CASE STUDY

DEPARTMENT OF THE NAVY
DIRECTOR, ACQUISITION TALENT MANAGEMENT (DATM)

THE CHALLENGE

The Department of the Navy (DON) required data analytic, leadership effectiveness, and strategic roadmap services to achieve efficiencies during a turbulent "Back to Basics" transition — the first major defense acquisition workforce reform since the early 1990s — with a high degree of technical and schedule uncertainty. DON challenged TSi to **enhance productivity, innovation, and excellence** across the Navy's acquisition leadership team throughout the transition.

THE TSI APPROACH

TSi used data analytics and developed unique organizational analysis tools, including:

- Systems dynamics models of Naval acquisition and environmental systems
- An integrated acquisition health measurement portfolio
- Approaches for leaders to understand and measure productivity, innovation, and excellence
- A data warehouse to produce trends, correlations, and deep analytics
- Data analytic software to produce real-time data visualizations for deep exploration, using Microsoft PowerBI
- A conceptual model of acquisition affordability and tradeoffs

Other programs launched during the project included:

- A systems-thinking framework for measuring and managing workforce, processes, costs, productivity, and risks
- Executive storytelling about the consequences of acquisition leadership decisions
- Analysis of Systems Engineering Campaign Plans to identify and eliminate barriers to Digital System of Systems Engineering across Navy organizations

TSI RESULTS

TSi maintained the Back to Basics plan of action and milestones (POAM) and risk register to communicate progress and results to senior executive leaders. Back to Basics reduced the number of acquisition workforce professionals by 24% and eliminated wasteful training requirements.

TSi translated annual National Defense Authorization Act law and evolving Department of Defense and DON directives into acquisition impact statements for action by stakeholders.

TSi investigated differences among data sources of record and performed ongoing health assessments of acquisition functional areas.

TSi designed new data visualization products to produce a comprehensive analysis of key leadership positions and critical acquisition positions.

TSi led the DATM Integrated Risk Management Assessment by defining assessment dimensions, consolidating data sources for inspection, performing the assessment analysis, and documenting the finished product and all process files.

TSI EXPERTISE

TSi provided staff with an advanced skill and experience mix contributing to high-quality, effective service delivery. Performance required highly educated and experienced subject matter expert personnel in industrial-organizational psychology and management systems engineering. The common threads between these disciplines are business results, productivity and efficiency, and organizational effectiveness. Overlapping practice areas include systems thinking, workforce optimization, instructional design, behavioral psychology, leadership, strategic road mapping, performance measurement, statistics, process improvement, and change management.