



OFFICE OF THE SECRETARY OF DEFENSE

1000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1000



AUG 2 2001

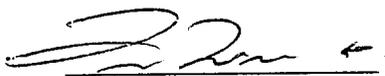
MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (COMPTROLLER)  
SERVICE ACQUISITION EXECUTIVES  
SERVICE CHIEF INFORMATION OFFICERS  
DIRECTOR, OPERATIONAL TEST & EVALUATION  
DIRECTOR FOR COMMAND AND CONTROL (J-6)  
DIRECTOR FOR FORCE STRUCTURE, RESOURCES &  
ASSESSMENT (J-8)  
DIRECTOR, ACQUISITION RESOURCES & ANALYSIS  
DIRECTOR, ACQUISITION INITIATIVES  
DIRECTOR, DEFENSE INFORMATION SYSTEMS  
AGENCY  
DIRECTOR, PROGRAM ANALYSIS & EVALUATION

SUBJECT: Rapid Improvement Team (RIT) for IT Acquisition Management  
Transformation

Information Technology (IT) is a key enabler for transforming military, business, and administrative processes to meet the challenges of the 21<sup>st</sup> Century. Information and Decision Superiority will allow us to exploit the revolutions in military and business affairs and enable success in conflict. To achieve these objectives, we must strive to reduce the cycle time to deliver mission effective IT capabilities to 18 months or less.

As you may know, 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. Dr. Margaret Myers, the Acting Deputy CIO, Mr. Robert Nemetz, the Principal Deputy Director of Acquisition Resources and Analysis, Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, Mr. Ronald Garant, Director of Investments, DoD Comptroller, and RADM Stanley Szemborski, Deputy Director for Resources and Requirements (J-8), are co-chairing this RIT initiative. The RIT will include appropriate representation from key Department stakeholders and we solicit your strong personal support for this very important effort. Your organization's commitment is key, not only in the identification of problems and recommended improvements to the existing processes, but also in implementing such recommendations.

We have directed the co-chairs to manage this RIT initiative and report its findings and final recommendations to us not later than October 2001.



DoD CIO



USD(AT&L)

# Charter for a Rapid Improvement Team (RIT) for IT Acquisition Management Transformation

## Introduction and Background

Mission-effective Information Technology IT must be acquired rapidly, affordably, and in conformance with applicable laws, regulations, defense policies and architectures. DoD must take full advantage of innovations and improvements such as experimentation, commercial services, spiral development, and common infrastructure to speed the delivery of mission-focused IT capabilities to warfighters and those who support them. Emerging threats, new defense strategies, technological opportunities and the mandates of the Clinger-Cohen Act (CCA) require a fundamental transformation of how DoD acquires and manages its critical IT resources. On June 13, 2001, a group of senior leaders from across the Department met to discuss the issues and concerns relating to the processes used to acquire IT. Several areas for improvement were identified – reduction in cycle time, increased interoperability, family-of-systems management, common infrastructure, streamlined oversight, etc.

A Rapid Improvement Team (RIT) has been initiated by the DoD CIO and USD (AT&L) (Memo attached). The RIT is directed to focus on what was considered the highest priority activity - ***Reduce the cycle time to deliver mission effective IT capabilities to 18 months or less.*** The AT&L Change Management Center will facilitate the execution of this RIT.

## Authority and Direction

The Deputy CIO, Principal Deputy, Acquisition Resources and Analysis, Deputy Director for Resources & Requirements (J-8), and the DoD Comptroller shall jointly chair an Executive Council for this RIT. Membership of the Executive Council shall include the Service/Agency CIOs and Acquisition Executives, ASD(C3I), DOT&E, and others as appropriate. The Executive Council will be supported by a Senior Working Group made up of principal staff members from the Executive Council. The following table describes the organizational roles and responsibilities.

Organization	Role(s)
DoD CIO (ASD(C3I))	Co-Chair, Executive Sponsor, Principal, Functional PSA(s)
Dept of Army CIO	Principal
Dept of Navy CIO	Principal
Dept of Air Force CIO	Principal
Designated Acquisition Executives from A, N, AF	Principal
USD(AT&L)	Co-Chair, Principal, AMS Executive Sponsor, DAE, Functional PSA(s)
USD (Comptroller)/DPA&E	Co-Chair, Principal, PPBS, Functional PSA(s)
ODJS	Co-Chair, Principal, RGS, Operational Mission Sponsor
Director, OT&E	Principal, T&E
Other DoD Components and PSAs as Designated by Principals	Members

## Outcome & Objective

The RIT will make recommendations that will improve the end-to-end process for the acquisition of IT, reduce the cycle time to 18 months or less, and improve the quality of those IT systems. The RIT will look at the "as-is" end-to-end process used for acquiring IT in the Department. This end-to-end process shall include the requirements generation, planning, programming and budgeting, acquisition management system, oversight process, and deployment/support policies. Some recommendations may fall under the charter of the OSD Business Initiatives Council (BIC) and will be forwarded to the BIC as appropriate.

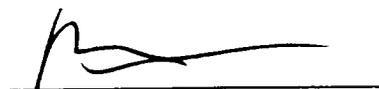
## Schedule

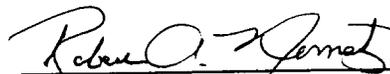
The RIT will be conducted in three basic steps:

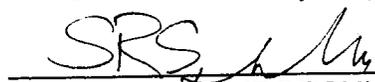
1. An initial kickoff session of the Executive Council will be held in late July 2001 to focus the issues and provide guidance to the Senior Working Group and lower level teams who will work the specific issues.
2. The second phase will begin immediately and the Senior Working Group will identify the specific problems/opportunities and develop an approach for action on their recommendations.
3. Prior to the end of October 2001, the Senior Working Group will brief their recommendations to the Executive Council. The Executive Council will decide on a course of action and present them to the CIO, USD(AT&L), USD(C), and the VCJCS. At that time, the RIT will complete its work. (However, many of the principals and staff are likely to be involved in executing and implementing the recommended actions.)

31 July 2001  
Date

  
MARGARET MYERS  
DCIO, ASD(C3I)

  
RONALD GARANT  
Director, Investments, USD(C)

  
ROBERT NEMETZ  
Principal Deputy, Acquisition  
Resources & Analysis (OUSD(AT&L))

  
STANLEY SZEMBORSKI, RADM  
Deputy Director, Resources &  
Requirements (J-8)

<b>Organization</b>	<b>Principals</b>	<b>Senior Staff Representative</b>
DoD CIO (C3I) (Exec Sponsor)	Myers	Tamie Lyles-Santiago
GIG Architectures/CIO PSA	Osterholz	Glasser
Capital Investments/Oversight	Curtis	Mullins, Hurd, Yaphe, Leary
(C3I PSA)	Landon	Rita Lewis
Dept of Army (CIO/SAE)	Borland	Bob Schwenk, Dary Garcia
Dept of Navy (CIO)	Turner	John Lusser, Penny Jones
(SAE)	Uhler	Mary Ann Engelbert
Dept of Air Force (CIO/SAE)	Gilligan, GEN Riemer	Ron Richardson / <i>DELA PENA</i>
AT&L (Exec Sponsor/PSA)	Spruill, Nemetz	Joe Albergo
(Acq Mgt Sys)	Sylvester	Skip Hawthorne
Comptroller (PPBS PSA)	Garant	Dave Decker, Ellen Maldonado
ODJS (J6)	BGEN Croom	Williams Stephens
(J8)	Szemborski	Rich Hale, (Perrin)
Director, OT&E	Wauer	Austin HuangFu
DISA	McCoy	Evelyn DePalma
<b>RIT Support Team</b>		
OASD(C3I)-DCIO	Gary Hurd & Tamie Lyles-Santiago	Mike Yaphe & Bill Leary
OUSD(AT&L)-CMC	Mary Margaret Evans	
	Diane Bray	Ric Tucci
	Bill Clougherty	Mike Dowe