Transforming Defense Acquisition Policy

February 25, 2020

“The Adaptive Acquisition Framework will be the most transformational acquisition policy change we’ve seen in decades.”

- The Honorable Ellen Lord, USD, A&S
Adaptive Acquisition Framework
Enable Execution at the Speed of Relevance

Tenets of the Defense Acquisition System
1. Simplify Acquisition Policy
2. Tailor Acquisition Approaches
3. Empower Program Managers
4. Conduct Data Driven Analysis
5. Actively Manage Risk
6. Emphasize Sustainment

DoDD 5000.01: The Defense Acquisition System
DoDI 5000.02: Operation of the Adaptive Acquisition Framework

Legend:
ATP: Authority to Proceed
DD: Disposition Decision
FOC: Full Operational Capability
I: Iteration
IOC: Initial Operational Capability
MDD: Materiel Development Decision
MS: Milestone
MVCR: Minimum Viable Capability Release
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OD: Outcome Determination
R: Release

January 2020
The revised DoD 5000 Series Acquisition Policy will enable innovative acquisition approaches that deliver warfighting capability at the speed of relevance.

The Adaptive Acquisition Framework (AAF) is being introduced as the Department’s transformational tool to implement the revised policy. Multiple pathways facilitate the flexibility and efficiency needed to capitalize on advanced acquisition methods and improve DoD’s ability to benefit from commercial modernization.

**Tenets of the Defense Acquisition System**

- Simplify Acquisition Policy
- Tailor Acquisition Approaches
- Empower Program Managers
- Conduct Data Driven Analysis
- Actively Manage Risk
- Emphasize Sustainment
Tenets of Defense Acquisition System

Simplify Acquisition Policy

- Transition away from cumbersome ‘one-size fits all’ check-list methodology
- Make process flexible, streamlined, and user-friendly
- DoDs stand alone, functional areas published separately, able to be updated individually as necessary

Tailor Acquisition Approaches

- PMs will identify and propose recommendations for decision authority approval
- Encourage program teams to use appropriate pathway, or combination of pathways, to accelerate the delivery of program objectives
- Promote innovative methods to allow for inclusion of non-traditional industry partners

“MULTIPLE PATHWAYS FOR TAILORED SOLUTIONS” • HTTPS://WWW.DAU.EDU/AAF
Tenets, Continued...

Empower Program Managers

- Policy empowers program managers and program teams to think critically by embracing decision making delegation to minimize unnecessary bureaucratic processes
- DoD will showcase those who leverage innovative strategies to meet a unique requirement

Conduct Data Driven Analysis

- Section 913 of the 2018 National Defense Authorization Act requires DoD to use data analytics to improve acquisition outcomes
- Promotes collaboration with the Services, as well as agencies internal and external to DoD, to implement modern tools and data analytics for improvement of programmatic decision making
Actively Manage Risk

- Policy enables program teams to actively manage risk based on the unique characteristics of the capability being acquired
- Oversight continues to ensure taxpayers’ dollars are effectively spent, but will be tailored based on the risk profile and capability being developed

Emphasize Sustainment

- Program teams consider sustainment strategy throughout the entire system lifecycle
- Involves end users early on in program development to capture sustainment requirements up front
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Revised DoDI 5000.02 will include an Adaptive Acquisition Framework (AAF) with 6 tailorable acquisition pathways and DoDIs for each functional area.
Revised DoDI 5000.02 will include an Adaptive Acquisition Framework (AAF) with 6 tailorable acquisition pathways and DoDIs for each functional area. So, what does that mean practically...
Revised DoDI 5000.02 will include an Adaptive Acquisition Framework (AAF) with 6 tailorable acquisition pathways and DoDIs for each functional area.

DODD 5000.01: The Defense Acquisition System
Updated to specify the overarching policy and the responsibilities of key officials.

DODI 5000.02: Operation of the Adaptive Acquisition Framework
Outlines the six pathways of the Adaptive Acquisition Framework.
### Table 1. Relationship of DoDI 5000.02T and New Policy

<table>
<thead>
<tr>
<th>DoDI 5000.02T, Operation of the Defense Acquisition System</th>
<th>Associated New Policy (Issuances with Lettered Extensions in Development)</th>
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<tbody>
<tr>
<td>Core Acquisition Policy (Paragraph 6, Procedures)</td>
<td>DoDI 5000.UG, “Major Capability Acquisition”</td>
</tr>
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</table>
| Enclosure 1. Acquisition Program Categories and Compliance Requirements — Information Requirements Tables | • DoDI 5000.UG, “Major Capability Acquisition”  
  • Tables authorized by DoDI 5000.UG will be posted on the AAF website |
| Enclosure 2. Program Management                           | • DoDI 5000.UG, “Major Capability Acquisition”  
  • DoDI 5010.44, “Intellectual Property.” October 16, 2019 has replaced “IP Strategy” (formerly Paragraph 6.a.(4)) |
| • Enclosure 4. Developmental Test and Evaluation (DT&E)   | DoDI 5000.UF, “Test and Evaluation (T&E)”                                 |
| • Enclosure 5. Operational and Live Fire Test and Evaluation (OT&E and LFT&E) | DoDI 5000.UG, “Major Capability Acquisition” |
| Enclosure 6. Life-Cycle Sustainment                      | DoDI 5000.UG, “Major Capability Acquisition”                             |
| Enclosure 8. Affordability Analysis and Investment Constraints | Replaced by direction in Section 807 of Public Law 114-328         |
| Enclosure 9. Analysis of Alternatives (AoA)               | Necessary information is in DoDD 5105.84 and the Defense Acquisition Guidance. Removal of this enclosure is in progress. |
| Enclosure 10. Cost Estimating and Reporting               | Necessary guidance is available in DoDI 5000.73, “Cost Analysis Guidance and Procedures.” Removal of this enclosure is in progress. |
| Enclosure 11. Requirements Applicable to All Programs Containing Information Technology (IT) | DoDI 5000.UH, “Acquisition of Information Technology”                   |
| Enclosure 13. Urgent Capability Acquisition              | DoDI 5000.81, “Urgent Capability Acquisition”                            |

### Table 1. Relationship of DoDI 5000.02T and New Policy, Continued

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<tr>
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<tbody>
<tr>
<td>• Under Secretary of Defense for Research and Engineering (USD(R&amp;E)) technology and program protection issuance in development</td>
<td></td>
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</table>
3.3. PM.

Under the supervision of PEOs and CAEs, PMs:

a. Plan acquisition programs, prepare programs for key decisions, and execute approved acquisition and product support strategies.

b. Employ a thoughtful, innovative, and disciplined approach to program management.

SECTION 4: PROCEDURES

4.1. GENERAL PROCEDURES.

da. PMs, with the approval of MDAs/DAs, may leverage a combination of acquisition pathways to provide value not otherwise available through use of a single pathway. The use of multiple pathways does not affect the application of statutory thresholds otherwise applicable to the pathway. The Jointakiac (ACAT) Board determines the overall major capability acquisition program.

c. Major Capability Acquisition.

Complexity, risk, urgency, and other factors. Software-intensive components may be acquired via the software acquisition pathway, with the outputs and dependencies integrated with the overall major capability acquisition pathway. Figure 4 illustrates the major capability acquisition pathway.

b. In addition, PMs will:

(1) ‘Tailor in’ the regulatory information requirements that will be used to describe the management of the program. In this context, ‘tailoring in’ means that the PM will identify, and recommend for MDA/DA approval, the regulatory information that will be employed to

(2) Design program and business strategies to facilitate the acquisition of appropriate and cost-effective technology solutions and achieve mission success while being mutually advantageous to the DoD and its industry partners. Similarly, PMs will consider acquisition strategies that leverage international acquisition and supportability planning to improve economies of scale, strengthen the defense industrial base, and enhance coalition partner capabilities to prepare for joint operations.

(3) Recognize that cybersecurity is a critical aspect of program planning. It must be addressed early and continuously during the program life cycle to ensure cybersecurity operational and technical risks are identified and reduced and that fielded systems are capable, effective, and resilient.

(4) Consider the procurement of data deliverables and associated license rights needed to support competitive acquisition and life-cycle sustainment strategies.

(5) Prioritize product support and affordability during early program planning to ensure sustained mission effectiveness.

(6) Establish a risk management program to ensure program cost, schedule, and performance objectives are achieved, and to communicate the process for managing program uncertainty. In consultation with the user representative, the PM will determine which risk management program options are suitable.

2.2. USD(R&E).

The USD(R&E):

(1) Conducts and approves independent technical risk assessments (ITRA) for ACAT ID Programs.

(2) Provides guidance for Military Department-conducted ITRAs for ACAT IB and IC programs. The USD(R&E) will approve Military Department-conducted ITRAs (the number of Military Department ITRAs that USD(R&E) reviews will be at USD(R&E)’s discretion). Military Department ITRAs conducted on non-MDAP programs will follow USD(R&E)-published ITRA policy.

(7) When consistent with pathway requirements, develop engineering plans and processes applicable to the pathways to mature technology, conduct necessary systems engineering tradeoffs, and produce and manage appropriate technical baselines through the use of systems engineering technical reviews.
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January 2020
Urgent Operational Needs

Purpose: To field capabilities to fulfill urgent existing and/or emerging operational needs or quick reactions in less than 2 years

- Identified and approved for resolution by designated authorities
- Establishment of Warfighter Senior Integration Group and their roles/responsibilities in DoDD 5000.71
- Estimated cost below MDAP thresholds
- Processes, reviews, and documents are aggressively streamlined
- Planning in a few weeks; development and production in months
DoDI 5000.81, Figure 2. Flow of JUONs & JEONs (new)

- Illustrates flow of JUONs & JEONs thru JCIDS process, development, production & deployment, operations & sustainment, and disposition
- JCIDS activities are explained in JCIDS Manual
- Acquisition activities are explained in DoDI 5000.81
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January 2020
Middle Tier of Acquisition

**DoD Instruction 5000.80**

**Operation of the Middle Tier of Acquisition (MTA)**

- **Originating Component:** Office of the Under Secretary of Defense for Acquisition and Sustainment
- **Effective:** December 30, 2019
- **Approved by:** Ellen M. Lord, Under Secretary of Defense for Acquisition and Sustainment

**Purpose:** In accordance with the authority in DoD Directive 5134.01 and the July 13, 2018 Deputy Secretary of Defense Memorandum, this issuance establishes policy, assigns responsibilities, and prescribes procedures for the management of the MTA for rapid prototyping and rapid fielding in Section 804 of Public Law 114–92.

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**Middle Tier of Acquisition**

- **Rapid Prototyping**
  - To rapidly develop fieldable prototypes and residual operational capabilities using innovative technologies within 5 years

- **Rapid Fielding**
  - To rapidly field new capabilities using proven technologies requiring minimal development, start production ≤ 6 months and complete fielding ≤ 5 years

**Not subject to JCIDS or major capability acquisition requirements**
Released Guidance/Policy on Middle Tier

USD(A&S)
16 April 2018
9 Oct 2018
20 March 2019
23 September 2019

ASA(ALT)
25 Sep 2018
28 Feb 2019

ASN(RD&A)
24 April 2018
11 June 2018
10 Jan 2019

SAF/AQ
10 April 2018
13 June 2018
10 August 2018
27 June 2019

DOT&E
24 October 2019

CAPE
30 August 2018
5 April 2019

USSOCOM
30 August 2018
5 April 2019
MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Acquisition Roles and Responsibilities

The attached decisions address all open issues related to acquisition roles and responsibilities and incorporates the changes in the FY 2020 National Defense Authorization Act.

The Chief Management Officer shall take the actions necessary to implement this direction, including the update and the integration of these responsibilities into chartering directives for review and approval no later than January 31, 2020. The updated Middle Tier Acquisition policy will be published before December 31, 2019. All DoD Components and Military Departments will update all applicable Instructions and Directives, consistent with this guidance no later than January 31, 2020.

I appreciate the collaboration of the Under Secretary of Defense for Research and Engineering, the Under Secretary of Defense for Acquisition and Sustainment, the Service Secretaries, and the Service Acquisition Executives to bring this to conclusion.

SIGNED:

FINAL ACQUISITION DECISIONS

3. Middle Tier Acquisition (MTA)
   - Consistent with the draft FY 2020 NDAA, the USD(A&S) will publish all MTA policy, to include Middle Tier Prototyping policy and Middle Tier Fielding policy. This policy should clarify that it only applies to prototypes for acquisition programs. USD(R&E) will maintain authority over early development prototyping policy outside of MTA.

4. OSD role in Middle Tier Acquisition (MTA)
   - USD(A&S) approval is required for a program that exceeds the MDAE threshold to enter MTA. This affords OSD oversight over the appropriate uses of MTA and would allow larger, yet mature programs to take advantage of MTA when the DAE determines the program has managed risk to acceptable levels.

SECTION 3: PROCEDURES

3.1. RAPID PROTOTYPING.
   a. Operational Needs. DoD Components will develop a merit-based process for the consideration of innovative technologies and new capabilities to meet needs communicated by the Joint Chiefs of Staff and the Combatant Commanders. This process will result in an approved requirement and a DA signed acquisition decision memorandum (ADM) that validates the rationale for using the MTA pathway and identifies the full funding required.

   b. Acquisition and Funding Strategies. DoD Components will develop a process to implement acquisition and full funding strategies for the program. This process will result in an acquisition strategy, which includes security, schedule and production risks, and a cost estimate.

   c. Demonstrating and Evaluating Performance. DoD Components will develop a process for demonstrating performance and evaluating for current operational purposes the proposed products and technologies. This process will result in a test strategy or an assessment of test results, included in the acquisition strategy, documenting the evaluation of the demonstrated operational performance, to include validation of required cybersecurity and interoperability as applicable. Programs on the DOT&E oversight list will follow applicable procedures.

   d. Transitioning Rapid Prototyping Programs. For each MTA program, DoD Components will develop a process for transitioning successful prototypes to new or existing acquisition programs for production, fielding, and operations and sustainment under the rapid fielding pathway or other acquisition pathway. This process will result in a transition plan, included in the acquisition strategy, which provides a timeline for completion within 2 years of all necessary documentation required for transition, as determined by the DA, after MTA program start.

3.2. RAPID FIELDING.
   a. Operational Needs. DoD Components will develop a merit-based process for the consideration of existing products and proven technologies to meet needs communicated by the Joint Chiefs of Staff and the Combatant Commanders. This process will result in an approved requirement and a DA signed ADM, with minimum fielding plan criteria, identifying the full funding required.

   b. Demonstrating and Evaluating Performance. DoD Components will develop a process for demonstrating performance and evaluating for current operational purposes the proposed products and technologies. This process will result in a test strategy or an assessment of test results, included in the acquisition strategy, documenting the evaluation of the demonstrated operational performance, to include validation of required cybersecurity and interoperability as applicable. The operational demonstration assessment will support the initial production decision by the DA. Programs on the DOT&E oversight list will follow applicable procedures.
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January 2020
Purpose: To acquire and modernize military unique programs that provide enduring capability

- Structured analysis, design, develop, integrate, test, evaluate, produce, support approach
- Support major defense acquisition programs, major systems, and complex acquisitions
- Processes, reviews, and documentation will be tailored based on the program size, complexity, risk, urgency, and other factors
FY2020 NDAA: Section 831

Pilot Program to Streamline Decision Making Process for Weapon Systems

• Requires each Service Acquisition Executive to recommend to SecDef at least one Major Defense Acquisition Program for pilot program to include tailored measures to streamline the entire milestone decision process, with results reported for potential wider use ...

• SAEs are to recommend/identify their pilot program by February 1, 2020

• USD(A&S) to brief congressional defense committees NLT May 1, 2020 on programs selected, action plans, timelines, and manner in which each program conforms to pilot program elements
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January 2020
Software Acquisition

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Software Acquisition Pathway Interim Policy and Procedures

Purpose: This interim policy establishes direction, responsibilities, and procedures for the management of the Software Acquisition Pathway pursuant to the authorities outlined in DoD Directive 5134.01, the July 13, 2018, Deputy Secretary of Defense Memorandum, and Section 800 of the National Defense Authorization Act for FY 2020. Further, this interim policy:

- Simplifies the acquisition model to enable continuous integration and delivery of software capability on timelines relevant to the Warfighter/end user.
- Establishes the Software Acquisition Pathway as the preferred path for acquisition and development of software-intensive systems.
- Establishes business decision artifacts to manage risk and enable successful software acquisition and development.

This interim policy will be replaced by issuance of a DoD Instruction within a year of signature of this memo.

Applicability: This interim policy applies to:

a) The Office of the Secretary of Defense (OSD), the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense (DoD), the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this interim policy as the “DoD Components”).

b) Acquisition, development, operations, and sustainment of any DoD software-intensive system approved to use this pathway in order to demonstrate the viability and effectiveness of capabilities for operational use not later than one year after the date on which funds are first obligated to acquire or develop new software capability. Software-intensive systems include software-only systems, such as Command & Control (C2) software or applications; weapon system software, such as Intelligence, Surveillance, and Reconnaissance (ISR) software, embedded mission planning software or embedded Situational Awareness software; and any other custom-developed software running on commercial or modified commercial hardware. Software programs that meet the definition of a Defense Business System (DBS) and primarily acquire Commercial-Off-The-Shelf (COTS) components will follow DoDI 5000.75 procedures but may elect to use this pathway for custom developed software.

- Integrates modern software development practices such as Agile, DevSecOps, and Lean
- Active user engagement and leveraging enterprise services
- Working software is rapidly, iteratively delivered to meet the highest priority user needs
- Tightly coupled, mission-focused government-industry software teams leverage automated tools for development, integration, testing, and certification
"...we need to catch up with the private sector and make sure we are using contemporary SW development processes,"

-The Honorable Ellen Lord, USD, A&S

**FY2020 NDAA SEC 800: Authority for Software Pathway**

- Initial functional release (MVP) delivery in potentially **months**; viable capability for operational use (MVCR) **within a year**:
  - Subsequent major deliveries annually (and typically earlier, frequent capability deployments)
  - Initial MVP may satisfy user needs in ops environment and intent of MVCR!
- Not subject to JCIDS (Component develops process for iterative/flexible needs)
- PM uses Enterprise Level Services as first choice (tech stack/contract vehicles)
- Requires modern SW development practices such as: Agile, DevSecOps, Lean
- Active user engagement with tightly coupled mission-focused gov-industry SW teams leverage automated tools for development, integration, testing, and certification to **iteratively** deploy SW capabilities to operational environment.

**SEC. 800. AUTHORITY FOR CONTINUOUS INTEGRATION AND DELIVERY OF SOFTWARE APPLICATIONS AND UPGRADES TO EMBEDDED SYSTEMS.**

- **[a] SOFTWARE ACQUISITION AND DEVELOPMENT PATHWAYS.**—SECDEF shall establish pathways... to provide for the efficient and effective acquisition, development, integration, and timely delivery of secure software.
  - (1) **USE OF PROVEN TECHNOLOGIES AND SOLUTIONS.**—A pathway established under this section shall provide for the use of proven technologies and solutions to **continuously engineer and deliver** capabilities in software.
  - (2) **USE OF AUTHORITY.**—In using the authority, SECDEF shall consider how such use will—
    - (A) initiate the engineering of new software capabilities quickly;
    - (B) demonstrate the viability and effectiveness of such capabilities for operational use not later than one year after the date on which funds are first obligated to acquire or develop software; and
    - (C) allow for the continuous updating and delivery of new capabilities **not less frequently than annually** to iteratively meet a requirement.

**MDAP**

- **(3) TREATMENT NOT AS MAJOR DEFENSE ACQUISITION PROGRAM.**—SW acquired or developed using the authority shall not be treated as a major defense acquisition program for purposes of section 2450 of title 10, United States Code, or Department of Defense Directive 3000.01 without the specific direction of the USD(A&S) or a SAE.

**JCIDS**

- **(c) EXPEDITED PROCESS.**—(1) **IN GENERAL.**—A pathway established under subsection (a) shall provide for—
  - (A) a streamlined and coordinated requirements, budget, and acquisition process to support rapid **fielding** of software applications and of software upgrades to embedded systems for operational use in a period of not more than one year from the time that the process is initiated;

- **(2) EXPEDITED SOFTWARE REQUIREMENTS PROCESS.**—
  - (A) **INAPPLICABILITY OF JOINT CAPABILITIES INTEGRATION AND DEVELOPMENT SYSTEM (JCIDS) MANUAL.**—SW acquisition or development conducted under the authority shall not be subject to the Joint Capabilities Integration and Development System Manual, except pursuant to a modified process specifically provided for the acquisition or development of software by the Vice Chairman of the Joint Chiefs of Staff, in consultation with Under Secretary of Defense for Acquisition and Sustainment and each service acquisition executive (as defined in section 101(a)(10) of title 10, United States Code).
  - **HOUSE CONF.REPORT:** Finally, the conferees request a briefing no later than March 30, 2020 from the Joint Staff on how the JCIDS process can be updated to accommodate more flexibility given the iterative and ever-changing nature of present-day acquisition of software.

MARCH 17TH DAU WEBEX TRAINING SESSION
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January 2020
**Purpose:** To acquire information systems that support DoD business operations, or non-developmental, software intensive programs that are not business systems

- Assesses the business environment, identify existing commercial or government solutions
- Review and revise DoD business processes to align more closely with IT best practices
- Minimal customization of a selected IT solution
- May be used to acquire non-developmental, s/w intensive systems that are not business systems
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January 2020
Acquisition of Services

Purpose: To acquire services from private sector including knowledge-based, construction, electronics & comms, equipment, facilities, product support, logistics, medical, R & D, and transportation

DoD Instruction 5000.74
DEFENSE ACQUISITION OF SERVICES

Originating Component: Office of the Under Secretary of Defense for Acquisition and Sustainment
Effective: January 10, 2020
Revisions and Cancels: DoD Instruction 5000.74, “Defense Acquisition of Services,” January 5, 2016
Approved by: Ellen M. Lord, Under Secretary of Defense for Acquisition and Sustainment

Purpose: In accordance with the authority in DoD Directive (DoDD) 5134.01, the January 5, 2018 Secretary of Defense Memorandum, and the January 31, 2018 Deputy Secretary of Defense Memorandum, this instruction:
- Establishes policy, assigns responsibilities, and provides direction for the acquisition of services.
- Establishes a management structure for the acquisition of services and provides implementation procedures.

Figure 1. Seven Steps to the Services Acquisition Process

| SEVEN STEPS TO THE SERVICES ACQUISITION PROCESS |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| **PLAN**          | **DEVELOP**       | **EXECUTE**       |
| STEP 1            | STEP 2            | STEP 3            | STEP 4            | STEP 5            | STEP 6            | STEP 7            |
| Form the Team     | Review Current   | Perform Market    | Define Requirements| Develop Strategy  | Execute Strategy  | Manage Performance|
|                   | Strategy          | Research          |                   |                   |                   |                   |

- Identify required services, research potential contractors, contract for services, and manage performance
- Employs seven-step process broken down into three phases: planning, developing, and executing
- Seven steps should be used to maximum extent possible to ensure use of proven, repeatable processes and procedures contributing to successful services acquisitions
DoD released its first **policy** on IP to support more effective approaches for acquisition and licensing of IP in October 2019 - DoDI 5010.44

**IP Cadre** established to:

- Facilitate development of competent and consistent approach across DoD for IP acquisition, licensing, and management
- Provide timely expert advice, assistance, and resources to DoD Components on IP matters at various stages of program lifecycle
Acquisition workforce will access revised policies and training via DAU hosted website: https://www.dau.edu/aaf/

Find documents, guidebook, tables and instructions to help understand and integrate new policies
Recommendations

• Focus on unique aspects of YOUR acquisition
  ▪ Tech maturity, risk areas and how to mitigate in strategies

• Start with a Blank Sheet
  ▪ Need to be CREATIVE and do some Critical Thinking

• “Tailor-In” what makes sense
  ▪ Got to be a chef, not a cook! That being said, recipes can be a good place to start

• “What do we need” vs. “what we have to” mindset
  ▪ Documentation AND Reviews, Speed AND Rigor

• Get user involved – early and often
  ▪ Refining req’ts to reduce risk is encouraged
  ▪ Create enduring conversation with your user!

• Be collaborative with key Stakeholders -- “How can we...”

• Don’t forget about production and sustainment!
  ▪ 80% of the final cost is determined in the first 8% of cost incurred (MIT study)

• Be persistent – Innovation is hard!

• Need help? Don’t be afraid to ask
  ▪ Engage the entire team
  ▪ Reach out to DAU – that’s why we’re here -- find more at DAU’s AAF website
Questions

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