DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
RESEARCH, DEVELOPMENT AND ACQUISITION
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WASHINGTON, DC 20350-1000

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MEMORANDUM FOR DISTRIBUTION

Subj: TRI-SERVICE ASSESSMENT INITIATIVE (TAI) FOR PROGRAM ASSISTANCE

Encl: (1) Tri-service Assessment Initiative (TAI) Process

In order to provide improved support to our Program Management community, I have signed a Memorandum of Understanding (MOU) with the OSD Tri-Service Assessment Initiative (TAI) Office. Under this MOU, my office will join forces with the TAI Office to provide Program Managers (PMs) with in-depth assessments of their programs using a well proven TAI assessment model.

TAI assessments look across all program management disciplines and functions using well-documented and structured procedures. Teams of independent experts, who are drawn from the military services, as well as industry, and who have been trained in the TAI process, perform these assessments. The results not only give the PMs a list of issues and risks, but also provide recommendations on actions to address the issues and risks. Some of the key benefits to the Department of the Navy (DON) are:

- Provides our PMs with access to experts and lessons learned from across DOD and the services.
- Gives the DON a program assessment capability at a fraction of the cost of establishing and maintaining our own.
- Gives us access to systemic analysis on both DON programs and other DOD programs.
- Provides a process that is accepted as meeting the OSD/5000 series requirement for independent expert program reviews (IEPR).
- Demonstrates cooperation between DON and DOD in utilizing a common assessment tool.

The TAI process can be a valuable tool for PMs to identify risks and solutions in their programs. Therefore, I urge you to strongly encourage them to take advantage of this new opportunity.

Enclosure (1) is a description of the TAI process and systemic analysis of findings. DASN (ACQ) and the OSD TAI Office are available to brief the TAI process. My point of contact is Mr. W. Page Glennie, (703) 602-2384, glennie.page@hq.navy.mil.

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Tri-Service Assessment Initiative
Executive Overview

The Tri-Service Assessment Initiative (TAI) is an OSD and Service-sponsored program with two primary objectives:

- Provide assistance directly to DoD program managers to help identify and correct issues that impact overall program performance
- Identify recurring systemic issues that impact performance across the DoD program base to support DoD Enterprise wide improvement

Since its inception in 1999, TAI has focused on providing PMs with independent expert program reviews to assess program status, improve program effectiveness, and support critical programmatic decisions. These assessments provide a basis for both immediate and long-term performance improvements to the individual programs. TAI has applied its proven assessment methodology to over 40 programs across DoD.

To meet it second objective, TAI has developed a capability to analyze systemic issues and performance trends that occur across its total assessed program base. This cross-program analysis provides the DoD Enterprise with objective insight into recurring program performance issues, cause and effect characterizations, and areas of greatest impact in achieving overall acquisition improvement. All systemic analysis findings are generic and do not reference TAI-assessed programs.

TAI's Executive Sponsor is the OUSD(AT&L) Director for Systems Engineering, with management oversight from the Services, and direct technical support from the Army (TACOM-ARDEC). Core operations and analysis funding is provided by TAI sponsors; PMs fund individual assessments (team travel and labor).

The management and technical characteristics of the TAI initiative are unique and include the following:

- "Program Performance First" strategy
  - Program team is the primary customer
  - All efforts focus on improving program performance
  - Assessment team expertise tailored to meet specific program issues and risks
  - Assessment process designed to minimize impact on program team

- Non-Attribution policy
  - Program Manager retains assessment results
  - Teams comply with non-disclosure agreements
  - Assessments encourage open and objective communication

- Use of the "Total" DoD Capability
  - Assessment and analysis teams leverage expertise across DoD, Services, FFRDCs, industry, agencies, and universities
  - Multi-Service management and oversight
  - Use of existing and emerging tools and technologies

- "Information Driven" assessment and analysis
  - Comprehensive scope of issues addressed from multiple perspectives
  - Active analysis of DoD acquisition and technology trends and lessons learned

- Fact-based assessments
  - Integrated assessment process and issue architecture
  - Consistent risk-based methodology used across all program assessments
  - Analysis focused on identification of causative performance issues
  - Strict approach to data management and integrity

- Value added products
  - Prioritized issues, their interrelationships and associated risks
  - Actionable recommendations and post assessment briefing support
  - Systemic analysis products based upon actual assessment data
  - Directed analysis in response to sponsor information needs

- Transition partnering strategy
  - Collaborative agreements with DoD and Industry organizations that will perform TAI-based assessments in order to:
    - Increase the ability to respond to PM assessment needs
    - Increase TAI systemic analysis program base
    - Support continuous improvement of TAI methodology through transition partner expertise

For further information about participating on TAI teams, obtaining TAI products/services, or to become a transition partner, please contact Ms. Kristen Baldwin, 703-602-0851x109, kristen.baldwin@osd.mil, or Mr. Scott Lucero, 703-602-0851x114, scott.lucero@osd.mil, and for the Navy Mr. Page Glennie, 703-602-2384, glennie.page@hq.navy.mil.