Office of the Assistant Secretary of the Army

Acquisition, Logistics and Technology

Smart Technology Requires Smart Acquisition

Ms. Jennifer Swanson
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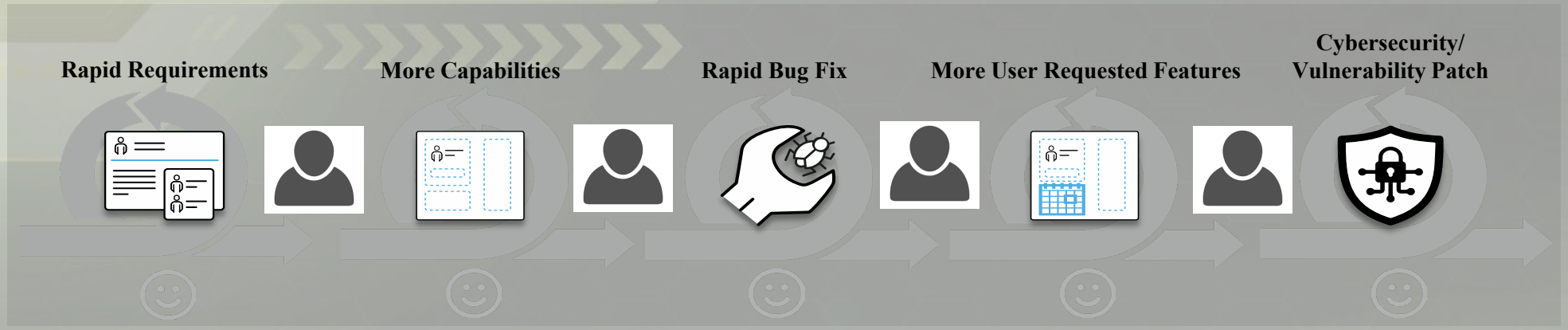
ASA(ALT)
11 OCT 22

ASA(ALT)'s Transformation to Modern Software Practices

Adopting the Product Approach



Workforce Upskilling
- Digital Foundations Pilot
- Technical Career Track Development
- Agile Engagement and Mentoring
- Immersive Training Environment

Updating Acquisition and Contract Strategies
- Assessing Vendors ability to Be Agile
- Ability to buy iterations
- Avoiding Monolithic FFP contracts

Improving Cyber and Supply Chain Security
- Assure secure software development practices
- Integrate SBOM and Recent Executive Orders

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MG Robert M. Collins
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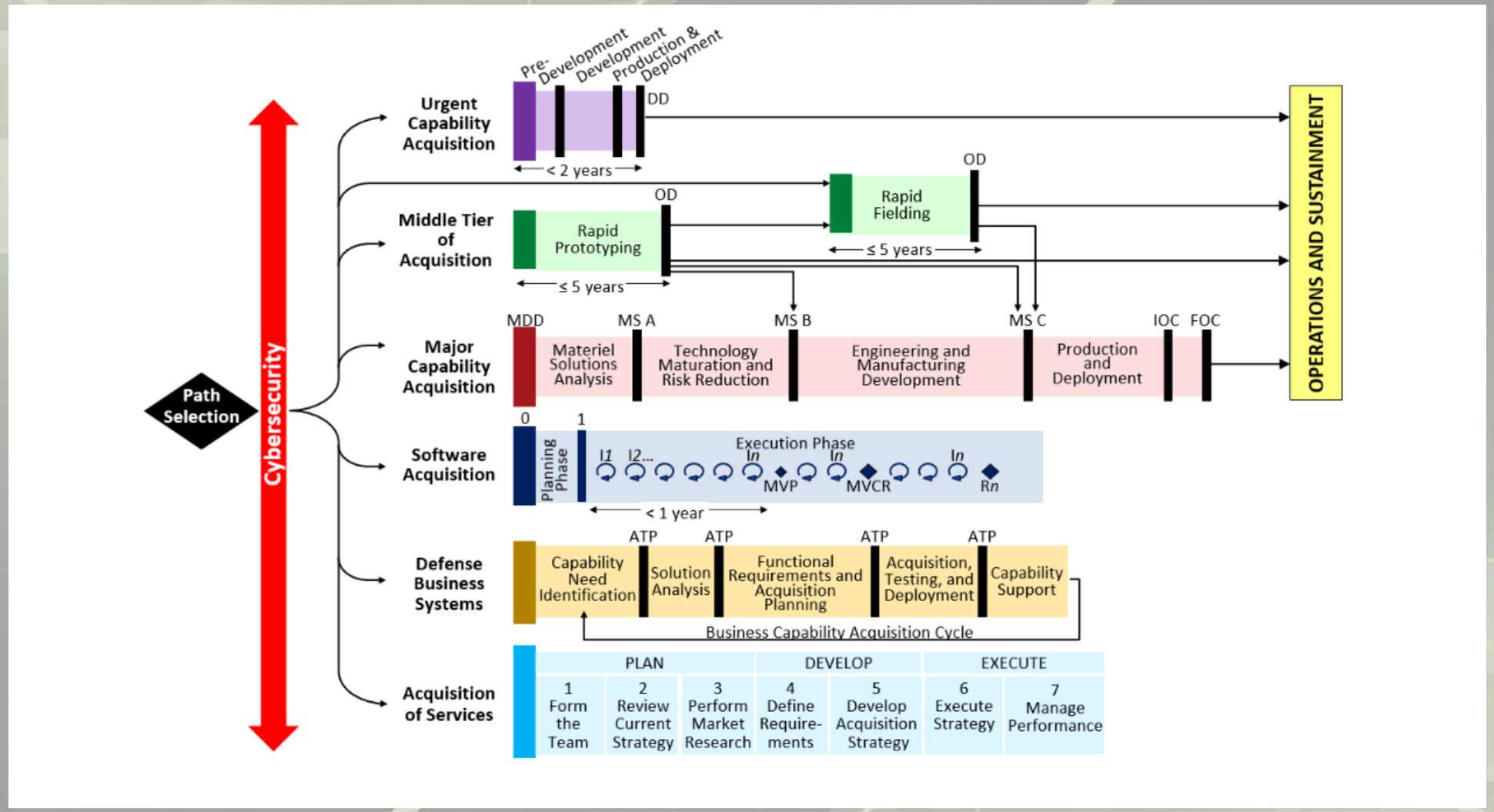
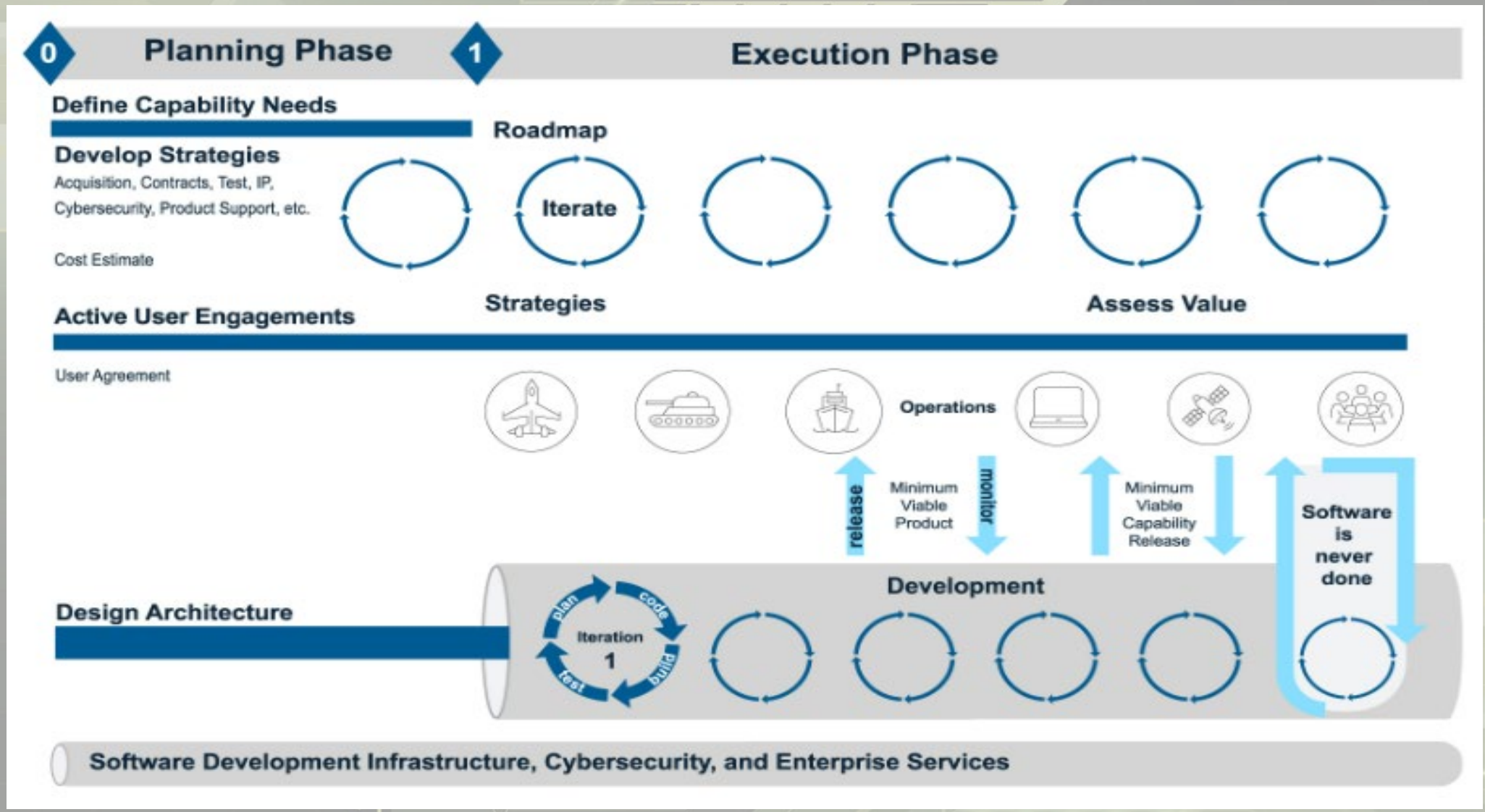
11 OCT 22

Adaptive Acquisition Framework



Lifecycle View of Software Acquisition



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Considerations

- **FAR based vs Other Transaction**
  - Acquisition Pathway
  - Emphasis on Market Research
- **Intellectual Property and Data Rights**
  - Avoiding Vendor Lock
  - Negotiation of rights
- **Source Selection and Evaluation Methodologies**
  - Use of other Source Selection methodologies
  - Request for Oral Proposals
  - Include demonstrations/performance of sample tasks in evaluation
- **Software Bill of Material (SBOM)**
  - Included in all future requirements
    - Statement of Work/Performance Work Statements
    - Requests for Proposals

Way Ahead and Objectives

- **Higher level requirements**
  - Focus on the process
  - Decrease reliance on deliverables
- **Pricing Strategy**
  - Reduce reliance on Fixed Price
  - Include options for increased capacity and ceiling
- **Leverage lessons learned**
  - Solicit input from industry on ways to improve
  - Implement best practices
- **Use of Modular Contracting**
- **Shape Army policy and educate the Acquisition Enterprise**

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Software Acquisition Reform: A Policy Perspective

Statutory Direction

- Clear **congressional direction** to adopt modern software practices.
- **Over 20 provisions** related to modernizing software practices included in the FY18-22 NDAAs.
- Key provisions include:
  - FY18, Sec. 872: directed DoD to conduct study on **streamlining software acquisition**
  - FY20, Sec. 800: authority to **establish Software Pathway**
  - FY22, Sec. 836: est. **cadre of Software Development and Acquisition Experts**

DoD Guidance

- In response to congressional direction, OSD has issued a number **directives, policies, and guides** to implement modern software development practices.
- Key publications include:
  - OSD Agile Software Acquisition Guidebook (Feb 20)
  - OSD published DoDI 5000.87 (Software Acquisition Pathway) (Oct 20)
  - DoD Enterprise DevSecOps Strategy Guide (Mar 21)

Army Guidance

- Army is in process of implementing congressional and OSD direction.
- Key publications include:
  - Army Digital Transformation Strategy (Nov 21)
  - Army Software Acquisition Pathway Policy (Dec 21)
- **Clear, consistent policy and guidance is key enabler** in the Army's ability to transition to modern iterative software development methodologies.

Significant progress made to-date. Army will undertake methodical process to identify remaining policy gaps and ensure a unified approach.

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Smart Sustainment

Balance: Performance vs Sustainment (Reliability)
Complexity vs Simplicity (Soldier Burden)
Production vs Life Cycle (Cost)

Challenge: “10-20-70” Life Cycle Cost Rule – 70% Sustainment

Challenge: “Hardware” Configuration must be “locked” before logistics products can be finalized

Challenge: Software has a Sustainment Phase

Questions?