STRENGTHENING RELATIONSHIPS:
PARTNERING WITH INDUSTRY

Sandy Medlin / Tess Mendoza

**Joint Industry – Government
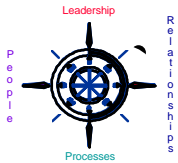ASN(RDA) ARO Team Members**

AGENDA

- **Background**

- **Objective**

- **Process**

- **The Future**

BACKGROUND

"Partner with industry … [to] develop cooperative strategies with industry to accelerate the reform process."

– **DoN Management Action Plan**

"We will work as a team with industry, creating an open, trusting environment where we understand Industry's needs and they understand ours." *Partnering is an element of all seven goals.*
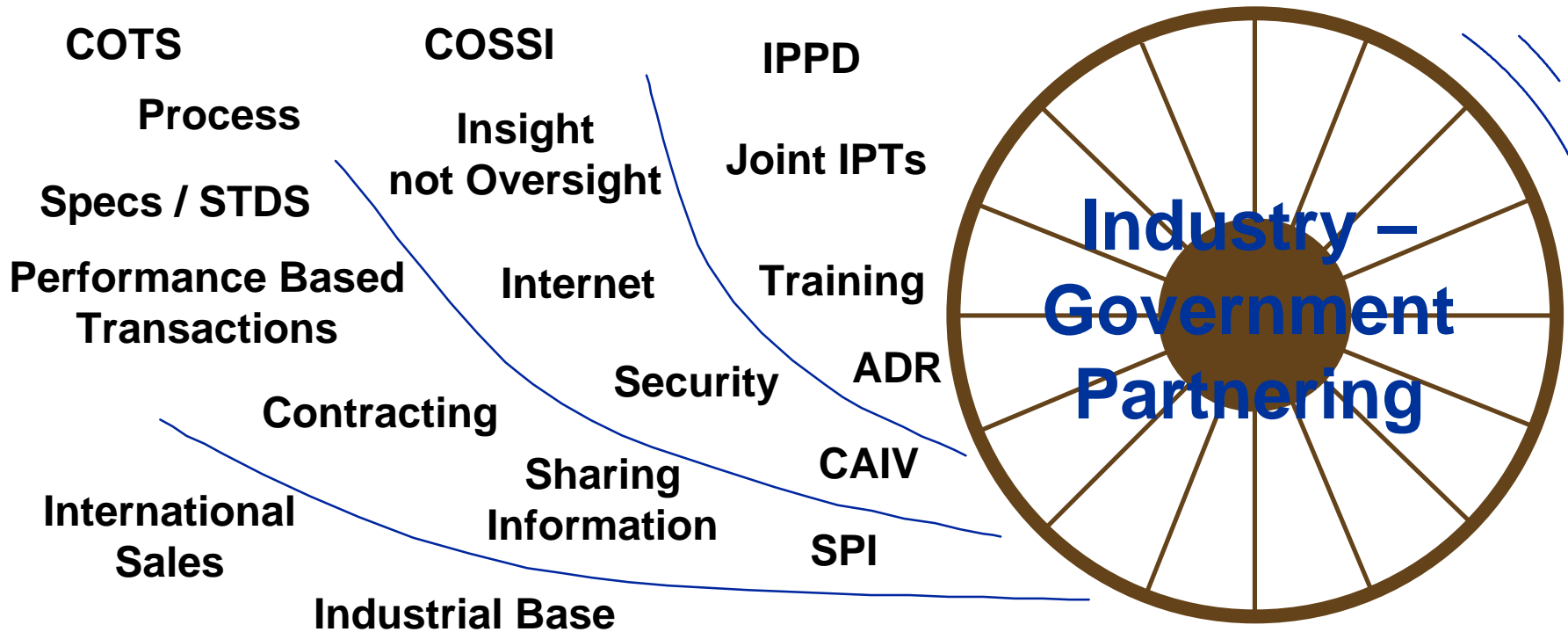
– **Naval RD&A Team, 1996-1997 Strategic Plan**

"Foster Partnerships and Community Solutions"

– **Chapter II, Blair House Papers, January 1997**

–

SCOPE OF PARTNERNING ISSUES

COTS

COSSI

IPPD

Process

Insight
not Oversight

Joint IPTs

Specs / STDS

**Industry –
Government
Partnering**

Performance Based
Transactions

Internet

Training

Security

ADR

Contracting

CAIV

International
Sales

Sharing
Information

SPI

Industrial Base

*MANY FACETS OF THE CHANGING ACQUISITION
SYSTEM REQUIRE PARTNERING*

? ? ?

- **What difficulties are being encountered in partnering?**

- **How is DoN partnering?**

- **What are the objectives in partnering?**

- **Is the DoN partnering efficiently and effectively?**

- **How does partnering work with competition restrictions?**

- **How does multi-year contracting facilitate partnering?**

- **How does past performance promote / hinder partnering?**

OBJECTIVE

Translate our articulated strategy into practical terms to build a successful partnering relationship between industry and government

PROCESS

Create Working Group
Research
Analyze
Identify Deltas
Compare
Recommendations
Embed knowledge into acquisition system

SURFACING / ACCESSIBILITY OF INFORMATION, NEEDS, REQUIREMENTS, OPPORTUNITIES

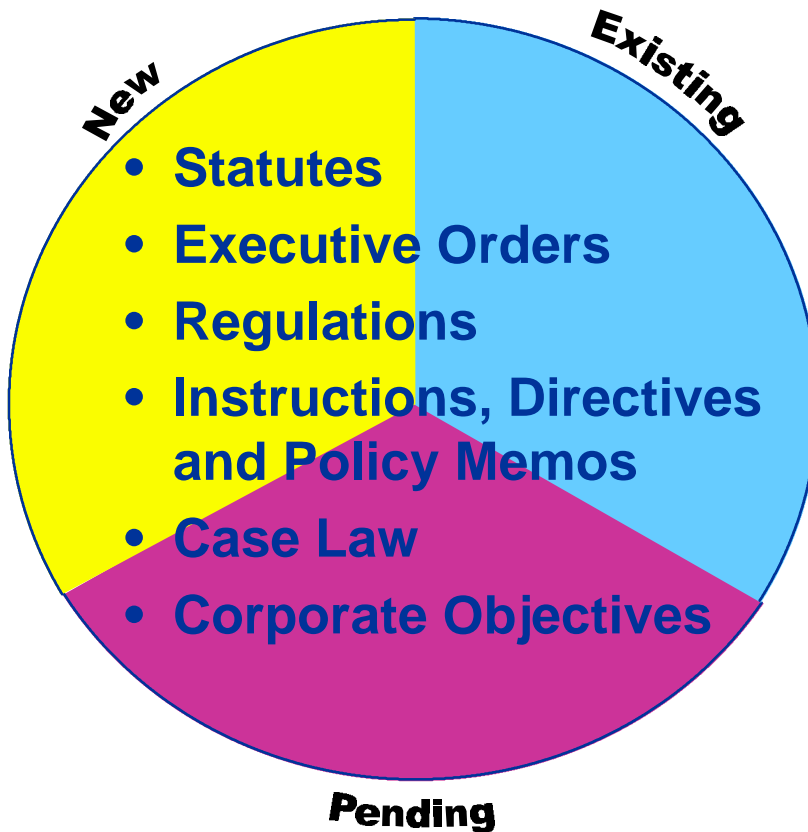# PARTNER TO FACILITATE PARTNERING

CREATE A WORKING GROUP

- Share knowledge and expertise
- Increase buy-in from organizations
- Open channels of communication
- Create synergy
- Facilitate implementation

FUNCTIONS

- Legal
- Contracting
- Logistics
- PM
- Service
- Field
- Financial

RESEARCH

DoN
DoD
NPR

DLA
Army
Air Force

Review

New
Existing
Pending

- **Statutes**
- **Executive Orders**
- **Regulations**
- **Instructions, Directives and Policy Memos**
- **Case Law**
- **Corporate Objectives**

Specifically:

- **Pre-AR Regulations**
- **FASA / FARA**
- **FARS / DFARS**
- **Policies and Procedures**
- **Extant data**

RESEARCH

HOW

WHO
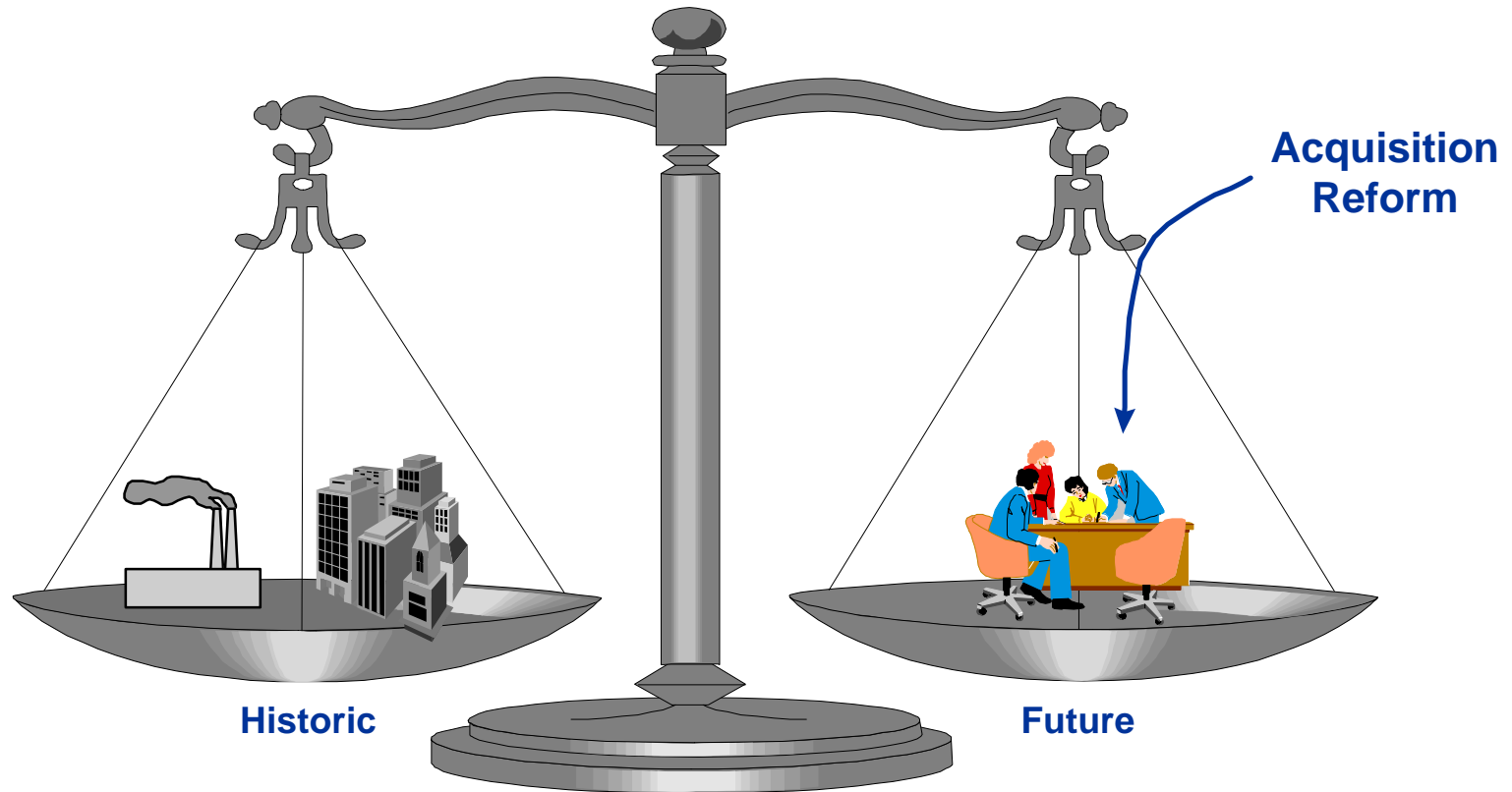
- PMs at all ACAT levels
- Industry Representatives
- Mid-Level Government Personnel
- Government Legal
- Industry Legal

WHAT

- Questionnaires
- Telephone Interviews
- Personal Interviews
- Focus Groups

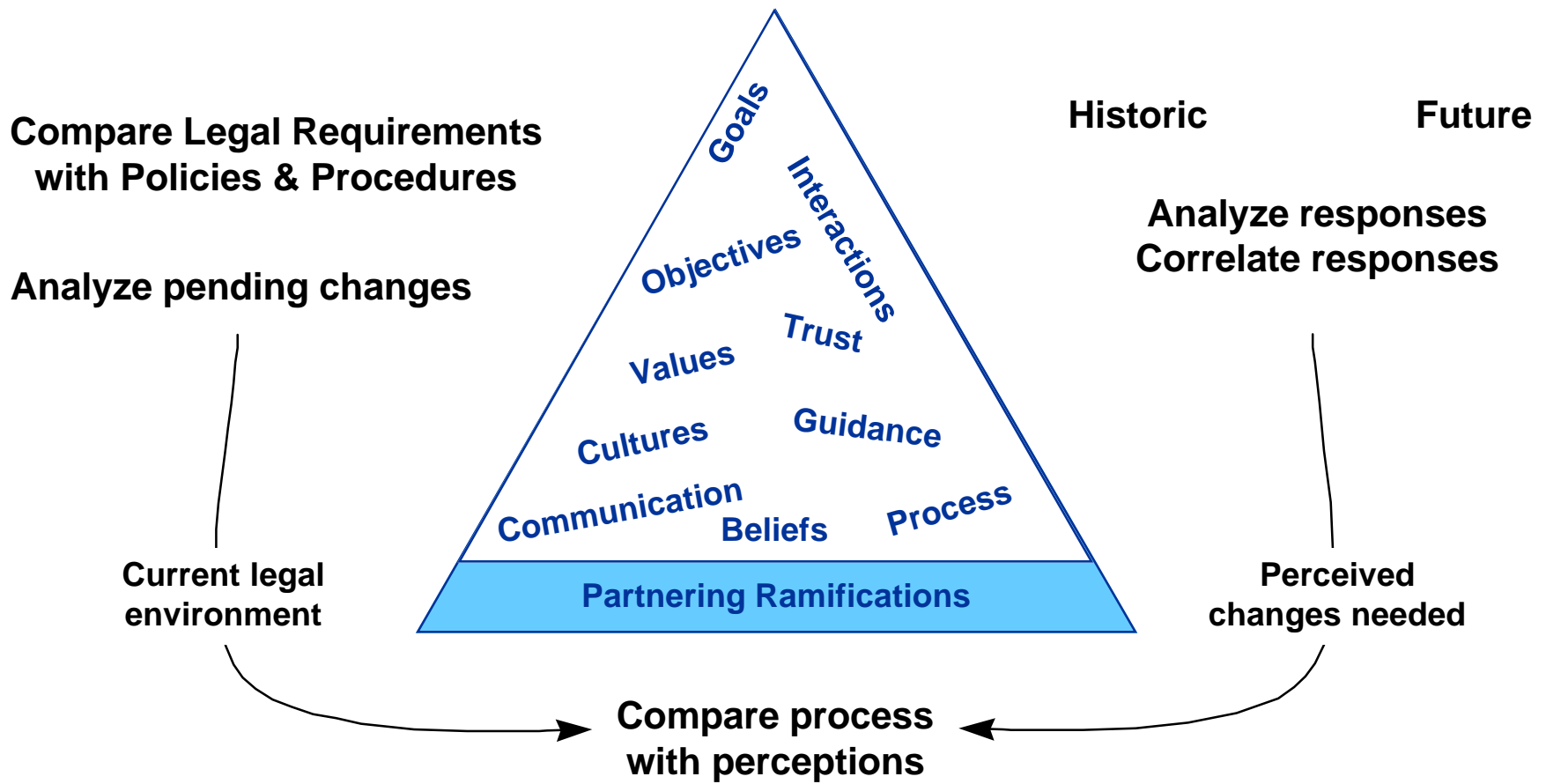# PERSPECTIVES AND PERCEPTIONS OF PARTNERING

Acquisition Reform

Historic

Future

PARTNERING RAMIFICATIONS

DEFINE DELTAS

Compare Legal Requirements
with Policies & Procedures

Analyze pending changes

Historic   Future

Analyze responses
Correlate responses

Goals
Interactions
Objectives
Trust
Values
Cultures
Guidance
Communication
Beliefs
Process
Partnering Ramifications

Current legal
environment

Perceived
changes needed

Compare process
with perceptions

MOVING INTO THE FUTURE

Needs and opportunities identified

- **Specific policies and procedures that DoN infrastructure can affect**

- **Changes in process new to government**

- **Changes in process new to industry**

- **Ideas for building partnering relationships**
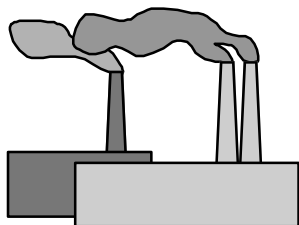
- **Issues with legislation**

MOVING INTO THE FUTURE

PATHWAY TO SUCCESS

Knowledge Transference

Knowledge Transference

Knowledge Transference

Data, information and knowledge distribution

Definition of roles and responsibilities

Recommendations for change

Ideas for future implementation

DRAFT
DoN Industry Government
Partnering Guidance