

The Army's Lean Six Sigma Initiative and “Contracting”

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- Background

- DUSA (BT) in consultation with SECARMY has determined that “Contracting” is one of the 15 overarching processes under which the Army plans to track progress in implementing its lean six sigma (LSS) initiative.
- DUSA (BT) has designated ASA(ALT) as the senior lead for “Contracting”, ACA has been designated the process lead.
- In late March, early April contracting subject matter experts from AMC and ACA participated in a Value Stream Analysis (VSA) of the “Contracting” process facilitated by a DUSA (BT) supplied LSS Master Black Belt.
- That group identified four potential LSS projects.

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- 15 Overarching (Army-wide) Processes

Contracting

Capabilities

Sustainment

Environment

Force Structure

Medical Capabilities

Property Management

IT Portfolio Management

Personnel Security Evaluation

Test & Evaluation

Mobilization

Equipping

Civilian HR

SMRD

Military Construction

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- The four potential projects identified using VSA were:
 - Acquisition strategy review and approvals (services)
 - Customer roles and responsibilities
 - DD350 data accuracy
 - Market research
- Draft project charters for these four potential projects have been loaded into POWERSTEERING, the software tool that the Army is using to track its LSS projects.
- The following charts show the draft charters for those potential projects.

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- Acquisition strategy review and approvals (services)
 - PROBLEM STATEMENT : Duplication of information results in additional man-hours and approval delays. Additional documentation is often required at time of approval due to lack of clear and consistent guidelines for what is required to be submitted.
 - GOAL STATEMENT : Clarify procedures to streamline approval process and reduce the time to approve.
 - IMPACT STATEMENT : Complete, thorough and well documented packages that result in approval upon initial submission.
 - TEAM MEMBERS & RESOURCES : Contracting, policy, requiring activity, legal, and RM

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- Customer roles and responsibilities
 - PROBLEM STATEMENT : There is no clear understanding by the requiring community of their roles and responsibilities in the acquisition process or commitments thereto. Problems are magnified due to decreases in resources and increases in the number of contract actions. There are documented findings in GAO, IG, or AAA reports that support the impact to the contracting process that the lack of resources has along with the critical role that the customer plays in the process.
 - GOAL STATEMENT : Improved quality and timeliness of all contract requirements packages, and accompanying documents. Improved oversight and management during the planning process, therefore, improving the effectiveness and efficiency of the entire acquisition process.

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- Customer roles and responsibilities (continued)
 - IMPACT STATEMENT : - Improved quality in planning, contract requirements packages, and documentation, therefore increasing the likelihood of approval on first pass.
 - Increased delivery of the service/item to the warfighter /user.
 - Improved acquisition teaming and "customer" relations.
 - Reduced number of government man-hours, revisions, amendments (substantive requirements changes), potential number of post award modifications, and potentially reduced number of protests, claims and disputes.
 - TEAM MEMBERS & RESOURCES : Contracting, requiring activity/logistics, personnel, legal, CIO and RM

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- DD350 data accuracy
 - PROBLEM STATEMENT : Data is either incomplete, inaccurate or missing. 75% of DD350's entered are Accurate Army wide. Edit checks not matching in different systems.
 - GOAL STATEMENT : Goal is 100% accuracy and submission for all DD350 required actions (obligation/deobligations greater than \$25,000) see DFARS 204.670-2 Reportable contracting actions.
 - IMPACT STATEMENT : Accurate and reliable reports to Congress, ability to improve budget forecasting for outyear budgets; increased accuracy of socioeconomic goal reporting, reliability of spend data collected, improved visibility into buying trends/patterns for future commodity teams.
 - TEAM MEMBERS & RESOURCES : KOs, Contract Specialists, Purchasing Agent, Chief of Policy, DOCs, PARCs

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- Market research
 - PROBLEM STATEMENT : Insufficient amount of market research leads to less than optimal decision making.
 - GOAL STATEMENT : 100% understanding of requirement, and interpreting what the market offers i.e. new technology, new services, existing contracting vehicles.
 - IMPACT STATEMENT : Benefit to the warfighter and improved overall acquisition process.
 - TEAM MEMBERS & RESOURCES : Contracting, Requiring Activity/Logistics

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- It is expected that trained LSS Green and Black belts will lead the Army's LSS projects
- On May 5, ACA's Center of Contracting Excellence (ACA, CCE) awarded a \$90M contract to the George Group for LSS training – including Green and Black Belt training.
- On June 8, DUSA (BT) selected two potential “Contracting” projects, Acquisition Strategy Review and Approvals (services) and Customer Roles and Responsibilities to be among the first wave of Army-wide projects to be initiated.
- DUSA (BT) plans to select and provide funding to train Green and Black belt candidates for these projects - under the CCE contract - based on their assignment to the projects in POWERSTEERING.
- Army-wide “Contracting” LSS projects and Green and Black belt candidates need DASA (P&P)'s endorsement.
- The first Green belt training class begins on June 19.