Improve Management of Major Acquisitions

Goal Leaders

Barry Berkowitz, Senior Procurement Executive Department of Commerce, Department of Commerce

Mathew Blum, Associate Administrator Office of Federal Procurement Policy, Office of Management and Budget
Goal Statement
Federal agencies will ensure that contracts supporting transformative and other priority projects will meet or beat delivery schedules, provide exceptional customer service, and achieve savings or cost avoidance for the taxpayer.

Challenge
Major acquisitions, which are often over $50 million, account for approximately one-third of annual contract spend and often support transformative, high risk or other mission critical priorities -- from providing timely action on veterans health benefits to securing government infrastructure and verifying employment eligibility.

Too often, initiatives to transform government are unnecessarily put at risk of failures because:

- Many Federal program managers lack the skills to successfully manage large and complex acquisitions.
- Acquisition processes remain captive to a risk adverse culture that rewards compliance over creativity.
- Program management is undervalued and applied inconsistently across agencies.

Opportunity
Ensure every agency is on track in successfully achieving at least 2 transformational or other priority program goals through well managed major acquisitions.

Work with early adopters on pilot efforts which could include upgrade hospitals for better veterans care, modernize an integrated and efficient census, and improve loan program operations for borrowers.
Federal agencies will ensure contracts supporting transformative and other priority projects will meet or beat delivery schedules, provide exceptional customer service, and achieve savings or cost avoidance for the taxpayer.

### STRATEGY 1: Strengthen Talent Capabilities
Train and develop the workforce and foster critical thinking.

### STRATEGY 2: Use Modern and Innovative Acquisition Flexibilities
Strengthen acquisition lifecycle reviews and use innovative practices and resources.

### STRATEGY 3: Track Investments Using Portfolio Management Principles (Implement PMIAA)
Develop program/project management capabilities and a Federal dashboard.

### INTEGRATION OF STRATEGIES
Apply the above strategies to transformational and other priority projects supported by major acquisitions.
Summary of Progress

Strategy 1: Strengthen Talent Capabilities
- 60 acquisition professionals certified in digital IT.
- Program management certifications made available for both DoD and civilian agency program managers.
- IT specialization available for civilian agency program managers.

Strategy 2: Use Modern and Innovative Acquisition Flexibilities
- Five agency priority goals achieved per year in fiscal years 2016 and 2017 using innovative acquisition strategies.
- 96% of CFO Act Agencies have designated Acquisition Innovation Advocates (AIAs).
- 50 practices and use cases posted on the Acquisition Innovation Hub and interactive discussion board.

Strategy 3: Track Investments Using Program Management Principles
- PMIAA (Program Management Improvement and Accountability Act) guidance drafted with emphasis on major acquisitions representing one-third of annual Federal spending.
• Goal leaders are developing a multi-tiered maturity roadmap to help guide agencies as they begin to take steps to strengthen their management of major acquisitions and implement PMIAA.

  o Program management capabilities vary widely within the Executive Branch.

  o The roadmap will allow agencies to self-assess their current PM capabilities and practices -- such as those regarding talent, governance, and data management -- and work towards milestones that are shaped more closely around current maturity levels.

• OMB is identifying agencies that would participate in a pilot to model strategies for implementing PMIAA.

• OMB has developed an initial mock-up of a Portfolio Management Dashboard that could be used to track relevant information on major investments.
Strategy 1: Strengthen Talent Capabilities

**Competencies/Skill Gaps**

**Job Series:** OPM to issue regulations and guidance on PM job series and/or job series identifier

**Competency Survey:** OPM develops PM competencies based on earlier work in this area. OPM performs a competency survey to identify gaps and recommends government-wide training to close gaps.

**Align Competencies:** FAI and PM Functional Advisory Board (FAB) look at DoD and civilian agency acquisition PM competencies and recommend how to better align them.

**Training and Development**

**Career Path:** OPM to issue regulations, guidance and policy on PM career path.

**Training:** FAI to pilot a cross-functional training class on critical thinking in the acquisition process. Develop more experiential learning and simulation coursework for critical skills, such as hard bargaining.

**Agency PM Development Strategies:** PMIOs will identify strategies to develop agency PMs to their fullest potential and ensure a strong, competitive pool of PMs are ready to assume senior PM positions.

**Mentoring:** PMIOs will work with agency CHCOs to develop and implement a mentoring strategy for agency PMs.

**Recognition:** The CAO Council will establish an annual award to recognize federal PM excellence.

**Job Aids**

**One-Stop PM Toolkit:** FAI, in conjunction with the FedPM Community of Practice and PM FAB, shall gather existing PM resources into a one-stop PM toolkit.

**Agency Specific Resources:** Each PMIO will establish a website with agency-specific tools and resources for PMs.
## Key Milestones
### Strategy 1- Strengthen Talent Capabilities

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Owner</th>
<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better align civilian agency and DoD PM competencies.</td>
<td>June 2018</td>
<td>FAI is finalizing the alignment.</td>
<td></td>
<td>FAI and FAB</td>
<td></td>
</tr>
<tr>
<td>Issue regulations and guidance on PM job series and/or job series identifier.</td>
<td>Dec. 2019</td>
<td>On-track</td>
<td>Revised Due Date</td>
<td>OPM</td>
<td>Milestone aligned to statutory timeline in PMIAA</td>
</tr>
<tr>
<td>Establish an annual PM award.</td>
<td>October 2018</td>
<td>Award established and will be presented in Oct 2018</td>
<td></td>
<td>CAOC</td>
<td></td>
</tr>
<tr>
<td>Develop PM competencies and perform a competency survey.</td>
<td>March 2019</td>
<td></td>
<td></td>
<td>OPM</td>
<td></td>
</tr>
<tr>
<td>Develop a cross-functional training class in critical thinking for acquisition professionals.</td>
<td>October 2019</td>
<td>OFPP has established a cross-agency group to help develop the content.</td>
<td></td>
<td>FAI</td>
<td></td>
</tr>
<tr>
<td>Update existing sites to include both government-wide and agency specific PM tools and resources.</td>
<td>October 2019</td>
<td></td>
<td></td>
<td>FAI and PMIOs</td>
<td></td>
</tr>
<tr>
<td>Review agency strategy and progress toward strengthening PMs at portfolio review.</td>
<td>March 2020</td>
<td></td>
<td></td>
<td>OFPP and PMIOs</td>
<td></td>
</tr>
</tbody>
</table>
Strategy 2: Use Modern and Innovative Acquisition Practices

Strengthen acquisition lifecycle review protocols

- **Major Acquisition Reviews**: Establish, refresh, or confirm process for assessing high priority, critical, or high interest acquisitions supporting transformational projects.

- **Integrated Project Teams**: Identify process for engaging stakeholders to achieve (i) common understanding of program/project goals and measurements, (ii) requirements that reflect needs of stakeholders, and (iii) a suitable acquisition strategy to meet agreed upon stakeholder goals (with AIA advisory input as appropriate).

Maximize use of innovation practices

- **Internal support structure**
  - Promote internal information sharing.
  - Recognize achievements.
  - Develop and use in-house digital strategists.
  - Conduct outreach and acquire industry expertise.

- **External support structure**
  - Post use cases on the Acquisition Innovation Hub.
  - Ask for or offer expertise on Open Opportunities.
  - Establish or support innovative communities of practice.
  - As appropriate, consult with USDS and TTS/18F.
### Key Milestones Strategy 2-
Use Modern and Innovative Acquisition Practices

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Owner</th>
<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acquisition lifecycle review</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish, refine, or confirm process to assess high priority, critical, or high interest acquisition.</td>
<td>December 2018</td>
<td>Developing roadmap and planning workshop to help agencies</td>
<td></td>
<td>Agency</td>
<td></td>
</tr>
<tr>
<td>Establish, refine, or confirm process to engage stakeholders for integrated project teams.</td>
<td>December 2018</td>
<td>Developing roadmap and planning workshop to help agencies</td>
<td></td>
<td>Agency</td>
<td></td>
</tr>
<tr>
<td><strong>Innovation practices and resources utilization</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal:</td>
<td>April &amp; December 2018 - 2020</td>
<td>Developing roadmap and planning workshop to help agencies</td>
<td></td>
<td>Agency</td>
<td></td>
</tr>
<tr>
<td>a) Promote internal information sharing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Sponsor or co-sponsor agency learning events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Recognize achievements.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>External:</td>
<td>April &amp; December 2018 - 2020</td>
<td>Developing roadmap and planning workshop to help agencies</td>
<td></td>
<td>Agency</td>
<td></td>
</tr>
<tr>
<td>a) Sponsor or co-sponsor interagency learning events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Post on Open Opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Post narrated stories and use cases on the Acquisition Innovation Hub.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Strategy 3: Track Investments Using Program Management Principles

**Strengthen governance**
- Provide direction for agency implementation of government-wide PMIAA guidance.
- Establish organizational structure required by PMIAA.
  - Appoint PMIO.
  - Establish new Program Management Policy Council.
- Execute policy to track performance of meeting strategic goals, conduct portfolio reviews, and collect performance data.

**Increase transparency and accountability for results**
- Routinely monitor Federal program management progress.
- Manage portfolio reviews of agency investments.
- Improve behavior and prevent cost overruns, schedule delays, and performance shortfalls.
- Develop portfolio management dashboard.
<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Owner</th>
<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Government wide guidance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issue Federal implementation guidance</td>
<td>June 2018</td>
<td>Final guidance pending</td>
<td></td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td><strong>Organizational Structure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appoint agency PMIOs</td>
<td>June 2018</td>
<td>Final guidance pending</td>
<td></td>
<td>Agency</td>
<td></td>
</tr>
<tr>
<td>Convene PMP Council</td>
<td>Summer 2018</td>
<td>Final guidance pending</td>
<td></td>
<td>Agency</td>
<td></td>
</tr>
<tr>
<td>Establish/confirm acquisition PM office/functionality</td>
<td>December 2018</td>
<td>Developing roadmap and planning workshop to help agencies</td>
<td></td>
<td>Agency</td>
<td>Wide variation in program management maturity among agencies</td>
</tr>
<tr>
<td>Identify PM standards and ensure alignment of agency guidance with Federal policy</td>
<td>January 2019</td>
<td>Developing roadmap and planning workshop to help agencies</td>
<td></td>
<td>Agency</td>
<td>Wide variation in program management maturity among agencies</td>
</tr>
<tr>
<td><strong>Policy Execution</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Portfolio management dashboard prototype</td>
<td>December 2018</td>
<td>Establishing data feed from first pilot agency</td>
<td></td>
<td>Agency</td>
<td></td>
</tr>
<tr>
<td>Create first portfolio and align with strategic goals</td>
<td>February 2019</td>
<td>Developing roadmap and planning workshop to help agencies</td>
<td></td>
<td>Agency</td>
<td>Wide variation in program management maturity among agencies</td>
</tr>
<tr>
<td>Conduct acquisition portfolio reviews with OFPP</td>
<td>June 2019</td>
<td>Developing roadmap and planning workshop to help agencies</td>
<td></td>
<td>Agency</td>
<td>Wide variation in program management maturity among agencies</td>
</tr>
</tbody>
</table>
### Integrated Strategies in Practice

**Pilot - FY 18**

(Examples are illustrative and may change)

<table>
<thead>
<tr>
<th>VA</th>
<th>Commerce</th>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upgrade hospitals</td>
<td>Modernize an integrated and</td>
<td>Improve loan program</td>
</tr>
<tr>
<td>for better veteran care</td>
<td>efficient census</td>
<td>operations for borrowers</td>
</tr>
</tbody>
</table>
### Agency by Agency Indicators:
#### Sample Major Acquisition Dashboard

<table>
<thead>
<tr>
<th>Agency Performance Metrics</th>
<th>Contract(or) Performance Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated Project Strategy</td>
<td>Cost Variance</td>
</tr>
<tr>
<td>Innovation Approach</td>
<td>Schedule Variance</td>
</tr>
<tr>
<td>Major Acquisition Review Results</td>
<td>Performance Results &amp; Customer Satisfaction</td>
</tr>
</tbody>
</table>

Initially for use by agency and OMB and other authorized agencies
# Key Milestones: Strategy Integration to Achieve Transformation

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Owner</th>
<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify first transformational or other priority program mission objective tied to major acquisition</td>
<td>July 2018</td>
<td>Developing roadmap and planning workshop to help agencies</td>
<td></td>
<td>Agency</td>
<td></td>
</tr>
<tr>
<td>Identify second mission objective tied to major acquisition</td>
<td>September 2018</td>
<td>Developing roadmap and planning workshop to help agencies</td>
<td></td>
<td>Agency</td>
<td></td>
</tr>
<tr>
<td>Portfolio Management Dashboard prototype</td>
<td>December 2018</td>
<td>Establishing data feed from first pilot agency</td>
<td></td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Initial Portfolio Management Dashboard reporting</td>
<td>December 2018</td>
<td>Establishing data feed from first pilot agency</td>
<td></td>
<td>Pilot agencies</td>
<td></td>
</tr>
<tr>
<td>Acquisition portfolio review</td>
<td>February 2019 &amp; 2020</td>
<td>Developing roadmap and planning workshop to help agencies</td>
<td></td>
<td>OMB</td>
<td>Wide variation in program management maturity among agencies</td>
</tr>
<tr>
<td>Expanded Portfolio Management Dashboard reporting</td>
<td>June &amp; December 2019</td>
<td>Establishing data feed from first pilot agency</td>
<td></td>
<td>Agency</td>
<td></td>
</tr>
<tr>
<td>Conduct videos and host Ted Talks on transformative activities impacting the public</td>
<td>January &amp; July 2019</td>
<td>Planning workshop to help agencies</td>
<td></td>
<td>Agency</td>
<td></td>
</tr>
</tbody>
</table>
Federal Agencies:
- CFO Act Agencies

Organizations:
- Chief Acquisition Officers, Chief Information Officers, Chief Performance Officers
- Acquisition Innovation Advocates, Innovation Communities, Procurement Attorneys
- Federal Acquisition Institute, Defense Acquisition University

Program Activities:
- US Digital Services, GSA Technology Transformation Service (TTS), digital services’ offices
- Digital Information Technology Acquisition Professional Training (DITAP) graduates

Policy:
- Program Management Improvement Accountability Act Implementation Guidance
- OMB Memo on acquisition innovation, March 2016
- OMB Memo on 8(a) digital initiative, January 2017
- President’s Reorganization Executive Order, April 2017

Statutes:
- Program Management Improvement Accountability Act, December 2016
- Federal Information Technology Acquisition Reform Act, December 2014
Appendix
Leadership

Major Acquisitions

Federal Acquisition Institute and Defense Acquisition University
- Federal Acquisition Institute Board of Directors
- Chief Human Capital Officers Council
- Chief Learning Officers Council
- CIO Council Workforce Committee

Chief Acquisition Officers Council
- OFPP Administrator
- Acquisition Innovation Advocates Council
- COs certified in IT (DITAP)
- USDS, 18F, Agency Digital Strategists
- Innovation Communities of Practice
- Procurement Attorneys Roundtable

Program Management Policy Council
- OMB DDM
- OMB Management Office Administrators and Resource Management Officers
- Agency Program Management Information Officers
- Federal Program/Project Manager Community of Practice

Catalysts for strengthening workforce capabilities.
Catalysts for using modern and innovative acquisition flexibilities.
Catalysts for leveraging portfolio, program and project management principles.
Agency documents use case on Acquisition Innovation Hub and promotes rapid information sharing.

### Acquisition Techniques

<table>
<thead>
<tr>
<th>Acquisition Planning</th>
<th>Purchase Request &amp; Solicitation</th>
<th>Proposal Evaluation &amp; Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Industry Liaisons &amp; Reverse Industry Days &amp; Strategic Conversation Days</td>
<td>✓ Leverage Best-in-Class Contracts</td>
<td>✓ Oral Proposals &amp; Presentations</td>
</tr>
<tr>
<td>✓ Vendor Prequalification</td>
<td>✓ Scenarios in Solicitations</td>
<td>✓ Thorough Offeror Debriefings</td>
</tr>
<tr>
<td>✓ Digital Services Trained Contracting Officers</td>
<td>✓ Include Government Estimated Price</td>
<td>✓ Same Day Challenges &amp; Evaluations</td>
</tr>
<tr>
<td>✓ Agile Methodology</td>
<td>✓ Two-Phase Acquisitions &amp;/or Proposal Page Limits</td>
<td>✓ Non-Monetary Incentives (e.g., award term)</td>
</tr>
<tr>
<td>✓ TechFAR &amp; Professional Services Hubs</td>
<td>✓ Simplified Procedures for Commercial Item Buys</td>
<td>✓ Simplified Best Value Analysis</td>
</tr>
<tr>
<td>✓ Facilitated Requirements Development Workshops &amp; Structured Peer Reviews</td>
<td>✓ 8(a) Digital Initiative</td>
<td>✓ Human Centered Design Evaluations</td>
</tr>
<tr>
<td>✓ Challenge-based &amp; share-in-savings contracts</td>
<td>✓ Broad Agency Announcements &amp; Other Transactions</td>
<td>✓ Prototypes</td>
</tr>
</tbody>
</table>

May be particularly helpful for:
- **IT**
- **Services**
- **R&D/Emerging Technologies**
- **General**
Acquisition Outcomes

• Shortened time to delivery, such as through incremental delivery of new functionality for major software products.

• Increased stakeholder satisfaction, both internal and external, demonstrated through higher contractor average past performance for major acquisitions in portfolio and delivery of improved service/technology.

• Eliminated duplicative contracts.

• Achieved savings/cost avoidance for major acquisitions in portfolio.

• Decreased percentage of change orders.

• Completed number of backlog items.
Pilot Objectives – FY 18

- Strengthen talent management, leverage innovative approaches, conduct major acquisition reviews.
- Perform portfolio management preparation activities required of all CFO Act agencies.
- Identify first portfolio of major acquisitions.
- Align portfolio with agency strategic goals.
- Collect performance data for each item in the portfolio.
- Identify obstacles to full implementation of portfolio, program, and project management.
- Establish data feeds from original sources to federal performance management dashboard to minimize agency reporting burden.
- Conduct acquisition portfolio reviews with OFPP.