



Calhoun: The NPS Institutional Archive
DSpace Repository

Reports and Technical Reports

Faculty and Researchers' Publications

2009-05-01

When Instructions Provide Too Much Flexibility, Establish Rules

Patterson, David

<http://hdl.handle.net/10945/33423>

This publication is a work of the U.S. Government as defined in Title 17, United States Code, Section 101. Copyright protection is not available for this work in the United States.

Downloaded from NPS Archive: Calhoun



Calhoun is the Naval Postgraduate School's public access digital repository for research materials and institutional publications created by the NPS community. Calhoun is named for Professor of Mathematics Guy K. Calhoun, NPS's first appointed -- and published -- scholarly author.

Dudley Knox Library / Naval Postgraduate School
411 Dyer Road / 1 University Circle
Monterey, California USA 93943

<http://www.nps.edu/library>

Naval Postgraduate School's 6th Annual Acquisition Research Symposium

Panel #20
Acquisition Program and Policy Analysis

**When Instructions
Provide Too Much
Flexibility,
Establish Rules**

May 14, 2009

...It's About Good Government

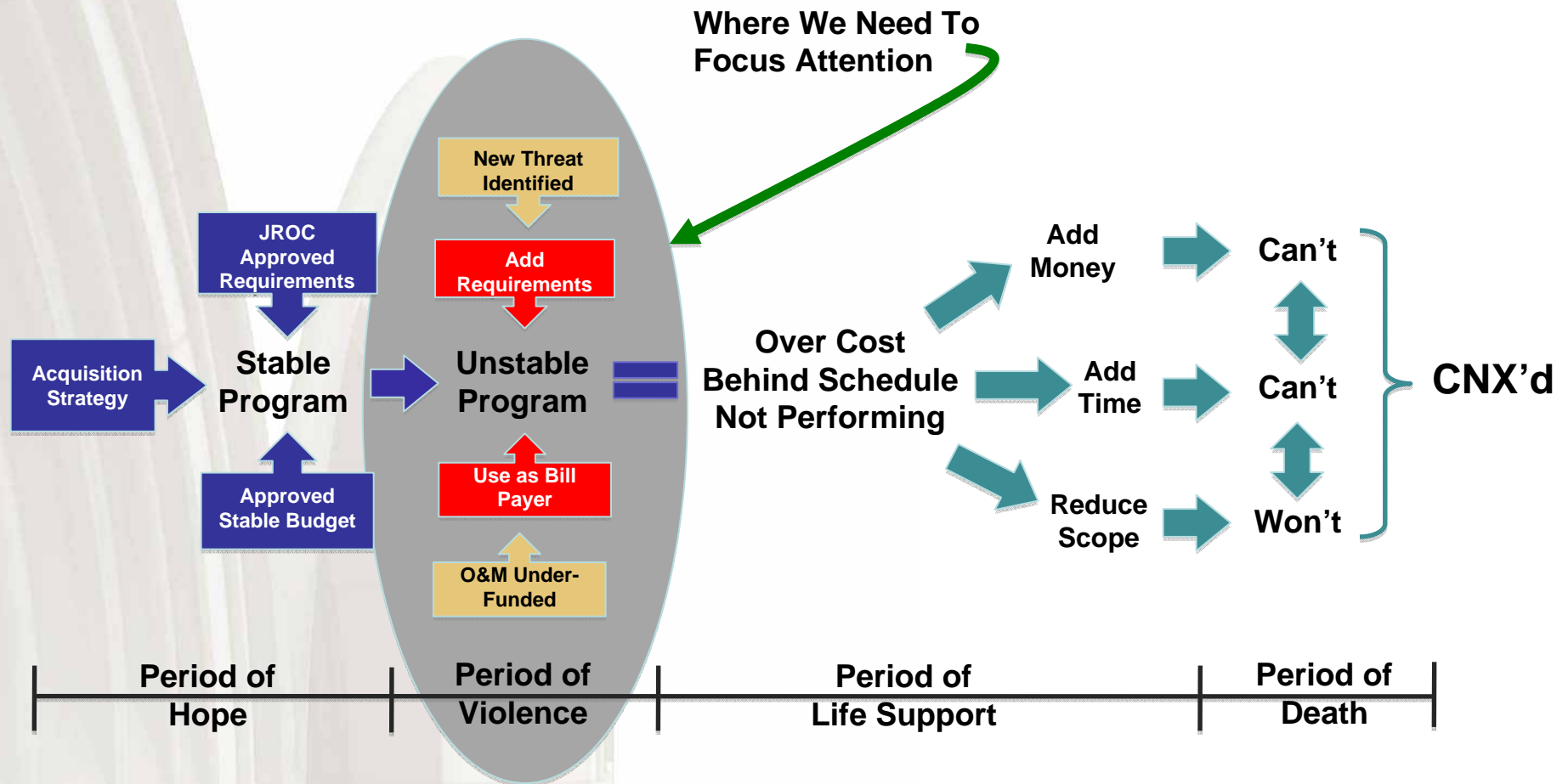
When You're A Nation At War



Some Points To Ponder

- **Problem Program Process**
- **Addressing the Period of Violence**
- **What the Heck is TAIV, and Why Do I Care?**

Problem Program Process



Addressing The Period Of Violence

- **Why Does the Period of Violence Happen?**
 - **Current Instructions Do Not Mandate Program Discipline**
 - **Program Management Staff Does Not See the Violence Coming, and If They Do:**
 - **Little Opportunity to Avoid**
- **Need to Apply Rules**
 - **Inclination to Use as Bill Payers - Capital Funded Budgets**
 - **Desire to Add Requirements - Build What Was Bid (No New Requirements – Even If the Money is Available)**
 - **Eroding Program Structure and Discipline - Time Certain Program from Milestone B to IOC**

Approach To Using Time As An Independent Variable (TAIV)

- How Much Time Should Programs Be Given?
- How Do We Know?

