



# Results in Brief

## *Evaluation of Government Quality Assurance Oversight for DoD Acquisition Programs*

November 3, 2014

### Objective

Our objective was to evaluate DoD overarching quality management policies and procedures and Government-performed quality assurance oversight of defense acquisition programs. To evaluate DoD quality management practices across DoD, we evaluated top-level policies and procedures of DoD Components (that is, Military Departments, Defense agencies, the Joint Chiefs of Staff, the combatant commands, and DoD field organizations).

### Findings

DoD through the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (OUSD(AT&L)) has not established an overarching quality management policy to ensure the consistent application of quality management system requirements across DoD Components.

In addition, DoD and its Components do not have effective feedback mechanisms in place to evaluate the performance of quality management systems and sufficiency of policies.

### Recommendations

The Office of the Under Secretary of Defense for Acquisition, Technology and Logistics should:

- Establish within OUSD(AT&L) a dedicated quality management function to provide leadership and oversight of quality management system requirements across DoD acquisition programs.
- Provide clear and concise quality management system definitions and policies for all DoD major acquisition programs that emphasize the importance of a robust quality management program throughout the entire acquisition life cycle.
- Establish quality assurance verification processes throughout the acquisition life cycle that promote effective program and supply chain quality management systems.
- Establish standardized reporting requirements for quality assurance metrics throughout DoD to obtain the information needed to detect trends, identify threats and opportunities, and evaluate program performance.
- Establish policy that ensures Defense Contract Management Agency (DCMA) policies and risk-based quality assurance oversight decisions are reviewed, understood, and agreed to by the program management offices.

### Management Comments

On October 17, 2014, OUSD(AT&L) responded to our recommendations. OUSD(AT&L) partially concurred with three recommendations and did not concur with two recommendations. However, we determined that comments from AT&L do not meet the intent of our recommendations. We request that the Under Secretary of Defense for Acquisition, Technology and Logistics provide additional comments in response to this report by December 5, 2014. The following table identifies recommendations requiring additional comments by OUSD(AT&L). Please see the Findings section in the report for detail.

# Evaluation Of Government Quality Assurance Oversight For Dod Acquisition Programs

**United States. Dept. of Defense. Office  
of the Inspector General**



## **Evaluation Of Government Quality Assurance Oversight For Dod Acquisition Programs:**

### **Evaluation of Government Quality Assurance for Oversight for DOD Acquisition Programs** Randolph R.

Stone,2014-12-09 The objective of this report was to evaluate Department of Defense DOD overarching quality management policies and procedures and Government performed quality assurance oversight of defense acquisition programs It found that DOD through the Office of the Under Secretary of Defense for Acquisition Technology and Logistics OUSD AT L has not established an overarching quality management policy to ensure the consistent application of quality management system requirements across DOD Components In addition DOD and its Components do not have effective feedback mechanisms in place to evaluate the performance of quality management system and sufficiency of policies This is a print on demand report

**Evaluation of Government Quality Assurance Oversight for Dod Acquisition Programs** United States Department of Defense,2015-01-12 Our objective was to evaluate DoD overarching quality management policies and procedures and Government performed quality assurance oversight of defense acquisition programs To evaluate DoD quality management practices across DoD we evaluated top level policies and procedures of DoD Components that is Military Departments Defense agencies the Joint Chiefs of Staff the combatant commands and DoD field organizations Enterprise Risk and Opportunity Management Allan S. Benjamin,2017-01-03 Risk management strategy for the pioneering technological sector Enterprise Risk and Opportunity Management provides much needed guidance tailored specifically to the technological sector While most enterprise risk management guides are written for traditional businesses and finance firms this book translates effective enterprise risk and opportunity management EROM principles into strategies and practices that work for government nonprofit and for profit organizations in the technological space Originally designed for noncommercial pioneering enterprises like NASA an entire chapter is now devoted toward applying the methods to profit making technological enterprises A 40 year veteran of the tech sector Dr Allan Benjamin outlines risk management strategies for organizations in which the advancement and integration of science and technology within complex systems is necessary for accomplishment of the mission Commercial EROM strategies do not translate directly when the development and implementation of risky technologies is the organization s primary objective and clumsy or near sighted implementation can easily cripple progress This book provides authoritative guidance tailored to the sector s specialized needs Maximize opportunity while effectively managing risk Understand the core principles of the technological EROM approach and its interfaces with the management of the organization Comprehend the intricacies of aggregating risks and opportunities from lower to higher levels of the organization Gain expert insights specific to the technology sector Mitigate and control the risk that comes with pursuing discovery In practice EROM in this sector involves working with mostly qualitative data and is characterized by high uncertainty Managing risk without handicapping the organization requires a specific set of adjustments to traditional EROM and a more nuanced approach to the idea of acceptable risk Balance is key in technological

EROM and Enterprise Risk and Opportunity Management provides foundational guidance real world strategy and enlightening examples for getting it right

**Report on the Duties and Authority of the Under Secretary of Defense (Acquisition) of the Committee on Armed Services, House of Representatives, One Hundredth Congress, First Session ,1987**

**Department of Defense Authorization for Appropriations for Fiscal Year 2012 and the Future Years Defense Program** United States. Congress. Senate. Committee on Armed Services,2011

**Defense Acquisitions** Gene L. Dodaro,2010 This report examines how well DoD is planning and executing its weapon acquisition programs The report includes 1 an analysis of the overall performance of DoD s 2008 portfolio of 96 major defense acquisition programs and a comparison to the portfolio performance at two other points in time 5 years ago and 1 year ago 2 an analysis of current cost and schedule outcomes and knowledge attained by key junctures in the acquisition process for a subset of 47 weapon programs primarily in development from the 2008 portfolio 3 data on other factors that could impact program stability and 4 an update on changes in DoD s acquisition policies Includes a one or two page assessment of 67 weapon programs

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Report on the Assessment of U.S. and Coalition Plans to Train, Equip, and Field the Afghan National Security Forces ,

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*Department of Defense Authorization for Appropriations for Fiscal Year 2008* United States. Congress. Senate. Committee on Armed Services,2008

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