



**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY**  
**ACQUISITION LOGISTICS AND TECHNOLOGY**  
**103 ARMY PENTAGON**  
**WASHINGTON DC 20310-0103**

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**MEMORANDUM FOR Under Secretary of Defense (Acquisition, Technology and Logistics)**

**SUBJECT: Army Implementation Plan for Improving Tradecraft in Services Acquisition**

**1. References:**

a. Memorandum, November 3, 2010, Office of the Secretary of Defense (OSD), Acquisition, Technology and Logistics (AT&L) Subject: Implementation Directive for Better Buying Power—Obtaining Better Efficiency and productivity in Defense Spending

b. Memorandum, OSD (AT&L), September 14, 2010, Subject: Better Buying Power—Guidance for Obtaining Better Efficiency and Productivity in Defense Spending

2. In accordance with ref a., this document provides our implementation plan to establish an Army Senior Manager for the Acquisition of Services.

a. On 1 November, 2010, I established the position of Deputy Assistant Secretary of the Army for Services (DASA(S)), pending Secretary of the Army approval. Mr. James Sutton has been detailed to perform these duties and a multi-command working group already has met three times in September and October to begin planning for the services manager. On 9-10 November, DASA(S) expanded this working group to include appropriate Army commands and activities with roles in services contracting. These activities will complement ongoing initiatives in the services arena, such as the transfer of the Human Resource Solutions Program Office to Program Executive Office Enterprise Information Systems under a project director to provide acquisition management of Army personnel-related services.

b. Recent analysis of Fiscal Year 2009 indicates that the \$50.2B total Army contract spend for services accounts is executed in a decentralized manner without an Army-wide view of funding execution or value received. Lack of an Army-wide view results in significant variation and limited ability to achieve synergies, apply best practices or leverage strategic spend opportunities.

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c. All Army personnel must ensure that the Army receives best value services on a timely basis maintaining the public's trust and fulfilling public policy objectives. To this end, DASA(S) will establish governance processes for the planning, execution and acquisition management of services contracts. The DASA(S) will collaborate with requiring activities, which will retain decision authority on services requirements. The DASA(S) will ensure all phases of the acquisition lifecycle for services are appropriately managed.

### 3. Milestones and future action:

a. The initial action is complete – a manager for services was established and a temporary team formed. However, work remains to staff, train and implement the DASA(S) organization. The organization will perform governance, execution and improved acquisition management of services. DASA(S) will implement ref a. immediately. The first year will consist of four parallel efforts to implement the new organization, to provide policy guidance, to establish a baseline against which to measure future savings and process improvements, and to maximize first-year savings.

b. Savings from these initiatives will grow over time, as current contract performance periods end and new opportunities to implement best practices occur. Some efforts may take more than a year to realize savings (e.g., centralizing procurement of certain services under appropriate commands while concurrently aligning resources so those commands can effectively execute).

### 4. Enabling strategies:

a. The initiative for improving tradecraft in services acquisition directed in reference a. is part of a larger set of five inter-related initiatives. DASA(S) will apply the principles of all five initiatives to improvement in the acquisition of services. This includes targeting affordability and controlling cost growth, incentivize productivity and innovation, promoting real competition, improving tradecraft in services acquisition, and reducing non-productive processes and bureaucracy.

b. In addition to the specific tasks directed in ref a., DASA(S) will pursue several enabling strategies. DASA(S) will institutionalize a process of challenging and scrubbing requirements, then applying standards, templates and best practices. DASA(S) will engage stakeholders and knowledge base from government and industry to understand benchmarks and requirements. Executing these enabling strategies will require an ongoing process of centralization and buy-in through the working group members from each major Army command.

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5. DASA(S) plans the following next steps and milestones:

Milestone	Status	Target Date
Assign a senior manager.	AAE detailed Mr. James Sutton to the role of DASA(S).	Complete
Expand working group to establish methods of governance, management and execution of services.	Multiple bodies were consolidated and began work 8 Nov 2010.	Underway
Submit Concept Plan (personnel authorization document).	Will use output of working group as basis for official allocation of funding and billets.	31 Mar 2011
Staff and Train personnel.	Initiated identifying needed billets and have started staffing process using volunteers.	30 Jun 2011
Document and Implement Processes.	Based on staffing analysis, document all DASA(S) processes including interactions with stakeholders as a baseline for process improvement over time.	3 Nov 2010 – 1 Aug 2011

6. The point of contact is Ms. Diane Murtha at (703) 604-7505, or e-mail: [diane.l.murtha@us.army.mil](mailto:diane.l.murtha@us.army.mil).



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