



Improve Management of Major Acquisitions

Goal Leaders

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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.





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**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.





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 issued (Memo M-18-19) with emphasis on major acquisitions representing one-third of annual Federal spending.





- The first Program Management Policy Council (PMPC) meeting has been scheduled for September 27.
- 16 of 23 civilian agency PMIOs have been designated.
- Goal leaders:
 - expanded and refined the maturity model roadmap that will help agencies assess their maturity and guide agencies as they take steps to strengthen their talent, governance, and analysis of major acquisitions and implement PMIAA; and
 - developed materials for individual agency discussions on use of the roadmap and selection of projects and acquisitions that will be the focus of initial agency efforts.
- OMB held discussions with agencies that currently use dashboards to track non-IT investments to understand how best to shape and leverage a Portfolio Management Dashboard that can support activities under the CAP Goal and the acquisition-related requirements of OMB Memorandum M-18-19. GSA has participated in these discussions and developed an initial mock-up visualization.
- DHS hosted a government-wide bootcamp to expose front-line contracting and program managers responsible for IT Modernization projects to innovative acquisition techniques that can substantially shorten lifecycles and increase customer satisfaction.





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

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Competencies/Skill Gaps					
Better align civilian agency and DoD PM competencies.	October 2019	On track	Report from contractor due in Sep 2018	FAI and FAB	
Issue regulations and guidance on PM job series and/or job series identifier.	Dec. 2019	On-track	Revised Due Date	OPM	Milestone aligned to statutory timeline in PMIAA
Training and Development					
Establish an annual PM award.	October 2018	On track	Award established and will be presented in Oct 2018	CAOC	
Develop PM competencies and perform a competency survey.	March 2019	On track		OPM	
Develop a cross-functional training class in critical thinking for acquisition professionals.	October 2019	On track	A contract to develop the course has been awarded and work begun.	FAI	
Job Aids					
Update existing sites to include both government-wide and agency specific PM tools and resources.	October 2019	On track		FAI and PMIOs	
Review agency strategy and progress toward strengthening PMs at portfolio review.	March 2020	On track		OFPP and PMIOs	





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

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Acquisition lifecycle review					
Establish, refine, or confirm process to assess high priority, critical, or high interest acquisition.	December 2018	On track	Instructions developed and agency meetings planned	Agency	
Establish, refine, or confirm process to engage stakeholders for integrated project teams.	December 2018	On track	Roadmap developed and agency meetings planned	Agency	
Innovation practices and resources utilization					
Internal: a) Promote internal information sharing b) Sponsor or co-sponsor agency learning events c) Recognize achievements.	April & December 2018 - 2020	On track		Agency	
External: a) Sponsor or co-sponsor interagency learning events b) Post on Open Opportunities (O/O) c) Post narrated stories and use cases on the Acquisition Innovation Hub.	April & December 2018 - 2020	On track	Govtwide innovation training & O/O used to collaborate on acq mgmt review process	Agency	





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.





Key Milestones

Strategy 3 – Track Investments Using Portfolio Management Principles

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Government wide guidance					
Issue Federal implementation guidance	June 2018	Complete	Complete	OMB	
Organizational Structure					
Appoint agency PMIOs	June 2018	On track	16 of 23 PMIOs appointed	Agency	
Convene PMP Council	Summer 2018	On track	Meeting Sept 27	Agency	
Establish/confirm acquisition PM office/functionality	December 2018	On track	Roadmap developed and agency meetings planned	Agency	Wide variation in program management maturity among agencies
Identify PM standards and ensure alignment of agency guidance with Federal policy	January 2019	On track	Roadmap developed and agency meetings planned	Agency	Wide variation in program management maturity among agencies
Policy Execution					
Portfolio management dashboard prototype	December 2018	On track	Non-IT data collected by OMB from two agencies	Agency	
Create first portfolio and align with strategic goals	February 2019	On track	Roadmap developed and agency meetings planned	Agency	Wide variation in program management maturity among agencies
Conduct acquisition portfolio reviews with OFPP	June 2019	On track	Roadmap developed and agency meetings planned	Agency	Wide variation in program management maturity among agencies





Pilot - FY 18

(Examples are illustrative and may change)

VA

Upgrade hospitals
for better veteran care

Commerce

Modernize
an integrated and
efficient census

Education

Improve loan program
operations
for borrowers





Key Milestones: Strategy Integration to Achieve Transformation

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Identify first transformational or other priority program mission objective tied to major acquisition	July 2018	Behind schedule	Goal Leader Agreement on Version 1.0 of Roadmap	Agency	
Identify second mission objective tied to major acquisition	September 2018	Behind schedule	Goal Leader Agreement on Version 1.0 of Roadmap	Agency	
Portfolio Management Dashboard prototype	December 2018	On track	Partially complete: Non-IT data collected by OMB from two agencies	OMB	
Initial Portfolio Management Dashboard reporting	December 2018	On track	Establishing data feed from first pilot agency	Pilot agencies	
Acquisition portfolio review	February 2019 & 2020	On track	Draft guidance developed for discussion with agencies	OMB	Wide variation in program management maturity among agencies
Expanded Portfolio Management Dashboard reporting	June & December 2019	On track	Awaiting development of prototype	Agency	
Conduct videos and host talks on transformative activities impacting the public	January & July 2019	On track	Cap Goal Team to participate in Communications Workshop	Agency	





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





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



Catalysts for strengthening workforce capabilities.

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



Catalysts for using modern and innovative acquisition flexibilities.

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 leveraging portfolio, program and project management principles.



Acquisition Techniques

Agency documents use case on Acquisition Innovation Hub and promotes rapid information sharing.



May be particularly helpful for ■ Services ■ R&D/Emerging Technologies ■ General ■





- 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.





- 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.