

Government Business Council

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Bridging the Disconnect: The Government-as-Integrator Approach to Streamlining the DOD Acquisition Process

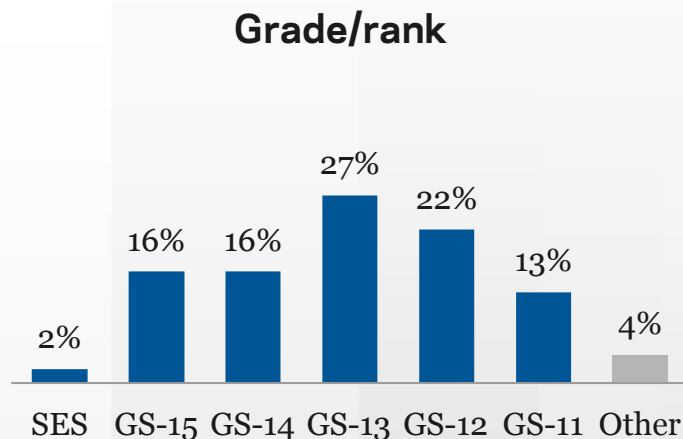
Highlights from a survey of
defense leaders

March 2014

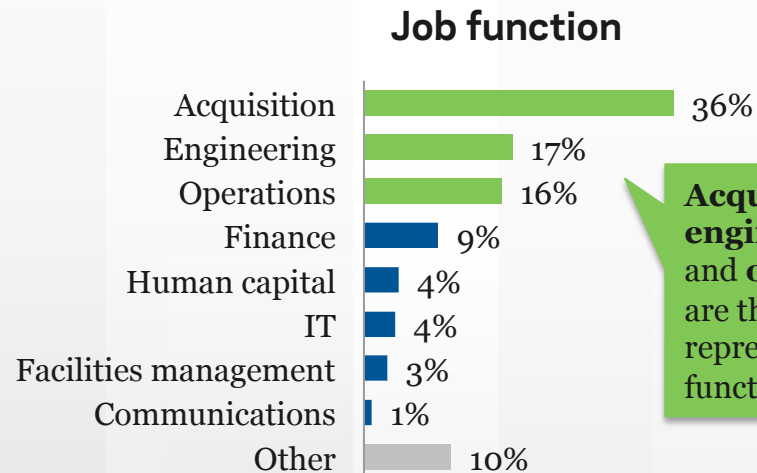
Research goals and methodology

Many organizations have long called for defense acquisition reform, but today's shrinking budgets, rapidly evolving threats associated with irregular warfare, and increasingly complex military operations have made the need for reform much more urgent.

To gain a deeper understanding of the underlying causes of the broken acquisition process, Government Business Council (GBC) and Booz Allen Hamilton launched a research study in October 2013. Through a survey of 340 DOD leaders, GBC and Booz Allen explored the need for DOD acquisition reform, problems specific to the growing field of C4ISR, and the opportunities and challenges associated with reform.



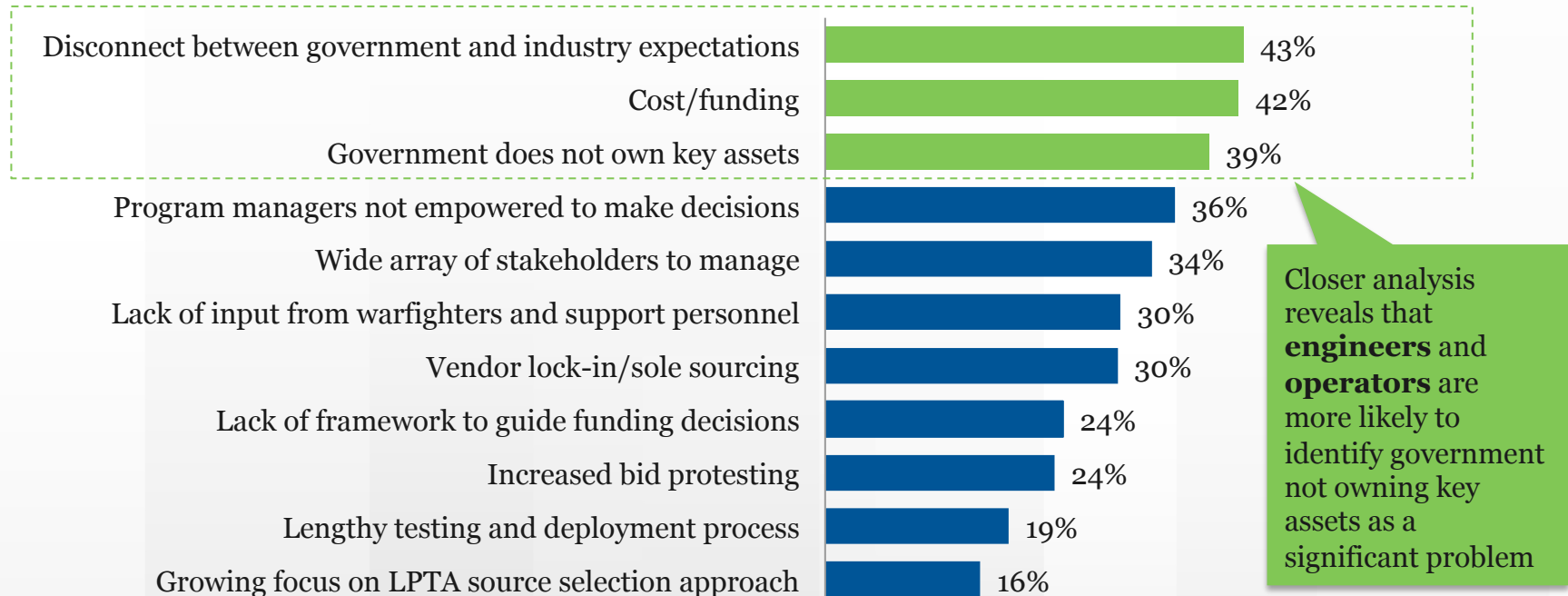
Percentage of respondents, n=340



Acquisition, engineering, and operations are the most represented job functions

The disconnect between government and industry expectations, followed by cost, is the most identified acquisition problem.

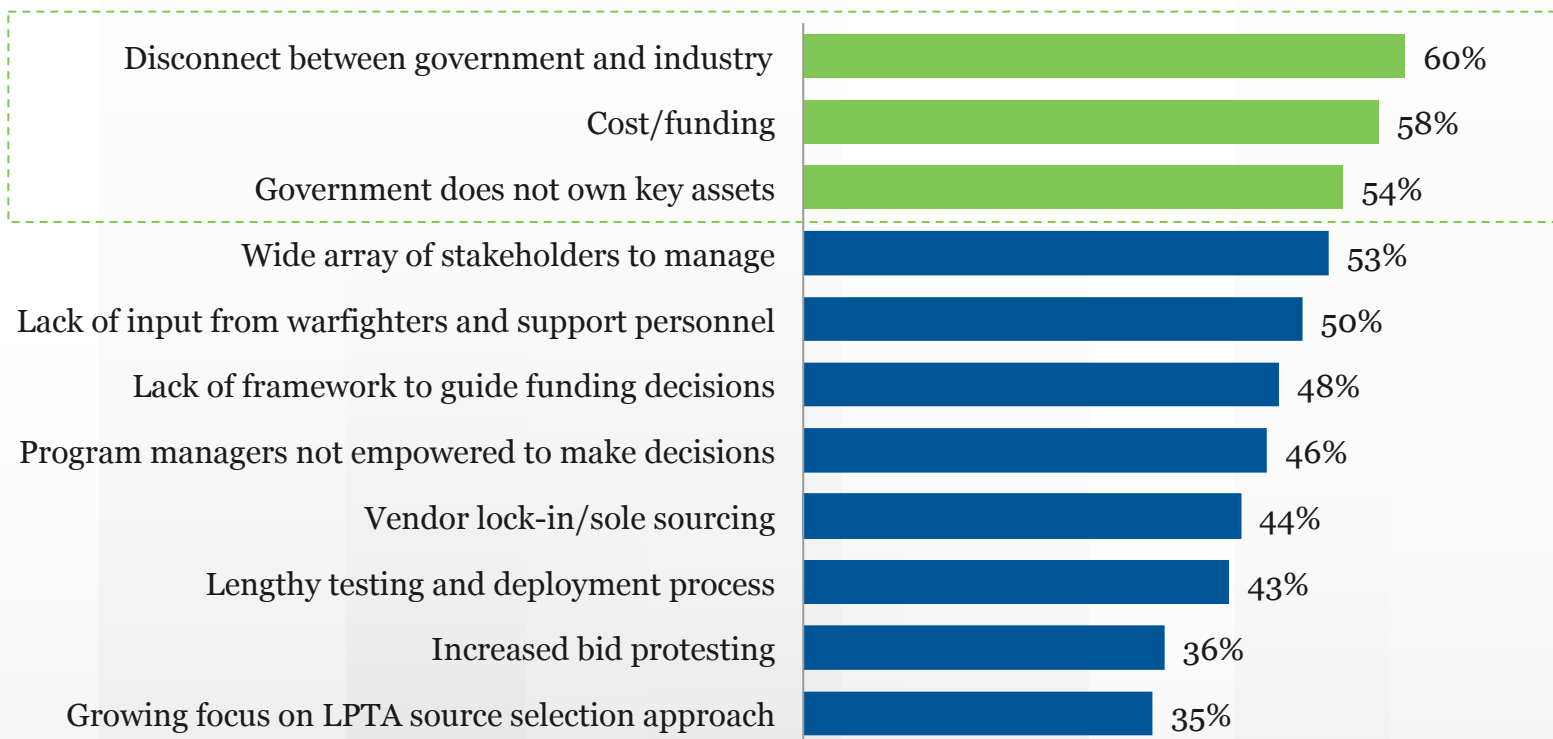
Significant problems with defense acquisition process



Percentage of respondents , n=340

C4ISR acquisition problems mirror those of the overall process but are more prevalent.

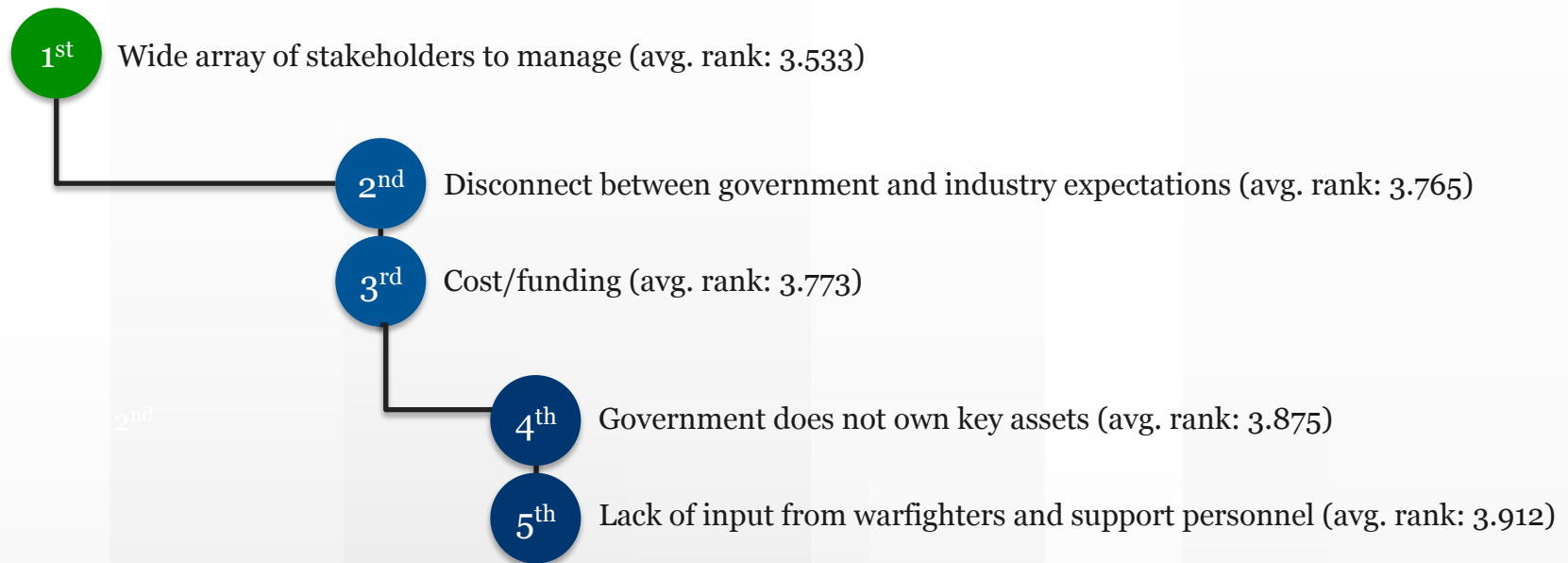
Significant problems with C4ISR acquisition process



Percentage of respondents , n=340

When asked to rank C4ISR acquisition problems, respondents select stakeholder management as the most concerning.

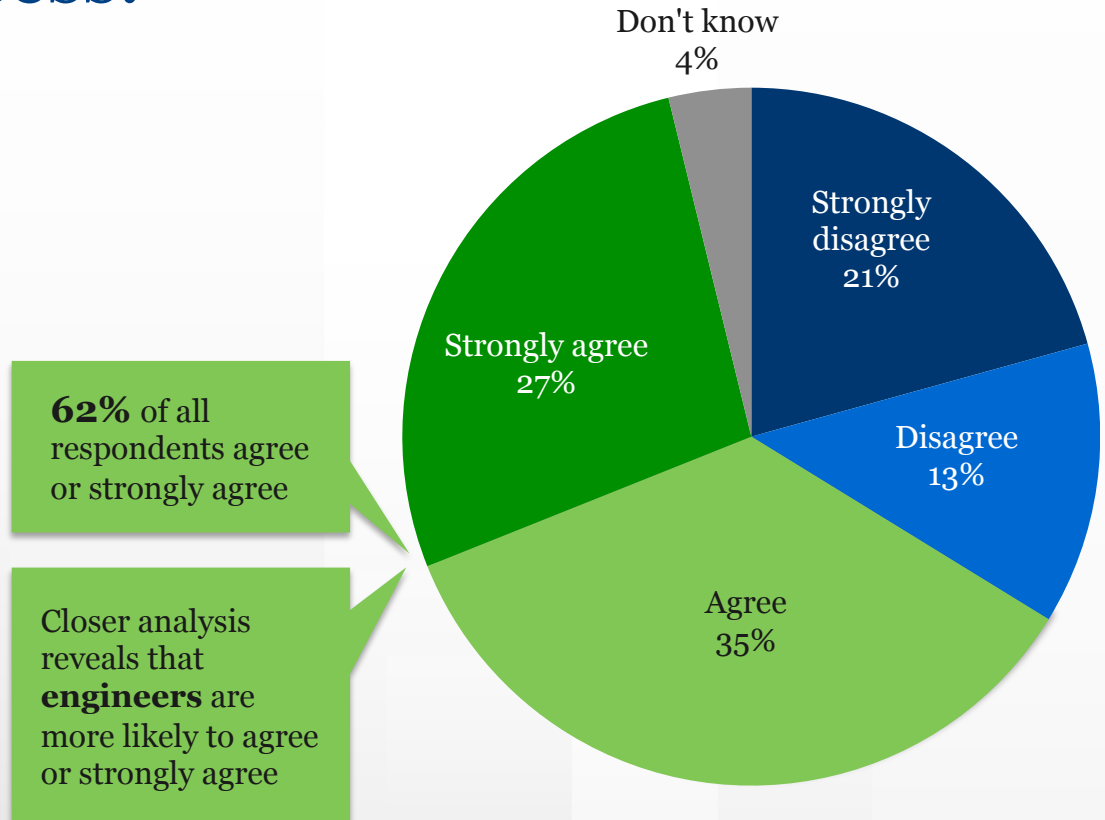
C4ISR acquisition problems ranked by level of concern



Lower average rank indicates higher concern, n=340

Greater government involvement in designing requirements could improve the overall acquisition process.

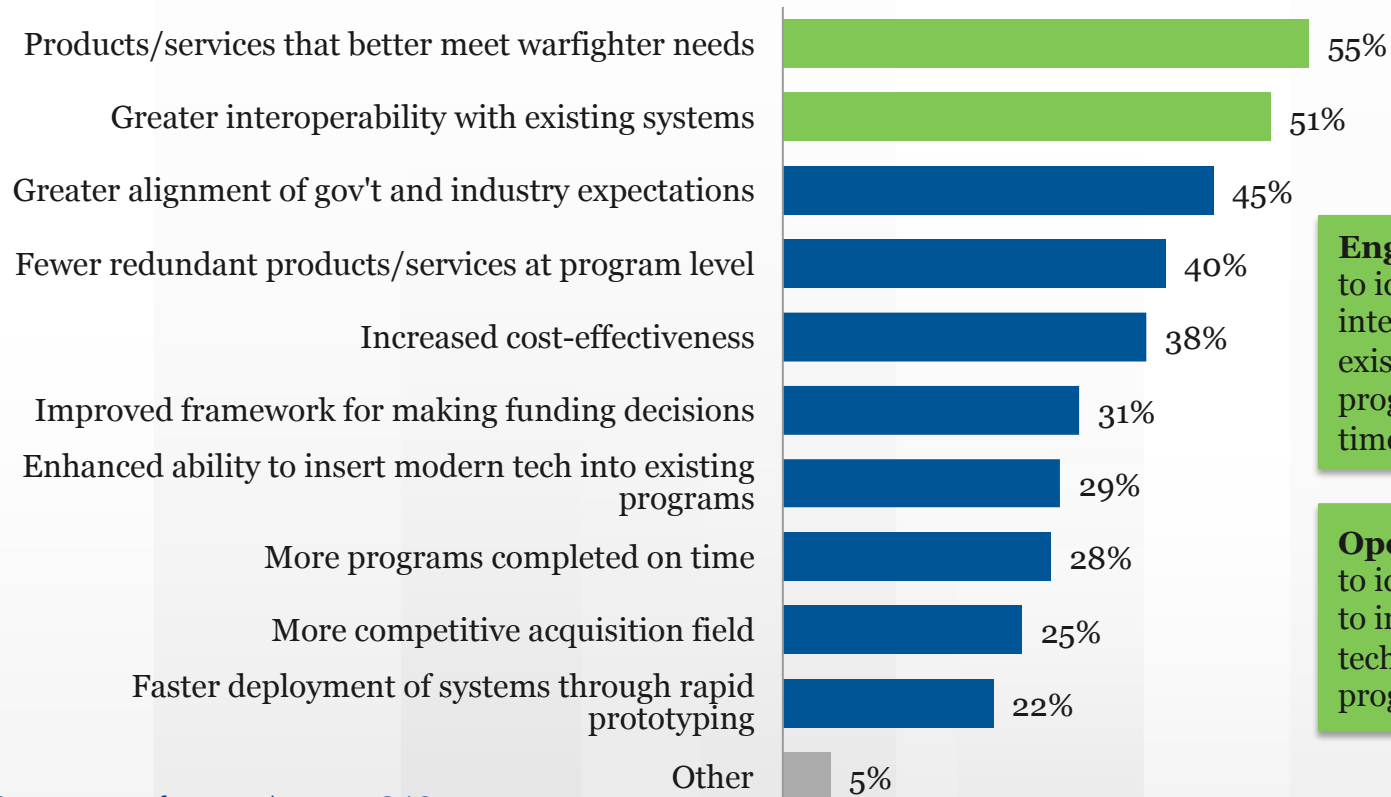
More government involvement in designing requirements/ specifications (i.e., as the primary integrator) could improve the acquisition process.



Percentage of respondents, n=340

For C4ISR, greater government involvement is expected to improve interoperability and alignment with warfighter needs.

Expected outcomes



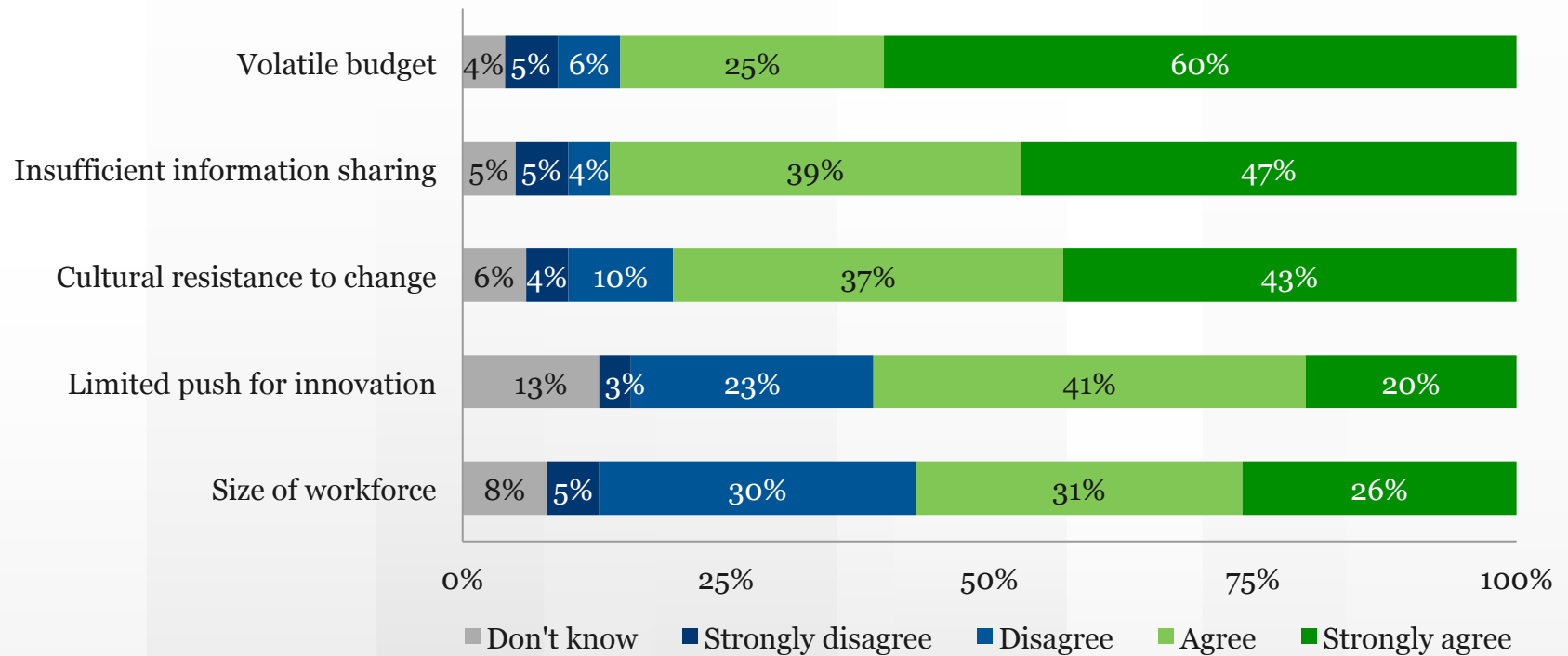
Engineers are more likely to identify greater interoperability with existing systems and more programs completed on time as outcomes.

Operators are more likely to identify enhanced ability to insert modern technology into existing programs as an outcome.

Percentage of respondents, n=340

Despite broad support for greater government involvement, budget, culture, and a lack of information sharing pose challenges to reform.

Challenges to greater government involvement



Percentage of respondents, n=340

Moving forward

- ▶ The research indicates a need for greater government involvement in designing C4ISR systems, interoperability as a priority for development efforts, and improved stakeholder coordination.
- ▶ Overcoming current acquisition challenges requires changing the engineering mindset within DOD and embracing an integrated approach. Though it presents its own challenges to overcome, a model in which government acts as the lead integrator of disparate stakeholders and systems can help optimize the defense acquisition process for a new era of rapidly evolving threats and limited budgets.
- ▶ For new technology acquisitions, DOD should “build-in” interoperability from the start. By inverting the traditional engineering approach so that government designs and owns the specifications that systems plug into, DOD can acquire smaller and more modular systems and provide opportunities for operators and engineers to offer valuable insight.
- ▶ The implications of this results are explored in greater detail in Booz Allen Hamilton’s Smart Command Town Hall Series supported by Government Executive Media Group’s Defense One. To learn more, visit boozallen.com/SmartCommand.

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Booz Allen Hamilton is a leading provider of management consulting, technology, and engineering services to the US government in defense, intelligence, and civil markets, and to major corporations, institutions, and not-for-profit organizations. Booz Allen is headquartered in McLean, Virginia, employs approximately 23,000 people, and had revenue of \$5.76 billion for the 12 months ended March 31, 2013. In 2014, Booz Allen celebrates its 100th anniversary year.

To learn more, visit www.boozallen.com.
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