GTN 21 Overview**
- n **GTN 21 Lessons Learned**





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The Traditional Acquisition Process Timelines



No part of this process is compatible with the pace of technology or the experience of internal IM/IT development in commercial companies

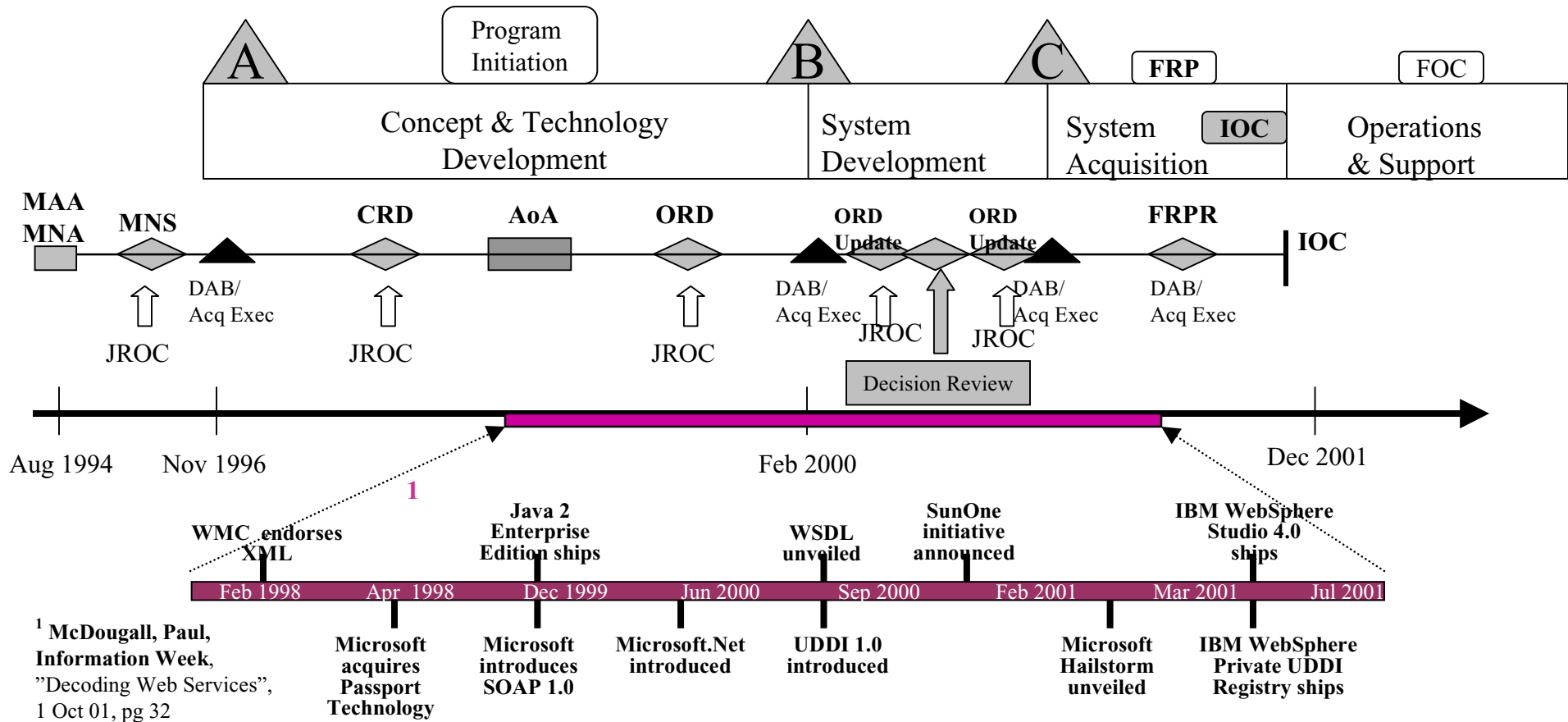
* JROC Cycle is 79 days





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Today: Oversight Process That Exceeds IT Innovation Cycle



¹ McDougall, Paul, Information Week, "Decoding Web Services", 1 Oct 01, pg 32

Web Services Technology

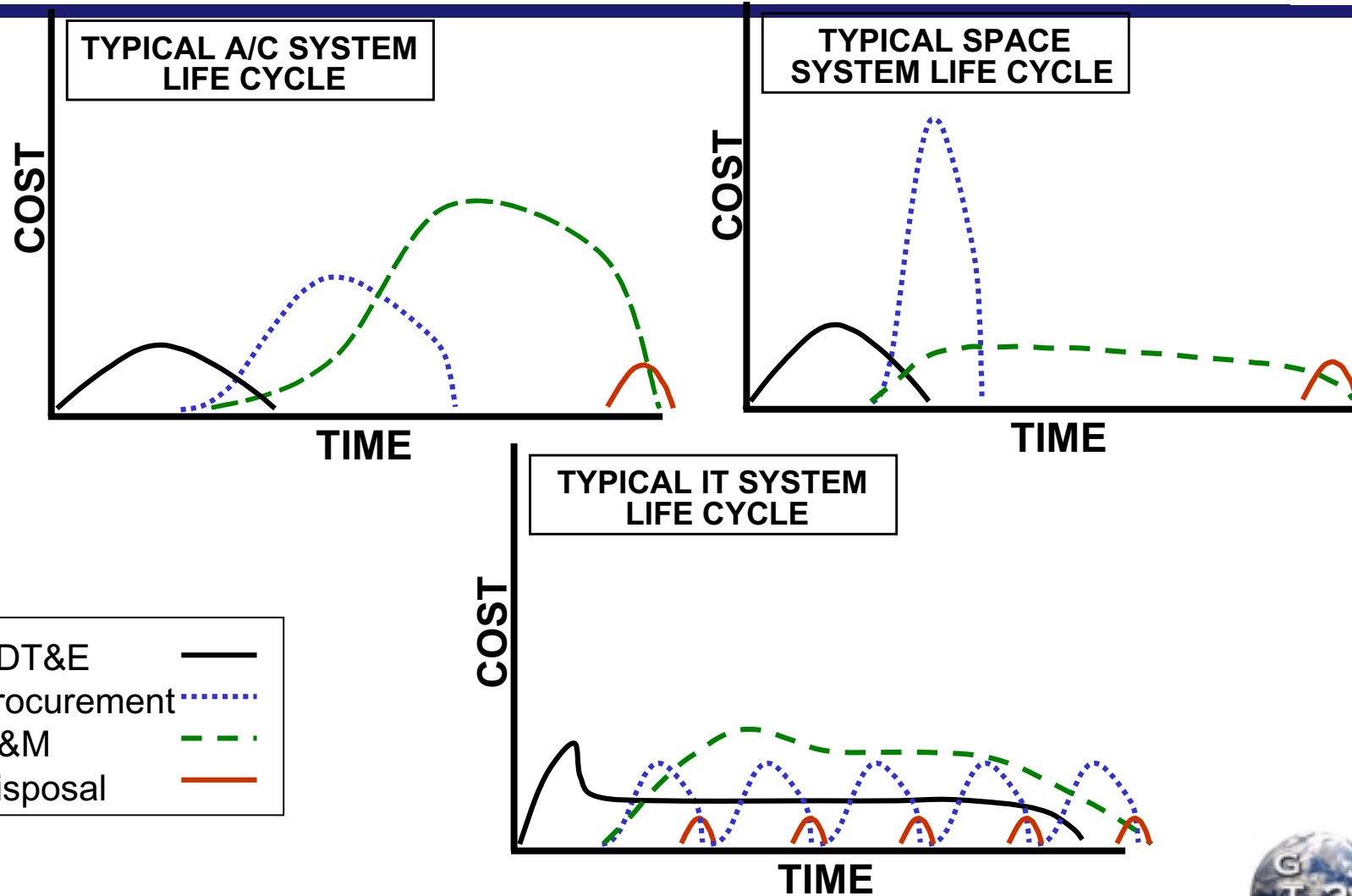
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Life Cycle Profiles (notional)



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RIT Tasking



- n **“Information Technology (IT) is a key enabler for transforming military, business, and administrative processes to meet the challenges of the 21st Century. To achieve these objectives, we must strive to *reduce the cycle time to deliver mission effective IT capabilities to 18 months or less.*”**
- n **“...the DoD CIO, USD(AT&L), USD(C), and VCJCS are co-sponsoring a Rapid Improvement Team (RIT) to address this *reduction in the time to deliver IT mission capabilities and improve mission effectiveness and efficiency.*”**
- n **“We have directed the co-chairs to manage this RIT initiative and report its ...recommendations to us not later than October 2001.”**

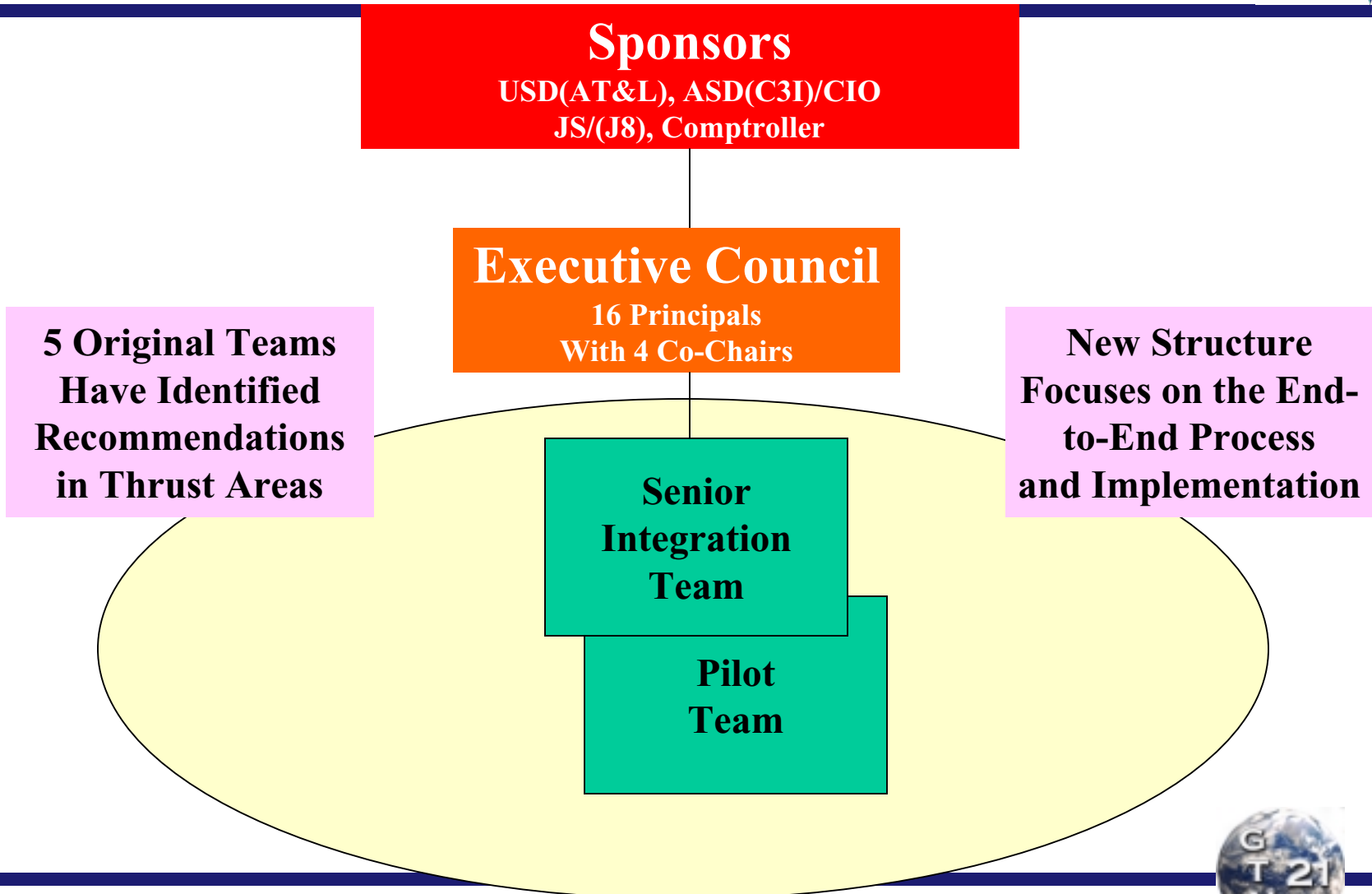
USD(AT&L) and ASD(C3I) Memo, 2 August 2001





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RIT Organization Structure



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IT RIT Executive Council



n **Sponsors:**

- n Mr. Aldridge (AT&L)
- n Mr. Lanzilotta (Comptroller)

Mr. Stenbit (C3I/CIO)
LTGEN. Carlson (J8)

n **Joint Chairs:**

- n Dr. Margaret Myers (DCIO)
- n Mr. Bob Nemetz (AT&L)

Mr. Ron Garant (Comptroller)
ADM Stanley Szemborski (J-8)

n **Principals:**

- n Mr. Dave Borland (Army DCIO)
- n Mr. Ron Turner (Navy DCIO)
- n Mr. John Gilligan (AF CIO)
- n Ms. Diane McCoy (DISA)
(AFPEO/CS&CS)
- n Mr. Bill Curtis (DCIO)
- n BG Charles Croom (J-6)

Mr. John Landon (C3ISR OIPT)
Mr. Dale Uhler (DASN)
Mr George Wauer (DOT&E)
Mrs Virginia Williamson

Mr. John Osterholz (DCIO)
COL Mike Perrin (J-8)





Overarching Goal



Reduce cycle time to deliver
mission effective IT capabilities
to 18 months or less





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RIT Pilot Major Thrusts



- n **Risk-Balanced Oversight - The allocation of appropriate supervision and oversight resources consistent with:**
 - n The risks of the investment and;
 - n The goal to manage and oversee programs at the lowest competent and capable level.
- n **Doc X - The sum of information needed to enable a decision maker to set the program on a given acquisition path with a defined level of oversight appropriate to the risk involved**
- n **Information - Utilize an information-based portal providing real-time visibility of IT programs in a joint/shared, secure database open to the community to pull from to do their job**



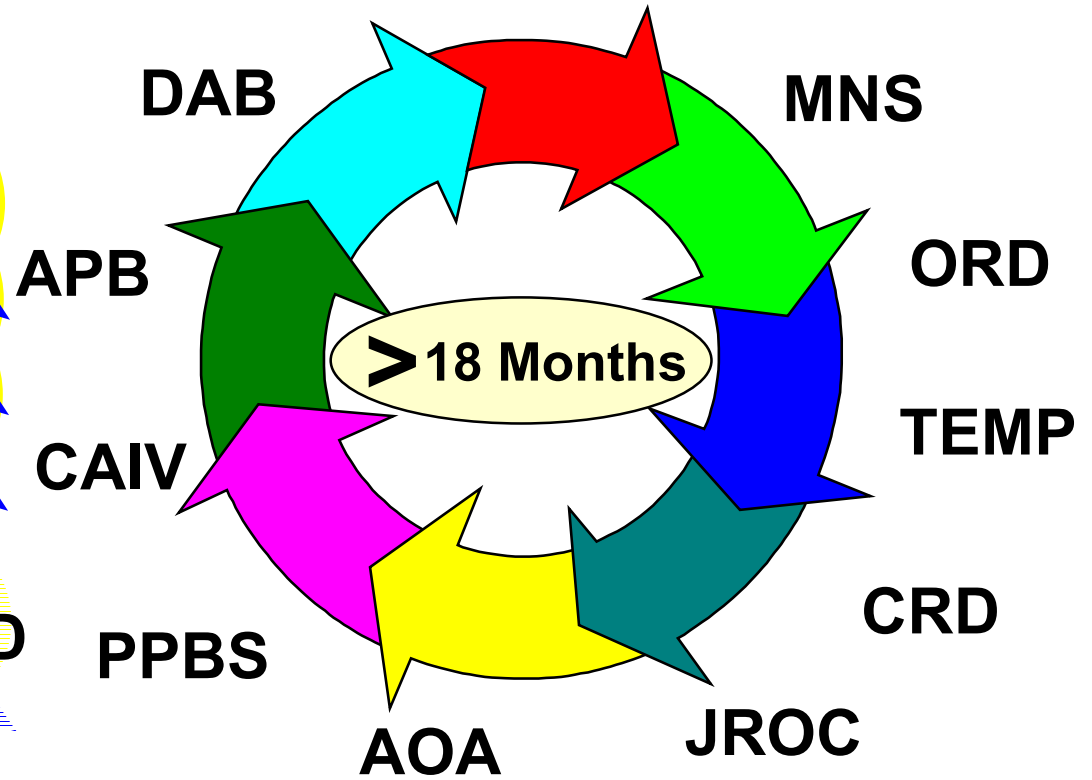
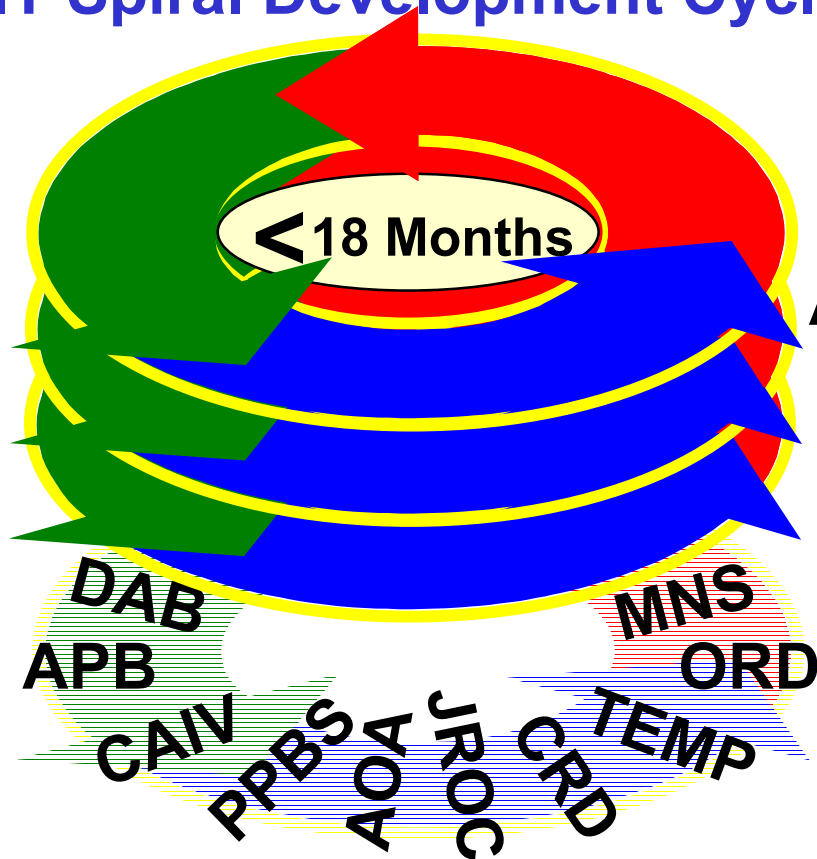


IT Spiral Development & Acquisition Process Cycles



IT Spiral Development Cycle

Acquisition Process Cycle



DoDI 5000.2 inflexible, time consuming oversight process

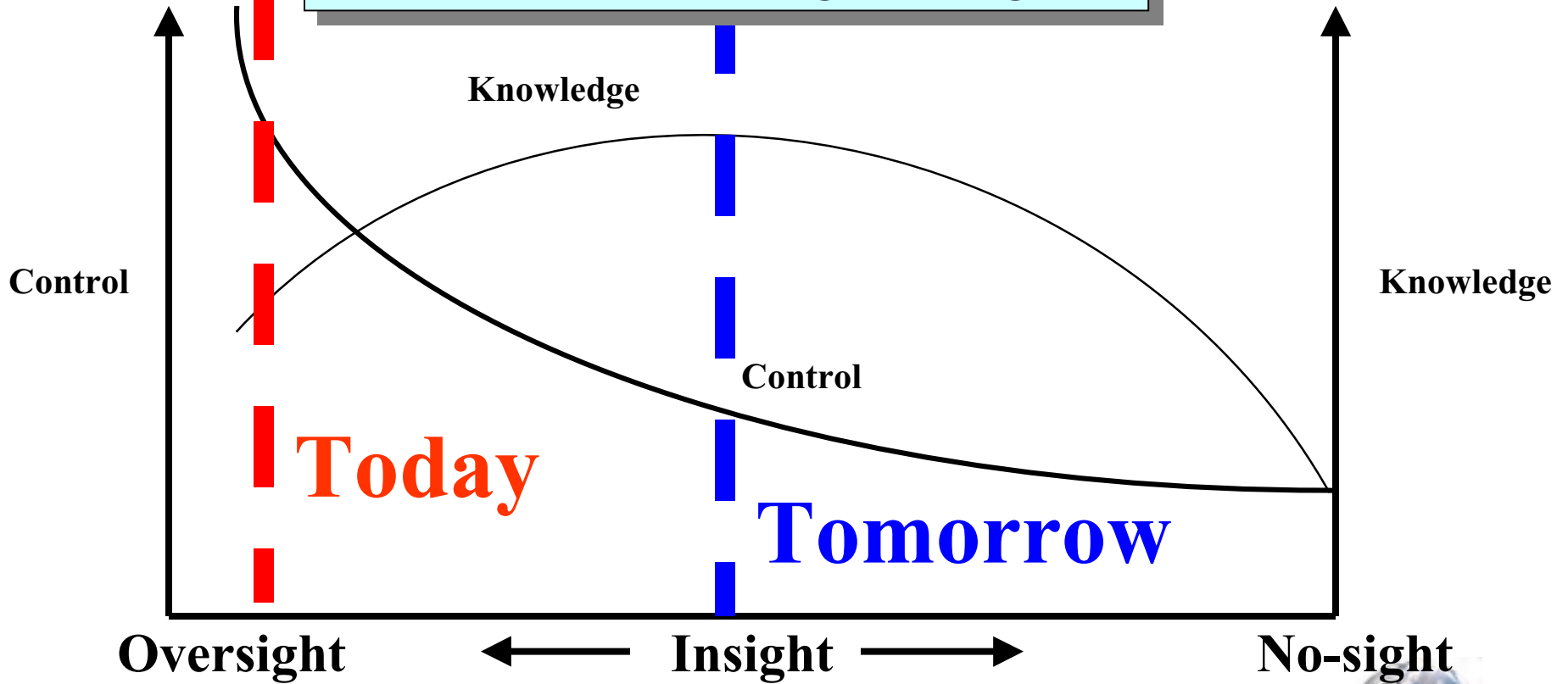




Our Goal: More Timely Knowledge & Less Control

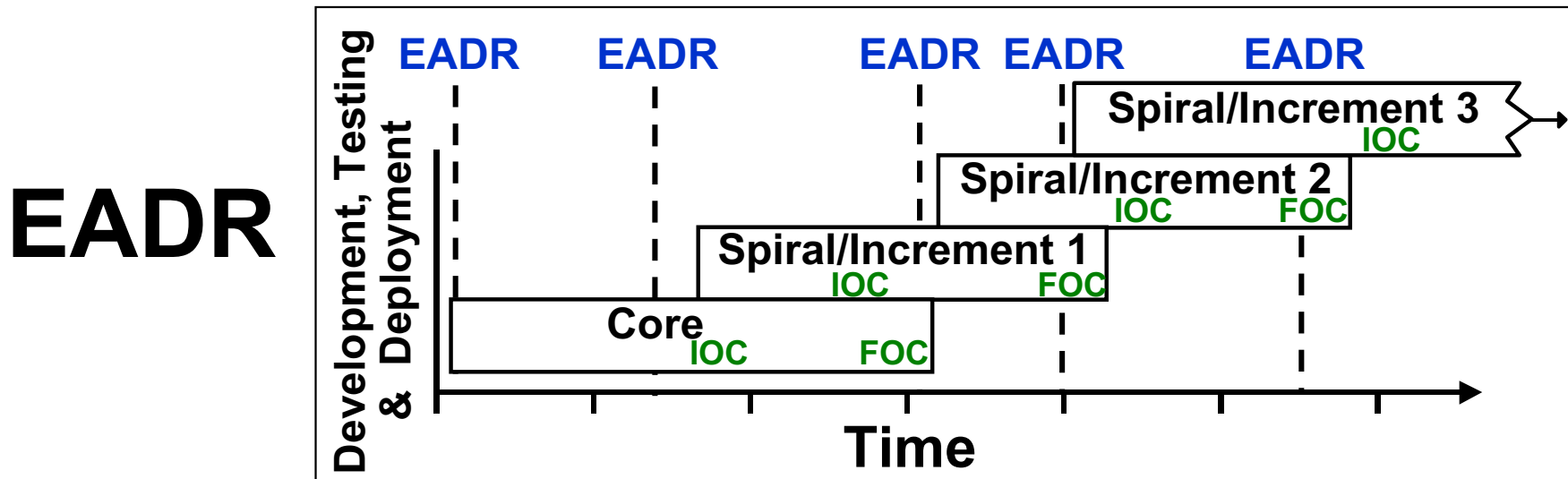
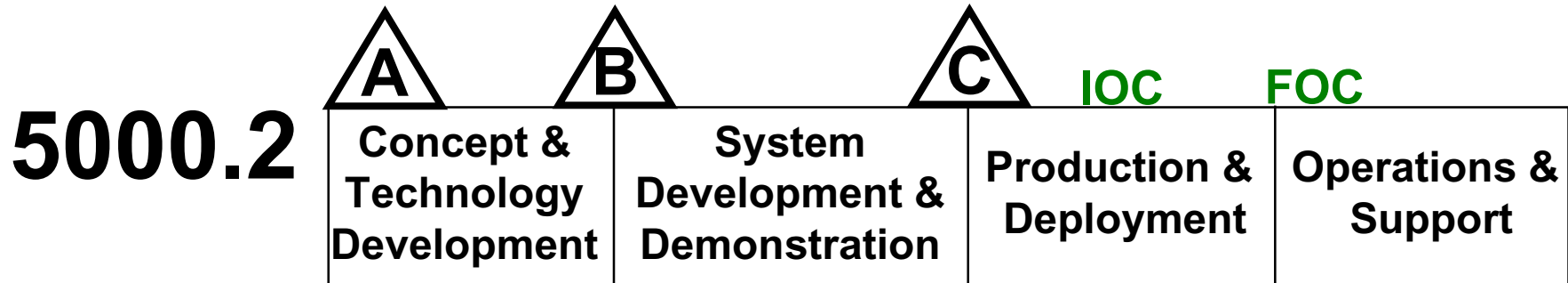


The RIT Pilot will utilize the Army's Acquisition Portal and the EADR process to move us from oversight to insight.





Spiral EADR Process Approach Supports 5000.2 Agile Acquisition



EADRs Incorporate IT Program Milestone Reviews





Evolutionary Acquisition Decision Review (EADR) Process Objectives



n EADR process objectives

n Establish an agile acquisition process involving strong Customer and PEO participation (and OSD where appropriate)

- n Allocates funds that are aligned with operator prioritized requirements**
- n Aligns oversight process with spiral development strategy**
- n Delivers functional capability within the customer's current funding envelope**

n Establish a responsive and disciplined requirements process

- n Retains corporate ability to make timely decisions and change direction as required**





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Evolutionary Acquisition Decision Review (EADR) Process Objectives (continued)



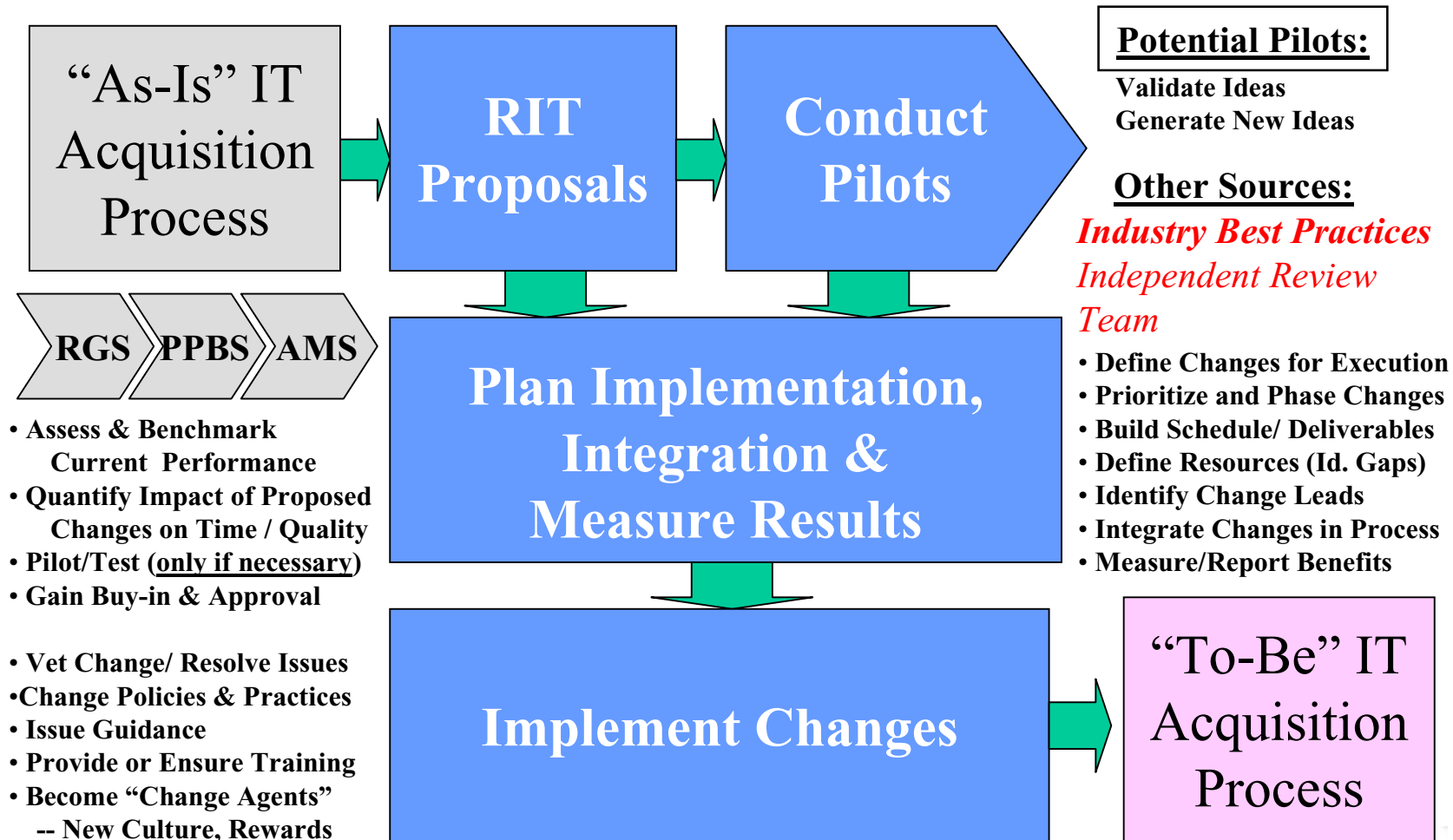
- n **EADR process objectives (continued)**
 - n **Align program documentation and performance metrics to IT Spirals**
 - n **Identify the management infrastructure to manage program and incremental spirals**
 - n Processes, tools, and manpower
 - n **Satisfy DoDI 5000.2 mandates and applicable EA AFIs/OIs**
 - n Across spirals at various stages of acquisition





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IT RIT Process





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Focus of IT RIT Activities



- n **Innovation, agility and speed to meet emerging threats -- e.g., Homeland Defense**
- n **Delivery of mission-effective IT capabilities to the warfighter within threat / technology cycle times**
- n **Shift to risk-based oversight with reduced burden and staffing**
- n **Delegate responsibility and accountability to lowest levels -- process owners & developers**
- n **Establish improved DoD “End-To-End” IT Acquisition, Management and Oversight Policies and Processes that rapidly deliver mission effective IT capabilities to the warfighter and other users**

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Summary



- n **IT RIT developed set of recommendations focused on reducing acquisition cycle time and improving effectiveness**
- n **Integration of recommendations with the current “As-Is” system (RGS, PPBS and AMS) underway**
- n **RIT restructured for implementation and risk mitigation**
 - n **Implementation/Integration Team**
 - n **Pilot Team**
 - n **New Concepts Exploration/Experimentation**
- n **Positioned for near- and mid-term change**
 - n **Fix long-standing problems in near-term, position for “radical” change**
 - n **Pilot and explore new ideas to feed the new process**
 - n **Evolve to a “To-Be” new way of doing business (mid- to long-term)**





Pilot Candidates



AF - GCSS-AF, ILS-S, IMDS, SCS, GTN21,
FIRST

NAVY - NAVSEA (ERP)- NEMAIS,
NTCSS, GCSS-M

ARMY - TC-AIMS II

DISA - GCSS(CINC/JTF)

Health Affairs - Systems TBD





Pilot Program Oversight Approaches

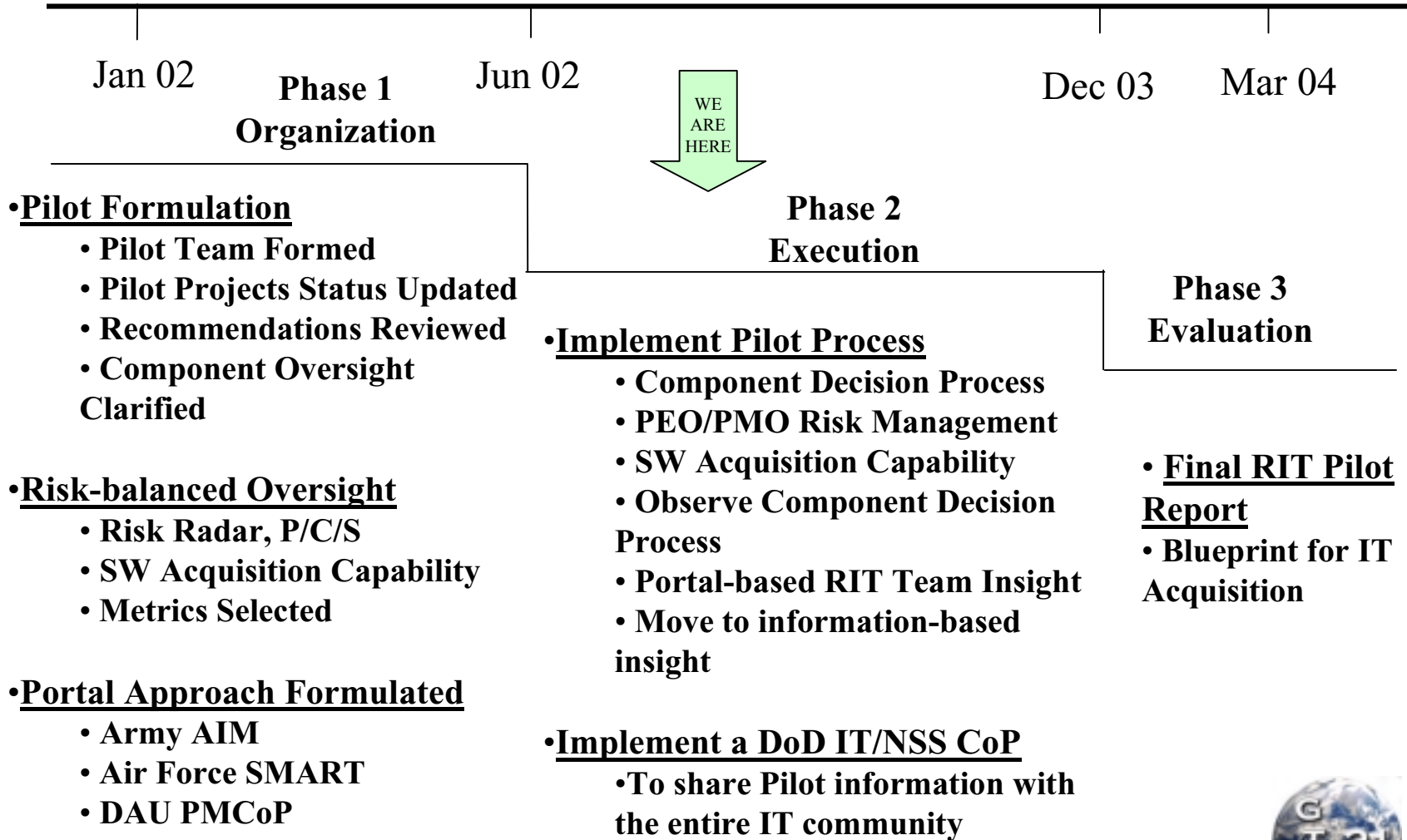


- n **AF (GCSS-AF, ILS-S, IMDS, SCS, FIRST, GTN-21)**
 - n EADR (Evolutionary Acquisition Development Review)
 - n Decision Authority - PEO- Brig Gen (sel) Dehnert /Ms Williamson
- n **Health Affairs (TMIP)**
 - n Capitalize on existing MHS IM/IT program governance
 - n Decision Authority - ASD (Health Affairs) - Dr. Winkenwerder
- n **DISA (GCSS-CC/JTF)**
 - n Periodic reviews to monitor progress following initial program review
 - n Decision Authority - Principal Director - Ms McCoy
- n **Army (TC-AIMS-II)**
 - n Draft DA acquisition process for RIT Pilot
 - n Decision Authority – ASD (C3I) – Mr. Stenbit
- n **Navy (NTCSS)**
 - n Virtual Oversight thru use of portal for decisions
 - n Decision Authority – DASN(C4I/EW/Space) - Dr. Uhler





RIT Pilot Phases & Milestones





Overview



- n **Rapid Improvement Team (RIT) Initiative Defined**
- n **GTN 21 Overview**
- n **GTN 21 Lessons Learned**





Vision



To gather the family of transportation customers and providers of lift into an integrated Defense Transportation System (DTS) **data infrastructure that will provide the Intransit Visibility (ITV) and the C² decision support information necessary to meet customer requirements.**





Mission



- n **The Mission**

- n **Provide near-real time visibility...**

- n **Global, multi-modal movement**

- n **Passengers, Cargo, Patients**

- n **Peace, War, Contingencies**

- n **Provide the Warfighter with C2 Decision Support Capabilities**



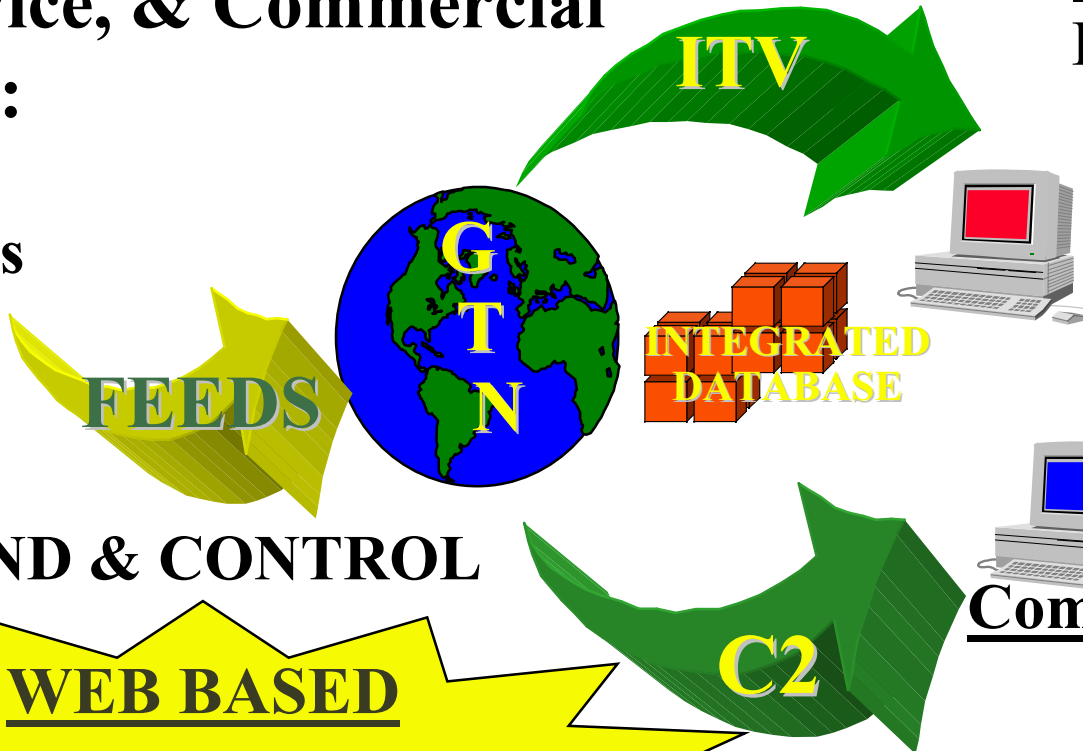


Concept



DoD, Service, & Commercial Interfaces:

- AIR Ops
- LAND Ops
- SEA Ops
- UNIT
- SUPPLY
- COMMAND & CONTROL



- DTS Customers
 Deploying Units
 Materiel Mgrs
 TMOs/ITOs
 Depots
 Service HQs
 Systems

- Command Centers
 Operators
 Planners
 Logisticians
 Systems

WEB BASED
 Classified - Secret
 Unclassified - Sensitive/Protected





Replacement System Strategy



- n **Shortcomings in Current GTN System**
 - n Does not satisfy all ORD requirements
 - n Obsolete technology
 - n Replacement strategy chosen
- n **Full and Open Competition, Best Value**
 - n Competition critical for innovation, quality and affordability
 - n Allows current technology insertion
 - n Will satisfy all ORD requirements
 - n Significant lessons learned from current program





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Acquisition Strategy



Designated RIT Pilot

FY01 - FY02

2nd Qtr FY02

3rd Qtr FY02

4th Qtr FY02

Acquisition Strategy Formulation

Phase I Source Selection

Phase II Down Select

Execution

- Industry Days (5)
- One-on-Ones (40+)
- Web Accessible Info
- RFI
- Sources Sought
- Draft RFPs
- RFP Release

- Evaluate Proposals
 - Written
 - Oral (In-Plant)
 - Interim Ratings
 - SSA Rebuttal
 - Discussions

- Deliverables:
 - DBDD
 - Technical Approach
 - IMP/IMS

- Development
- Operations
- Maintenance

Contract Award

Exercise Option

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Two-Phase Approach



- n **Two Phase Approach**
- n **Phase I - Risk Mitigation & Data Gathering**
 - n **Firm Fixed Price**
 - n **At least 2 contracts – \$2M per contract ***
 - n **4-Month Period of Performance**
 - n **Deliverables**
 - n **Tailored Database Design Document (DBDD)**
 - n **Integrated Master Schedule (IMS)**
 - n **Technical Approach & Integrated Master Plan (IMP)**
 - n **Cost Proposal received after tech eval completed**

* Award made to Northrop Grumman Information Technologies, TRW, CSC, and Harris





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Two-Phase Approach (cont)



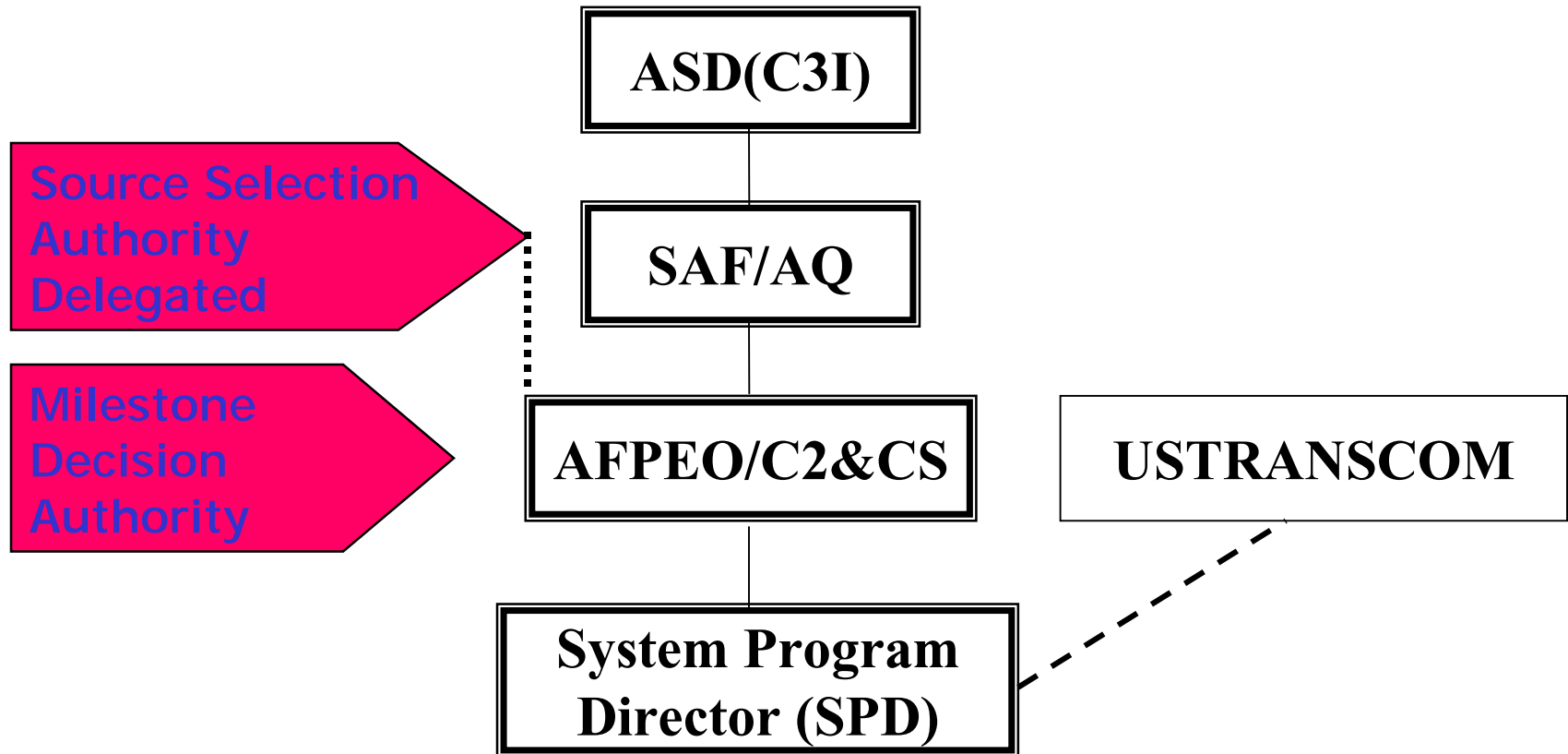
- n **Phase II - Development and O&M (up to 16 years)**
 - n **Cost Plus Award Fee**
 - n **Exercise Option on single Phase I Contract**
 - n **3-Year Development to IOC**
 - n **2-Year Development to FOC**
 - n **2 Years O&M Between IOC & FOC**
 - n **1-Year Follow-on O&M Post FOC**
 - n **10-Year Follow-on Maintenance**
 - n **Actual Durations Depend on Proposed Schedule**





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Program Management





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J6

- System Administration
- System Operators

J3

- Functional Administration
- Requirements
- Outreach
- ITV Planning/Metrics

GTNPMO

- Contractor Oversight
- Program Management
- Technical Requirements





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System Characteristics



- n **Hardware: COTS**
- n **Software: COTS & Developed**
- n **Primary Site: Scott AFB**
- n **Alternate Site: DECC STL**
- n **User Interface: Web-Based—No Deployed Code**
- n **Large Database**
- n **Multiple Interfaces**
 - n **Aggregate Data from many sources**
 - n **No direct data input**
 - n **Supply aggregated data to end users/customer systems**





Overview



- n **Rapid Improvement Team (RIT) Initiative Defined**
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Acquisition Streamlining (RIT)



- n **Oversight as exception processing**
- n **Continuous access to info for comment vice shepherd through long approval process**
 - n **Post to AIM (Doc X)**
- n **Periodic Evolutionary Acquisition Decision Reviews (EADRs) replace formal milestones**
- n **Establish 18 month max delivery cycle**
- n **Designated GTN 21 from ACAT 1AM to 1AC**
- n **MDA lowest appropriate level (AFPEO/C2&CS)**





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Proposed IT EADR Example:



- Approved:**
- What are we buying?
 - Requirements
 - How are we buying it?
 - Funding
 - Acquisition approach
 - EADR Approach
 - What are the risks?
 - Risk ID complete

- Documentation**
- MNS
 - Draft ORD (w/ Interoperability KPP)

- Approved:**
- What are we buying?
 - Requirements
 - How are we buying it?
 - Funding
 - Acquisition approach
 - What are the risks?
 - Mitigation Plans complete
 - Incentive Plan

- Documentation**
- Doc X
 - Evol Pgm Baseline
 - Year 1: Baselined
 - Yrs 2-8: Forecast

- Deliver Spiral 1**
- Exit Criteria**
- Approved:**
- What are we buying?
 - How are we buying it?
 - What are the risks?
- DocX**
- Evol Pgm Baseline
 - Year 2: Baselined
 - Yrs 3-9: Forecast
 - Updates

Senior Official Involvement Critical to Success

2011 EADR Participants



Key Stakeholders
involved (VTC)

n MDA:

- n Deputy AFPEO (C2&CS),
Co-Chair

n User:

- n TCJ3/4, **Co-Chair**
- n JSJ4

n CIO:

- n TCJ6, **Co-Chair**
- n AFCIO
- n DASD(C4ISR)

Decision Authority
and Customers as
Co-Chairs

n Test

- n OSD(T&E)
- n AF/TE
- n AFOTEC

n Budget/Cost:

- n TCJ8
- n OSD Comptroller
- n SAF/FMC
- n AFCAA

n Acquisition:

- n SAF/AQC/AQI/GCQ
- n AFMC/DR
- n ESC/AE/JA





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GTN 21 EADR Outline



- n **What Are We Buying?**
- n **How Are We Buying It?**
- n **What Are the Risks?**
- n **Clinger-Cohen Act Compliance**
- n **Test Strategy**
- n **Security Strategy**
- n **Documentation**
- n **Summary/Recommendation**

- Mapped goals of the EADR with MS B requirements in DODI 5000.2
- Tailored to Program Needs
- Evidence of total compliance posted on AIM





RIT Lessons Learned for GTN 21



- n **Designation From 1AM to 1AC Effects**
 - n **MDA Has Day-to-Day Knowledge of Program**
 - n **Streamlined CCA Confirmation**
 - n **OSD Gray Beards Still on Board**
- n **Teaming with Key Stakeholders Throughout Acquisition Process**
 - n **Test IPT Critical to Successful Test Strategy**
 - n **CCA IPT Resolved GTN 21 Unique Situation**
 - n **C4ISP Not Affected by RIT – 18 Month Process**





RIT Lessons Learned for GTN 21 (cont.)



- n **EADR Minutes Serve as ADM, Streamlines Approval—Reduces cycle time**
- n **User Involvement Still Critical to Success**
 - n **Author CCA Compliance Items (I.E. BPR, MPMs)**
 - n **Author and Coordinate MNS, AoA, ORD**
 - n **Participate in SAMP, TRD, RFP, C4ISP**
- n **Change From Oversight to Insight with Expert Help Another Key**
 - n **Initiative Sharing – Information Pull Vs. Document Push**
 - n **IIPT Was First Step; RIT Takes It Rest of the Way**





RIT Lessons Learned for GTN 21 (cont.)



- n **Document X (AIM)**
 - n **Central Repository for Stakeholders to Pull All Program Information**
 - n **Initial Move From Document Focus to Information Focus**
 - n **Need a program information structure upon which to build common repository**
 - n **Define views for communities of interest**
- n **Pre-brief to EADR Co-chairs and Information Flow Prior to EADR Helped Set Expectations**





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Recommendations



- n **Delegate MDA to Lowest Appropriate Level**
- n **Use EADRs for All IT Programs**
- n **Continue to Foster Culture**
 - n From Oversight to Insight
 - n Information Pull vs. Document Push
 - n Signature/approval process not there yet
- n **C4ISP Process Too Long - Integrate with Doc X**
- n **Document X vs. myriad program documents**
 - n Build common common program information repository
 - n Provide views for communities of interest (i.e. C4ISP)
- n **IIPT Still Needed, but Facilitated by AIM**
- n **Align Financial Management Process (AFCAIG) with EADRs**





Abbreviations



A/C - Aircraft	ISC2 - Intelligence Surveillance Command and Control
AFI - Air Force Instruction	IT - Information Technology
AFPEO/C2&CS - Air Force Program Executive Officer for Command Control & Combat Support	JROC - Joint Requirements Oversight Council
AOA - Analysis of Alternatives	KPP - Key Performance Parameter
APB - Acquisition Program Baseline	MOB - Mission Operations Board
ASD(C3I) - Assistant Secretary of Defense for Command Control Communications and Intelligence	MDAP - Major Defense Acquisition Program
C2 - Command and Control	MNS - Mission Need Statement
CAIV - Cost as an Independent Variable	N/UWSS - NORAD/USSPACECOM Warfighting Support System
CINC - Commander in Chief	OAB - Operations Approval Board
CONOPS - Concept of Operations	OI - Operating Instruction
CRD - Capstone Requirements Document	O&M - Operations and Maintenance
DAB - Defense Acquisition Board	ORD - Operational Requirements Document
DoDI - Department of Defense Instruction	OSD - Office of the Secretary of Defense
USD(AT&L) - Under Secretary of Defense for Acquisition Technology and Logistics	PEO - Program Executive Officer
EA - Evolutionary Acquisition	Pgm - Program
EADR - Evolutionary Acquisition Decision Review	PPBS - Planning, Programming, and Budgeting System
Evol - Evolutionary	RDT&E - Research, Development, Test and Evaluation
FoS - Family of Systems	RFP - Request for Proposal
FOC - Full Operational Capability	SAMP - Single Acquisition Management Plan
IOC - Initial Operational Capability	TEMP - Test and Evaluation Master Plan

