

**SERVICES ACQUISITION
FUNCTIONAL INTEGRATED PRODUCT TEAM (FIPT)
CHARTER
June 2015**

PURPOSE:

The purpose of a FIPT is to support the Services Acquisition Functional Leader (FL) in carrying out his/her responsibilities. As appropriate, the FL tasks the FIPT to perform support activities and will direct the work of the FIPT. The Services Acquisition FIPT advises the FL, as well as provides stakeholder input towards the development and dissemination of training products and practical tools to support service acquisitions from requirements development to performance assessment. In addition, while this FIPT may explore the feasibility of certification standards and workforce professional development, given the nature of the workforce involved in services acquisitions, special focus is given to methodologies that result in immediate, near-term improvement of specific acquisitions. The unique aspect of this FIPT is that the targeted workforce is comprised of both statutory Defense Acquisition Workforce Improvement Act (DAWIA) and non-DAWIA personnel. The purposes of the Services Acquisition FIPT are consistent with the goal of the Better Buying Power initiative of helping acquisition professionals think critically and make better decisions.

BACKGROUND:

FLs are appointed by the Under Secretary of Defense for Acquisition, Technology and Logistics [USD (AT&L)] to serve as senior DoD subject-matter experts for their respective AT&L functional areas for oversight and management of career development requirements. FLs historically establish, oversee, and maintain AT&L position category descriptions and education, training, and experience requirements for their functional areas, including AT&L Career Field competency standards, DAWIA certification standards, and provide functional inputs into Defense Acquisition University (DAU) training curriculum requirements. To perform this mission, the FL establishes and oversees a FIPT and recommends initiatives for career development. This FIPT evaluates the historical construct, but may find a variety of paths appropriate for the nature of services acquisition execution. Personnel are often assigned responsibilities relating to acquisitions for services but do not meet criteria for full inclusion into the DAWIA workforce. DAWIA and non-DAWIA personnel are involved in defining requirements, shaping the acquisition decision-making process, and overseeing services acquisitions.

In carrying out these responsibilities, all members embrace and lead the implementation of the Better Buying Power initiatives; in particular, they will focus on the objectives of improving Tradecraft in the Acquisition of Services and improving the Professionalism of the Total Acquisition Workforce. To assist in carrying out these responsibilities and to ensure input from the DoD Components, DAU, and Human Capital Initiatives, the FL appoints a representative who serves as Chair/Executive Secretary of a Functional IPT. FIPT membership includes DoD Components, DAU representatives, the Senior Services Managers (SSMs), and others as appropriate.

One of the primary challenges for this particular FIPT is to develop the process to identify the appropriate personnel, including both DAWIA and non-DAWIA workforce members, involved in acquiring services (with acquisition-related responsibilities) especially to those outside the normal acquisition chain to ensure they are properly trained to execute the duties required to adequately support effective services acquisitions. As observed by the U.S. Government Accountability Office

(GAO) in its September 2011 report entitled, "Defense Acquisition Workforce: Better Identification, Development, and Oversight Needed for Personnel Involved in Acquiring Services," this population is dispersed throughout the Department and represented by a variety of career fields. For many, their responsibilities with respect to services acquisition are a one-time, secondary duty.

This FIPT leverages on-going initiatives to include development/deployment of formal Services Acquisition training. However, given the diverse target population, this effort requires the Department to consider alternative approaches and delivery methods to adequately prepare these individuals to fulfill their roles and responsibilities regarding services acquisition.

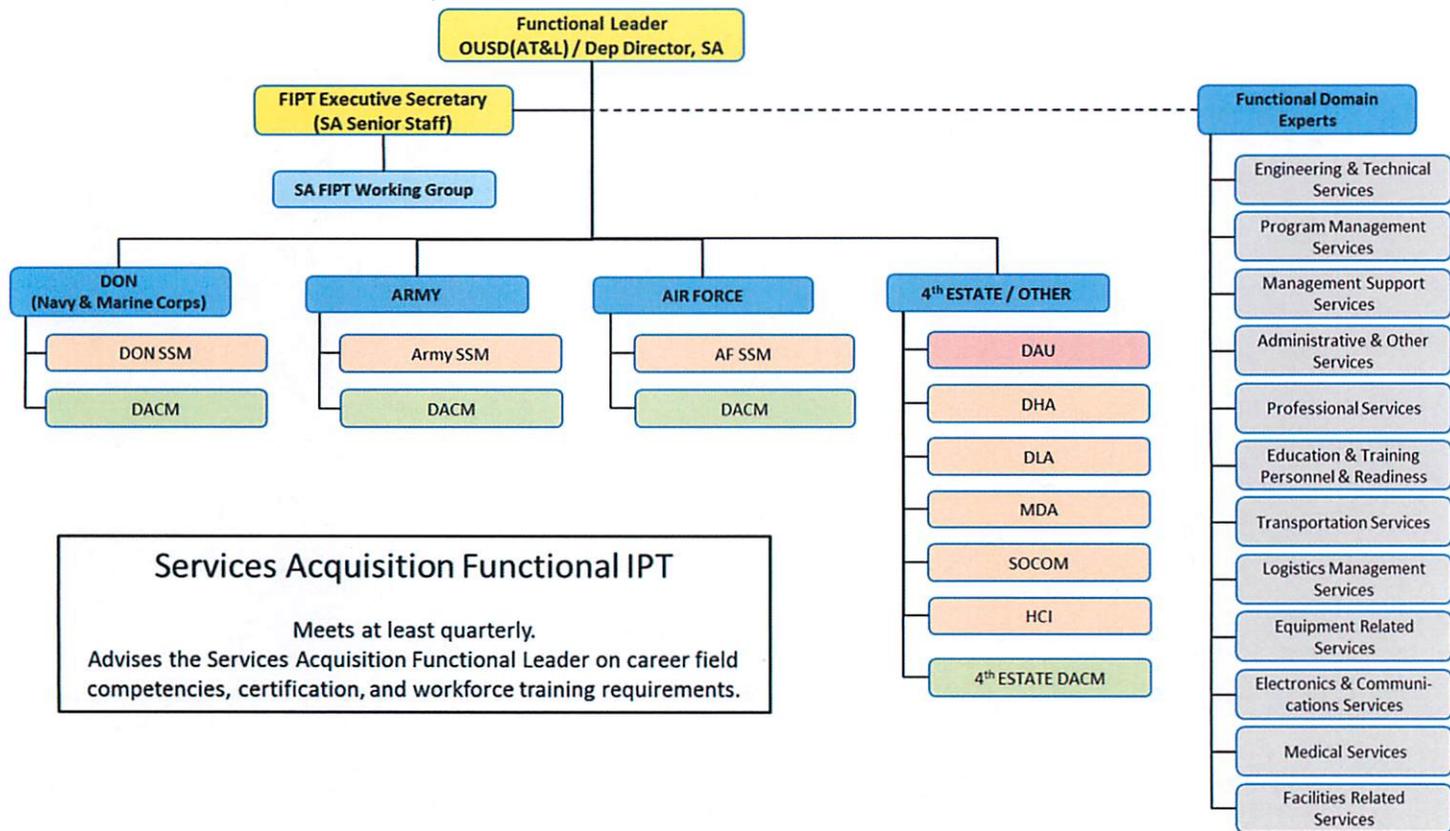
Two of the starting points for this FIPT have been to identify the critical skills and competencies related to carrying out these acquisition responsibilities and to take steps to assure that non-DAWIA personnel receive acquisition training.

The key to successful mission accomplishment is enabled by close alignment between the FL and the FIPT.

MEMBERSHIP:

The Services Acquisition FIPT structure and membership consists of the following, as depicted in the figure below:

- Services Acquisition Functional Leader (FL)
- Services Acquisition Functional Leader senior staff member, who also serves as FIPT Executive Secretary
- A Working Group to support the Executive Secretary and FIPT initiatives
- Senior Services Managers (SSMs)
- Component and the 4th Estate DACM representatives, HCI and DAU functional representatives
- Functional Domain Experts (Portfolio / Sub-Portfolio leads), participate as topics are of interest or pertain to their Domain



Services Acquisition FIPT Membership

ROLES & RESPONSIBILITIES:

- **Functional Leader (FL)**
 - Perform duties as outlined in DoD Directive 5000.52, DoD Instruction 5000.55, DoD Instruction 5000.66, and Functional Area Charters for the Acquisition Career Development Program and the AT&L Workforce Desk Guide (see References section below).
 - Provide overarching strategic direction and guidance to the Services Acquisition FIPT.
 - Serve as final approval authority for this Services Acquisition FIPT Charter and any future revisions.
 - Represent the Acquisition of Services community on the DoD Acquisition Workforce Senior Steering Board (SSB) and Workforce Management Group (WMG).
 - Certify, ratify, or approve decisions related to learning requirements and development.
 - Coordinate with other Functional Leaders, especially Contracting, for consistency and clarity of career management materials.

- **Services Senior Staff**
 - Serve as the Executive Secretary for the Services Acquisition FIPT.
 - Chair Services Acquisition FIPT meetings on behalf of the Functional Leader.
 - Establish a Services Acquisition FIPT Working Group
 - Chair Services Acquisition FIPT Working Group meetings.
 - Establish meeting agendas, assigns action items, and prepares meeting minutes.
 - Attend DoD Acquisition Workforce SSB and WMG meetings as required.

- **FIPT Members (including FIPT WG members)**
 - Attend or call in to scheduled FIPT meetings.
 - Submit agenda items via the Executive Secretary.
 - Share successful Component practices and lessons learned as appropriate.
 - Brief the FIPT on organizational or Component initiatives, projects, or processes related to services acquisition initiatives and related human capital strategic planning and workforce development. Provide inputs to DAU learning asset development, revision, and future requirements.
 - Provide or identify Subject Matter Expert support for DAU learning asset development, including but not limited to Continuous Learning Module content development, Ask-a-Professor queries, classroom guest speaker requests, and related requirements.
 - Empower designated representative(s) to speak on their behalf when unable to attend.
 - Convey issues, taskings, and decisions discussed at the Services Acquisition FIPT meetings to the appropriate Component/organization leadership.

OVERALL GOALS:

The overarching goals for the Services Acquisition FIPT and supporting Working Group(s) (WGs) are to:

- Provide the Services Acquisition FL with the requisite information, perspectives, and recommendations to guide decisions related to the entire DoD workforce associated with services acquisition including, but not necessarily limited to:
 - Develop learning requirements, training sources for required skills; availability of various training methods/media;
 - Review and maintain currency of training material information on SA website; share tools, resources and learning assets
 - Competency Management inputs and refinement, as required.
 - Human Capital Strategy and development
 - Continuous Learning Module requirements and development; and
 - Other areas as determined appropriate by the FL or the FIPT membership consistent with the objectives and interests of the Services Acquisition community, including products, deliverables, and focus areas listed below.

- Serve as a forum and clearinghouse for cross-cutting initiatives, lessons learned, and issues of mutual interest and concern.
- Provide a means for information and best practice sharing across the DoD acquisition of services community involved in education, training, development and human capital planning of this diverse workforce.
- Provide recommendations for cross-functional/inter-disciplinary collaboration and integration.
- Identify opportunities for interdisciplinary integration across the broader DoD acquisition and functional domains, including identifying appropriate learning assets from other career fields.

This FIPT initially addressed the following recommendations from the September 2011 GAO report:

- Establish criteria and a time frame for identifying non-DAWIA personnel with acquisition-related responsibilities, including requirements officials; and
- Assess what critical skills non-DAWIA personnel with acquisition-related responsibilities might require to perform their role in the acquisition process and improve acquisition outcomes.

The FIPT WG developed initial criteria to identify the non-DAWIA workforce and defined minimal critical skills with related training for those skills. Members will continue to look for improvements in both of these areas.

FL FOCUSED GOALS FOR THE NEXT TWO YEARS

- Test pilot methods of improved requirements workforce tracking.
- In concert with DAU, define a services acquisition training qualification program.
- Market self-help training aids/Services Acquisition website to agencies and field organizations.
- Allocate and administer Defense Acquisition Workforce Development Fund (DAWDF) funds to support broadest training opportunities possible.
- Assist senior service schools with training aids and materials to provide services training to their students.
- Promote services acquisition resources through road show visits coordinated with SSMS and field representatives.
- Develop metrics on the numbers of personnel trained in services acquisition.

CONCEPT OF OPERATIONS:

- Meetings will be held at least quarterly.
- Services Acquisition FIPT administration will be provided by DPAP and DAU.
- Each Services Acquisition course will be reviewed annually.

- Read ahead materials inclusive of agendas will be provided to the membership at least two working days prior to each meeting.
- Minutes and attendance list will be provided to the membership within ten working days following each meeting.
- Services Acquisition maintains a website on the Director, Defense Procurement and Acquisition Programs (DPAP) page which provides the briefings and /or summary information from the FIPT meetings.
- Discussion at meetings should be honest and will be treated under “non-attribution” guidelines.
- Whenever possible, decisions will be reached by consensus. In the absence of consensus, final decisions will be made by the Executive Secretary or the Functional Leader.
- Appointed representatives are expected to be empowered by their Components or organizations to act on their behalf, and will provide timely feedback to appropriate leadership within their organizations of issues discussed and decisions made at FIPT meetings.
- Participants are expected to staff actions and issues within their Components or organizations, and brief appropriate personnel within their own organizations on FIPT decisions.
- Decisions reached by the Services Acquisition FIPT are considered binding among the membership.
- As required, the Functional Leader can establish subgroups and/or assign representatives to work on specific projects and/or issues to be addressed by the Services Acquisition FIPT.

REFERENCES:

- DoDD 5000.52, "Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program," January 12, 2005
<http://www.dtic.mil/whs/directives/corres/pdf/500052p.pdf>
- DoDI 5000.55, "Reporting Management Information on DoD Military and Civilian Acquisition Personnel and Positions," November 1, 1991
<http://www.dtic.mil/whs/directives/corres/pdf/500055p.pdf>
- DoDI 5000.66, "Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program," December 21, 2005
<http://www.dtic.mil/whs/directives/corres/pdf/500066p.pdf>
- GAO-11-892, "Defense Acquisition Workforce: Better Identification, Development, and Oversight Needed for Personnel Involved in Acquiring Services," September 28, 2011
<http://www.gao.gov/products/GAO-11-892>
- "Functional Area Charters for the Acquisition Career Development Program," February 26, 2001
<https://acc.dau.mil/CommunityBrowser.aspx?id=181382>

- DAU Community of Practice Services Acquisition FIPT site <https://acc.dau.mil/ServicesFIPT>
- DoD AT&L Career Management Home Page <http://www.dau.mil/workforce/index.asp>
- Defense Acquisition University (DAU) iCatalog <http://icatalog.dau.mil/>

REVIEW CYCLE:

This charter will be reviewed as directed by the Services Acquisition Functional Leader, as deemed necessary by the Services Acquisition FIPT Executive Secretary, or every two years, whichever occurs soonest.

APPROVED BY:



Ken Brennan, Services Acquisition Functional Leader
Deputy Director, Services Acquisition

1 June 2015