DEPARTMENT OF THE NAVY

ACQUISITION REFORM WEEK III
SURVEY RESULTS

JULY 1998

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SURVEY RESULTS

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Section 3.0 is provided as a separate, self-extracting, self-executable Microsoft Access 97 database application.

1.   INTRODUCTION AND PROCESS

Dr. Jacques Gansler, Under Secretary of Defense (Acquisition and Technology), designated the week of 4 – 8 May 98 as Acquisition Reform Week III. The theme of the week was "Leading and Embracing Change: Institutionalizing and Accelerating Acquisition Reform." In his memo of 25 Feb 98, Dr. Gansler said, "Let's capitalize on the opportunity… and take the next step on the road to providing better, faster and cheaper products to our customer – the warfighter." The DoD AR Week Planning Committee, comprised of members from Joint Staff, ASN(RDA), ARCC, ODUSD(AR), USSOCCOM, DASA, ADUSD(CLIO), SAF, DLSC, DAU, DCMC, SARD, BMDO, BRTRC, and OUSD/A&T, developed a questionnaire for Acquisition Reform Week III. The questionnaire solicited feedback from the workforce regarding the effectiveness of Acquisition Reform and requested recommendations and identification of barriers for improvement to the acquisition process.

The Survey Process

The questionnaire was distributed by the Office of the Secretary of Defense through the Defense Acquisition University (DAU) Acquisition Reform Communications Center (ARCC) training packages. The survey was made available via the Internet to streamline the data reduction and analysis processes. The electronic questionnaire was activated on the Internet from May 21 through June 8. This electronic method enabled the participating Components to expand the aggregation of demographic information, a capability previously not available in the paper format. Workforce members were encouraged to enter their responses directly into the electronic survey vehicle. A central database was hosted on the Navy Acquisition Reform web site with links from participating organizations. Organizations not able to utilize the Internet capability were required to manually enter their responses.

The Survey Analysis Team was led by the Department of the Navy and supported by representatives from the Air Force, Army, OSD, DSMC and DLA. The survey process was performed in four stages.
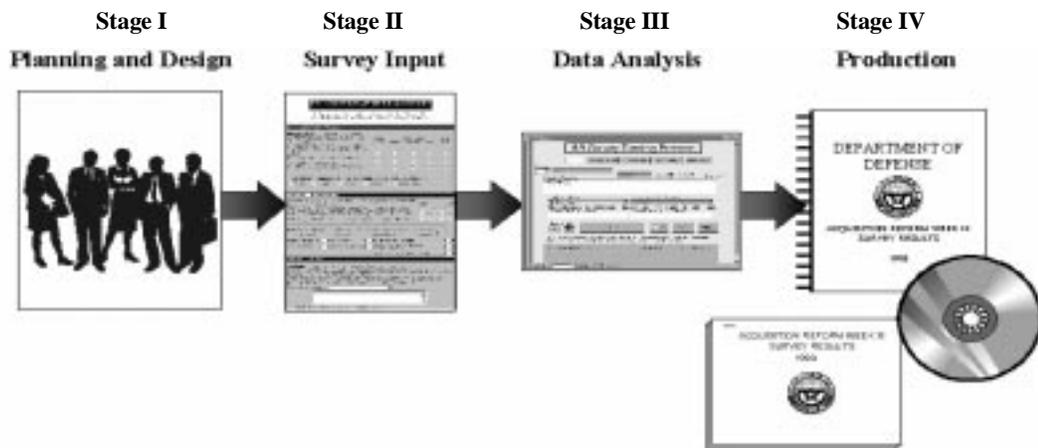
In Stage I (Planning and Design) the Survey Analysis Team designed and tested the web-based survey form, the database schema, and the graphical interfaces to be used during the data analysis and for the automatic generation of reports and charts. The web based survey form was optimized for use with Internet Explorer 3.X/4.X and Netscape 3.X/4.X. It also required the use of javascript.

During Stage II (Survey Input), the team responded to technical questions and provided frequent status reports to Component representatives.

In Stage III (Data Analysis), the data was analyzed and pre-programmed reports were generated for the closed-ended questions (1 through 8 and 11), and the demographic information (14 – 18). The four open-ended questions produced 26,773 responses. For Questions 9 and 10, respondents using the Internet questionnaire were provided the opportunity to select a category based on a topical list generated by a similar 1996 survey for their response or suggest an additional category. Responses received in paper format did not have these category choices. When this occurred, data analysts selected the category that best described the response. No suggested categories were provided for Questions 12 and 13, as they were new topics being posed to the acquisition workforce. The data analysts read and grouped these comments into 160 major and subordinate categories.

During Stage IV (Production), three products were provided to participating organizations: 1) bound and reproducible paper copies of the results, 2) CDs containing the report data with search capability, and 3) briefing packages.

Response Rate

There were 14,363 responses received in 1998. This represents a 48% decrease when compared to 27,436 responses received in 1997. Feedback and observations indicate several possible reasons for the decline in response. This was the first time the acquisition workforce was asked to respond via the Internet. Some organizations did not have access to the Internet and others experienced technology problems. The Air Force noted that only one-fourth of the people who logged on to their survey web site actually completed the questionnaire because of the length of the form. The questionnaire could not be easily completed at the end of an AR event but had to be accessed through the computer at a later time.

The Questionnaire

- Questions 1 – 3 were designed using a Likert five-point preference scale, ranging from Strongly Disagree to Strongly Agree.
- Questions 4 and 11 asked the respondent to select one of the offered options.
- Question 5 – 7 used a forced Likert five-point preference scale ranging from 1" indicating "None" to "5" (indicating "A Lot").
- Question 8 requested respondent to rate eight items using a scale of 1 through 4 where "4" equals very effective, "3" equals effective, "2" equals slightly effective and "1" equals not effective.

- Question 11 provided a space for "Other (please specify)."
- Questions 9, 10, 12 and 13, open-ended questions, requested suggestions for improvement and identification of barriers relating to the acquisition process.
- Questions 14 – 17 requested demographic data addressing organizational, functional and acquisition experience information. The questionnaire residing on the Internet provided additional detailed subordinate command selections in the demographic area. (See Table 1-1.)

A copy of the Acquisition Reform Week III Questionnaire follows.

Acquisition Reform (AR) Week III
Questionnaire

Acquisition Reform & AR Week

Directions: *Use the scale at the right to respond to the following statements Please **FILL IN** the circle for your preferred response.*

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
1. Because of Acquisition Reform, I am able to perform my acquisition job better today than I was able to do three years ago.	O	O	O	O	O
2. Acquisition Reform has improved the products and services that my organization acquires.	O	O	O	O	O
3. AR Week was an effective method of Team Training.	O	O	O	O	O

4. How many hours of training/guidance on Acquisition Reform did you receive in calendar year 1997? (circle one).

   a. 0-1 hour   b. 2-10 hours   c. 11-20 hours   d. 21-40 hours   e. more than 40 hours

Improvements You Have Seen
Directions: *Using the scale to the right, respond to the following questions. Please **draw a circle** around your preferred response.*

	NONE				A LOT
5. In the last three years, how much improvement have you seen in the acquisition process?	1	2	3	4	5
6. From your personal experience, how much are teams improving the acquisition process?	1	2	3	4	5
7. In your opinion, how useful were the training materials provided to support AR Week?	1	2	3	4	5

8. Rate the effectiveness of each source of acquisition reform training/guidance below, using the following scale:

   Very Effective = 4   **Effective = 3**   **Slightly Effective = 2**   **Not Effective = 1**

   a. DoD Satellite Broadcasts _____   *c. DAU Courses* _____   *e. Industry-Sponsored Conferences* _____

   b. Service Roadshows _____   *d. AR Week Material/Games* _____   *f. Professional Association-Sponsored Conferences/Courses* _____

   g. DoD-Sponsored Conferences and Meetings _____

Future Improvements
Directions: *Please respond to each of the following open-ended response questions.*

9.   Provide one new idea that would improve the acquisition process in your area of work.

_____
_____
_____

10. What do you see as the major barrier to improving the acquisition process?

_____
_____
_____
_____

Future AR Week

Directions: *Please **draw a circle** around your response to the following question.*

 11. We should have another AR Week in: *a. 1 year   b. 2 years   c. never   d. other (please specify)* _____

PLEASE TURN THE PAGE OVER FOR MORE QUESTIONS

Key AR Goals
This section concerns two key goals in Acquisition Reform today: **reducing acquisition cycle time** and **reducing total ownership cost.**

Directions: *Please fill in your answer to each of the questions below.*

12. What is your single most important recommendation to reduce cycle time in the acquisition process (shortening the total time to acquire the system)?

_____

_____

_____

13. What is your single most important recommendation to reduce total ownership cost (lowering the full cost of acquiring, operating and supporting the system)?

_____

_____

_____

Demographics
Directions: Please **draw a circle** around your response to each of the questions below (select only <u>one</u> response).

14. Identify your current organization/agency. (NOTE: Contractors, please indicate your primary Service on the blank provided.)

a. Army	e. Defense Logistics Agency	h. Support Contractor_____
b. Navy/Marines	f. BMDO	i. Contractor (Prime, Sub, Vendor)_____
c. Air Force	g. SOCOM	j. Other (please specify) _____
d. OSD		

15. Identify your major subordinate command (e.g., MACOM/MSC/PEO/PM) _____

(fill in the blank as appropriate)

16. Which of the following is your functional area?

a. Program Management	f. PA&E	k. Operational T&E
b. Engineering	g. Comm./Computers	l. Logistics Support
c. Auditing	h. Comptroller	m. Contracting/Procurement
d. Business/Financial Mgt.	i. Requirements/User	n. Other (please specify) _____
e. Mfg./Quality Assurance	j. Developmental T&E	

17. Indicate your number of years of acquisition experience.

a. less than 2 years	b. 2-5 years	c. 5-10 years	d. 10-15 years	e. over 15 years

Thank you for completing this questionnaire!! Please return **to your organizational headquarters** by **15 May 1998**. The organizational headquarters will consolidate the survey input and send to the following points of contact by 29 May 1998:

ARMY	NAVY/MARINES	AIR FORCE	SOCOM	OSD
LTC Linda M. Hooks	Ms. Daphne Wanzer	Captain George Rogers	Ms. A. Vicki Carey	Mr. Jay Dutcher
5109 Leesburg Pike, Suite 916	ARO	DSN 986-3958 or (937) 656-3958	USSOCOM, ATTN: SOAC-DP	OSD (A&T)/API
Falls Church, VA 22041	2211 South Clark Place	URL is http://afmc.wpafb.af.mil	7701 Tampa Point Blvd.	3020 Defense Pentagon
(703) 681-9479	CP5, Room 925	Look for AFMC News & the link to	MacDill AFB, FL 33621	Room # 3C132
hooksl@sarda.army.mil	Arlington, VA 22244-5104	AR Reform Week <u>OR</u> contact local	(813) 828-9417	Washington, D.C. 20301-3020
DLA-DCMC	(703) 602-5506/5508	AR Week Rep.	careyv@socom.mil	(703) 697-5384
Ms. Ann Deitz	DLA – DLSC	BMDO	No Point of Contact Listed?	OTHER
DCMC-BG	Ms. Virginia Cholewicki	LtCol Marcus Livingston	For those who do not	Ms. Joan L. Sable
Workforce Contract Mgt. Cmd.	DLSC—PB, Business & Mgt.	BMDO/DCT	have a point of contact	Defense Sys. Mgt. College
8725 John J. Kingman Road	Oversight Team	1725 Jefferson Davis Hwy.	listed, please send	RCID (AR Week III)
Fort Belvoir, VA 22060	Defense Logistics Spt. Cmd.	Suite 809	your questionnaire	9820 Belvoir Road
(703) 767-2358	8725 John J. Kingman Rd.	Arlington, VA 22202	to the address indicated	Fort Belvoir, VA 22060-5565
ann_deitz@hq.dla.mil	Fort Belvoir, VA 22060	(703) 604-4454	to the right (OTHER).	(703) 805-5406
	(703) 767-1466	marcus.livingston@bmdo.osd.mil		sablej@dsmc.dsm.mil
	virginia_cholewicki@hq.dla.mil			

The following table displays the additional demographic information available through the web based questionnaire.

Table 1-1
Demographic Information

ARMY

○ **HQAMC**	• AMCOM • TECOM/CBDCOM • CECOM	• SSCOM • TACOM	• IOC • ARMY RESEARCH LAB
○ **FORSCOM**	• AACC • BRAGG DOC • CAMPBELL DOC • CARSON DOC • DIX DOC • DRUM DOC	• ARMY SF – OAKDALE • FT INDIANTOWN GAP • IRWIN DOC • LEWIS DOC • MCCOY DOC • HOOD DOC	• FT DEVENS • LOS ALAMITOS DOC • POLK DOC • RILEY DOC • STEWART DOC
○ **ARCENT**	• CAMP DOHA, KUWAIT	• DHAHRAN, SAUDI ARABIA	• DOHA, QATAR
○ **MEDCOM**	• HCAA FORT SAM HOUSTON • EISENHOWER AMC, RCO	• WALTER REED AMC, DOC • BEAUMONT AMC, RCO	• FITZSIMONS AMC, DOC • MADIGAN AMC, RCO • TRIPLER AMC, RCO
○ **INSCOM**	• BELVOIR DOCO	• NATL GROUND INTEL	
○ **MDW**	• NATL DEFENSE UNIV., FT LESLIE • RITCHIE DOC	• BELVOIR MIL COMM. DOC • FT MEADE, DOC	• FORT AP HILL • MEYER MILITARY COMM. DOC
○ **MTMC**	• MTMC EASTERN AREA ACQ. DIV. • HQ, MTMC STEVEDORE BR.	• MTMC WESTERN AREA ACQ. DIV. • HQ, MTMC COMM. TRVL BR.	• HQ ACQ. DIV • HQ, MTMC FIPS BR. • HQ. MTMC PERSONAL PROPERTY BR.
○ **SMDC**	• SPACE COMMAND	• KWAJALEIN ATOLL	• SPACE & MISSILE DEF COMM.
○ **TRADOC**	• FT BENNING DOC • FT BLISS DOC • CARLISLE BARRACKS DOC • JAG SCHOOL DOC • PENINSULA CONTRACTING – EUSTIS	• TRADOC CONTRACTING ACT. EUSTIS • FT GORDON DOC • FT HUACHUCA DOC • FT JACKSON DOC • FT KNOX DOC • FT RUCKER DOC	• MISSION CONTRACTING– LEAVENWORTH • FT LEAVENWORTH DOC • FT LEE DOC • FT LEONARD WOOD DOC • FT MCCLELLAN DOC • PRESIDIO OF MONTEREY, DOC • FT SILL DOC
○ **USCCE**	• WIESBADEN • BAD KREUZNACH • BENELUX	• GRAFENWOEHR • SECKENHEIM • STUTTGART DETACH.	• VICENZA • LIVORNO • WUERZBURG
○ **EUSA**	• CONTRACT COMM KOREA	• OSAN CONTRACT BRANCH	• KUNSAN CONTRACT BR • TAEGU CONTRACT COMM
○ **USARPAC**	• ARMY GARRISON HAWAII,DOC	• ARMY GARRISON ALASKA, DOC	• FT. WAINWRIGHT, DOC
○ **USARSO**	• THEATER SUPPORT BRIGADE, DOC	• ARMY GARRISON, FT BUCHANAN, PR • JTF-B CONT. OFFICE	• US SOUTHCOM HQ. COMM, MIAMI • U.S. SUPPORT GROUP, HAITI
○ **COE**	• ENGR. & SPT CENTER, HUNTSVILLE • NORTH ATL. DIV • NORTHWESTERN DIV • PACIFIC OCEAN DIV	• GR. LAKES AND OHIO RVR. DIV. • SOUTH PACIFIC DIV • SOUTHWESTERN DIV • SOUTH ATL.	• MISS. VALLEY DIV • ARMY CORPS OF ENGRS. R&D LABS • FIELD OPERATING AGENCY • TRANSATLPROGRS CTR. DIV
○ **NGB**	• ALL 50 STATES • PUERTO RICO OUSPFO	• DC OUSPFO	• GUAM OUSPFO
○ **PEO**	• AIR AND MISSILE • TACTICAL MISSILE • STAMIS	• GCSS • C3S • LEWS	• RCAS • AVIATION • CRUISE MISSILE
○ **MRAA**			
○ **OTHER**	• SARDA	• HQDA STAFF	• OTHER

NAVY

❍ **ASN(RDA)**			
❍ **IPO**			
❍ **MARINES**	▪ MARINE CORPS SYSTEMS COMMAND	▪ MCTSSA ▪ AAAV	▪ MARINE CORP - OTHER
❍ **MSC**			
❍ **ONR**			
❍ **NCCA**			
❍ **PEO**	▪ A ▪ T ▪ CU ▪ JSF	▪ MIW ▪ USW ▪ SCS ▪ SUB	▪ TAD ▪ CLA ▪ SC-AP ▪ ARBS ▪ DD21
❍ **DRPM**	▪ AAA ▪ FSA	▪ SSP	▪ ADV TECH
❍ **SSP**	▪ HDQTR ▪ SPA ▪ SPB	▪ SPG ▪ SPK ▪ SPL	▪ SPL (B) ▪ SPP ▪ SPS
❍ **NAVAIR**	▪ NAVAIR-HQ/FIELD PMS ▪ NAWC-WD	▪ NAWC-TSD ▪ KNAWC-AD (LAKEHURST)	▪ NADEP ▪ NAESU
❍ **NAVSUP**	▪ NAVSUP ▪ NAVICP ▪ FOSSAC ▪ FISC NORFOLK, HAMPTON ▪ FISC NORFOLK – WASHINGTON ▪ FISC NORFOLK - PHILADELPHIA	▪ FISC JACKSONVILLE ▪ FISC JACKSONVILLE, KINGS BAY ▪ FISC PUGET SOUND ▪ FISC SAN DIEGO ▪ FISC PEARL HARBOR ▪ FISC YOKOSUKA ▪ FISC YOKOSUKA, SASEBO	▪ NRCC SINGAPORE ▪ NRCC NAPLES ▪ NRCC NAPLES BAHRAIN ▪ NRCC NAPLES LONDON ▪ NAVTRANS ▪ NAVY FUEL MGMT ▪ FMSO ▪ NEXCOM ▪ FHSO
❍ **NAVFAC**	▪ NAVFAC PAC DIV ▪ NAVFAC ATL DIV ▪ NAVFAC SW DIV ▪ NAVFAC SOUTH DIV ▪ NAVFAC NORTH DIV ▪ NAVFAC FIELD ACT. ▪ CONSTRUCTION BATL	▪ PWC WASHINGTON DC ▪ PWC PEARL HARBOR ▪ PWC NORFOLK ▪ PWC PENSACOLA ▪ PWC JACKSONVILLE ▪ PWC SAN DIEGO ▪ PWC GUAM ▪ PWC YOKOSUKA ▪ NAVFAC CONTRACTS TRAINING CTR	▪ NAVFAC NFEC ▪ ENGR FIELD ACT. CHESAPEAKE ▪ ENGR FIELD ACT MIDWEST ▪ ENGR FIELD ACT WEST ▪ ENGR FIELD ACT NORTHWEST ▪ ENGR FIELD ACT MED
❍ **NAVSEA**	▪ HQTRS ▪ NAVAL WARFARE ASSESSMENT DIV ▪ INVENTORY MGMT AND SYS DIV ▪ NWS EARLE ▪ NWS CHARLESTON ▪ NAVAL SEA LOGISTICS CENTER	▪ NAVAL ORDNANCE CTR ▪ NAVAL ORDNANCE CTR HQTRS ▪ NAVAL EOD TECH DIV ▪ NAVAL UNDERSEA WARFARE CTR ▪ NAVAL SURFACE WARFARE CENTER	▪ NAVAL SHIP SYSTEMS ENGR STATION ▪ SUPV. SHIPBLDG CONVERSION & REPAIR ▪ NORFOLK NAVAL SHIPYARD ▪ PEARL HARBOR NAVAL SHIPYARD ▪ PORTSBOUTH NAVAL SHIPYARD
❍ **SPAWAR**	▪ SPAWAR HQTRS ▪ SYSTEM CENTER CHARLESTON	▪ SYSTEM CENTER SAN DIEGO	▪ SYSTEM CENTER CHESAPEAKE
❍ **BUMED**			

DLA

❍ *DCMC*	▪ DCMDE	▪ DCMDW ▪ DCMDI	▪ HQS
❍ *DLSC*	▪ DSCR ▪ DCSS ▪ DSCP	▪ DDC-P EAST ▪ DDC-P WEST ▪ DESC	▪ HQS ▪ TASA ▪ DNSC ▪ DISC

OSD	▪ OSD(A&T) ▪ DIR (PA&E)	▪ DIR (OTE) ▪ ASD (C3I)	▪ USD (Comptroller) ▪ Other

AIR FORCE

○ **AFMC**	SUBORDINATE COMMANDS	SUBORDINATE COMMANDS
○ **AMC**	▪ AIR BASE WING	- ACQUISITION CENTERS
○ **AETC**	▪ XO	▪ ESC
○ **ACC**	▪ XP	▪ HSC
○ **AFSPC**	▪ DDR	▪ SMC
○ **AFSOC**	▪ DO	▪ OC-ALC
○ **ASAFE**	▪ DP	▪ OO-ALC
○ **PACAF**	▪ LG(IL)	▪ SM-ALC
○ **AFRC**	▪ SC	▪ SA-ALC
○ **HQ USAF**	▪ FM	▪ WR-ALC
○ **SAF**	▪ HQ	▪ AFDTC
○ **ANG**	▪ OTHER HQ	▪ AFFTC
	▪ PK	▪ AEDC
		▪ AATC
		▪ AFRL
		▪ OTHER AREA

OVERVIEW OF SURVEY RESULTS
EXECUTIVE SUMMARY

The survey results provide indicators of Acquisition Reform effectiveness from the workforce perspective. This data also serves as a benchmark when compared to similar data from the Navy-Marine Corps 1996 and 1997 surveys. Trends are positive.

- Response to Questions 1, 2, and 5 shows that Acquisition Reform is improving the acquisition process.
- Response to Question 6 shows that teams continue to improve the acquisition process.
- Response to Questions 3 and 11 shows strong agreement that AR Week is an effective method of team training and that it should be repeated in 1 – 2 years.
- Response to Question 8 shows that all elements of AR training/guidance are achieving some level of effectiveness. However, the majority of Recommendations for Improvement (Question 9) deal with Education and Training issues and this same area is the fourth highest category under Barriers to Improving the Acquisition Process (Question 10). This survey reinforces the need for continued emphasis in the area of Education and Training. Response to Question 4 shows that for the majority of personnel there is currently a minimal amount of Acquisition Reform training/guidance reaching across the system. This is further confirmed by the large number of respondents who indicated level three (Neither agree nor Agree) in response to Questions 1, 2 and 3. Since they neither disagree nor agree, it is assumed that either they were not aware of the Acquisition Reform effort or have not been influenced sufficiently to create an opinion.
- Response to Question 10 shows Resistance to Change continues as the number one barrier to improving the acquisition process followed closely by Funding Issues. This points out the need to focus on changing the culture – the way our acquisition workforce historically thinks and feels – in addition to promoting new skills.

Scattered throughout the open-ended questions are nuggets of thought. Insights may be gained through the use of specific data elements by organization, functional and ad hoc groups and teams throughout the Department of Navy acquisition system. For example, there are 2,507 individual comments dealing specifically with cycle time reduction (Question 12) and total ownership costs (Question 13), two critical elements of acquisition improvement. These comments are fertile with divergent views and innovative ideas.

The true value of this input from the acquisition workforce will be determined by its use over the next year at every level of the Department of the Navy as a reference and guidance document. In summary, the survey provides information, trends and insights to help senior decision makers and acquisition managers better understand the context of Acquisition Reform implementation and to make decisions to improve Acquisition Reform effectiveness.

2.   OVERVIEW OF SURVEY RESULTS

The following is an overview of the survey results obtained from individuals across the Navy/Marine Corps acquisition workforce who responded to the Acquisition Reform Week 98 Survey. Respondents included military and civilian personnel, contractors, and support contractors.

▪ **DEMOGRAPHICS**

The total number of respondents was 3,268. Organizationally, NAVSEA had the largest number of respondents (18.8%) followed by NAVSUP (15%), NAVAIR (12%), General (11.1%), SSP (8.7%), SPAWAR (8.3%), PEO (7.1%), NAVFAC (7.1%), and MARCORPS (6%).   The "General" category reflects those who selected "Navy/Marine Corps" only – and no subcommand.

The largest functional response group was in Contracting/Procurement (30%) followed by Program Management (11.7%), and Engineering (11.1%). The largest experience group was *over 15 years* (38%) followed by *10 – 15 years* (28%), *5-10 years* (19%), *2-5 years* (13%), *less than 2 years* (10%). A comparison of FY 97 and FY 98 survey response indicates the aging acquisition workforce.

▪ **EFFECTIVENESS OF AR RESULTS**

Question 1 – Because of Acquisition Reform, I am able to perform my acquisition job better today than I was able to do three years ago.

There were 3,064 responses to this question. On a Likert scale of 1 (*Strongly Disagree*) to 5 (*Strongly Agree*), the mean is 3.329 with a standard deviation of 1.007. The mode is 4 (*Agree*) consisting of 37% of the responses and the median is 3. The mean of 3.329

Navy - Wide

Total # of Responses = 3,064

Mean   = 3.329
Mode   = 4
Median   = 3
Std Dev = 1.007

Scale	1	2	3	4	5
Count	180	373	1073	1135	303
Label	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
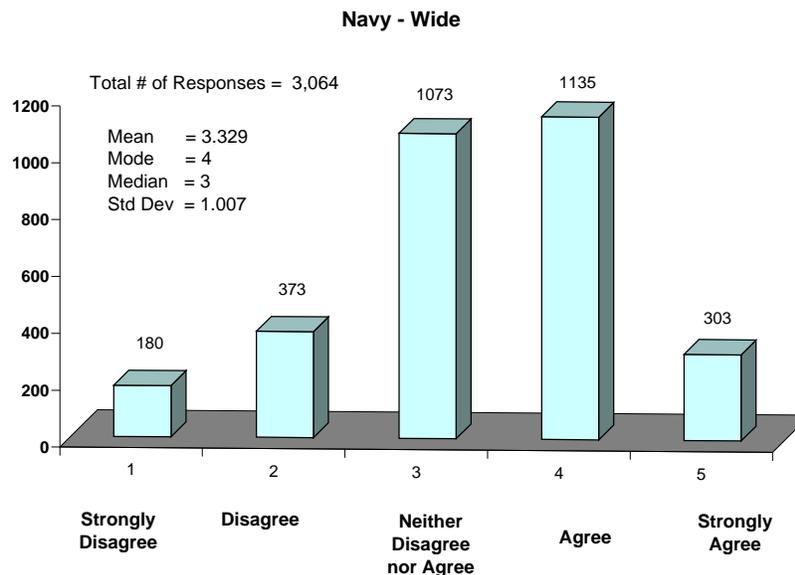
indicates a preference among all respondents that because of Acquisition Reform, they are able to perform their job better today than they were able to do three years ago. Forty-seven percent (47%) either agreed (37%) or strongly agreed (10%) in contrast to 18% who strongly disagreed (6%) or disagreed (12%). Thirty-five percent (35%) did not express an opinion.   Of the respondents who expressed an opinion (Levels 1, 2, 4 and 5), 72% felt that they could perform their job better today because of Acquisition Reform.

Comparison with the 1997 AR Week survey results: The 1998 survey mean is 3.329. This represents a 4.14% increase from the 1997 survey mean of 3.122 (normalized to a five point Likert scale).

Question 2 – Acquisition Reform has improved the products and services that my organization acquires.

There were 3,050 responses to this question. On a Likert scale of 1 (*Strongly Disagree*) to 5 (*Strongly Agree*), the mean is 3.346 with a standard deviation of 0.968. The mode is 4 (*Agree*) consisting of 38.5% of the responses and the median is 3. The mean of 3.346 indicates a preference among all respondents that Acquisition Reform has improved products and services their organization acquires, 48% either agreed (34%) or strongly agreed (9%) in contrast to 16% who strongly disagreed (5%) or disagreed (11%). 64% did not express an opinion. Of the respondents who expressed an opinion (1, 2, 4 and 5), 70% felt that Acquisition Reform has improved products and services their organization acquires.

Navy - Wide

Total # of Responses = 3,050

Mean = 3.346
Mode = 4
Median = 3
Std Dev = 0.968

158	342	1105	1177	268
1	2	3	4	5
Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

Comparison with the 1997 AR Week survey results: The 1998 survey mean is 3.346. This represents a 3.86% increase from the 1997 survey mean of 3.152 (normalized to a five point Likert scale).

Question 5 – In the last three years, how much improvement have you seen in the acquisition process?

There were 3,034 responses to this question. On a Likert scale of 1 (*NONE*) to 5 (*A LOT*), the mean is 3.137 with a standard deviation of 1.078.   The mode is 3 consisting of 37% of the responses and the median is 3. The mean of 3.137 indicates the average of the respondents expressed that, over the last three years, they have seen a moderate degree of improvement in the acquisition process. Ninety-two percent (92%) of the respondents agree that there has been at least some improvement in the acquisition process. Seventy-five (75%) of the respondents (Levels 3, 4, and 5) indicated more than just a little improvement.

Navy - Wide

Total # of Responses = 3,034

Mean   = 3.137
Mode   = 3
Median = 3
Std Dev = 1.078

	1 NONE	2	3	4	5 A LOT
	257	515	1115	849	298

Comparison with the 1997 AR Week survey results: The 1998 survey mean is 3.137. In relationship to the 5 point Likert scale, this represents a 6.4% increase from the 1997 survey mean of 2.817 and an 11.76% increase from the 1996 survey mean of 2.549.

Legend:
- 31-May-96
- 17-21 Mar 97
- 4-May-98

None   A lot
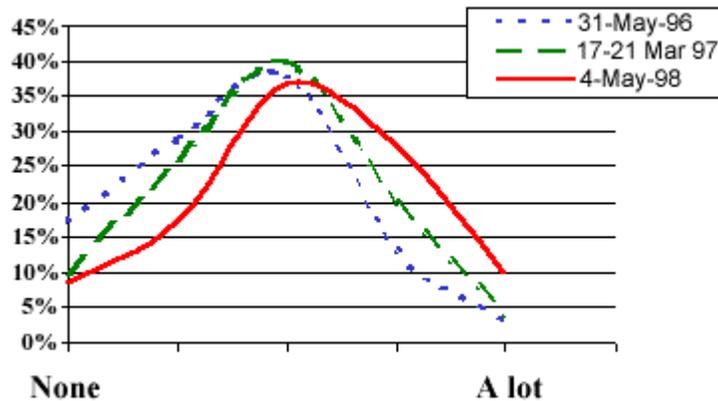
Question 6 – From your personal experience, how much are teams improving the acquisition process?

There were 3,030 responses to this question. On a Likert scale of 1 (*NONE*) to 5 (*A LOT*), the mean is 3.132 with a standard deviation of 1.089.   The mode is 3 consisting of 35% of the responses and the median is 3. The mean of 3.132 indicates the average of the respondents expressed that, from their personal experience, teams are moderately improving the acquisition process. Ninety-one percent (91%) of the respondents agree that teams are providing at least some improvement in the acquisition process. Seventy-four percent (74%) of the respondents (Levels 3, 4, and 5) indicated that teams provide more than a little improvement in the acquisition process.

Navy - Wide

Total # of Responses = 3,030

Mean = 3.132
Mode = 3
Median = 3
Std Dev = 1.089

263	539	1061	870	297
1	2	3	4	5
NONE				A LOT
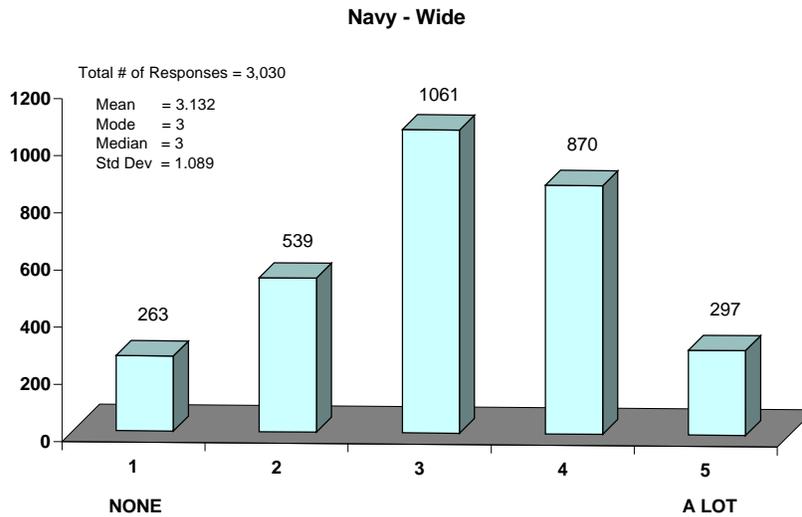
Comparison with the 1997 AR Week survey results: The 1998 survey mean is 3.131. In relationship to the 5 point Likert scale, this represents a 3.64% increase from the 1997 survey mean of 2.949 and an 11.2% increase from the 1996 survey mean of 2.573.

Legend:
- 31-May-96
- 17 - 21 Mar 97
- 4-May-98

None   **A lot**
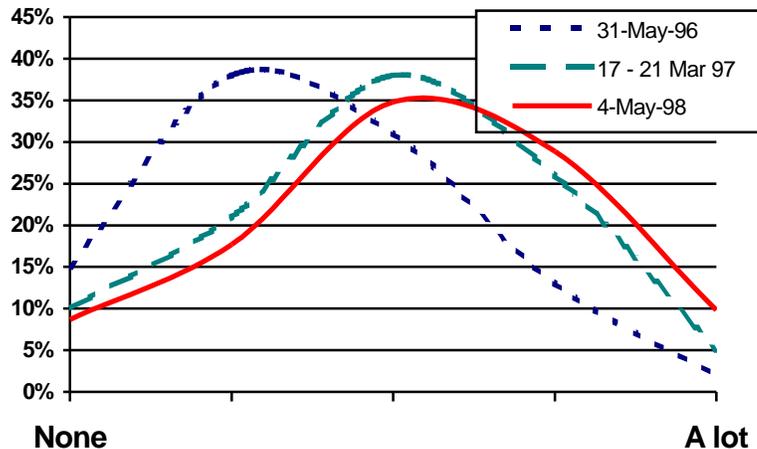
▪ **AR WEEK AND TRAINING RESULTS**

Question 3 – AR Week was an effective method of Team Training

There were 3,037 responses to this question. On a Likert scale of 1 (*Strongly Disagree*) to 5 (*Strongly Agree*), the mean is 3.264 with a standard deviation of 1.071.   The mode is 4 (*Agree*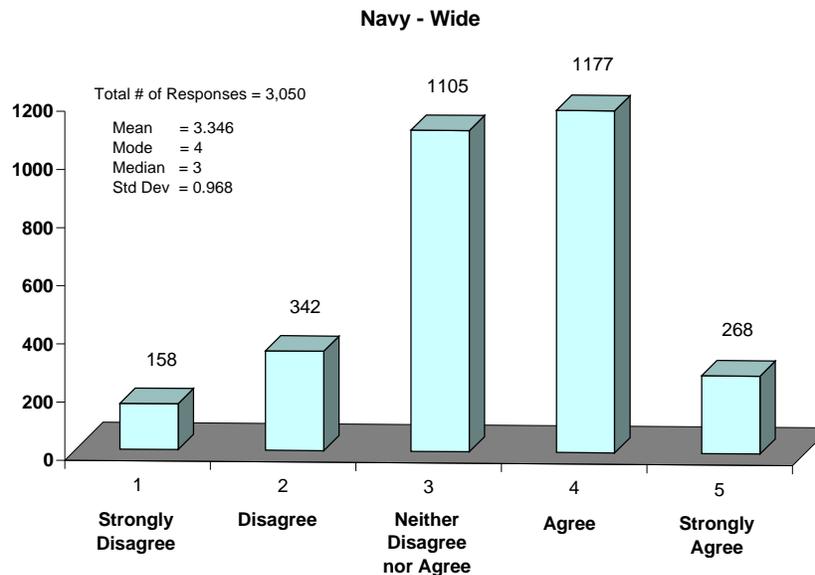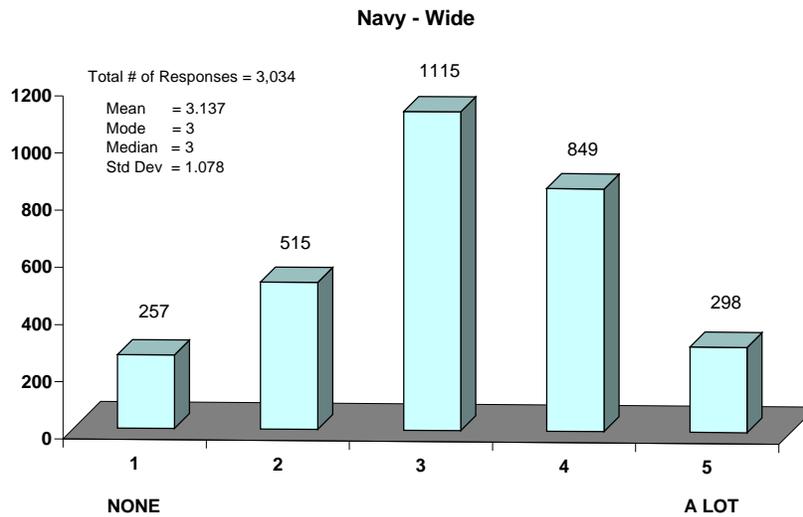) consisting of 38% of the responses and the median is 3 (*Neither Disagree nor Agree*).   The mean of 3.264 indicates a preference among respondents that AR Week 98 was an effective method of team training. Forty-seven percent (47%) either agreed (38%) or strongly agreed (9%) in contrast to 23% who strongly disagreed (8%) or disagreed (15%). This trend is further supported by the solid *Agree* (4) mode. Of the respondents who expressed an opinion (1, 2, 4 and 5), 68% felt that AR Week was an effective method of team training.

Navy - Wide

Total # of Responses = 3,037

Mean   = 3.264
Mode   = 4
Median = 3
Std Dev = 1.071

| Value	Count
1 Strongly Disagree	240
2 Disagree	441
3 Neither Disagree nor Agree	919
4 Agree	1151
5 Strongly Agree	286
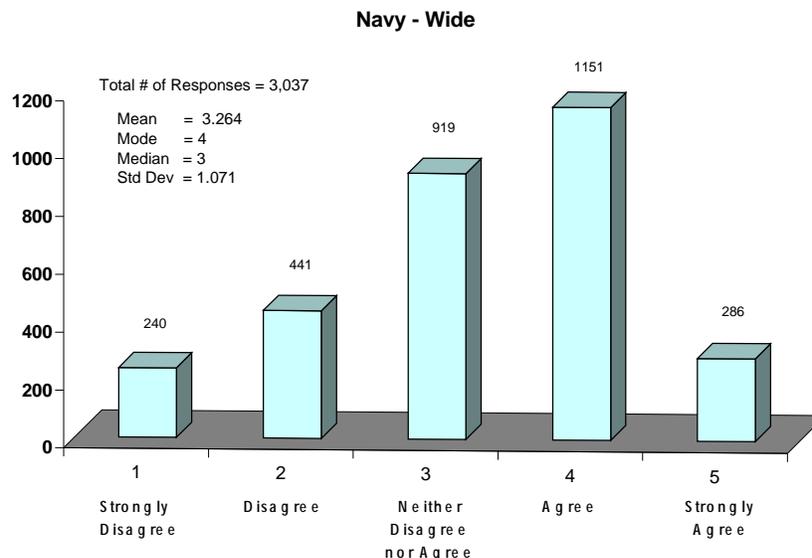
Comparison with the 1997 AR Week survey results: The 1998 survey mean is 3.264. This represents a 2.48% increase from the 1997 survey mean of 3.141 (normalized to a five point Likert scale).

Question 11 – We should have another AR Week in:

There were 2,955 responses. The distribution of responses was as follows: 49% responded that we should have another AR week in *1 year*, 29% responded *2 years*, 13% responded *never*, and 9% responded *other*. Results indicate strong support (78%) among the respondents for another AR Week within 1 to 2 years.

Comparison with the 1997 AR Week survey results: 1998 results indicate stronger support for having another AR Week than 1997 survey results. In 1998, 48% responded we should have another AR week in one year compared to 40% in the 1997 survey.

Twenty-seven percent (27%) responded in the 1998 survey that we should have another AR Week in 2 years compared to 24% in the 1997 survey. Twelve percent compared to 24% responded "never" in 1998 compared to 19% in 1997.

Question 7 – In your opinion, how useful were the training materials provided to support AR Week?

There were 3,016 responses to this question. On a Likert scale of 1 (*NONE*) to 5 (*A LOT*), the mean is 2.915 with a standard deviation of 1.084.   The mode is 3 consisting of a 36% of the responses and the median is 3. The mean of 2.915 indicates the average of the respondents expressed that training materials used to support AR Week were slightly less than moderately useful. Eighty-nine percent (89%) of the respondents agree that training materials provided to support AR Week were useful to some extent. Sixty-six percent (66%) of the respondents (Levels 3, 4, and 5) indicated more than just a little useful.

Navy - Wide

Total # of Responses = 3,016

Mean   = 2.915
Mode   = 3
Median   = 3
Std Dev = 1.084

1 NONE	2	3	4	5 A LOT
334	697	1090	682	213
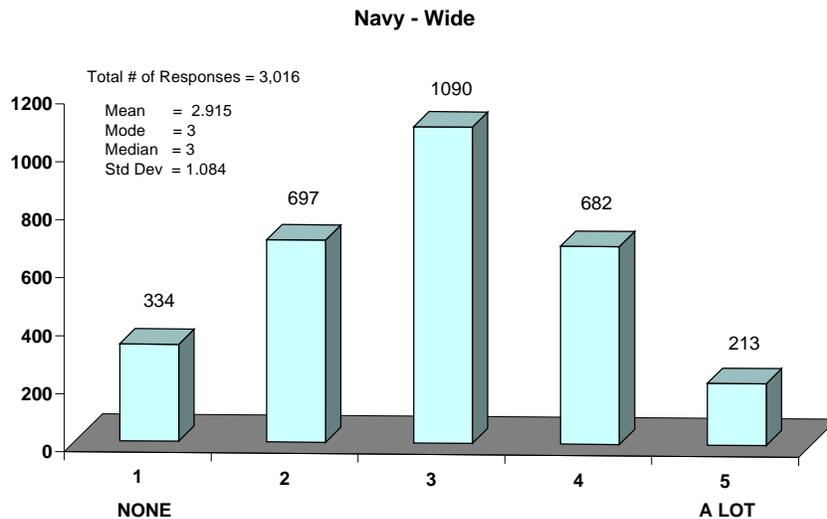
Comparison with the 1997 AR Week survey results: The 1998 survey mean is 2.915. This represents a 3.78% increase over the 1997 survey mean of 2.726.

Question 4 – How many hours of training/guidance on Acquisition Reform did you receive in calendar year 1997?

There were 3,002 responses to this question. The largest segment of respondents indicated 2-10 hours consisting of 38% of the responses. For the remaining 62% of respondents, 8% indicated *0-1 hour*, 20% indicated *11-20 hours*, 16% indicated *21-40 hours*, and 18% indicated *more than 40 hours*.

Navy - Wide
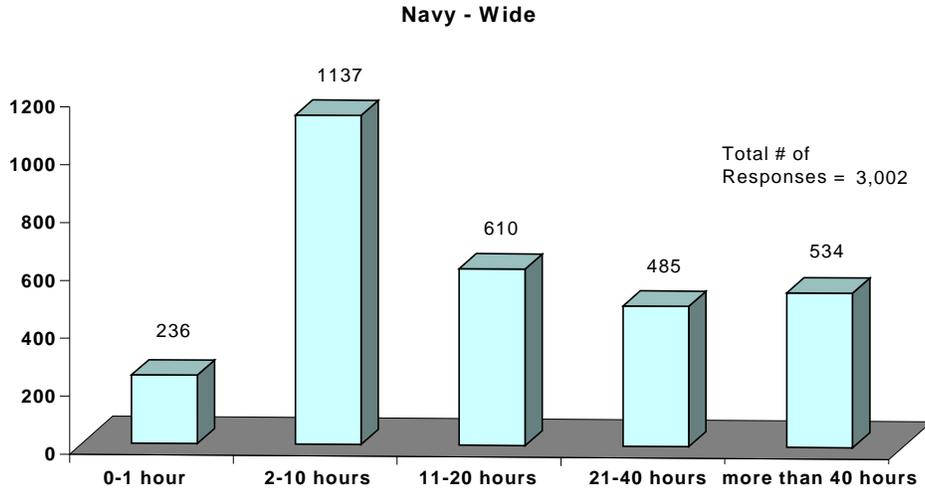
Question 8 – Rate the effectiveness of each source of acquisition reform training/guidance

Response to every sub-element of this question shows that there is strong agreement (varying from "slightly effective" to "very effective") regarding the effectiveness of each of these sources of acquisition reform training/guidance. The largest "*Very Effective*" group (31%) was in response to DAU courses. The largest "*Not Effective"* groups (both 23%) were in response to DoD Satellite Broadcasts and Service Roadshows.

8a. Satellite Broadcasts

There were 2,393 responses. The mode of the responses is *Slightly Effective* (37%). The distribution of responses is as follows:

Not Effective – 23%	*Slightly Effective* – 37%	*Effective* – 32%	*Very Effective* – 8%

8b. Service Roadshows

There were 2,222 responses. The mode of the responses is *Slightly Effective* (37%).   The distribution of responses is as follows:

Not Effective – 23%	*Slightly Effective* – 37%	*Effective* – 33%	*Very Effective* – 7%

8c. DAU Courses

There were 2,491 responses. The mode of the responses is *Effective* (42%). The distribution of responses is as follows:

Not Effective – 10%	*Slightly Effective* – 17%	*Effective* – 42%	*Very Effective* – 31%

8d. AR Week Material/Games

There were 2,627 responses. The mode of the responses is *Effective* (38%).   The distribution of responses is as follows:

Not Effective – 18%	*Slightly Effective* – 36%	*Effective* – 38%	*Very Effective* – 8%

8e. Industry-Sponsored Conferences

There were 2,156 responses. The mode of the responses is *Effective* (38%). The distribution of responses is as follows:

Not Effective – 18%	*Slightly Effective* – 31%	*Effective* – 38%	*Very Effective* – 13%

8f. Professional Association Industry-Sponsored Conferences

There were 2,166 responses. The mode of the responses is *Effective* (42%). The distribution of the responses is as follows:

Not Effective – 14%	*Slightly Effective* – 28%	*Effective* – 42%	*Very Effective* – 16%

8g. DoD-Sponsored Conferences and Meetings

There were 2,333 responses. The mode of the responses is *Effective* (47%). The distribution of the responses is as follows:

Not Effective – 11%	*Slightly Effective* – 28%	*Effective* – 47%	*Very Effective* – 14%

Question 9 – Provide one new idea that would improve the acquisition process in your area of work.

There were 2,000 responses to this question. The top responses were focused in the Education and Training (13%), Funding Issues (8%) and Information Technology (8%) categories.

Total Responses: 2,000

KEY

1 Education and Training
2 Funding Issues
3 Information Technology
4 Credit Card Purchases
5 Acquisition Processes
6 Contracting Process
7 Communications
8 Red Tape and Amount
  of Paperwork
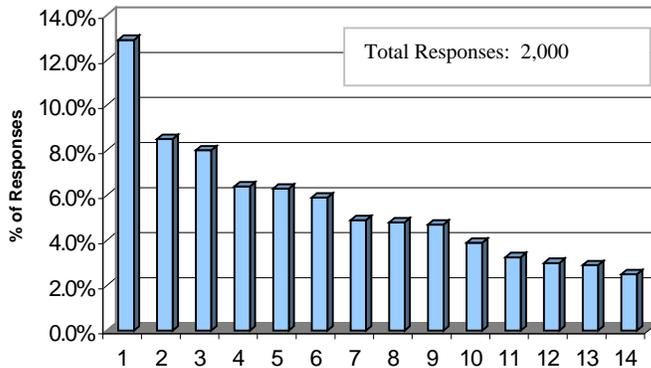
 9 Empowerment
10 Policy, Legislation,
    Regulation, Direction
11 Miscellaneous Comments
12 Manpower Issues
13 Management
14 Teams

The Education and Training category received 103 comments (40%) in the subcategory of Training Suggestions. This category includes comments like:

- Provide training on the development of effective government and contractor teams to maximize the effectiveness and capability of these teams as the program or project evolves.
- Need to provide training to the engineers regarding the acquisition process.
- We should have training on new processes prior to the implementation of the process. In other words, be sure that we know what we're doing before we dive into the deep end and drown.

There were 170 comments provided in the Funding Issues category. The subcategories of Funding Process (37%) and Funding Stability (23.5%) provided comments such as:

Funding Process

- Increase the budgeting process for an annual basis to every two years to reduce time and effort in order to make the system more efficient and effective.
- I don't think that wholesale Acquisition Reform can be fully achieved until DoN / DoD / Congress join together to reform the PPBS process.
- Acquisition Reform has changed the paradigm in which we do business promoting the use of COTS products and best business practices. However, it has failed to synchronize financial guidance and expectations to take full advantage of the changes.

Funding Stability

- Instability of funding causes significant trouble in stabilizing programs. Multi-year production contracts should be approved in greater numbers to allow solid programs to take advantage of reduced risk to contractors.
- Stable funding, reduce or eliminate constant program reviews due to potential funding reductions.
- Lack of funding stability due to taxes disrupts program execution.

Summary level analysis is provided in Section 4. Detailed responses are provided in Section 5.

Question 10 – What do you see as the major barrier to improving the acquisition process?

There were 1,955 responses to this question. The top two categories receiving responses were: Resistance to Change (13%), and Funding Issues (10%). The Resistance to Change category drew high responses in Changing Old Cultures (25%).
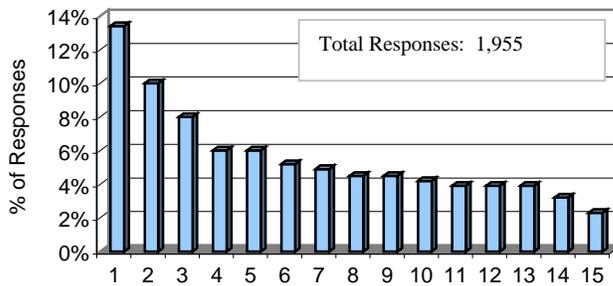
KEY

1 Resistance to Change   9 Contracting Process
2 Funding Issues   10 Organizational Politics
3 Policy, Legislation,   11 Empowerment
   Regulations, Direction   12 Information Technology
4 Education and Training   13 Government
5 Manpower Issues   14 Red Tape and Amount of
6 Management   Paperwork
7 Acquisition Processes   15 Miscellaneous Comments
8 Communications

The Resistance to Change category received 262 comments. The subcategory of Changing Old Cultures provided 65 (24.8%) comments like:

- Contracts and Legal still follow old rules and have not initiated the same changes the rest of the Navy has.
- Program managers are too protective of their projects to permit successful consolidation under joint programs.
- True reform will require vast cultural changes that are extremely hard to implement.

The Funding category received 186 comments primarily in the subcategories of Funding Process (32.7%) and Funding Availability (26.3%). These subcategories provided comments like:

Funding Process
- Funding instability and arbitrary funding wedges placed in out year budgets to reflect expected savings due to downsizing and outsourcing.
- The instability of funding not only makes it impossible to plan well, but the fire drills associated with constant reprogramming demand way too much talent and time.
- Improve the budget process so that higher agencies and Congress don't assess a program's funding requirements based on what was expended/not expended in the previous year, i.e., take into account contracting delays are a fact-of-life.

Funding Availability
- Inadequate funding often results in a sub-optimal program acquisition decision.
- Innovation requires investment and there is no money to invest.
- Not enough funds and people to manage projects effectively.

Summary level analysis is provided in Section 4. Detailed responses are provided in Section 5.

Question 12 – What is your single most important recommendation to reduce cycle time in the acquisition process (shortening the total time to acquire the system)?

There were 1,261 responses to this question. The Requirements category received 188 comments (9.7%) and provided comments like:
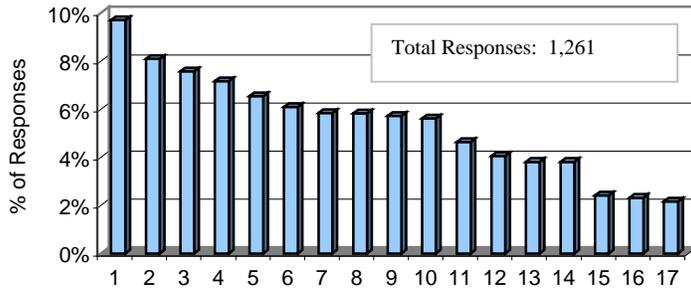
	KEY		
2	Requirements	9	Information Technology
3	Funding Issues	10	Teams
4	Management	11	Red Tape and Amount
5	Contracting Process		of Paperwork
6	Acquisition Processes	12	Commercial
7	Miscellaneous Comments	13	Empowerment
8	Policy, Legislation,	14	Manpower Issues
	Regulation, Direction	15	Communications
8	Time Issues	16	Education and Training
		17	Streamlining

Total Responses: 1,261

- Making sure we have written requirement before any action is taken to procure.
- Getting contractor involvement in requirements definition.
- By clarifying requirements, including your user up front and early in the development.
- Simplify requirements.
- Utilize open architecture/standards (to reduce the obsolescence battle) on smaller more phased approach development programs.

Summary level analysis is provided in Section 4. Detailed responses are provided in Section 5.

Question 13 – What is your single most important recommendation to reduce total ownership cost (lowering the full cost of acquiring, operating and supporting the system)?

There were 1,246 responses to this question. The top category receiving 357 responses was Acquisition Processes (22.74%). The Implementation Issues subcategory received 112 (31.3%) of the ideas and thoughts.
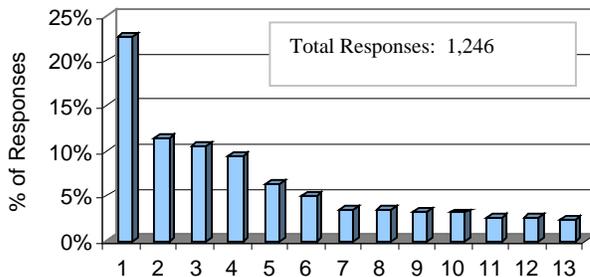
	KEY		
1	Acquisition Processes	8	Miscellaneous Comments
2	Contracting Process	9	Teams
3	Commercial	10	Information Technology
4	Total Ownership Cost	11	Management
5	Funding Issues	12	Organizational Structure
6	Manpower Issues	13	Education and Training
7	Requirements		

Total Responses: 1,246

This category includes comments like:

- Evaluate each component of the system for contractor support, lease to own, and cost sharing arrangements.
- Ensure logistics has an active role during development.
- Make a single point of contact responsible for the total life cycle of a program.
- Strategically establish and encourage enterprise wide initiatives to take advantage of the large buying power of the Navy and Marine Corps in standardization which will reduce logistics and out year support costs.
- Allow the expenditure of O&M money for modeling and development efforts that are geared toward reducing total life cycle cost.

Summary level analysis is provided in Section 4. Detailed responses are provided in Section 5.

Section 3

Summary of Closed-Ended Questions

Section 3.0 is not included within this Adobe® PDF file. It is provided as a separate, self-extracting, self-executable Microsoft Access 97 database application.

Navy/Marine Corps
Recommendations and Barriers

Legend:
- Q9 - Improvements (2,000)
- Q10 - Barriers (1,955)
- Q12 - Cycle Time Reduction (1,261)
- Q13 - Total Ownership Cost (1,246)

Pie chart values: 1,246 · 2,000 · 1,955 · 1,261
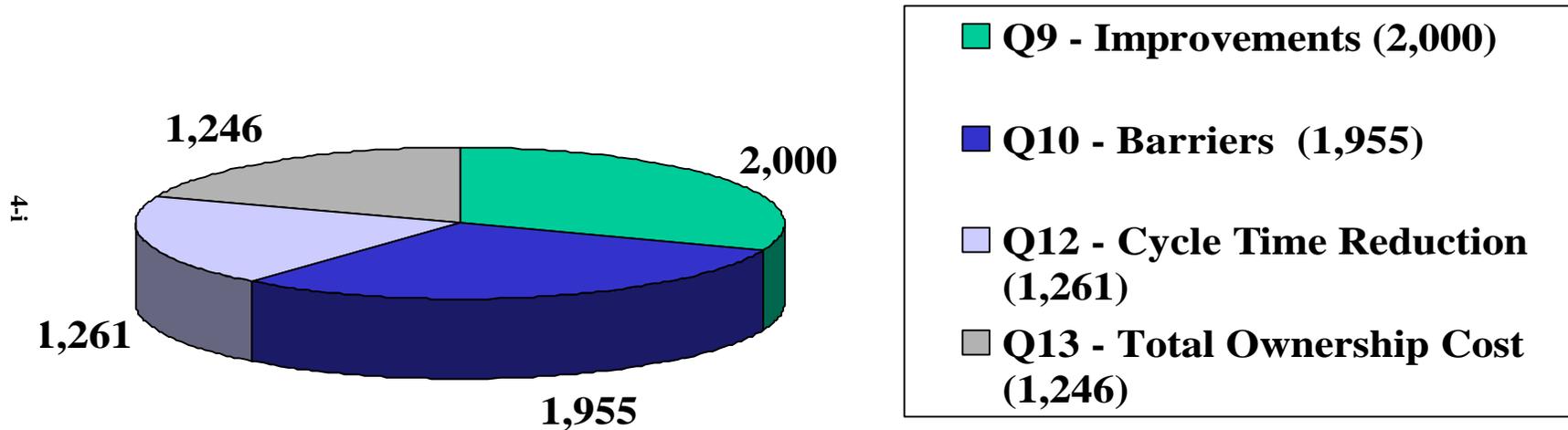
Over 6,000 ideas and thoughts submitted.

Recommendations for Improvement of the Acquisition Process

Pareto Analysis

% of Responses (y-axis, ranging from 0% to 14%)

Categories (x-axis, left to right):
- Education and Training
- Funding Issues
- Information Technology
- Credit Card Purchases
- Acquisition Processes
- Contracting Process
- Communications
- Red Tape and Amount of Paperwork
- Empowerment
- Policy, Legislation, Regulations, Direction
- Miscellaneous Comments
- Manpower Issues
- Management
- Teams
- Resistance to Change
- Streamlining

Total Responses: 2000

Barriers to Improving the Acquisition Process

Pareto Analysis

% of Responses (y-axis: 0%, 2%, 4%, 6%, 8%, 10%, 12%, 14%)

Categories (x-axis):
- Resistance to Change
- Funding Issues
- Policy, Legislation, Regulations, Direction
- Education and Training
- Manpower Issues
- Management
- Acquisition Processes
- Communications
- Contracting Process
- Organizational Politics
- Empowerment
- Information Technology
- Government
- Red Tape and Amount of Paperwork
- Miscellaneous Comments
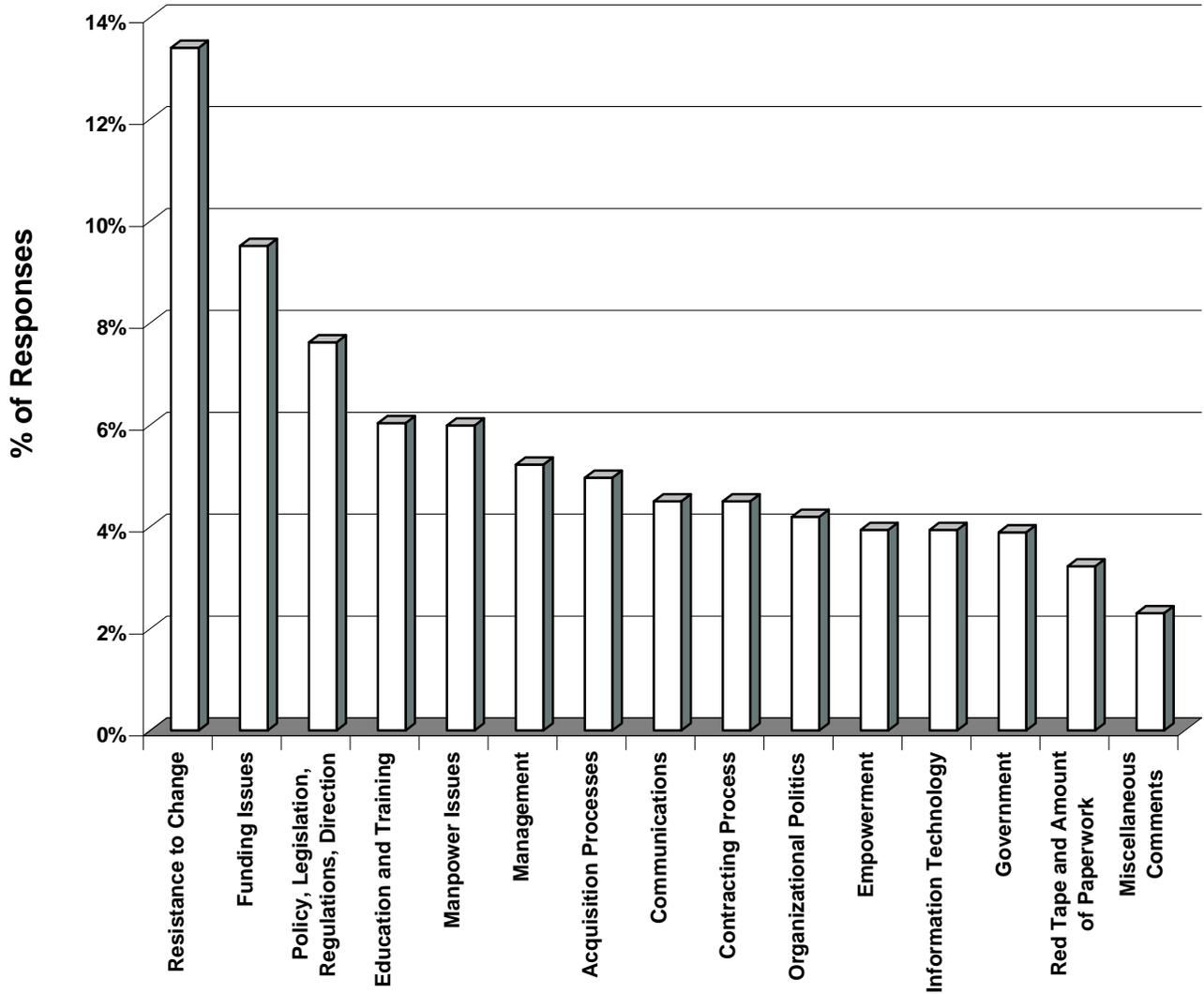
Total Responses: 1955

Recommendations for Reducing the Cycle Time

Pareto Analysis
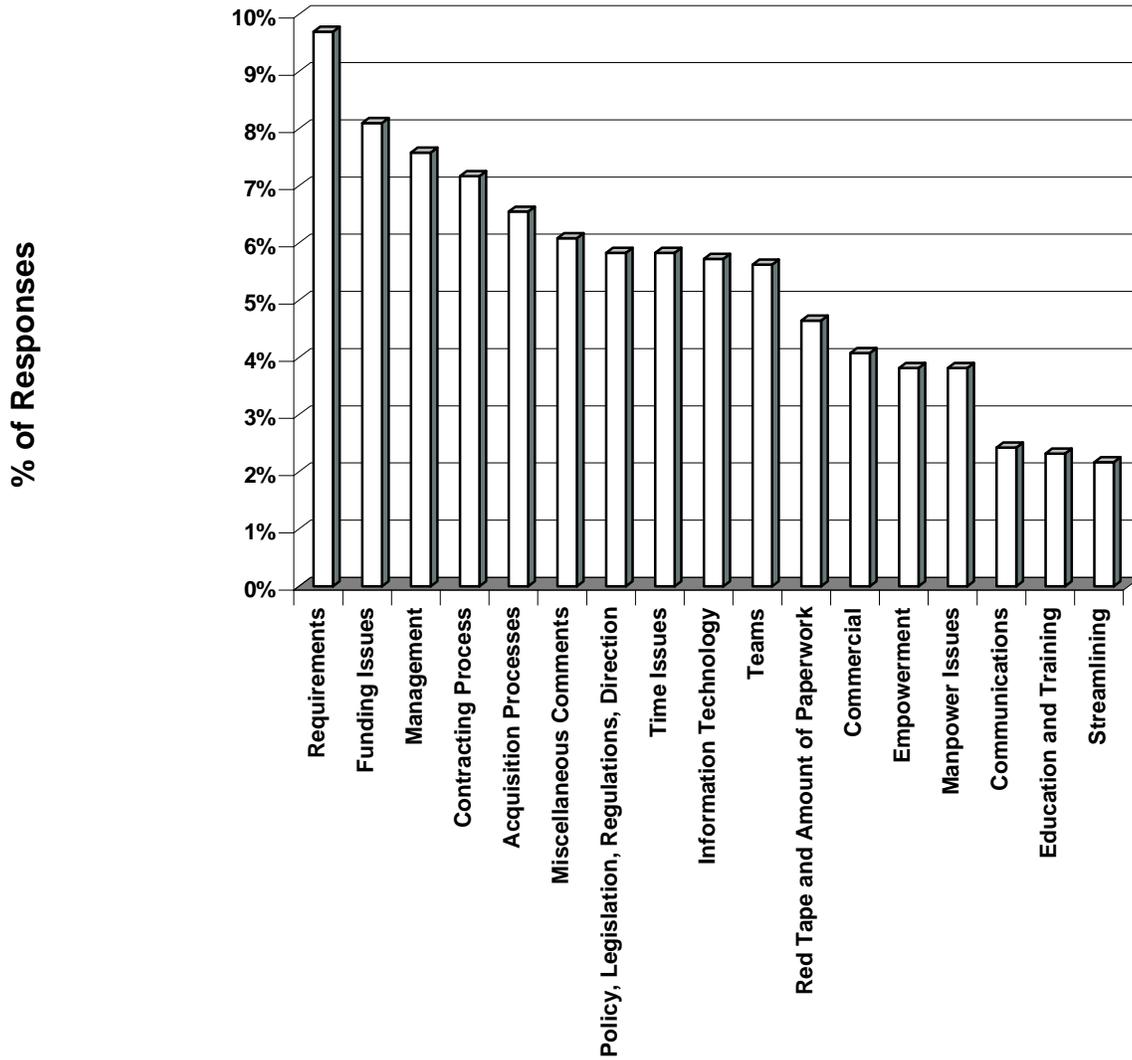
Total Responses: 1261

Recommendations for Reducing Total Ownership Cost

Pareto Analysis
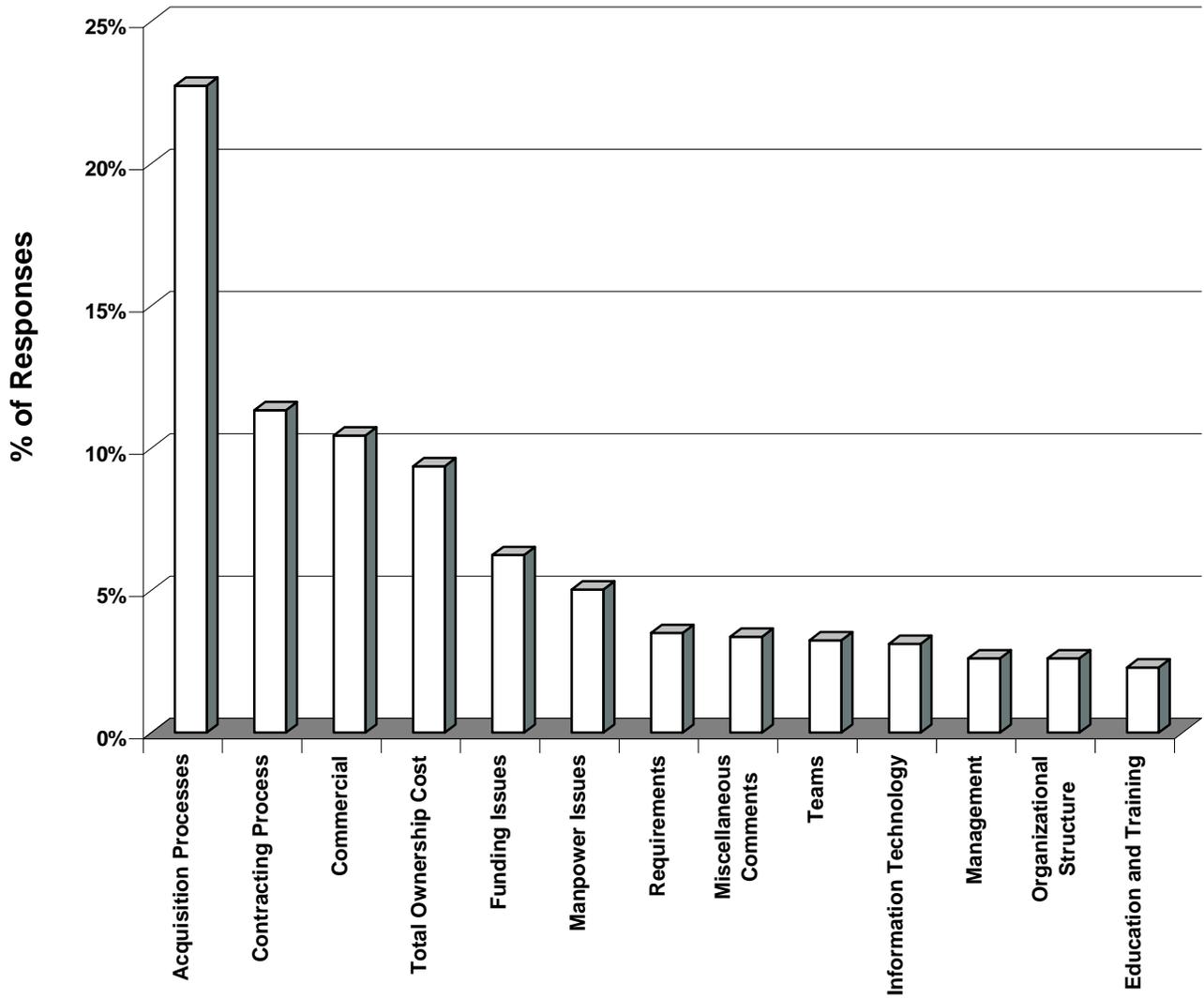
Total Responses: 1246

Open-Ended Question Index

Category	Recommendations for Improving the Acquisition Process			Barriers to Improving the Acquisition Process			Recommendations for Reducing Cycle Time			Recommendations for Reducing Total Ownership Cost			% of Total
	Number	% Total	Page	Number	% Total	Page	Number	% Total	Page	Number	% Total	Page	% Total
Acquisition Processes	**125**	**6.3%**	**5A-1**	**97**	**4.9%**	**5B-1**	**127**	**6.55%**	**5C-1**	**357**	**22.74%**	**5D-1**	**9.46%**
CFE/GFE/GFM										9	0.57%	5D-1	0.12%
Clarity and Understanding of Processes	24	1.2%	5A-1	17	0.9%	5B-1	3	0.15%	5C-1	2	0.13%	5D-1	0.62%
Commercial Business Practices	19	1.0%	5A-1	5	0.3%	5B-1	20	1.03%	5C-1	11	0.70%	5D-1	0.74%
Complexity and Quantity of Processes	8	0.4%	5A-2	6	0.3%	5B-1	5	0.26%	5C-1	5	0.32%	5D-1	0.32%
Cost Versus Performance	5	0.3%	5A-2	5	0.3%	5B-2	8	0.41%	5C-1	13	0.83%	5D-1	0.42%
Flexibility and Consistency of Processes	6	0.3%	5A-2	10	0.5%	5B-2	4	0.21%	5C-2	7	0.45%	5D-2	0.36%
General Comments	24	1.2%	5A-3	13	0.7%	5B-2	13	0.67%	5C-2	22	1.40%	5D-2	0.96%
Implementation Issues	26	1.3%	5A-3	27	1.4%	5B-3	24	1.24%	5C-2	112	7.13%	5D-3	2.53%
IPPD	1	0.1%	5A-4	1	0.1%	5B-3	1	0.05%	5C-3	6	0.38%	5D-5	0.12%
Logistics				4	0.2%	5B-3	3	0.15%	5C-3	64	4.08%	5D-6	0.95%
Market Research							3	0.15%	5C-3	12	0.76%	5D-7	0.20%
Metrics	7	0.4%	5A-4	4	0.2%	5B-4				4	0.25%	5D-7	0.20%
Other	5	0.3%	5A-4							4	0.25%	5D-8	0.12%
Planning				2	0.1%	5B-4	25	1.29%	5C-3	32	2.04%	5D-8	0.79%
R&D				1	0.1%	5B-4	3	0.15%	5C-4	52	3.31%	5D-9	0.75%
Testing				2	0.1%	5B-4	15	0.77%	5C-4	2	0.13%	5D-10	0.25%
Commercial	**32**	**0.4%**	**5A-5**	**21**	**1.0%**	**5B-4**	**79**	**4.07%**	**5C-5**	**164**	**10.45%**	**5D-10**	**3.97%**
General Comments				1	0.1%	5B-4	2	0.10%	5C-5				0.04%
Other										2	0.13%	5D-10	0.03%
Outsourcing							1	0.05%	5C-5	20	1.27%	5D-10	0.28%
Process/Practice	4	0.2%	5A-5	8	0.4%	5B-4	14	0.72%	5C-5	22	1.40%	5D-11	0.64%
Products	4	0.2%	5A-5	12	0.6%	5B-5	62	3.20%	5C-5	120	7.64%	5D-11	2.65%
Communications	**97**	**4.9%**	**5A-5**	**88**	**4.5%**	**5B-5**	**47**	**2.42%**	**5C-7**	**16**	**1.02%**	**5D-14**	**3.32%**
Contracting Process	**118**	**5.9%**	**5A-8**	**88**	**4.5%**	**5B-7**	**139**	**7.17%**	**5C-8**	**178**	**11.34%**	**5D-14**	**7.01%**
Alpha Contracting							6	0.31%	5C-8	1	0.06%	5D-14	0.09%
Best Value	3	0.2%	5A-8	1	0.1%	5B-7				13	0.83%	5D-14	0.23%
Competition	1	0.1%	5A-8	5	0.3%	5B-7	2	0.10%	5C-8	35	2.23%	5D-15	0.58%
Contract Award							7	0.36%	5C-8	1	0.06%	5D-16	0.11%

Open-Ended Question Index

Category	Recommendations for Improving the Acquisition Process			Barriers to Improving the Acquisition Process			Recommendations for Reducing Cycle Time			Recommendations for Reducing Total Ownership Cost			% of Total
	Number	% Total	Page	Number	% Total	Page	Number	% Total	Page	Number	% Total	Page	% Total
Contract Type	10	0.5%	5A-8	3	0.2%	5B-8	12	0.62%	5C-8	8	0.51%	5D-16	0.44%
General Comments	51	2.6%	5A-8	49	2.5%	5B-8	27	1.39%	5C-9	17	1.08%	5D-16	1.93%
Incentives							8	0.41%	5C-9	19	1.21%	5D-16	0.36%
Multi-Year	1	0.1%	5A-10				4	0.21%	5C-10	2	0.13%	5D-17	0.09%
Other										1	0.06%	5D-17	0.01%
Paperless	1	0.1%	5A-10	1	0.1%	5B-9				5	0.32%	5D-17	0.09%
Past Performance	2	0.1%	5A-10	1	0.1%	5B-9	3	0.15%	5C-10	4	0.25%	5D-17	0.13%
Post Award	12	0.6%	5A-10	5	0.3%	5B-9	5	0.26%	5C-10	17	1.08%	5D-18	0.52%
Pre-Award	4	0.2%	5A-10	1	0.1%	5B-9	1	0.05%	5C-10	3	0.19%	5D-18	0.12%
Pre-Solicitation	11	0.6%	5A-10				3	0.15%	5C-10	7	0.45%	5D-18	0.28%
Requests for Proposal	5	0.3%	5A-11	4	0.2%	5B-10	24	1.24%	5C-10	20	1.27%	5D-18	0.71%
Small Business Set-Asides	1	0.1%	5A-11	6	0.3%	5B-10	1	0.05%	5C-11	2	0.13%	5D-19	0.13%
Source Selection	12	0.6%	5A-11	11	0.6%	5B-10	31	1.60%	5C-11	17	1.08%	5D-19	0.95%
The ADP Process	1	0.1%	5A-12				2	0.10%	5C-12	4	0.25%	5D-19	0.09%
The FIP Process										1	0.06%	5D-20	0.01%
The J&A Process	3	0.2%	5A-12	1	0.1%	5B-10	3	0.15%	5C-12	1	0.06%	5D-20	0.11%
Contractors	**30**	**1.5%**	**5A-12**	**20**	**1.0%**	**5B-10**	**12**	**0.62%**	**5C-12**	**6**	**0.38%**	**5D-20**	**0.91%**
Credit Card Purchases	**128**	**6.4%**	**5A-13**	**25**	**1.3%**	**5B-11**	**27**	**1.39%**	**5C-13**	**5**	**0.32%**	**5D-20**	**2.48%**
Education and Training	**257**	**12.9%**	**5A-16**	**118**	**6.0%**	**5B-12**	**45**	**2.32%**	**5C-13**	**36**	**2.29%**	**5D-20**	**6.11%**
DAWIA Training	24	1.2%	5A-16	8	0.4%	5B-12	1	0.05%	5C-13	2	0.13%	5D-20	0.47%
General Comments	32	1.6%	5A-17	28	1.4%	5B-12	13	0.67%	5C-13	4	0.25%	5D-20	1.03%
Lack of Training	38	1.9%	5A-18	24	1.2%	5B-13	4	0.21%	5C-14	1	0.06%	5D-21	0.90%
Management Training	11	0.6%	5A-19	8	0.4%	5B-14	2	0.10%	5C-14	1	0.06%	5D-21	0.29%
Other	2	0.1%	5A-19										0.03%
Tools	5	0.3%	5A-19	2	0.1%	5B-14	1	0.05%	5C-14	1	0.06%	5D-21	0.12%
Training Availability	33	1.7%	5A-19	15	0.8%	5B-14	1	0.05%	5C-14				0.66%
Training Suggestions	103	5.2%	5A-20	21	1.1%	5B-15	15	0.77%	5C-14	21	1.34%	5D-21	2.14%
Understanding the Process	9	0.5%	5A-23	12	0.6%	5B-15	8	0.41%	5C-15	6	0.38%	5D-21	0.47%
Empowerment	**93**	**4.7%**	**5A-23**	**77**	**3.9%**	**5B-16**	**74**	**3.82%**	**5C-15**	**12**	**0.76%**	**5D-22**	**3.43%**
Funding Issues	**170**	**8.5%**	**5A-26**	**186**	**10.0%**	**5B-18**	**157**	**8.10%**	**5C-17**	**98**	**6.24%**	**5D-22**	**8.19%**
Funding Availability	16	0.8%	5A-26	49	2.5%	5B-18	29	1.50%	5C-17	28	1.78%	5D-22	1.63%
Funding Personnel	5	0.3%	5A-27	9	0.5%	5B-19				1	0.06%	5D-23	0.20%

Open-Ended Question Index

Category	Recommendations for Improving the Acquisition Process			Barriers to Improving the Acquisition Process			Recommendations for Reducing Cycle Time			Recommendations for Reducing Total Ownership Cost			% of Total
	Number	% Total	Page	Number	% Total	Page	Number	% Total	Page	Number	% Total	Page	% Total
Funding Process	63	3.2%	5A-27	61	3.1%	5B-19	55	2.84%	5C-17	35	2.23%	5D-23	2.87%
Funding Stability	40	2.0%	5A-29	21	1.1%	5B-21	41	2.11%	5C-19	18	1.15%	5D-24	1.61%
General Comments	9	0.5%	5A-30	18	0.9%	5B-22	7	0.36%	5C-20	2	0.13%	5D-24	0.48%
Multiyear Funding	19	1.0%	5A-30	10	0.5%	5B-22	8	0.41%	5C-20	4	0.25%	5D-25	0.55%
Other										1	0.06%	5D-25	0.01%
The Color of Money	13	0.7%	5A-31	13	0.7%	5B-23	8	0.41%	5C-20	9	0.57%	5D-25	0.58%
Timeliness of Funding	5	0.3%	5A-31	5	0.3%	5B-23	9	0.46%	5C-21				0.25%
Government	**10**	**0.5%**	**5A-31**	**76**	**3.9%**	**5B-23**	**12**	**0.62%**	**5C-21**	**8**	**0.51%**	**5D-25**	**1.42%**
Approval and Review Process	1	0.1%	5A-31	4	0.2%	5B-23	3	0.15%	5C-21				0.11%
BRAC				2	0.1%	5B-24							0.03%
Congress	4	0.2%	5A-32	28	1.4%	5B-24	6	0.31%	5C-21	3	0.19%	5D-25	0.47%
General Comments	2	0.1%	5A-32	17	0.9%	5B-25	1	0.05%	5C-21	1	0.06%	5D-25	0.28%
Other													0.00%
The Bureaucracy	3	0.2%	5A-32	25	1.3%	5B-25	2	0.10%	5C-21	4	0.25%	5D-25	0.46%
Information Technology	**160**	**8.0%**	**5A-32**	**77**	**3.9%**	**5B-26**	**111**	**5.72%**	**5C-21**	**49**	**3.12%**	**5D-26**	**5.32%**
International Issues	**7**	**0.4%**	**5A-36**	**10**	**0.5%**	**5B-28**	**1**	**0.05%**	**5C-24**	**1**	**0.06%**	**5D-27**	**0.25%**
Management	**60**	**3.0%**	**5A-37**	**102**	**5.2%**	**5B-28**	**147**	**7.58%**	**5C-24**	**41**	**2.61%**	**5D-27**	**4.69%**
General Comments	8	0.4%	5A-37	31	1.6%	5B-28	3	0.15%	5C-24	1	0.06%	5D-27	0.58%
Management Oversight	10	0.5%	5A-37	15	0.8%	5B-29	92	4.74%	5C-24	16	1.02%	5D-27	1.78%
Management Support	18	0.9%	5A-37	23	1.2%	5B-30	7	0.36%	5C-26	1	0.06%	5D-27	0.66%
Micro-Management	7	0.4%	5A-38	11	0.6%	5B-30	4	0.21%	5C-27	5	0.32%	5D-28	0.36%
Other													0.00%
Qualifications and Skills	8	0.4%	5A-38	3	0.2%	5B-31	6	0.31%	5C-27	1	0.06%	5D-28	0.24%
Quantity	6	0.3%	5A-38	7	0.4%	5B-31	21	1.08%	5C-27	8	0.51%	5D-28	0.56%
Responsibility	3	0.2%	5A-39	12	0.6%	5B-31	14	0.72%	5C-28	9	0.57%	5D-28	0.51%
Manpower Issues	**63**	**3.2%**	**5A-39**	**117**	**6.0%**	**5B-32**	**74**	**3.82%**	**5C-28**	**79**	**5.03%**	**5D-28**	**4.46%**
Contracting Personnel Issues	6	0.3%	5A-39	13	0.7%	5B-32	8	0.41%	5C-28	4	0.25%	5D-28	0.42%
Downsizing, Lack of Personnel, Turnover	13	0.7%	5A-39	47	2.4%	5B-32	19	0.98%	5C-28	32	2.04%	5D-29	1.49%
General Comments	4	0.2%	5A-40	1	0.1%	5B-33	1	0.05%	5C-29	6	0.38%	5D-29	0.16%
Job Security	1	0.1%	5A-40	6	0.3%	5B-33				2	0.13%	5D-30	0.12%
Morale, Attitudes	6	0.3%	5A-40	6	0.3%	5B-34	4	0.21%	5C-29	4	0.25%	5D-30	0.27%

Open-Ended Question Index

Category	Recommendations for Improving the Acquisition Process			Barriers to Improving the Acquisition Process			Recommendations for Reducing Cycle Time			Recommendations for Reducing Total Ownership Cost			% of Total
	Number	% Total	Page	Number	% Total	Page	Number	% Total	Page	Number	% Total	Page	% Total
Other													
Personnel Involvement	4	0.2%	5A-40	9	0.5%	5B-34	7	0.36%	5C-29	1	0.06%	5D-30	0.28%
Promotions, Incentives, Recognition	5	0.3%	5A-40	17	0.9%	5B-34	8	0.41%	5C-29	9	0.57%	5D-30	0.52%
Qualifications and Skills	14	0.7%	5A-40	8	0.4%	5B-35	23	1.19%	5C-30	16	1.02%	5D-30	0.82%
Workload	10	0.5%	5A-41	10	0.5%	5B-35	4	0.21%	5C-30	5	0.32%	5D-31	0.39%
Miscellaneous Comments	**65**	**3.25%**	**5A-41**	**45**	**2.3%**	**5B-35**	**118**	**6.09%**	**5C-31**	**53**	**3.38%**	**5D-31**	**3.76%**
General Comments	30	1.5%	5A-41	20	1.0%	5B-35	45	2.32%	5C-31	50	3.18%	5D-31	1.94%
No Comment	20	1.0%	5A-42	25	1.3%	5B-36	70	3.61%	5C-32				1.54%
Other	11	0.6%	5A-43										0.15%
Using Common Sense	4	0.2%	5A-43				3	0.15%	5C-33	3	0.19%	5D-32	0.13%
Organizational Politics	**36**	**1.8%**	**5A-43**	**82**	**4.2%**	**5B-37**	**12**	**0.62%**	**5C-33**	**7**	**0.45%**	**5D-32**	**1.84%**
Organizational Structure	**14**	**0.7%**	**5A-44**	**16**	**0.8%**	**5B-39**	**19**	**0.98%**	**5C-34**	**41**	**2.61%**	**5D-33**	**1.21%**
Other	**12**	**0.6%**	**5A-45**										**0.16%**
Policy, Legislation, Regulations, Direction	**78**	**3.9%**	**5A-45**	**149**	**8.0%**	**5B-39**	**113**	**5.83%**	**5C-34**	**16**	**1.02%**	**5D-34**	**4.77%**
Clarity and Understanding of Regulations	21	1.1%	5A-45	21	1.1%	5B-39	5	0.26%	5C-34	1	0.06%	5D-34	0.64%
Federal Acquisition Regulations	9	0.5%	5A-46	22	1.1%	5B-40	42	2.17%	5C-34	3	0.19%	5D-34	1.02%
Flexibility and Consistency of Regulations	10	0.5%	5A-46	15	0.8%	5B-41	9	0.46%	5C-35	4	0.25%	5D-34	0.51%
General Comments	5	0.3%	5A-47	39	2.0%	5B-41	11	0.57%	5C-36	1	0.06%	5D-34	0.75%
Lack of Regulations	4	0.2%	5A-47	3	0.2%	5B-42							0.09%
Legal Issues	2	0.1%	5A-47	7	0.4%	5B-43	15	0.77%	5C-36				0.32%
NAP Regulations	1	0.1%	5A-47										0.01%
Other	1	0.1%	5A-47										0.25%
Quantity of Regulations	15	0.8%	5A-47	18	0.9%	5B-43	18	0.93%	5C-36	5	0.32%	5D-34	0.51%
Rules and Regulations	10	0.5%	5A-48	24	1.2%	5B-43	13	0.67%	5C-37	2	0.13%	5D-34	0.66%
Privatizing the Acquisition Process	**21**	**1.1%**	**5A-48**	**21**	**1.1%**	**5B-44**	**5**	**0.26%**	**5C-37**	**20**	**1.27%**	**5D-34**	**0.90%**
Quality Assurance	**19**	**1.0%**	**5A-49**	**16**	**0.8%**	**5B-45**	**2**	**0.10%**	**5C-38**	**14**	**0.89%**	**5D-35**	**0.68%**
Red Tape and Amount of Paperwork	**95**	**4.8%**	**5A-50**	**63**	**3.2%**	**5B-45**	**90**	**4.64%**	**5C-38**	**30**	**1.91%**	**5D-36**	**3.72%**
Requirements	**9**	**0.5%**	**5A-52**	**11**	**0.6%**	**5B-47**	**188**	**9.70%**	**5C-40**	**55**	**3.50%**	**5D-36**	**3.52%**

Open-Ended Question Index

Category	Recommendations for Improving the Acquisition Process			Barriers to Improving the Acquisition Process			Recommendations for Reducing Cycle Time			Recommendations for Reducing Total Ownership Cost			% of Total
	Number	% Total	Page	Number	% Total	Page	Number	% Total	Page	Number	% Total	Page	% Total
Resistance to Change	**49**	**2.5%**	**5A-53**	**262**	**13.4%**	**5B-48**	**15**	**0.77%**	**5C-45**	**4**	**0.25%**	**5D-38**	**4.42%**
Attitudes About Change	6	0.3%	5A-53	37	1.9%	5B-48	1	0.05%	5C-45	1	0.06%	5D-38	0.60%
Changing Old Cultures	8	0.4%	5A-53	65	3.3%	5B-49	3	0.15%	5C-45	1	0.06%	5D-38	1.03%
Fear of Change	2	0.1%	5A-53	44	2.3%	5B-50							0.62%
General Comments	3	0.2%	5A-53	31	1.6%	5B-52				2	0.13%	5D-38	0.48%
Inertia	2	0.1%	5A-54	12	0.6%	5B-52							0.19%
Lip Service	4	0.2%	5A-54	9	0.5%	5B-53							0.17%
Management Changing	17	0.9%	5A-54	31	1.6%	5B-53							0.64%
Other													
Paradigms	2	0.1%	5A-54	11	0.6%	5B-54							0.17%
Risk Taking				10	0.5%	5B-54	4	0.21%	5C-45				0.19%
Trust and the Acquisition Process	5	0.3%	5A-55	12	0.6%	5B-55	7	0.36%	5C-45				0.32%
Resources	**17**	**0.9%**	**5A-55**	**22**	**1.1%**	**5B-55**	**7**	**0.36%**	**5C-45**	**1**	**0.06%**	**5D-38**	**0.63%**
Safety	**2**	**0.1%**	**5A-55**				**2**	**0.10%**	**5C-45**	**2**	**0.13%**	**5D-38**	**0.08%**
Small Purchases/Thresholds	**31**	**1.6%**	**5A-56**	**11**	**0.6%**	**5B-56**	**6**	**0.31%**	**5C-46**	**5**	**0.32%**	**5D-38**	**0.71%**
Socio-Economic Issues	**8**	**0.4%**	**5A-57**	**12**	**0.6%**	**5B-56**	**4**	**0.21%**	**5C-46**	**4**	**0.25%**	**5D-39**	**0.38%**
Sole Source Issues	**22**	**1.1%**	**5A-57**	**8**	**0.4%**	**5B-57**	**13**	**0.67%**	**5C-46**	**4**	**0.25%**	**5D-39**	**0.63%**
Specifications and Standards Process	**33**	**1.7%**	**5A-58**	**14**	**0.7%**	**5B-57**	**13**	**0.67%**	**5C-46**	**23**	**1.46%**	**5D-39**	**1.11%**
Streamlining	**46**	**2.3%**	**5A-59**	**26**	**1.3%**	**5B-58**	**42**	**2.17%**	**5C-47**	**15**	**0.96%**	**5D-40**	**1.73%**
Supply Issues	**16**	**0.8%**	**5A-60**	**9**	**0.5%**	**5B-59**	**3**	**0.15%**	**5C-48**	**12**	**0.76%**	**5D-40**	**0.54%**
Teams	**58**	**2.9%**	**5A-61**	**31**	**1.6%**	**5B-59**	**109**	**5.62%**	**5C-48**	**51**	**3.25%**	**5D-40**	**3.34%**
Competency Aligned Organization	1	0.1%	5A-61										0.01%
Functional Representatives/Input	4	0.2%	5A-61	2	0.1%	5B-59	20	1.03%	5C-48	14	0.89%	5D-40	0.54%
General Comments	27	1.4%	5A-61	21	1.1%	5B-59	67	3.46%	5C-49	21	1.34%	5D-41	1.82%
IPTs	25	1.3%	5A-62	8	0.4%	5B-60	22	1.13%	5C-50	10	0.64%	5D-41	0.87%
Other	1	0.1%	5A-63							6	0.38%	5D-42	0.09%
Time Issues	**21**	**1.1%**	**5A-63**	**37**	**1.9%**	**5B-60**	**113**	**5.83%**	**5C-51**	**12**	**0.76%**	**5D-42**	**2.45%**
Acquisition Process	3	0.2%	5A-63	10	0.5%	5B-60	23	1.19%	5C-51	5	0.32%	5D-42	0.55%

Open-Ended Question Index

Category	Recommendations for Improving the Acquisition Process			Barriers to Improving the Acquisition Process			Recommendations for Reducing Cycle Time			Recommendations for Reducing Total Ownership Cost			% of Total
	Number	% Total	Page	Number	% Total	Page	Number	% Total	Page	Number	% Total	Page	% Total
Dissemination of Information	4	0.2%	5A-63	5	0.3%	5B-60	2	0.10%	5C-52				0.15%
General Comments				6	0.3%	5B-61	11	0.57%	5C-52				0.23%
Implementation/Reform	1	0.1%	5A-63	4	0.2%	5B-61							0.07%
Other	1	0.1%	5A-63										0.01%
Time Issues Related to Contracting	12	0.6%	5A-63	12	0.6%	5B-61	77	3.97%	5C-52	7	0.45%	5D-42	1.45%
Total Ownership Cost	**10**	**0.5%**	**5A-64**	**8**	**0.4%**	**5B-61**	**9**	**0.46%**	**5C-54**	**147**	**9.36%**	**5D-42**	**2.33%**
ABC							1	0.05%	5C-54	4	0.25%	5D-42	0.07%
CAIV	1	0.1%	5A-64	1	0.1%	5B-61				21	1.34%	5D-43	0.31%
General Comments	4	0.2%	5A-64	2	0.1%	5B-61	2	0.10%	5C-54	46	2.93%	5D-43	0.72%
Life Cycle	5	0.3%	5A-64	5	0.3%	5B-62	6	0.31%	5C-54	43	2.74%	5D-44	0.79%
Other										15	0.96%	5D-45	0.20%
Responsibility										13	0.83%	5D-46	0.17%
Tools										5	0.32%	5D-46	0.07%
Total Quality Management	**12**	**0.6%**	**5A-64**	**10**	**0.5%**	**5B-62**	**4**	**0.21%**	**5C-54**	**4**	**0.25%**	**5D-47**	**0.40%**
Total # of Responses	2000*			1955*			1261*			1246*			100%

*Respondents may have provided no response, one response, or several responses to each open-ended question.

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