Rethinking DoD Acquisition

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DOD’s acquisition process exists for one, and only one reason:

To provide technologically advanced tools to the war-fighter.
Rate of success over the last 20 years?

Rare.

(If you define success as meeting the war-fighter’s needs on time and within budget.)
• “The Department of Defense’s (DoD) acquisition system continues to take longer, cost more, and deliver fewer quantities and capabilities than originally planned.”

• “Despite multiple efforts by Congress and the Department to improve the system, the end result is still three stovepipes, each of which is a multi-layered bureaucratic process that is not linked to the others.”

• Source: April 2012 Defense Business Board’s study, “Linking and Streamlining the Defense Requirements, Acquisition and Budget Processes”
• Each service, with its own acquisition bureaucracy, has multiple duplicating functions both internally and across services.

• The net result:
  – Infighting.
  – Lack of accountability.
  – Waste of resources.

• Our war-fighters deserve an acquisition system backing them up that looks like it was designed on purpose.
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The Acquisition Paradox

As our weapon systems get more complex, the processes and organizations to manage those systems must get simpler.
RADICALLY SIMPLER
At each decision point, a single paper is required, < 100 pages, to answer three (and only three) questions:

1. How will it help the mission?
2. Is it technically feasible?
3. Is it worth what it will cost?
Draw DOD’s/Services acquisition org. chart:

Organizational spaghetti isn’t conducive to providing cutting edge products on time and within budget.
RADICALLY SIMPLER
Disband all service acquisition and wholesale logistics organizations.

Reconstitute under a single, simplified organization.
• Goal of the new organization:

1. Single point of responsibility
2. Better interoperability
3. Less duplication
4. Lower cost
Radically simplify the acquisition process

Radically simplify the acquisition organization

War-fighters deserve no less