

NAVAL AIR WARFARE CENTER TRAINING SYSTEMS DIVISION



The United States Navy's principal center for training systems:

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[DEVELOPMENT]

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[PRODUCT SUPPORT]



Delivering Training as a Service, Acquisition Benefits and Lessons Learned

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Introduction

- Over 50% of the DoD budget supports services contracting, all areas
- Training as a Service (TaaS) is a common acquisition strategy
- TaaS, for this presentation, is “turn-key” training capability where the service provider vertically integrates all aspects of the training to satisfy a training outcome
 - Requires contractor investments
 - Devices, training aids, classrooms and facilities

Two use cases

- Simple – commercial market, competition, defined standards, “as needed”
- Complex – dedicated government use, at point of need, capital investment
- Specific programs may fall between the extremes

Benefits

- Simplicity and efficiencies of outsourcing while using Operations and Maintenance funding (O&M) for training
 - Avoids requesting “investment” funding that normally requires several years
 - Contracting process avoids typical bureaucratic procurement paradigm

Benefits (Continued)

- User benefits
- High quality training
- Reduced procurement and fielding times
- Responsiveness to changing requirements (for minor concurrency changes)
- Lower “upfront” costs within normal budget cycles

Lessons Learned

- “What are you buying and how do you measure success?”
 - Responsibility for syllabus and media selection
 - “Best value” determination
- Simple use case – TaaS is very common, low cost and low risk
 - Risks: Compete with commercial customers, long term availability
- Complex use – Can be difficult with convoluted regulatory requirements
 - Use of O&M funding can limit flexibility
 - Severable services contracts, Concurrency management for major changes
 - Contractor investment drive amortization assumptions over period of performance
 - A clear strategy and consistent business case analysis over the life cycle is critical
 - Data rights should be considered for human performance data and interoperability

Summary

- TaaS is a viable and effective acquisition strategy
- Success is highly dependant on:
 - Thorough understanding of business and regulatory issues
 - Requires equitable risk sharing between Government and Industry
 - Developing sound acquisition strategies based on a consistent business case
 - Ensuring long term “best value”
 - Successful industry collaboration throughout the program
 - Considering the overarching lifecycle strategy

This brief provides a starting point for government and industry collaboration into fielding successful TaaS projects

Questions?

