

IPPD and IPT Processes Adopted (May 1995)

Secretary of Defense Perry chartered the Acquisition Reform Process Action Team (PAT) on Sep. 6, 1994. The PAT final report, Dec. 9, 1994, recommended that Integrated Product Teams (IPTs) be institutionalized to do oversight and review.

Our model abolishes the notion that advice to the decision maker should be functionally focused. Rather, we believe that the process will be more effective if oversight staffs use the Integrated Product Team (IPT) approach that Component program offices are currently adopting. Central to this approach is that advising staff would be organized into integrated product oversight teams led by program integrators. These integrators would have Program Executive Officer (PEO) qualifications and be accountable to the decision maker for providing integrated advice.

We recommend that there be only one formal review before a milestone decision meeting. The CAE will chair that review. An Integrated Product Team, comprised of users, OSD and Component staffs as well as program office staff, will prepare for the meeting. The team leader should be the product-focused, OSD Oversight IPT leader. The leader's responsibilities are to accomplish all prerequisite activities and to resolve issues within the IPT.

The SECDEF directed implementation of Integrated Product and Process Development (IPPD) and IPTs in DoD Acquisition on May 10, 1995. USD(A&T) and ASD(C3I) released a guide for leading successful IPTs in Nov 1995. The guidance applied to program office IPTs, working-level IPTs (WIPTS), and Overarching IPTs (OIPTS).

Direction on the use of IPPD and IPTs was included in the March 15, 1996 DoDD 5000.1, and DoD 5000.2-R

Sources: a. Acquisition Reform Process Action Team, *Reengineering the Acquisition Oversight and Review Process: Final Report to the Secretary of Defense* (Washington, D.C.: Department of Defense, 9 December 1994). b. *Use of Integrated Product and Process Development and Integrated Product Teams in DoD Acquisition*, William J. Perry, Secretary of Defense Memorandum dated 10 May 1995. c. *Rules of the Road, A Guide for Leading Successfully Integrated Product Teams*, USD(A&T) and ASD(C3I), Nov. 1995

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