

**ACQUISITION INFORMATION
MEMORANDUM**

SPECIAL EDITION

IPT AND IPPD

AUGUST 1996



**NAVSEA ACQUISITION SUPPORT OFFICE
(SEA 91Y)**

TABLE OF CONTENTS

Integrated Product Teams and Integrated Product and Process Development	1
Oversight/Insight and Review	2
Overarching Integrated Product Team (OIPT)	3
Working-Level Integrated Product Teams (WIPTs)	5
Integrating IPT	5
Working-Level IPTs	5
Program Execution	6
Integrated Product and Process Development (IPPD)	6
Program Execution Integrated Product Teams (IPTs)	8
Questions and Answers	11
How does IPPD/IPT differ from TQM?	11
Can contractors be members of IPTs?	11
Do contractors have IPTs?	11
Does the IPT concept apply to pre-milestone 0 situations, such as ACTDs?	12
What is an Acquisition Coordination Team (ACT)?	12
Reference Documents	13
<u>Tables</u>	
IPT Structure for ACAT ID and IAM Programs	1
Type, Focus and Responsibilities	2
The Tenets of IPPD (Design for Affordability)	7



NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM

AUGUST 1996

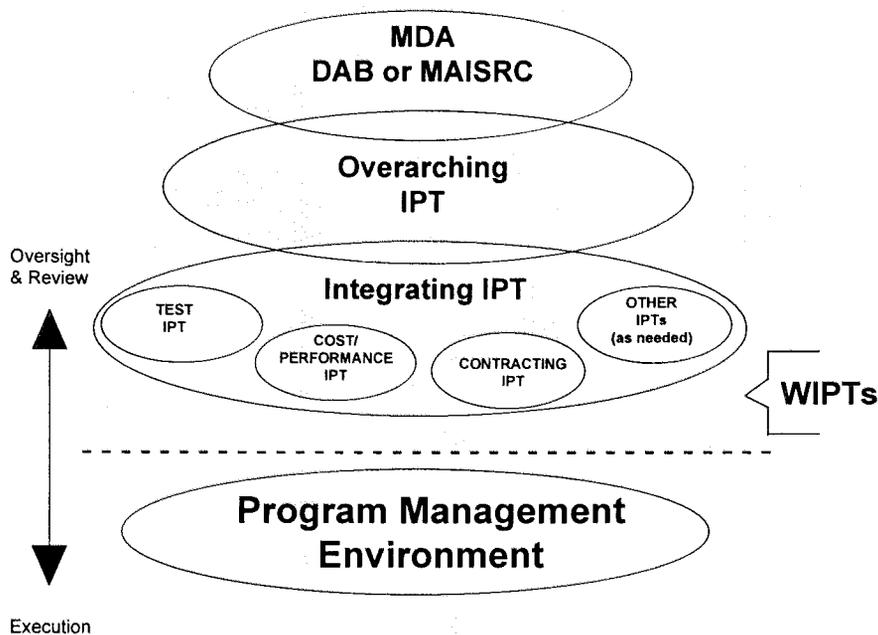
PAGE 1 of 14

INTEGRATED PRODUCT TEAMS AND
INTEGRATED PRODUCT AND PROCESS DEVELOPMENT

There are many questions, misconceptions, and much confusion surrounding Integrated Product Teams (IPTs) and Integrated Product and Process Development (IPPD). The intent of this article is to interpret and clarify the policy, and answer frequently asked questions.

The Program Manager (PM) is in charge of his/her program; therefore, *IPTs are advisory bodies to the PM; the IPT mission is to ensure product success* (i.e., a successfully fielded system for the Warfighter). IPT implementation

is mandatory for ACAT I (major defense acquisition program) and IA (major automated information system) programs; however, *the concepts are equally applicable to programs in all acquisition categories* (there are huge dividends from involving staff and user representatives directly and early in the design process). There are basically *two types of IPTs*: the *oversight/insight and review* IPTs and the *program execution* IPTs. This article describes the IPT process which is mandatory for ACAT ID and IAM programs.



IPT STRUCTURE FOR ACAT ID AND IAM PROGRAMS

**NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM**

AUGUST 1996

PAGE 2 of 14

TYPE, FOCUS AND RESPONSIBILITIES

Organization	Teams	Focus	Participant Responsibilities
OSD and Components	OIPT	<ul style="list-style-type: none"> . Strategic Guidance . Tailoring . Program Assessment . Resolve Issues Elevated by WIPTs 	<ul style="list-style-type: none"> . Program Success . Functional Area Leadership . Independent Assessment . Issues Resolution
	WIPTs	<ul style="list-style-type: none"> . Planning for Program Success . Opportunities for Acquisition Reform (e.g., innovation, streamlining) . Identify/Resolve Program Issues . Program Status 	<ul style="list-style-type: none"> . Functional Knowledge and Experience . Empowered Contribution . Recommendations for Program Success . Communicate Status and Unresolved Issues
Program Teams and System Contractors	Program IPTs	<ul style="list-style-type: none"> . Program Execution . Identify and Implement Acquisition Reform 	<ul style="list-style-type: none"> . Manage Complete Scope of Program, Resources, and risk . Integrate Government and Contractor Efforts for Program Success . Report Program Status and Issues

OVERSIGHT/INSIGHT AND REVIEW

In a memorandum dated 28 April 1995, the Under Secretary of Defense for Acquisition and Technology [USD(A&T)] stated: "We must move away from a pattern of hierarchical

decision making to a process where decisions are made across organizational structures by integrated product teams...I direct an immediate and fundamental change in the role of the OSD [Office of the Secretary of Defense] and Component staff organizations currently

**NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM**

AUGUST 1996

PAGE 3 of 14

performing oversight and review of acquisition programs. In the future, these staff organizations shall participate as members of an integrated product team or teams, which are committed to program success. Rather than checking the work of the program office beginning six months prior to a milestone decision point, as is often the case today, the OSD and Component staffs shall participate early and on an on-going basis with the program office teams, resolving issues as they arise, rather than during the final decision review. Further, Program Managers (PMs) shall utilize the experience of the OSD and Component staff organizations to develop programs with the highest opportunity for success. Note that the IPTs discussed above are in addition to Program Manager/contractor IPTs established to execute programs."

The IPT concept for oversight and review is intended to replace the current sequential process that produces a product at the program office level which frequently, when reviewed at higher levels, is modified substantially or even rejected. IPTs move away from hierarchy, improve efficiency, and take advantage of all knowledge. They ensure that the voices from many different functional areas are heard early in the design process so as to influence design decisions early on; the right people, in the right place, at the right time. Each team leader has the responsibility to ensure that the right people are members of the team and are involved in team decisions. Communication must be open and free-flowing within teams as well as between teams. Decisions must be driven to the lowest possible level commensurate with risk.

The PM is in charge of his/her program; therefore, IPTs are advisory bodies to the PM. IPTs provide continuous support to the PM and identify and resolve issues as early and as quickly as possible; the IPT mission is to ensure the PMs success.

For ACAT ID and IAM programs, there are generally *two levels of oversight/insight and review IPTs*, they are as follows: Overarching IPT (OIPT) and Working-Level IPTs (WIPTs).

Overarching Integrated Product Team (OIPT)

The OIPT *replaces* the DAB (Defense Acquisition Board) or MAISRC (Major Automated Information System Review Council) *committees*, not the DAB or MAISRC itself. The shift is from one of oversight by the stakeholders to "early insight." *The OIPT focus is on strategic guidance, program assessment, and issue resolution.* The OIPT allows the OSD and Component staff to provide their expertise to the product early on so that problems are prevented or resolved quickly, rather than identified at the DAB or MAISRC in a "gotcha" fashion. Rather than checking the work of the program office beginning six months prior to a milestone decision point, the OSD and Component staffs participate early and on an on-going basis with the program office teams, resolving issues as they arise, rather than during the final decision review. The old system was a cumbersome oversight process that too often discovered problems in programs long after they should have been found. Under the new system it is much easier to identify potential problems about a program because all interested parties are involved from the very beginning.

NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM

AUGUST 1996

PAGE 4 of 14

The OIPT for *ACAT ID* programs is led by the appropriate OSD official [typically the Director of Strategic and Tactical Systems, the Assistant Deputy Under Secretary of Defense (Space and Acquisition Management), or the Deputy Assistant Secretary of Defense (Command, Control, Communications, Intelligence, and Acquisition), depending on the program in question]. The DASD(C³I Acquisition) will designate the OIPT Leader for each ACAT IAM program. OIPTs are composed of the PM, Program Executive Officer (PEO), Component Staff, Joint Staff, USD(A&T) Staff, and the OSD staff principals or their representatives, involved in oversight and review of a particular ACAT ID or ACAT IAM program. International cooperative programs could have foreign government representatives at the OIPT level or WIPT level, as a full member in the process. Support contractors do not participate on OIPTs or WIPTs because they cannot be empowered to make binding decisions for the Government.

The OIPT first forms upon learning that a program is intended to be initiated to determine the extent of WIPT support needed for the potential program, who should participate on the WIPTs, the appropriate milestone for program initiation, and the documentation needed for the program initiation review. OIPTs meet only as necessary over the life of the program. With OIPTs, there should be less briefings and reports for DAB and MAISC preparation, decisions are made faster, problems are identified and solved early, which in turn reduces oversight costs.

The end-state OIPT process consists of the Service staff working with the OSD staff along side of and in support of the PM, building successful programs. All participants have a stake in making DoD's program successful - not finding fault with a program late in a cycle. The Services and OSD work together as one Department, to develop strong programs, address issues in a timely and productive manner, and make joint, sound business decisions regarding a program's future course. An additional benefit of working early with the program teams is that early insight to the program issues will result in better oversight and allow for more informed independent assessments. This role does not in any way compromise the role of OSD as an independent assessor. DoDD 5000.1 directs that independent assessments must be shared with the OIPT and applicable WIPTs, so that there is full and open discussion of issues with no secrets.

After OIPT determination, the functional WIPTs meet as required, to help the PM to plan program structure and documentation, and to resolve issues. Those issues which cannot be resolved at the lowest level are immediately raised to a level where resolution can be achieved. The goal is to resolve as many issues and concerns at the lowest level possible, and to expeditiously escalate issues that need resolution at a higher level, bringing only the highest level issues to the DAB or MAISC for decision. There needs to be the buy-in of all major stakeholders (from the acquisition, requirements generation, test and evaluation, environmental, and planning, programming, and budgeting) all through the acquisition process.

**NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM**

AUGUST 1996

PAGE 5 of 14

Working-Level Integrated Product Teams (WIPTs)

WIPTs identify and resolve program issues, determine program status, and seek opportunities for acquisition reform.

Integrating IPT. An Integrating IPT (IIP) (which is a WIPT) coordinates all WIPT efforts and covers all topics not otherwise assigned to another WIPT. The PM, or designee forms and leads an IIP to support the development of strategies for acquisition and contracts, cost estimates, evaluation of alternatives, logistics management, cost-performance trade-offs, etc. The IIP assists the PM in the development of a WIPT structure to propose to the OIPT. The IIP coordinates the activities of the other WIPTs and ensures that issues not formally addressed by the other WIPTs are reviewed. An IIP is established prior to the establishment of the OIPT, other WIPTs, and program execution IPTs.

Working-Level IPTs. WIPTs are structured by the IIP and approved by the OIPT, as needed to support the PM. Each WIPT is focused on a particular process, and each is multi-disciplinary, containing representatives from different organizations as appropriate for the particular process (e.g., user, logistics, systems engineering, testing, cost/performance, contracting, management, etc.). Each WIPT consists of staff and functional representatives from both OSD and the Services, as well as the Procuring Contracting Officer (PCO), Systems Command Representative, and the PM, in order to effectively integrate the various functional perspectives into an affordable, executable

process that is tailored to the individual program.

The Leader of each WIPT will usually be the PM or the PM's representative. The OSD action officer may co-chair the WIPT meetings, at the invitation of the PM. The following roles and responsibilities apply to all WIPTs:

- Assist the PM in developing strategies and in program planning, as requested by the PM
- Establish WIPT plan of actions and milestones
- Propose tailored document and milestone requirements
- Review and provide early input to documents
- Coordinate WIPT activities with the OIPT members
- Resolve or elevate issues in a timely manner
- Assume responsibility to obtain principals' concurrence on issues, as well as with applicable documents or portions of documents

WIPTs meet as required to help the PM plan program structure and documentation and resolve issues. While there is no one-size-fits-all WIPT structure, there are three basic tenets to which any approach must adhere:

- The PM is in charge of the program

**NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM**

AUGUST 1996

PAGE 6 of 14

- The WIPTs are advisory bodies to the PM
- Direct communication between the program office and all levels in the acquisition oversight and review process is expected as a means of exchanging information and building trust.

WIPTs operate under the following broad principles:

- Open discussions with no secrets
- Qualified, empowered team members
- Consistent, success-oriented, proactive participation
- Continuous "up-the-line" communications
- Reasoned disagreement
- Issues raised and resolved early

PROGRAM EXECUTION

On 10 May 1995, the Secretary of Defense (SECDEF) stated: "I am directing a fundamental change in the way the Department acquires goods and services. The concepts of IPPD (Integrated Process and Product Development) and IPTs (Integrated Product Teams) shall be applied throughout the acquisition process to the maximum extent practicable." The concept of IPPD/IPTs has been incorporated into the DoD 5000 series documents. Program IPTs focus on program execution, and may include representatives from

both government, and after contract award, industry.

Integrated Product and Process Development (IPPD)

DoDD 5000.1, dated 15 March 1996, states: "IPPD is a management technique that integrates all acquisition activities starting with requirements definition through production, fielding/deployment and operational support in order to optimize the design, manufacturing, business, and supportability processes. IPPD requires a product focus and a complete understanding of the processes in order to make the necessary trade-offs to optimize (to make as perfect, effective, or functional as possible) the product. The Defense Science Board, the Defense Manufacturing Council, world class industries, and academics have all recommended the use of IPPD and IPTs to improve quality, reduce cycle time, and lower costs. The IPPD concept has been successfully used by the private sector and by the Services on selected programs.

Life-Cycle Focus. Products evolve over a life-cycle. What begins as a research effort may evolve into a weapon system acquisition, and later, may be managed as a subsystem. Planning and planning processes must recognize this evolution while ensuring the continuity of management and management information throughout the product's life-cycle. The management structure and tools must recognize and support this evolution. Since most of the cost of a product is determined early in the design stage and the cost to make changes increases as the product progresses through its

**NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM**

AUGUST 1996

PAGE 7 of 14

The Tenets of IPPD (Design for Affordability) Are:

- o Customer (warfighter) focus
- o Concurrent development of product¹ and process
- o Early and continuous life-cycle planning
- o Maximize flexibility for optimization and use of contractor-unique approaches
- o Encourage robust² design and improved process capability
- o Event-driven scheduling
- o Multi-disciplinary teamwork
- o Empowerment
- o Seamless management tools
- o Proactive identification and management of risk

¹ For purposes of this article, the term "product" applies to a fielded system for the warfighter, a complete system; such as a ship or combat weapon system

² Robust means insensitive to small changes in the product or process. Robustness of products is a function of good design more so than that of manufacturing quality control. The product is designed to accommodate a wider variation in the processes without degradation of the product.

If all the above are being applied, then the program is operating under the IPPD philosophy. The benefit of IPPD is an increase in customer satisfaction due to delivery of a higher quality product in a more timely and efficient manner, at an affordable cost and, which includes the latest state-of-the-art technology.

life-cycle, IPPD focuses developers on *all* elements of the product's life-cycle (i.e., the "big picture," from cradle-to-grave/concept-to-disposal); this includes considerations of life-cycle affordability relative to cost, schedule, and quality of performance. Inherent in this utilization of IPPD is a reduction in the cost due to less need for redesign and rework. IPPD results in customer (user of the product; i.e., the Warfighter) satisfaction at the lowest cost, highest quality, and least time; the overall focus being on customer satisfaction.

Life-Cycle Issues. IPPD requires that all product "life-cycle" issues be addressed concurrently from the beginning of the design process; this includes issues of manufacturing capability, operational safety, readiness, mission capability, serviceability, and all the other "ilities" (e.g., designability, installability, reliability, marketability, supportability, survivability, producibility, testability) commonly associated with a product. Designing the product and its related processes

NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM

AUGUST 1996

PAGE 8 of 14

concurrently shortens the delivery schedule considerably, eliminates duplication of effort, eliminates costly engineering changes, and eliminates the high level of rework that is normal in the traditional sequential over-the-wall product design process.

Concurrent Engineering. IPPD is synonymous with Concurrent Engineering (CE). IPPD/CE is the integrated, concurrent (running in parallel, occurring at the same time in lieu of one task following after the other) design of the product and its related processes (including tooling, manufacturing, and support). Implementation of IPPD requires a management system that utilizes concurrent engineering while applying six-sigma statistical methods (a quality method to make the product more robust; i.e., having fewer defects), applied in design as well as manufacturing and production.

Changes. In a traditional approach, the largest number of changes occur late in development, when change costs are high, resulting in higher program costs. In an IPPD process, the bulk of changes occur early in development, when change costs are low, resulting in overall lower program costs. Designs can be optimized for cost effectiveness based not exclusively on acquisition cost, but on overall life-cycle cost. Such considerations can be critical, since operations and support costs may far exceed acquisition cost. *Some additional funds may be required in the early phases, but the unit costs as well as total life-cycle costs should be reduced.* This will be primarily due to reduced design or engineering changes, reduced time to deliver the product, and the use of trade-off analyses to define cost-effective solutions.

At the core of IPPD implementation are Integrated Product Teams (IPTs), they are key to making IPPD work. IPPD is accomplished through the use of multiple, empowered, cross-functional integrated product teams (IPTs), from the start (early design concept phase) throughout the development of the design of the product and its processes.*

* Depends on program phase: Product designer, production engineer, systems engineer, process engineer, planner, cost engineer, marketing representative, field service engineer, safety engineer, software engineer, manufacturing engineer, in-service engineering agent, hardware engineer, quality assurance engineer, test and evaluation engineer, logistician, purchasing, installation engineer, business manager, safety engineer, design engineer, technology engineer, carrier suitability engineer, weights engineer, supportability engineer, tooling engineer, manufacturing engineer, procurement specialist, design-to-cost specialist, business manager, planning specialist, user, operator.

Program Execution Integrated Product Teams (IPTs)

DoDD 5000.1 dated 15 March 1996 states: *"The Integrated Product Team (IPT) is composed of representatives from all appropriate functional disciplines working together with a Team Leader to build successful and balanced programs, identify and resolve issues, and make sound and timely recommendations to facilitate decision-making.*

A program execution IPT is a *cross-functional* team of "product developers" who work collaboratively to simultaneously create a single integrated definition of the product and

NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM

AUGUST 1996

PAGE 9 of 14

processes. No longer will the product be conceptualized and designed by one group while the processes to build, maintain, and use the product are designed by other groups. An IPT consists of *empowered* members integrating the concurrent development of product and process design; a group of people who visibly share a common purpose, and accept product ownership. Empowerment means members are qualified to do the work, and are able to speak and act for their organization; i.e., they are authorized to make binding decisions and commitments on behalf of the organization they represent.

Any discipline that has an effect on the performance and life-cycle support of the product needs to be represented on an IPT. "Buy-in" of the team members (i.e., stakeholders) is essential to a win-win condition. IPTs operate under the following broad principles:

1. Open discussions with no secrets
2. Qualified, empowered team members
3. Consistent, success-oriented, proactive participation
4. Continuous "up-the-line" communications
5. Reasoned disagreement
6. Issues raised and resolved early

The IPT member is responsible for keeping his/her functional manager informed, being aware of his/her management's concerns, and complying with the policies applicable to his/her assigned function. Functional managers are responsible for guiding and ensuring consistent practices for their functions across

IPTs. The IPT member, and his/her superiors, should be able to understand and accept the need to trade-off functional optimization for overall product optimization as it relates to customer requirements and acquisition objectives. One of the key responsibilities of leadership is to train and educate the staff so that they will have the required knowledge and skills to represent their organization, so that authority and responsibility can be at the lowest level of the organization commensurate with risk. *If the team is not cross-functional, or its members are not empowered, it is not an IPT, it is just another meeting, just another working group, but not an IPT.*

To be successful, IPTs must develop methods for instantaneous sharing of information, good communication and coordination skills, and integrated computer tools and databases. Teaming skills (skills that enable team members to work together toward the common goal) are a must. And, as in any sport, theatrical play, or musical event, training and practice are extremely important before the team can successfully perform, so it is with IPTs. IPT members also need training in how to use the "tools," which are necessary for a successful outcome.

Manager support of team training cannot be over emphasized. Management must be willing to provide all the tools and the associated training required by team members, for successful implementation of IPPD. Team members are well trained functional and technical experts, empowered to represent their organization.

**NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM**

AUGUST 1996

PAGE 10 of 14

IPT members are accountable for the eventual success or failure of the entire product, not just their individual contributions. The emphasis is on consensus decision making for all key issues, not that members have to agree, but that all can "live with" the solution and will support the compromise decided on by the team; i.e., will support and help implement the decision. A consensus decision must be the best decision for the overall product, not necessarily the best decision for the overall function. Often a synergistic relationship develops resulting in unforeseen solutions emerging that satisfy all the functional concerns without compromise. The team must own all major decisions if they are going to be expected to support and implement them. The leader's goal is to build total team "ownership." Teamwork can significantly reduce turn-around time for decisions and changes. If consensus cannot be obtained, the decision is elevated to the next level. The goal is to deliver a product which best meets the total life-cycle requirements of the customer.

Because activities relative to a product change and evolve over its life, team membership and leadership will likewise evolve. While acquisition planners and design engineers may be the most prominent members early in the life cycle, provisioners and item managers gain a bigger voice during engineering and manufacturing development. Equipment specialists and mechanics may be the lead members during the operations and maintenance phase, with the design engineers returning once again if a major modification is needed.

By seeing the big picture, people understand why they are doing what they are doing, and they are better able to identify their customers and suppliers, and to anticipate their needs. When people know the reason behind their tasks, and see how they fit in the big picture, a lot of parochialism is lost and people are better able to perform their jobs.

Not all IPTs will be alike, it will depend on the product and the acquisition phase the product is in. Each team is designed to fit the program phase. Over the life-cycle, the structure, size, and skill mix of the teams will change. When establishing IPTs, care should be taken to avoid *excess* layering of IPTs.

An IPT is NOT just another series of meetings. Team leaders as a minimum should be experienced in facilitating team effectiveness and, if not, facilitators should be trained, or provided, to assist them. It is not intended that IPTs meet regularly or frequently. There should be no attempt to limit membership; however, *each member must be a proactive member not just an observer.* Each IPT has its own Charter, Management Plan, and Schedule which are incorporated into the Integrated Master Plan and Integrated Master Schedule for the product.

Co-location of IPT members is the ideal; it is important because the closer people are to each other the more frequently they communicate and the better they know each other. Where co-location is impractical, members should spend as much time together as possible and communicate on a regular basis via electronic mail or videoteleconferencing.

**NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM**

AUGUST 1996

PAGE 11 of 14

When IPTs include representatives from organizations other than the federal government, PMs shall comply with the Federal Advisory Committee Act (FACA). In addition, PMs should also remember that the participation of a contractor or a prospective contractor on an IPT must be in accordance with other statutory requirements, such as procurement integrity rules. Prospective contractor involvement on IPTs must be reviewed by the program's legal advisor. When in doubt, consult!

The benefits of using IPTs are:

- Reduced cycle time
- Lower cost
- Reduced variation
- Higher quality
- Fewer changes or redesign
- Less rework or repair
- Affordable

QUESTIONS AND ANSWERS

How does IPPD/IPT differ from TQM?

They are alike; i.e., exhibiting close resemblance without being identical. TQM (Total Quality Management) and IPPD are philosophies aimed at continuous process and product improvement that yield customer satisfaction, both recognize the fundamental concept of concurrent engineering, both support the concept of continuous reevaluation, and both speak to the power of integrated teams and partnerships beyond the bounds of organizational or command lines. Embedded in IPPD are key principles of TQM; i.e., customer satisfaction, teamwork, management commitment, continual process improvement,

training, and recognition of people as a critical resource. TQM tools can and should be used to perform IPPD.

Can contractors be members of IPTs?

After contract award, system contractors may participate on IPTs. A contractor, as part of an IPT, provides advice in accordance with the requirements of the contract; the contractor is responsible for executing his/her contract. IPTs cannot make decisions for the contractor nor direct the contractor in the performance of contract responsibilities. Changes to the contract require action by both the Procuring Contracting Officer (PCO) and the person designated by the contractor to make changes. In relation to contractor performance, the purpose of the IPT is to assist the parties in understanding the contract requirements, facilitate timely issue resolution, and to allow the government to gain early insight into the contractor's performance. *It must be clear to the contractor that the IPT guidance will not change the contract requirements.* Any perceived change to those requirements must be addressed to the PCO for resolution and potential contractual implementation. The government officials leading the IPT must ensure that these ground rules are clear and spelled out in a way to ensure that they will withstand a challenge.

Do contractors have IPTs? Contractors also have IPTs. Government IPTs must work closely and in harmony with industry IPTs. Government and Contractor IPTs should mirror each other to make the product easier to manage. A Government member(s) should be on the industry IPT and an industry member(s)

**NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM**

AUGUST 1996

PAGE 12 of 14

should be on the Government IPT. Their data is our data, and our data is their data; trust is paramount! A contractor, as part of an IPT, providing advice to a program office in accordance with the requirements of its contract, generally would not be considered an advisory committee and therefore should not be affected by the Federal Advisory Committee Act (FACA). Prospective contractor involvement on IPTs should be reviewed by the legal advisor as to the applicability of FACA or other statutory requirements, such as the statutory procurement integrity rules. When in doubt, check with legal counsel. The IPT approach does not relieve the government of the requirement to comply with rules governing the release of acquisition-related information (i.e., proprietary or source selection information). And, we must still ensure potential offerors are treated fairly by providing equal access to information to all known potential offerors.

Does the IPT concept apply to pre-milestone 0 situations, such as Advanced Concept Technology Demonstrations (ACTDs)?

IPPD/IPT is a concept to bring all major stakeholders together to solve a particular issue or to perform a particular function. IPTs are currently being held on various ACTDs to develop plans for how and at what point that ACTD will enter the formal acquisition process.

What is an Acquisition Coordination Team (ACT)? An ACT is the oversight/insight and review IPT for programs reviewed at the Department of the Navy (DoN) level; i.e., the OIPT for the DoN. An ACT is mandatory for ACAT IC and II programs, and encouraged for ACAT III and IV programs. The ACT is a team of stakeholders from the acquisition, requirements generation, test and evaluation, and planning, programming and budgeting communities who represent the principal advisors to the Milestone Decision Authority (MDA). The ACT does not replace the Acquisition Review Board (ARB) or Program Decision Meeting (PDM). See the January 1996 issue of the Acquisition Information Memorandum (AIM) for information on the ACT.

IPT'S ARE *ADVISORY* BODIES TO THE PM

THE IPT MISSION IS TO ENSURE PRODUCT SUCCESS

Please ensure this Acquisition Information Memorandum gets wide distribution within your organization.

**NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y)
ACQUISITION INFORMATION MEMORANDUM**

AUGUST 1996

PAGE 13 of 14

REFERENCE DOCUMENTS

The following documents plus many others, were used as references for this article. Thanks to all those who contributed to these documents. Copies of the referenced documents are available upon request. Please contact Ms. Marge Koebke, SEA 91Y3, on (703) 602-8519 to request a copy.

- o Center for Naval Analyses Study dated May 1996, Getting the Most Out of Integrated Product Teams (IPTs)
- o DoDD 5000.1, Defense Acquisition, dated 15 March 1996
- o DoD Regulation 5000.2-R, Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs, dated 15 March 1996
- o OIPT-WIPT Information Guide dated March 1996, prepared by the Office of the Under Secretary of Defense for Acquisition Reform [DUSD(AR)]
- o DoD Guide to Integrated Product and Process Development (Version 1.0) dated 5 February 1996 (applies to Program Execution IPTs)
- o DoD "Rules of the Road - A Guide for Leading Successful Integrated Product Teams," dated November 1995 (applies to OIPTs and WIPTs; included in the OIPT-WIPT Information Guide listed above)
- o Concurrent Engineering - Primer and User's Guide for Shipbuilding dated January 1995 (NSRP 0435), prepared by NSWC Carderock Division in cooperation with Newport News Shipbuilding as part of The National Shipbuilding Research Program
- o Air Force Materiel Command Guide on Integrated Product Development dated 25 May 1993

NAVSEA ACQUISITION SUPPORT OFFICE (SEA 91Y) ACQUISITION INFORMATION MEMORANDUM

AUGUST 1996

Page 14 of 14

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SEA 011	SEA 03P	SEA 91W3	PMS 385	PMS 401
SEA 012	SEA 03P3	SEA 91W5	PMS 430	PMS 418
SEA 017	SEA 03R	SEA 915	PEO-MIW	PMS 450
SEA 02	SEA 03R1	SEA 00C	PMS 210	PMS 450A11
SEA 02B	SEA 03R3	SEA 00CB	PMS 303	PMS 450A12
SEA 02K	SEA 03R4	SEA 00C1	PMS 407	PEO SC-AP
SEA 022	SEA 03R5	SEA 00C12	PMS 4072	PMS 400P
SEA 024	SEA 03RP	SEA 00C2	PMS EOD	PMS 400B
SEA 025	SEA 03T	SEA 00C3	PMS MDS	PMS 400D
SEA 026	SEA 03U	SEA 00C5	PMS NSW	PMS 400E
SEA 028	SEA 03V	PMS 305	PEO-TAD	PMS 400E4
SEA 0283	SEA 03W	PMS 306	TAD-B	PMS 400F
SEA 029	SEA 03X	PMS 307	TAD-C	PMS 400G
SEA 03	SEA 03Y	PMS 308	TAD-D	PMS 400G3
SEA 03A	SEA 03Z	PMS 340	TAD-D2	PMS 400G31
SEA 03B	SEA 04	PMS 380	TAD-D2A	PMS 400R
SEA 03C	SEA 04B	SEA 92	TAD-D23	PMS 429
SEA 03D	SEA 04C	SEA 92B	TAD-D24	NOC
SEA 03D3	SEA 04C6	SEA 92M	TAD-D25	NOC N71
SEA 03D5	SEA 04IT	SEA 92P1	TAD-D3	NSWC
SEA 03D6	SEA 04R	PMS 390	TAD-E	NUWC
SEA 03D7	SEA 041	PMS 393	TAD-T	
SEA 03D9	SEA 042	PMS 395	PMS 420	
SEA 03E	SEA 0422	PMS 396	PMS 422	
SEA 03F	SEA 043	PMS 425	PMS 422-2	
SEA 03F2	SEA 07	PEO-CLA	PMS 422-23	
SEA 03F21	SEA 07B	PEOCLA-C	PEO-USW	