



**INSPECTOR GENERAL  
DEPARTMENT OF DEFENSE  
4800 MARK CENTER DRIVE  
ALEXANDRIA, VIRGINIA 22304-1500**

November 3, 2014

**MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR ACQUISITION,  
TECHNOLOGY AND LOGISTICS**

**SUBJECT: Evaluation of Government Quality Assurance Oversight for DoD Acquisition Programs  
(Report No. DODIG-2015-028)**

The DoD Office of Inspector General (OIG) conducted an evaluation of the DoD's implementation of its overarching quality management policies and procedures and on Government-performed quality assurance oversight of defense acquisition programs. We evaluated the top-level DoD Components' policies and procedures regarding quality management of the DoD acquisition programs. Furthermore, we determined if there were any gaps and weaknesses within the DoD quality management policies and procedures.

Our evaluation determined that the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD(AT&L)) has not established an overarching quality management policy that is commensurate with the scale, cost, and complexity of the Major Defense Acquisition Programs to ensure the consistency of quality management system requirements across DoD Components. In addition, the Department of Defense and its Components do not currently have effective feedback mechanisms in place in order to affect positive change in quality management policies and processes.

We considered management comments on the draft from OUSD(AT&L) when preparing the final report. We request further comments from OUSD(AT&L) on Recommendations A.1, A.2, B.1, B.2, and B.3. Further comments should be received by December 5, 2014.

DoD Directive 7650.3 requires that recommendations be resolved promptly. If possible, send a .pdf file containing your comments to [REDACTED]. Copies of your comments must have the actual signature of the authorizing official for your organization. We are unable to accept the /Signed/ symbol in place of the actual signature. If you arrange to send classified comments electronically, you must send them over the SECRET Internet Protocol Router Network (SIPRNET).

# Evaluation Of Government Quality Assurance Oversight For Dod Acquisition Programs

**Randolph R. Stone**



## **Evaluation Of Government Quality Assurance Oversight For Dod Acquisition Programs:**

Evaluation of Government Quality Assurance for Oversight for DOD Acquisition Programs Randolph R. Stone, 2014-12-09

The objective of this report was to evaluate Department of Defense DOD overarching quality management policies and procedures and Government performed quality assurance oversight of defense acquisition programs It found that DOD through the Office of the Under Secretary of Defense for Acquisition Technology and Logistics OUSD AT L has not established an overarching quality management policy to ensure the consistent application of quality management system requirements across DOD Components In addition DOD and its Components do not have effective feedback mechanisms in place to evaluate the performance of quality management system and sufficiency of policies This is a print on demand report

*Evaluation of Government Quality Assurance Oversight for Dod Acquisition Programs* United States Department of Defense, 2015-01-12 Our objective was to evaluate DoD overarching quality management policies and procedures and Government performed quality assurance oversight of defense acquisition programs To evaluate DoD quality management practices across DoD we evaluated top level policies and procedures of DoD Components that is Military Departments Defense agencies the Joint Chiefs of Staff the combatant commands and DoD field organizations

**Enterprise Risk and Opportunity Management** Allan S. Benjamin, 2017-01-03 Risk management strategy for the pioneering technological sector Enterprise Risk and Opportunity Management provides much needed guidance tailored specifically to the technological sector While most enterprise risk management guides are written for traditional businesses and finance firms this book translates effective enterprise risk and opportunity management EROM principles into strategies and practices that work for government nonprofit and for profit organizations in the technological space Originally designed for noncommercial pioneering enterprises like NASA an entire chapter is now devoted toward applying the methods to profit making technological enterprises A 40 year veteran of the tech sector Dr Allan Benjamin outlines risk management strategies for organizations in which the advancement and integration of science and technology within complex systems is necessary for accomplishment of the mission Commercial EROM strategies do not translate directly when the development and implementation of risky technologies is the organization s primary objective and clumsy or near sighted implementation can easily cripple progress This book provides authoritative guidance tailored to the sector s specialized needs Maximize opportunity while effectively managing risk Understand the core principles of the technological EROM approach and its interfaces with the management of the organization Comprehend the intricacies of aggregating risks and opportunities from lower to higher levels of the organization Gain expert insights specific to the technology sector Mitigate and control the risk that comes with pursuing discovery In practice EROM in this sector involves working with mostly qualitative data and is characterized by high uncertainty Managing risk without handicapping the organization requires a specific set of adjustments to traditional EROM and a more nuanced approach to the idea of acceptable risk Balance is key in technological

EROM and Enterprise Risk and Opportunity Management provides foundational guidance real world strategy and enlightening examples for getting it right *Commissioned Officer Development and Career Management* ,1995

*Defense Acquisitions* Gene L. Dodaro,2010 This report examines how well DoD is planning and executing its weapon acquisition programs The report includes 1 an analysis of the overall performance of DoD s 2008 portfolio of 96 major defense acquisition programs and a comparison to the portfolio performance at two other points in time 5 years ago and 1 year ago 2 an analysis of current cost and schedule outcomes and knowledge attained by key junctures in the acquisition process for a subset of 47 weapon programs primarily in development from the 2008 portfolio 3 data on other factors that could impact program stability and 4 an update on changes in DoD s acquisition policies Includes a one or two page assessment of 67 weapon programs Illustrations *Government Contracts Reporter* ,1958 **Federal Program**

**Evaluations** ,1984 Contains an inventory of evaluation reports produced by and for selected Federal agencies including GAO evaluation reports that relate to the programs of those agencies **Government Reports Announcements & Index** ,1995

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