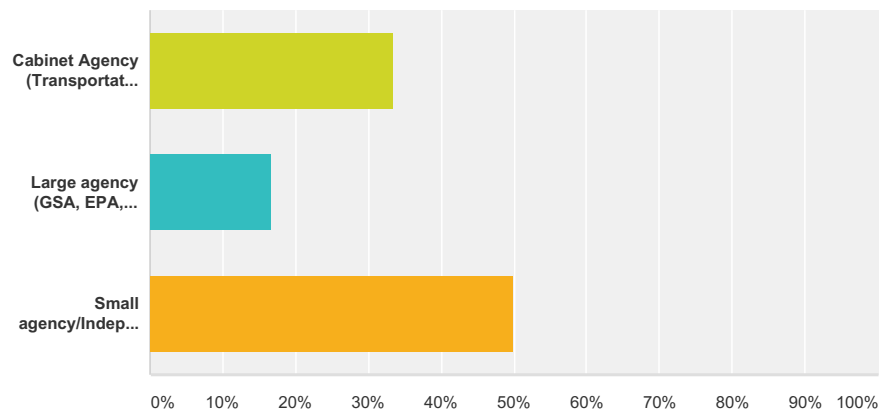


# WFED Federal CAO Survey 2015

## Q1 I work at a:

Answered: 24 Skipped: 0

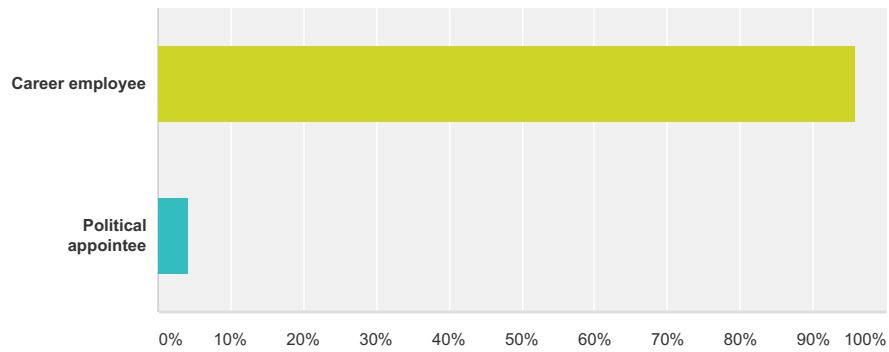


Answer Choices	Responses	
Cabinet Agency (Transportation, VA, etc.)	33.33%	8
Large agency (GSA, EPA, etc.)	16.67%	4
Small agency/Independent agency	50.00%	12
<b>Total</b>		<b>24</b>

## WFED Federal CAO Survey 2015

### Q2 I am a:

Answered: 24 Skipped: 0

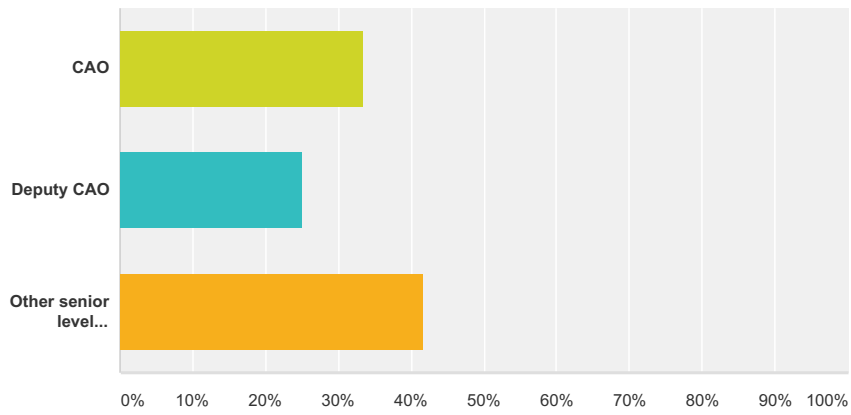


Answer Choices	Responses	
Career employee	95.83%	23
Political appointee	4.17%	1
Total		24

# WFED Federal CAO Survey 2015

## Q3 I am a:

Answered: 24 Skipped: 0

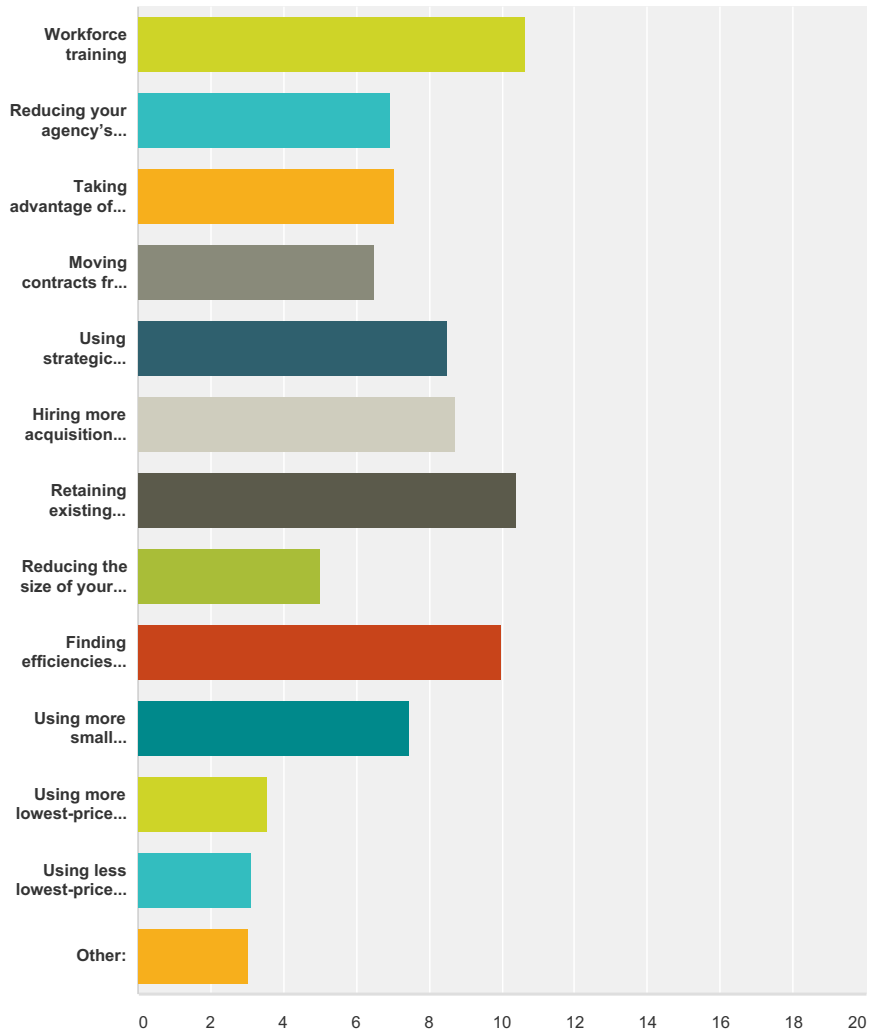


Answer Choices	Responses	
CAO	33.33%	8
Deputy CAO	25.00%	6
Other senior level acquisition manager	41.67%	10
<b>Total</b>		<b>24</b>

# WFED Federal CAO Survey 2015

## Q4 What are your top priorities for 2015? (Please rank in order, 1 being the highest)

Answered: 17 Skipped: 7



	1	2	3	4	5	6	7	8	9	10	11	12	13	Total	Score
Workforce training	11.76% 2	29.41% 5	29.41% 5	17.65% 3	0.00% 0	5.88% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.88% 1	0.00% 0	17	10.65
Reducing your agency's overall contract spending	0.00% 0	0.00% 0	11.76% 2	5.88% 1	23.53% 4	0.00% 0	11.76% 2	11.76% 2	11.76% 2	11.76% 2	11.76% 2	0.00% 0	0.00% 0	17	6.94
Taking advantage of new tools from category management to help your agency buy more efficiently, such as the prices paid portal	0.00% 0	17.65% 3	0.00% 0	5.88% 1	17.65% 3	5.88% 1	11.76% 2	11.76% 2	0.00% 0	5.88% 1	11.76% 2	5.88% 1	5.88% 1	17	7.06

# WFED Federal CAO Survey 2015

Moving contracts from time and materials/labor hours to firm fixed price	0.00% 0	0.00% 0	5.88% 1	5.88% 1	5.88% 1	17.65% 3	17.65% 3	11.76% 2	11.76% 2	17.65% 3	0.00% 0	5.88% 1	0.00% 0	17	6.53
Using strategic sourcing contracts more often	11.76% 2	5.88% 1	11.76% 2	5.88% 1	5.88% 1	11.76% 2	29.41% 5	11.76% 2	0.00% 0	0.00% 0	5.88% 1	0.00% 0	0.00% 0	17	8.53
Hiring more acquisition workers	17.65% 3	17.65% 3	5.88% 1	11.76% 2	0.00% 0	5.88% 1	0.00% 0	29.41% 5	0.00% 0	0.00% 0	0.00% 0	11.76% 2	0.00% 0	17	8.71
Retaining existing acquisition workers	29.41% 5	5.88% 1	23.53% 4	11.76% 2	5.88% 1	5.88% 1	11.76% 2	0.00% 0	5.88% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	17	10.41
Reducing the size of your contract/vendor workforce	0.00% 0	0.00% 0	11.76% 2	0.00% 0	5.88% 1	5.88% 1	0.00% 0	5.88% 1	17.65% 3	11.76% 2	23.53% 4	11.76% 2	5.88% 1	17	5.00
Finding efficiencies in the acquisition process to help your agency deal with potential budget cuts	17.65% 3	17.65% 3	0.00% 0	23.53% 4	23.53% 4	5.88% 1	5.88% 1	0.00% 0	0.00% 0	5.88% 1	0.00% 0	0.00% 0	0.00% 0	17	10.00
Using more small businesses, including 8(a), SDB, women-owned, HUBZone and veteran-owned firms	5.88% 1	5.88% 1	0.00% 0	5.88% 1	11.76% 2	23.53% 4	5.88% 1	17.65% 3	11.76% 2	5.88% 1	5.88% 1	0.00% 0	0.00% 0	17	7.47
Using more lowest-price technically acceptable contracting	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.88% 1	0.00% 0	0.00% 0	23.53% 4	23.53% 4	11.76% 2	23.53% 4	11.76% 2	17	3.53
Using less lowest-price technically acceptable contracting	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	17.65% 3	17.65% 3	29.41% 5	29.41% 5	5.88% 1	17	3.12
Other:	5.88% 1	0.00% 0	0.00% 0	5.88% 1	0.00% 0	5.88% 1	5.88% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.88% 1	70.59% 12	17	3.06

## WFED Federal CAO Survey 2015

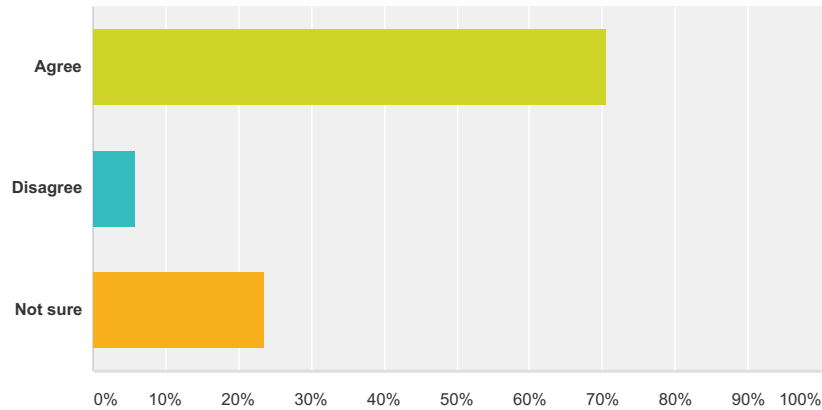
### Q5 If you chose other, please specify:

Answered: 5 Skipped: 19

#	Responses	Date
1	Earning a "seat at the table" as a valued strategic business advisor within the agency.	6/9/2015 5:24 PM
2	Focus on the entire acquisition lifecycle starting with management of the pre-solicitation functions and post-award contract administration and performance management. Issues and problems are currently focused in the middle "contract execution" this is not perfect but it is also not the problem.	6/9/2015 3:25 PM
3	Influencing Leaders in Acquisition organizations to encourage risk taking and innovation within their workforce. It starts with leading by example	5/31/2015 10:46 AM
4	Improving program/project manager orientation and accountability of the acquisition process and recognition that they are members of the Acquisition Workforce.	5/27/2015 12:33 PM
5	Improving Industry Relationships	5/27/2015 11:41 AM

**Q6 I understand the potential and real benefits of category management.**

Answered: 17 Skipped: 7



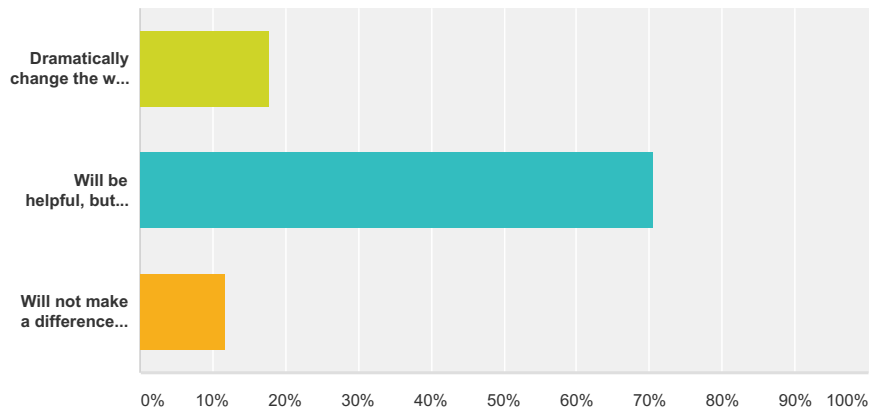
Answer Choices	Responses
Agree	70.59% 12
Disagree	5.88% 1
Not sure	23.53% 4
<b>Total</b>	<b>17</b>

#	Comment:	Date
1	Understand the potential, any real benefits in the federal space have yet to be demonstrated	6/3/2015 3:33 PM
2	Lots more learn before widespread implementation.	5/31/2015 10:46 AM
3	GSA and OFPP do not fully understand category management at this time. Thus, those who are slated to use this concept do not fully understand it. The price portal will prove to be a ton of useless data.	5/27/2015 12:35 PM

# WFED Federal CAO Survey 2015

## Q7 Category management will:

Answered: 17 Skipped: 7



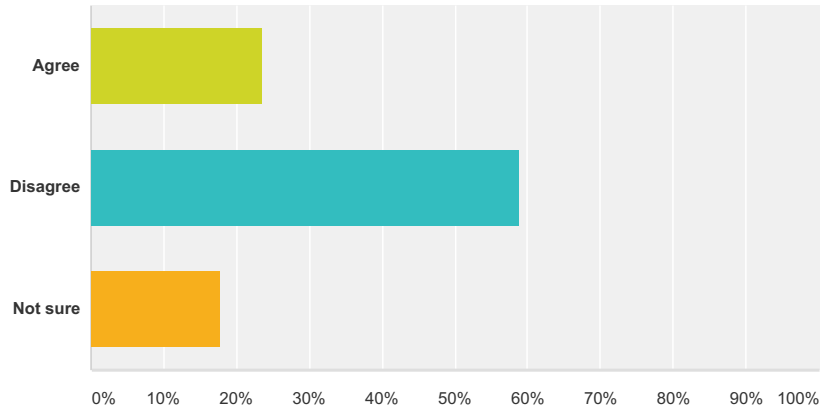
Answer Choices	Responses
Dramatically change the way my agency buys products and services	17.65% 3
Will be helpful, but will only modestly change how my agency buys products and services	70.59% 12
Will not make a difference in how my agency buys goods and services	11.76% 2
<b>Total</b>	<b>17</b>

#	Comments:	Date
1	Could dramatically drive changes but we have a long ways to go, the federal government has spent many years as separate and distinct buyer of the same products. This has lead to many vendors and varied pricing. This will be a culture shift.	6/9/2015 3:25 PM



**Q8 My agency has taken advantage of the tools that category management provides through GSA's Common Acquisition Platform hallways.**

Answered: 17 Skipped: 7

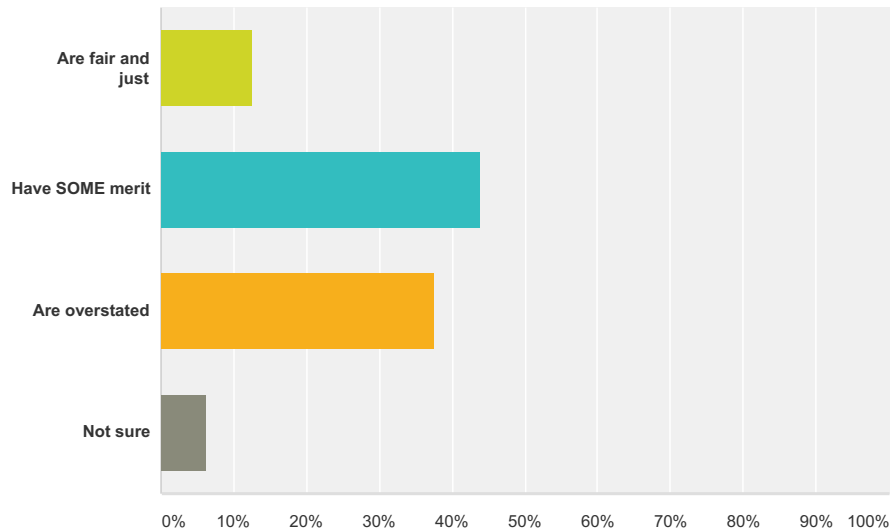


Answer Choices	Responses
Agree	23.53% 4
Disagree	58.82% 10
Not sure	17.65% 3
<b>Total</b>	<b>17</b>

#	Comments:	Date
1	There is really nothing concrete available on the hallway yet. The capability for comparative analysis is key and the AH are not there yet.	6/9/2015 5:24 PM
2	The information has had the widest distribution	6/9/2015 3:25 PM
3	Too soon to tell what benefits will be to my agency.	6/3/2015 3:28 PM
4	DOD has been using many of the tenets of Category Management in its own way for some time now.	5/31/2015 10:46 AM
5	The tools are not useful. There is no current advantage.	5/27/2015 12:35 PM
6	Too soon to judge.	5/27/2015 12:33 PM

**Q9 Industry has expressed concerns over the use of lowest-price technically acceptable (LPTA). Do you think vendor concerns:**

Answered: 16 Skipped: 8

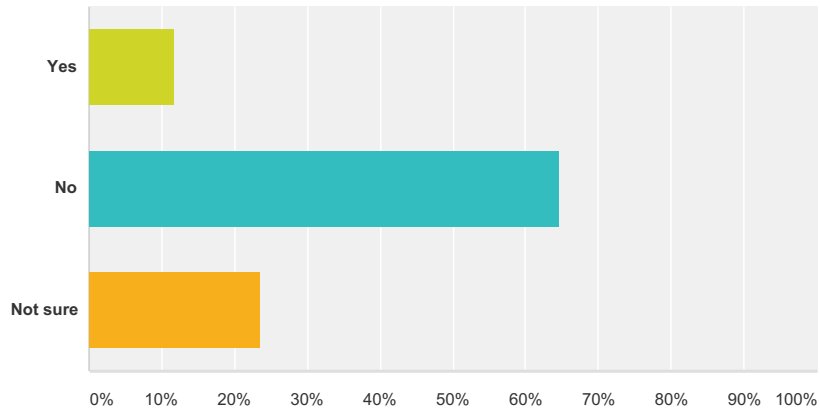


Answer Choices	Responses
Are fair and just	12.50% 2
Have SOME merit	43.75% 7
Are overstated	37.50% 6
Not sure	6.25% 1
<b>Total</b>	<b>16</b>

#	Comments:	Date
1	I think there are some myths that need to be dispelled by government and industry as it relates to LPTA.	6/9/2015 3:25 PM
2	LPTA is a tool we in the Acquisition community must have as it is valuable and reliable tool when used under the right circumstances.	5/31/2015 10:46 AM
3	To be effective, technically acceptable criteria and the methodology used to evaluate those must be objective and clearly articulated in the solicitation.	5/27/2015 12:33 PM
4	Outside of routine supplies and commodities, we don't make significant use of LPTA	5/27/2015 11:41 AM

**Q10 My agency reduced the use of LPTA over the past year.**

Answered: 17 Skipped: 7



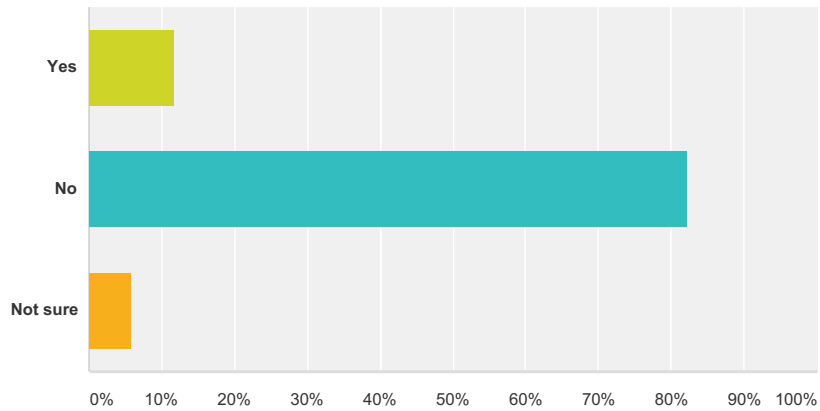
Answer Choices	Responses
Yes	11.76% 2
No	64.71% 11
Not sure	23.53% 4
<b>Total</b>	<b>17</b>

#	Comments:	Date
1	Didn't increase or reduce but we allow ourselves the leeway for trade-off best value more than LPTA is utilized.	6/9/2015 5:24 PM

# WFED Federal CAO Survey 2015

## Q11 My agency has a policy outside of the FAR for when using LPTA makes the most sense.

Answered: 17 Skipped: 7

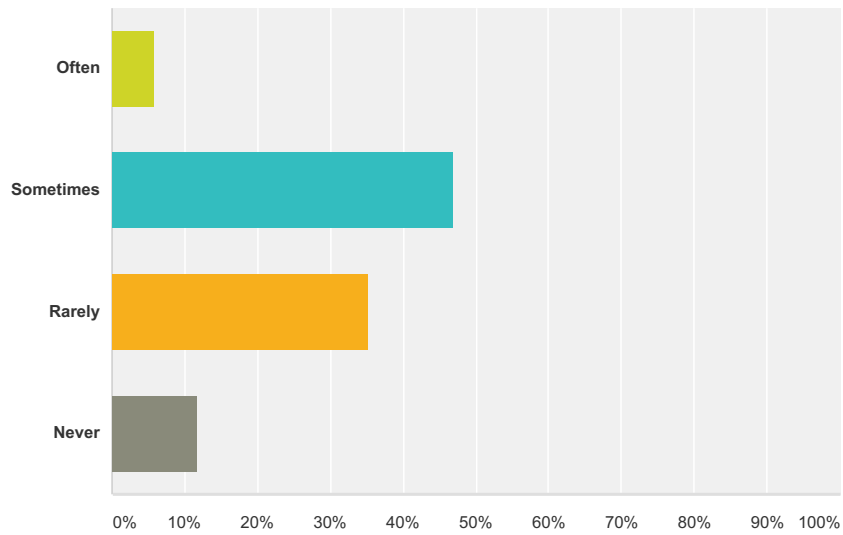


Answer Choices	Responses
Yes	11.76% 2
No	82.35% 14
Not sure	5.88% 1
<b>Total</b>	<b>17</b>

#	Comments:	Date
1	We use private funds so FAR does not apply	6/9/2015 2:29 PM
2	We are currently working on additional agency guidance to positively influence proper usage.	5/31/2015 10:46 AM

**Q12 My agency uses reverse auctions:**

Answered: 17 Skipped: 7

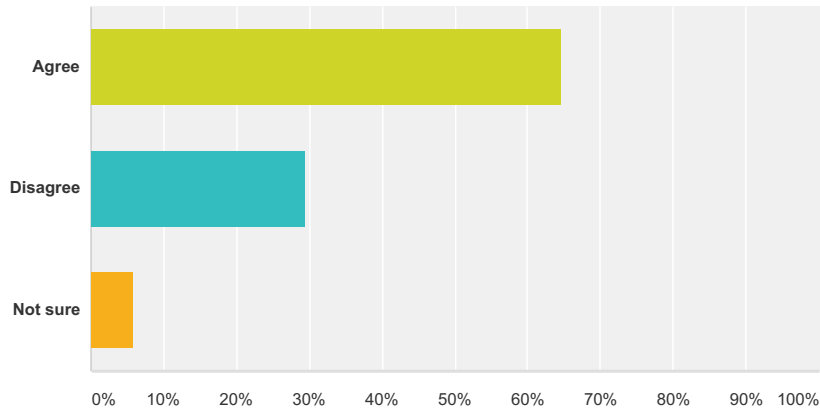


Answer Choices	Responses
Often	5.88% 1
Sometimes	47.06% 8
Rarely	35.29% 6
Never	11.76% 2
<b>Total</b>	<b>17</b>

#	Comments:	Date
1	Reverse auctions do not support our supply chain. Our supply chain doctrine is a just-in-time system, which is supported by underlying strategic contracts. Reverse auctions are perpendicular to our supply chain doctrine.	5/27/2015 12:35 PM

**Q13 OFPP needs to issue guidance on the use of reverse auctions in government.**

Answered: 17 Skipped: 7

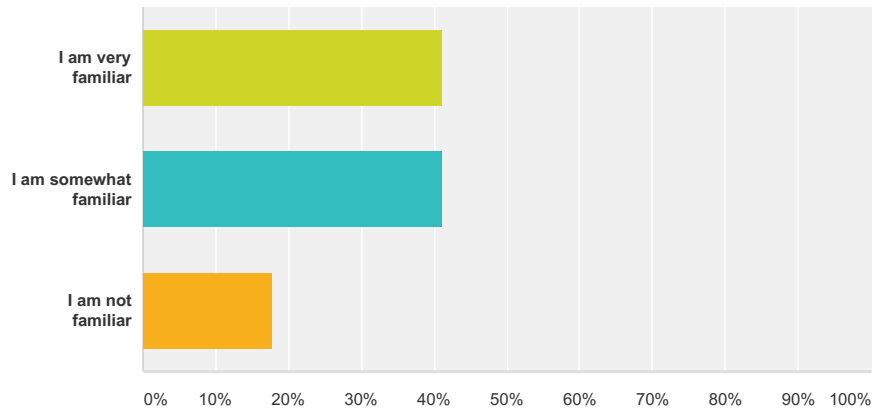


Answer Choices	Responses
Agree	64.71% 11
Disagree	29.41% 5
Not sure	5.88% 1
<b>Total</b>	<b>17</b>

#	Comments:	Date
1	I believe agencies are aware of what RA offer and should have the business acumen to use them when they are useful.	6/9/2015 5:24 PM
2	They just did.	6/3/2015 3:28 PM
3	There is currently a DAR Council case, which will likely lead to a FAR case on proper use of Reverse Auctions.	5/31/2015 10:46 AM

**Q14 How familiar are you with the recent challenges agencies have run into when using reverse auctions?**

Answered: 17 Skipped: 7

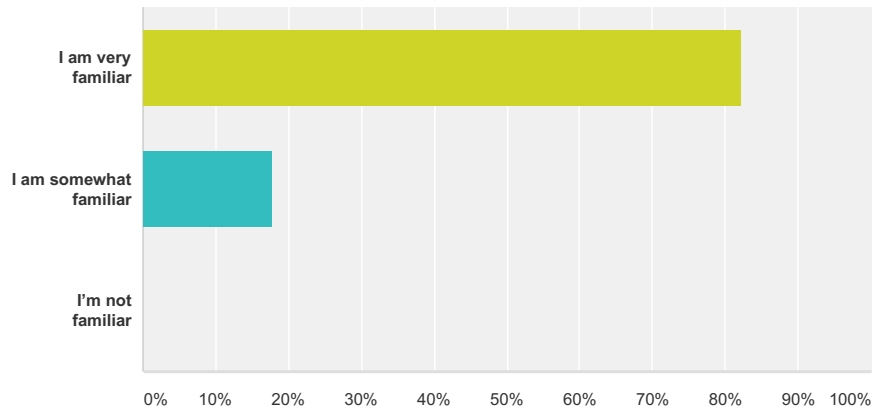


Answer Choices	Responses	
I am very familiar	41.18%	7
I am somewhat familiar	41.18%	7
I am not familiar	17.65%	3
<b>Total</b>		<b>17</b>

#	Comments:	Date
1	We were a recent victim of FEDBID	5/27/2015 12:35 PM

**Q15 How familiar are you with the changes proposed by OMB to implement the Federal IT Acquisition Reform Act (FITARA)?**

Answered: 17 Skipped: 7



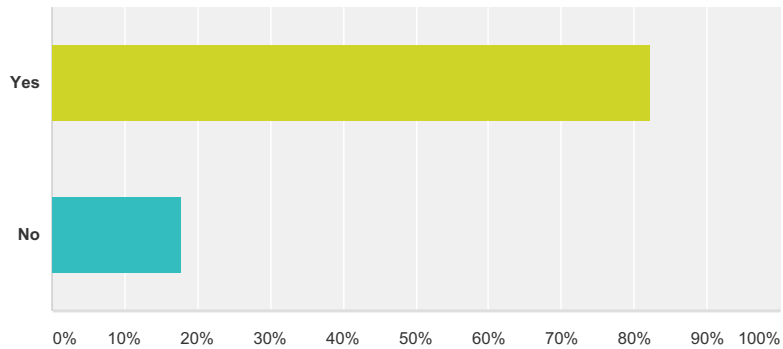
Answer Choices	Responses	
I am very familiar	82.35%	14
I am somewhat familiar	17.65%	3
I'm not familiar	0.00%	0
<b>Total</b>		<b>17</b>

#	Comments:	Date
	There are no responses.	



**Q16 I've been meeting with my CIO, CFO and other executive counterparts to plan for FITARA implementation at my agency.**

Answered: 17 Skipped: 7

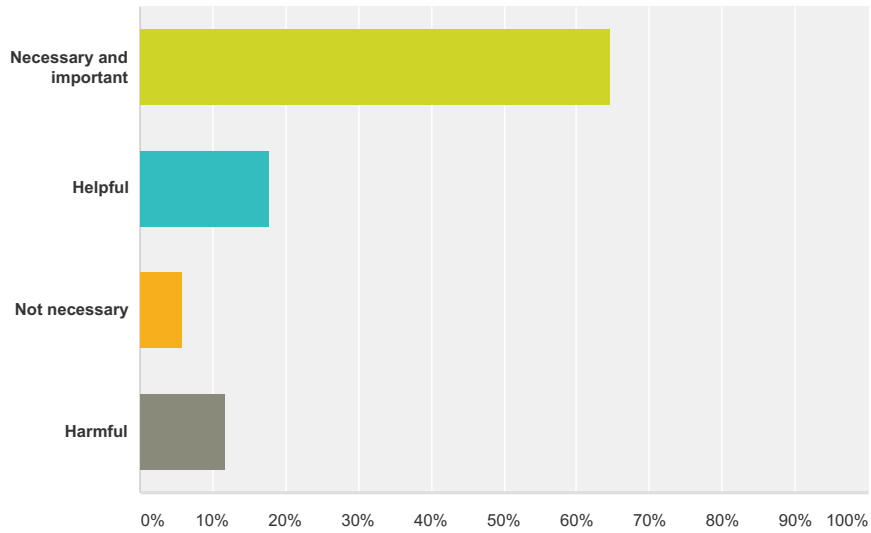


Answer Choices	Responses	
Yes	82.35%	14
No	17.65%	3
<b>Total</b>		<b>17</b>

#	Comments:	Date
1	I do not have a strong IT leadership and I'm not a proponent of putting more power in her hands.	6/9/2015 5:24 PM

**Q17 Having the CIO play a larger role in acquisition decisions is:**

Answered: 17 Skipped: 7

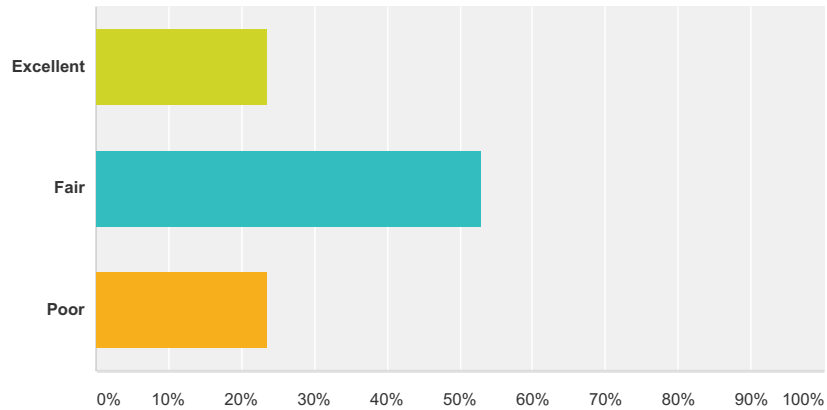


Answer Choices	Responses
Necessary and important	64.71% 11
Helpful	17.65% 3
Not necessary	5.88% 1
Harmful	11.76% 2
<b>Total</b>	<b>17</b>

#	Comments:	Date
1	In my agency's situation.	6/9/2015 5:24 PM
2	BUT...if "playing a larger role" means they diminish the authority of Contracting Officers this will become a BIG issue.	6/1/2015 11:12 AM

**Q18 How well does your agency promote acquisition innovation?**

Answered: 17 Skipped: 7

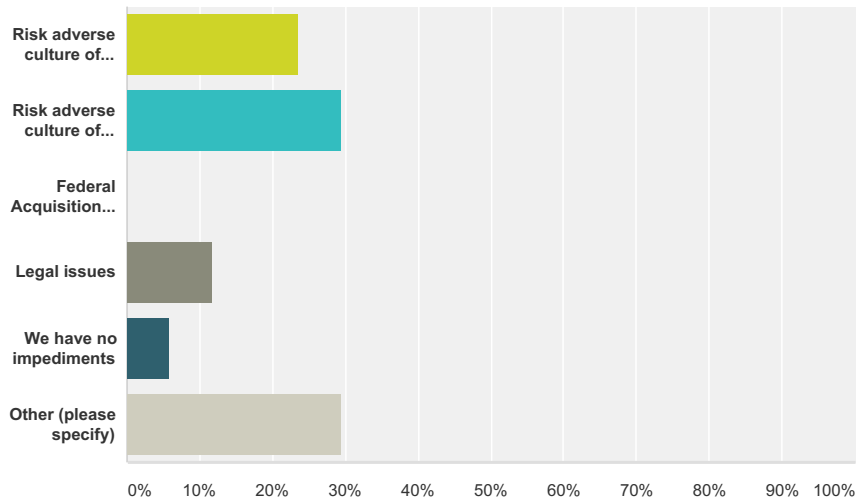


Answer Choices	Responses
Excellent	23.53% 4
Fair	52.94% 9
Poor	23.53% 4
<b>Total</b>	<b>17</b>

#	Comments:	Date
	There are no responses.	

**Q19 What is the biggest impediment to being innovative with acquisitions?**

Answered: 17 Skipped: 7

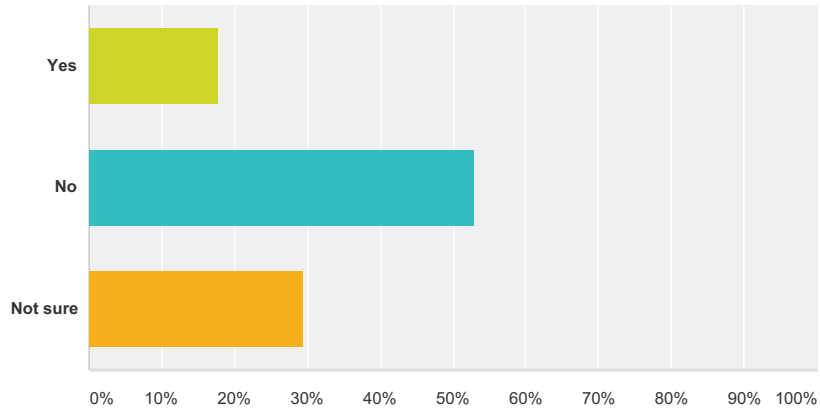


Answer Choices	Responses
Risk adverse culture of contracting officers	23.53% 4
Risk adverse culture of program managers	29.41% 5
Federal Acquisition Regulations	0.00% 0
Legal issues	11.76% 2
We have no impediments	5.88% 1
Other (please specify)	29.41% 5
<b>Total</b>	<b>17</b>

#	Other (please specify)	Date
1	Training and development of the acquisition workforce	6/9/2015 3:25 PM
2	Some of all of the above, plus the budget cycle and view that considers anything other than firm fixed price to be risky and undesirable.	6/3/2015 3:28 PM
3	Risk adverse culture across the Acquisition Enterprise, to include contracting officers and program managers.	5/31/2015 10:46 AM
4	Program Management officials are largely not engaged, and do not take an interest in their acquisitions to the degree necessary for innovation.	5/27/2015 12:35 PM
5	Fear of reaction of oversight/media	5/27/2015 11:41 AM

**Q20 Do you think innovation labs such as GSA's 18F or the HHS Buyers Club will change how the government buys over the long-term?**

Answered: 17 Skipped: 7



Answer Choices	Responses
Yes	17.65% 3
No	52.94% 9
Not sure	29.41% 5
<b>Total</b>	<b>17</b>

#	Comments:	Date
1	Don't know enough about them yet.	5/31/2015 10:46 AM
2	It will be helpful, but not transformative	5/27/2015 11:41 AM

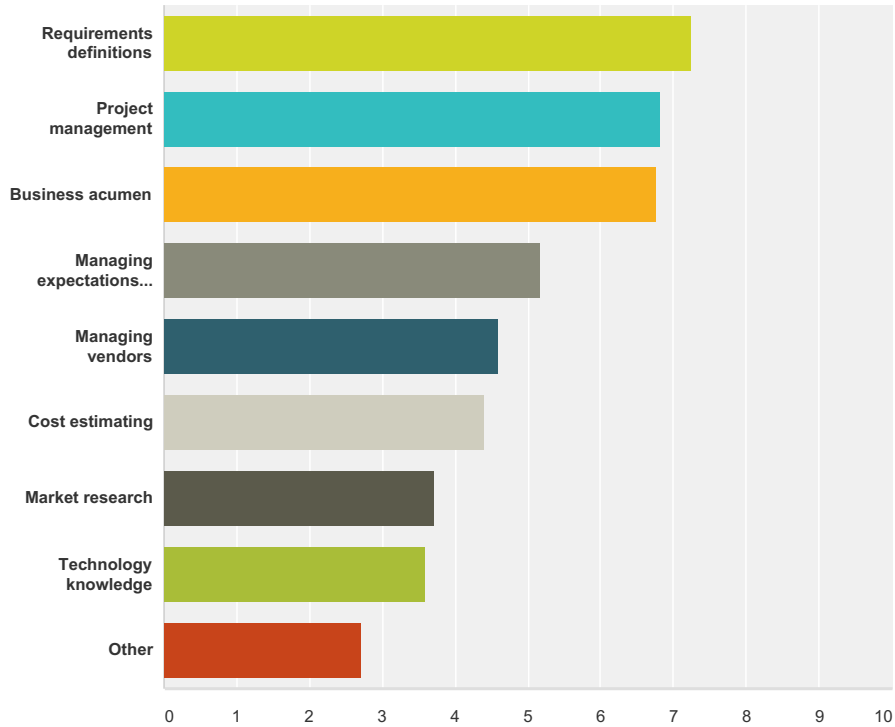
**Q21 What do you think about the push from OMB for agencies to create digital services organizations?**

Answered: 14 Skipped: 10

#	Responses	Date
1	Great idea	6/9/2015 8:42 PM
2	I'm in a small agency at the moment and it is resource constrained. It will be hard for any small agency to meet this intent.	6/9/2015 5:24 PM
3	Great idea.	6/9/2015 4:29 PM
4	Not sure at this time	6/9/2015 3:25 PM
5	No Opinion	6/9/2015 2:29 PM
6	Not much	6/4/2015 10:03 AM
7	TBD, frankly we need to see how it sticks.	6/3/2015 3:28 PM
8	Smart	6/3/2015 3:19 PM
9	too early to tell	6/1/2015 11:12 AM
10	I think it has merit and is worth looking into.	5/31/2015 10:46 AM
11	They are creating organizations that don't have the time or patience to conduct proper acquisitions.	5/28/2015 12:35 PM
12	I believe procurement organizations, designed to support IT only, are necessary. This is supported by the fact that IT contracting for services is complex and constantly evolving.	5/27/2015 12:35 PM
13	Have not yet formed an opinion.	5/27/2015 12:33 PM
14	Any encouragement of innovation is a very good thing.	5/27/2015 11:41 AM

**Q22 What skill sets do you think the acquisition workforce needs the most help with? (Rank in order)**

Answered: 17 Skipped: 7



	1	2	3	4	5	6	7	8	9	Total	Score
Requirements definitions	11.76% 2	47.06% 8	17.65% 3	5.88% 1	11.76% 2	5.88% 1	0.00% 0	0.00% 0	0.00% 0	17	7.24
Project management	17.65% 3	5.88% 1	41.18% 7	23.53% 4	0.00% 0	11.76% 2	0.00% 0	0.00% 0	0.00% 0	17	6.82
Business acumen	47.06% 8	11.76% 2	0.00% 0	5.88% 1	5.88% 1	17.65% 3	5.88% 1	0.00% 0	5.88% 1	17	6.76
Managing expectations around cost, schedule and performance	5.88% 1	17.65% 3	5.88% 1	11.76% 2	11.76% 2	23.53% 4	11.76% 2	11.76% 2	0.00% 0	17	5.18
Managing vendors	0.00% 0	11.76% 2	5.88% 1	5.88% 1	35.29% 6	5.88% 1	23.53% 4	5.88% 1	5.88% 1	17	4.59
Cost estimating	0.00% 0	0.00% 0	11.76% 2	17.65% 3	23.53% 4	17.65% 3	17.65% 3	0.00% 0	11.76% 2	17	4.41
Market research	0.00% 0	0.00% 0	11.76% 2	17.65% 3	5.88% 1	11.76% 2	0.00% 0	52.94% 9	0.00% 0	17	3.71
Technology knowledge	0.00% 0	5.88% 1	5.88% 1	5.88% 1	5.88% 1	5.88% 1	41.18% 7	29.41% 5	0.00% 0	17	3.59
Other	17.65% 3	0.00% 0	0.00% 0	5.88% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	76.47% 13	17	2.71

## WFED Federal CAO Survey 2015

### Q23 If you said other, please describe:

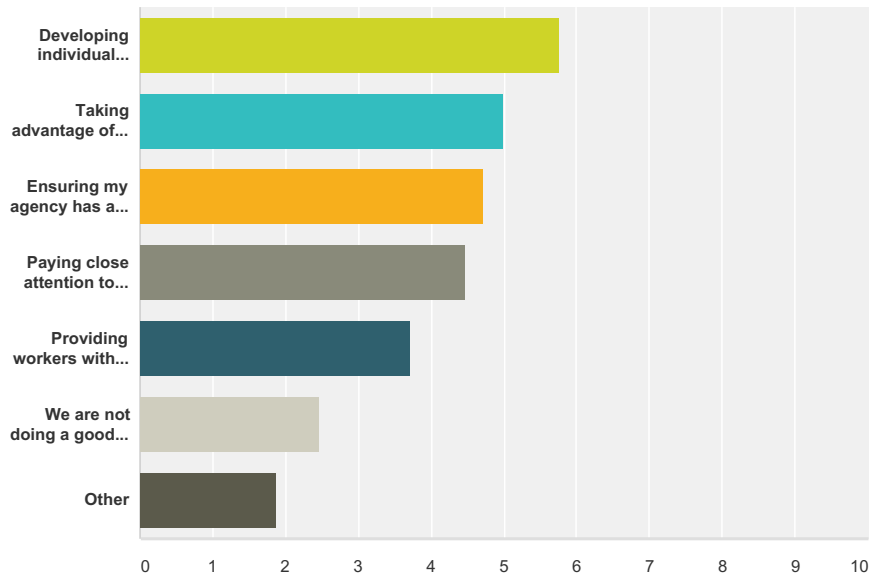
Answered: 4 Skipped: 20

#	Responses	Date
1	Training on the acquisition lifecycle and the various roles and responsibilities. Understanding the business environment which supports the mission how they are inclusive not exclusive.	6/9/2015 3:25 PM
2	The Program Offices (i.e.; the Requestors) need help w/all of the above. Contracting Officials need help managing expectations, process, and uncooperative Program Officers and Senior Leaders.	6/1/2015 11:12 AM
3	Program/project manager knowledge of and respect for the acquisition process and their role in the process.	5/27/2015 12:33 PM
4	Leadership, communication, data analytics	5/27/2015 11:41 AM



**Q24 In what ways are you ensuring your acquisition workers are getting the right training? (Rank in order)**

Answered: 17 Skipped: 7



	1	2	3	4	5	6	7	Total	Score
Developing individual training plans for contracting officers and contracting officer representatives	52.94% 9	0.00% 0	29.41% 5	11.76% 2	0.00% 0	5.88% 1	0.00% 0	17	5.76
Taking advantage of online courses provided by FAI/DAU	5.88% 1	47.06% 8	11.76% 2	17.65% 3	11.76% 2	5.88% 1	0.00% 0	17	5.00
Ensuring my agency has a big enough training budget	11.76% 2	29.41% 5	11.76% 2	17.65% 3	23.53% 4	5.88% 1	0.00% 0	17	4.71
Paying close attention to data in the FAITAS	5.88% 1	11.76% 2	29.41% 5	35.29% 6	11.76% 2	5.88% 1	0.00% 0	17	4.47
Providing workers with mentors within the agency	0.00% 0	11.76% 2	17.65% 3	17.65% 3	35.29% 6	17.65% 3	0.00% 0	17	3.71
We are not doing a good job ensuring our acquisition workforce gets the right training.	11.76% 2	0.00% 0	0.00% 0	0.00% 0	17.65% 3	41.18% 7	29.41% 5	17	2.47
Other	11.76% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	17.65% 3	70.59% 12	17	1.88

## WFED Federal CAO Survey 2015

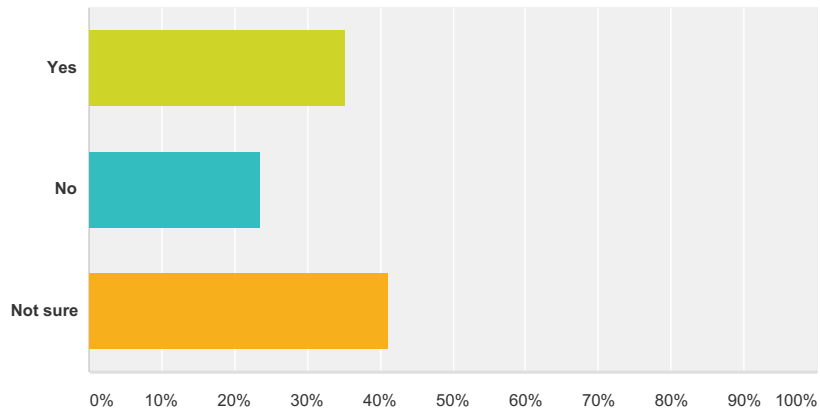
### Q25 If you said other, please describe:

Answered: 6 Skipped: 18

#	Responses	Date
1	In-house training for awareness on agency specific issues/topics.	6/9/2015 5:24 PM
2	Creating a method to verify the information in FAITAS, such as creating Acquisition Codes in the HR Systems for the Acquisition Workforce	6/9/2015 3:25 PM
3	Ensuring they get the right work experience mixed with the training being delivered. and specialized (non FAC) training.	6/4/2015 8:40 AM
4	Assignment Based Training	6/1/2015 11:12 AM
5	Knowledge management gained through performance management and contract management assessment programs.	5/27/2015 12:33 PM
6	Current training offerings need to be rethought to focus on ensuring understanding of concepts	5/27/2015 11:41 AM

**Q26 OFPP launched the Acquisition 360 program recently. Do you think it will help your agency improve its acquisition processes?**

Answered: 17 Skipped: 7

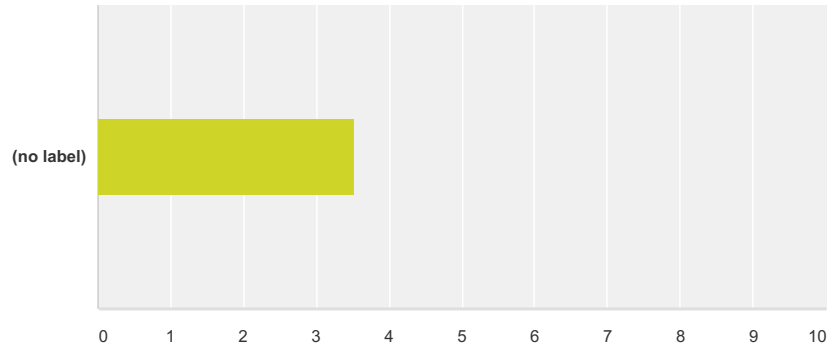


Answer Choices	Responses
Yes	35.29% 6
No	23.53% 4
Not sure	41.18% 7
<b>Total</b>	<b>17</b>

#	Comments:	Date
1	Too early to tell, but it's the right idea moving forward.	5/31/2015 10:46 AM
2	Yet to be seen whether input will provide meaningful insight into areas that present opportunities for improvement.	5/27/2015 12:33 PM

**Q27 How would rate your agency's  
interaction with industry on market  
research?**

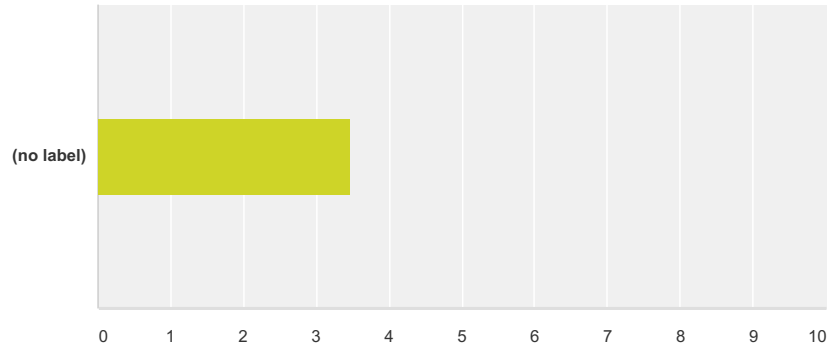
Answered: 17 Skipped: 7



	1 Poor	2	3 Fair	4	5 Excellent	Total	Weighted Average
(no label)	0.00% 0	0.00% 0	64.71% 11	17.65% 3	17.65% 3	17	3.53

**Q28 How would rate your agency's  
interaction with industry on RFPs/RFQs?**

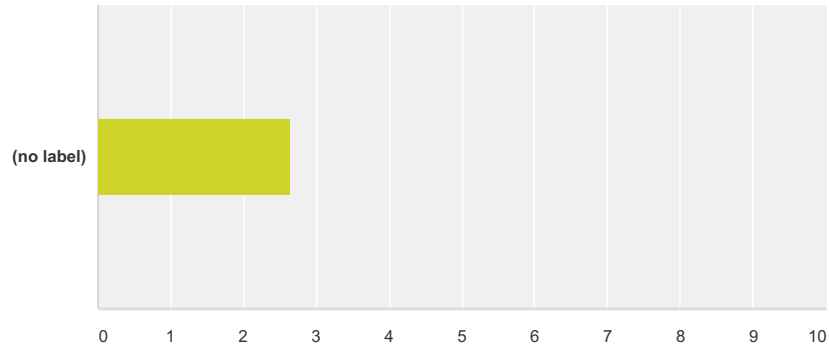
Answered: 17 Skipped: 7



	1 Poor	2	3 Fair	4	5 Excellent	Total	Weighted Average
(no label)	0.00% 0	11.76% 2	35.29% 6	47.06% 8	5.88% 1	17	3.47

**Q29 How would rate your agency's  
interaction with industry on  
program/project management?**

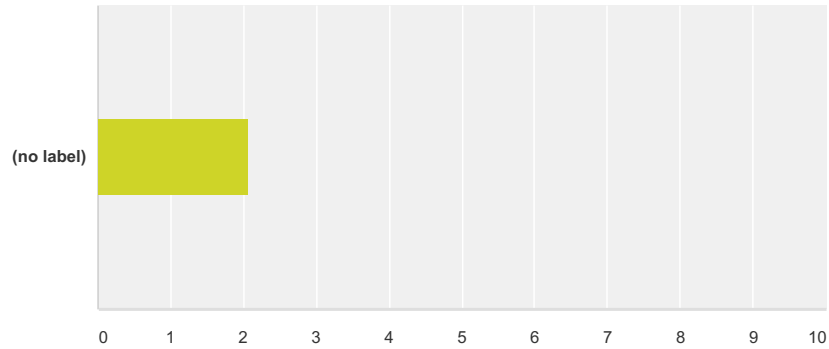
Answered: 17 Skipped: 7



	1 Poor	2	3 Fair	4	5 Excellent	Total	Weighted Average
(no label)	11.76% 2	29.41% 5	41.18% 7	17.65% 3	0.00% 0	17	2.65

**Q30 How much difference have the new requirements OFPP issued in 2013 for training program/project managers made for your agency?**

Answered: 17 Skipped: 7



	No difference	(no label)	Some difference	(no label)	Significant difference	Total	Weighted Average
(no label)	35.29% 6	29.41% 5	29.41% 5	5.88% 1	0.00% 0	17	2.06

**Q31 What other tools could your agency use from OFPP/GSA to make better procurement decisions?**

Answered: 6 Skipped: 18

#	Responses	Date
1	Prices paid.	6/9/2015 8:42 PM
2	Continued refinement of the guidance and best practices. Contract Administration updates should be provided. The latest in the system is dated 1984.	6/9/2015 5:24 PM
3	I would like to see real value added to the hallways. Get the prices paid fully populated and continue to build out FSSI and other approaches to speed procurement.	6/3/2015 3:28 PM
4	None. OFPP nor GSA have a corner on knowledge and they have proved to be poor performers. OFPP should stay in the policy role, instead increasing their reach through GSA. It is clear that OFPP has become the operational arm of Anne Rung and OFPP.	5/27/2015 12:35 PM
5	Establish consistent expectations for departments/agencies to implement effective program/project management certification programs, with a heavy emphasis on acquisition-related duties and responsibilities.	5/27/2015 12:33 PM
6	Carry though on the vision of the common acquisition platform and category hallways. Rethink FAI content.	5/27/2015 11:41 AM



# WFED Federal CAO Survey 2015

## Q32 Do you have any overall thoughts on the state of acquisition in government today?

Answered: 7 Skipped: 17

#	Responses	Date
1	Improving, but still has s way to go.	6/9/2015 8:42 PM
2	We need to continue to focus the upcoming workforce on soft skills and critical thinking. The FAR allows for flexibility and risk averse or conservative behavior is ineffective and inefficient.	6/9/2015 5:24 PM
3	Major improvements are required and change cannot be clouded by current practices.	6/9/2015 3:25 PM
4	Scarcity will put significant pressure on agency acquisition programs to show their value, ensure clear and direct support to the mission, and get on top of performance and cost management.	6/3/2015 3:28 PM
5	The state of procurement is bad. The bar has been set far too low by OFPP for training, education and certification. We must raise the bar for entry and continuation in this career field, or we'll continue to waste scarce resources. The program management career field is in shambles outside of DoD, NASA and DOE. We must become as professional in our career fields as Certified Public Accountants attain. Raise the bar high, and eliminate those who can't cut the mustard.	5/27/2015 12:35 PM
6	With few exceptions, the acquisition (read contracting) function within departments/agencies is not viewed as a critical element of an agency's mission. Efforts to raise the level of education regarding the importance of the acquisition function, and accountability for supporting the acquisition function and processes by senior department/agency leaders, including ensuring sufficient resources are committed to supporting the function will do more to improve the effectiveness of acquisition programs than most of the myriad legislative and policy reforms that have been pursued over the past 20+ years.	5/27/2015 12:33 PM
7	The combination of decreasing federal spend and increased demands for services creates a grave challenge. We need to fundamentally re-imagine how we deliver services to the American people; hyper-intense oversight, intolerance of any failure, and the gotcha journalism of a 24 hour news cycle make that even more difficult.	5/27/2015 11:41 AM