The Defense Acquisition System
DODD 5000.01 and the Adaptive Acquisition Framework
November 5, 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

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
- MVP: Minimum Viable Product
- OD: Outcome Determination
- R: Release

Operations and Sustainment

Software Acquisition
DoDI 5000.87

Major Capability Acquisition
DoDI 5000.85

Middle Tier of Acquisition
DoDI 5000.80

Urgent Capability Acquisition
DoDI 5000.81
“The process used to manage the acquisition of [DOD] systems has been characterized by organizations both internal and external to DOD as one that is inefficient, cumbersome, and bureaucratic. A contributing factor to this inefficient process is the significant time and effort required to complete information requirements before an acquisition program can proceed through a milestone to the next phase in the weapon system acquisition process. DOD leadership has acknowledged that too much time is invested in preparing for key milestones, including the documentation and oversight of information required by statutes and policy, which takes time away from conducting day-to-day core program management tasks such as contractor oversight, engineering, and risk management.”

ASA (ALT) Ms. Heidi Shyu

SASC Testimony -- April 2015
• Expanded the use of JUON/JEON/UON authority (Sec. 803)
• “Middle Tier of Acquisition” authority for rapid prototyping and fielding (Sec. 804)
• Provided for alternative acquisition paths to acquire critical national security capabilities (Sec. 805)
• SECDEF given authority to waive most acquisition law or regulation for a vital national security capability (Sec. 806)
• Establishes independent advisory panel on streamlining acquisition regulations (Section 809)
• Enacted 10 USC 2371b to expand DoD Other Transaction Authority (Sec. 815)
• Shifted Milestone Decision Authority from OSD to the Services (Sec. 825)
"The weapons systems the Department delivers to the warfighter today are the finest in the world ... current pace at which we develop advanced capability is being eclipsed by those nations that pose the greatest threat to our security, seriously eroding our measure of overmatch ... increasing cost of our major weapons systems has placed at risk our ability to acquire and sustain these systems at the level required by our fighting forces."

Source: Testimony of the Honorable Ellen Lord, USD(AT&L) before the SASC December 7, 2017
Why is “Rapid” So Important Today?

“We are emerging from a period of strategic atrophy, aware that our competitive military advantage has been eroding. We are facing increased global disorder, characterized by decline in the long-standing rules-based international order – creating a security environment more complex and volatile than any we have experienced in recent memory. **Inter-state strategic competition, not terrorism, is now the primary concern in U.S. national strategy.**”

Former SecDef James Mattis, 19 Jan 18

- Challenges to US Military advantage … today, every domain is contested – air, land, sea, space, cyberspace
- Rapid technological advancements in past gave us advantage
  - Today, state/non-state competitors also have access to them … offsetting our advantage
- We must deliver performance at the speed of relevance
- We must provide streamlined, rapid, iterative approaches from development to fielding

Source: 2018 National Security Strategy

We must adapt the way that we acquire systems and components
DoDI 5000.02 Structure

Core Instruction - Operation of the Defense Acquisition System

Enclosures

1. Acquisition Program Categories and Compliance Requirements
2. Program Management
3. Systems Engineering
4. Developmental Test and Evaluation (DT&E)
5. Operational and Live Fire Test and Evaluation
6. Life-Cycle Sustainment
7. Human Systems Integration (HSI)
8. Affordability Analysis and Investment Constraints
9. Analysis of Alternatives
10. Cost Estimating and Reporting
11. Requirements Applicable to All Programs Containing Information Technology (IT)
12. Urgent Capability Acquisition Activities
13. Cybersecurity in the DAS
DoDI 5000.02 Structure

Core Instruction - Operation of the Defense Acquisition System

Section I: Program Categories and Compliance Requirements

6. Test and Evaluation (DT&E)
   a. Live Fire Test and Evaluation
   b. System Test and Evaluation
   c. Integration Test and Evaluation

7. Acquisition Program Office (APO)
   a. Test and Evaluation Program Offices
   b. Program Office Management

8. Acquisition Program Categories
   a. Weapon Systems Acquisition
   b. Information Technology Acquisition

9. System Test and Evaluation (SWE)
   a. Life Cycle Management
   b. Test and Evaluation Planning

10. System Test and Evaluation (SWE) Resources
    a. Test and Evaluation Facilities
    b. Test and Evaluation Equipment

11. System Test and Evaluation (SWE) Processes
    a. Test and Evaluation Planning
    b. Test and Evaluation Execution

12. System Test and Evaluation (SWE) Reporting
    a. Test and Evaluation Reporting
    b. Test and Evaluation Reviews

13. System Test and Evaluation (SWE) Standards
    a. Test and Evaluation Standards
    b. Test and Evaluation Metrics

14. Cybersecurity in the DAS
    a. Cybersecurity Policies
    b. Cybersecurity Assessment

15. Test and Evaluation (T&E) Processes
    a. Test and Evaluation Planning
    b. Test and Evaluation Execution

16. Test and Evaluation (T&E) Resources
    a. Test and Evaluation Facilities
    b. Test and Evaluation Equipment

17. Test and Evaluation (T&E) Reporting
    a. Test and Evaluation Reporting
    b. Test and Evaluation Reviews

18. Test and Evaluation (T&E) Standards
    a. Test and Evaluation Standards
    b. Test and Evaluation Metrics

19. Test and Evaluation (T&E) Policies
    a. Cybersecurity Policies
    b. Cybersecurity Assessment

20. Test and Evaluation (T&E) Assessment
    a. Test and Evaluation Compliance
    b. Test and Evaluation Efficiency

21. Test and Evaluation (T&E) Metrics
    a. Test and Evaluation Performance
    b. Test and Evaluation Effectiveness

22. Test and Evaluation (T&E) Reviews
    a. Test and Evaluation Reviews
    b. Test and Evaluation Audits

23. Test and Evaluation (T&E) Documentation
    a. Test and Evaluation Records
    b. Test and Evaluation Reports
DoDD 5000.01: The Defense Acquisition System
9 Sep 2020
Specifies the overarching policy and the responsibilities of key officials

DoDI 5000.02: Operation of the Adaptive Acquisition Framework
23 Jan 2020
Outlines the six pathways of the Adaptive Acquisition Framework

DoDI 5000.02T: published with 5000.02 to bridge the gap
DoDI 5000.02T will have enclosures cancelled as functional policies are released.

USD(A&S) and USD(R&E) Charters

DoDs for Each Acquisition Pathway

Urgent Capability Acquisition (5000.81)
31 Dec 2019

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30 Dec 2019

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-- Aug 2020

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16 Oct 2019

Cost Analysis G&P (5000.73)
13 Mar 2020

CPI ID & Protection in RDT&E(5200.39)
1 Oct 2020

*Cybersecurity (5000.CS)
-- In coordination

Tech & Program Protection (5000.83)
21 Jul 2020

*Acquisition Intelligence (5000.86)
11 Sep 2020

Test & Evaluation (5000.UF)
-- In coordination

Analysis of Alternatives (5000.84)
-- Aug 2020

Counterintell Support to RDA (5240.25)
-- In coordination

DoDs for Each Functional Area

Mission Engineering (5000.UE)
-- In coordination

Engineering (5000.UI)
-- In coordination

Human Sys Integration (5000.pr)
-- In coordination

Acquisition Security (5200.XX)
-- In coordination

Product Support Mgmt (5000.UQ)
-- In coordination

Key policies published by various OSD functional organizations

Transforming Acquisition Policies

https://aaf.dau.edu

Color Code:
Blue - Complete
Orange - In Coordination

*New Policies
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https://aaf.dau.edu
So, what does that mean practically ...
So, what does that mean practically ...

ENCLOSURE 3: SYSTEMS ENGINEERING

PURPOSE ........................................... $5
SYSTEMS ENGINEERING PLAN ........ $5
DEVELOPMENT PLANNING ................. $6
SYSTEMS ENGINEERING TRADE-OFF ANALYSIS $6
TECHNICAL RISK AND OPPORTUNITY MANAGEMENT $6
TECHNICAL PERFORMANCE MEASURES AND METRICS $7

Department of Defense

INSTRUCTION

NUMBER 5000.02
January 7, 2015
Incorporating Change 6, January 23, 2020

USAGE

SUBJECT: Operation of the Defense Acquisition System

References: See Reference

1. PURPOSE. This instruction applies to DoD, the Military Departments, the Office of the
Secretary of Defense (OSD), the Joint Staff, the Combatant Commands, the
Office of the Under Secretary of Defense for Acquisition and Sustainment,
and the Defense agencies, the Defense agencies, the Defense agencies, the
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2. APPLICABILITY. This instruction applies to OSD, the Military Departments, the Office of the
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and the Defense agencies, the Defense agencies, the Defense agencies.

3. TRANSITION PLAN. DoD Instruction 5000.02 (Reference (x)) lays the groundwork for
operation of the Adaptive Acquisition Framework, which is part of the Defense Acquisition System.
The current version of DoD 5000.02 will eventually cancel this instruction, which
has been superseded by DoD 5000.02T (Transition) to establish a distinction between the two issuances.

   a. DoD 5000.02T will remain in effect, with content removed as it is cancelled or transitions to a new issuance, as shown in Table 1.

   b. Each new or revised acquisition policy document listed in Table 1 will clearly state the content from DoD 5000.02T it incorporates and cancels. Issuances identified with lettered extensions, e.g., “3000 UG,” are currently in the development process.
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

“MULTIPLE PATHWAYS FOR TAILORED SOLUTIONS” • HTTPS://WWW.DAU.EDU/AAF
**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
- DoDI's 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
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.

- 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.

**Empower Program Managers**

**Conduct Data Driven Analysis**
Tenets, Continued...

**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

“MULTIPLE PATHWAYS FOR TAILORED SOLUTIONS” • HTTPS://WWW.DAU.EDU/AAF
Transforming Acquisition Policies
-- So, where are we at? --

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In coordination

USD(A&S) and USD(R&E) Charters

Color Code:
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*New Policies

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Urgent Capability Acquisition
-- December 31, 2019 --

- 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
Middle Tier of Acquisition
-- December 30, 2019 --

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.

Not subject to JCIDS or major capability acquisition requirements

Rapid Prototyping
To rapidly develop fieldable prototypes to demonstrate new capabilities

Rapid Fielding
To rapidly field production quantities with proven technologies that require minimal development
Major Capability Acquisition

-- August 6, 2020 --

• 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

To acquire and modernize military unique programs that provide enduring capability
Software Acquisition
-- October 2, 2020 --

To facilitate rapid and iterative delivery of software capability (e.g., software-intensive systems and/or software-intensive components or sub-systems) to user

- Integrates modern software development practices such as Agile, DevSecOps, and Lean
- Not subject to JCIDS -- active user engagement and leveraging enterprise services
- Working software is rapidly, iteratively delivered to meet the highest priority user needs
- Leverage automated tools for development, integration, testing, and certification
To acquire information systems that support DoD business operations

- 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
To acquire services from private sector including knowledge-based, construction, electronics & communications, equipment, facilities, product support, logistics, medical, research & development, and transportation

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**Acquisition of Services**

-- January 20, 2020 --

<table>
<thead>
<tr>
<th>PLAN</th>
<th>DEVELOP</th>
<th>EXECUTE</th>
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<td>STEP 1</td>
<td>Form the Team</td>
<td>STEP 6</td>
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<td>Review Current Strategy</td>
<td>Execute Strategy</td>
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<td>Perform Market Research</td>
<td>Manage Performance</td>
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<td>Define Requirements</td>
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<td>Develop Acquisition Strategy</td>
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- Identify the required services
- Research the potential contractors
- Contract for the services
- Manage performance
Transforming Acquisition Policies

-- OK, so how about the functional DoDIs? --

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9 Sep 2020

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23 Jan 2020

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* Acquisition Intelligence (5000.86) – 11 Sep 2020
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https://aaf.dau.edu

*New Policies

Color Code: Blue - Complete Orange - In Coordination

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<tr>
<td>• DoDI 5000.pr, “Human Systems Integration in Defense Acquisition”</td>
<td>• Enclosure 7. Human Systems Integration (HIS)</td>
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<td>✓ Enclosure 9. Analysis of Alternatives (AoA)</td>
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<td>• DoDI 5000.CS, “Cybersecurity”</td>
<td>• Enclosure 13. Cybersecurity in the Defense Acquisition System</td>
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<tr>
<td>• DoDI 5000.83, “Technology and Program Protection...”</td>
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</table>
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
Transforming Acquisition Policies
-- Today’s Focus Area --

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USD(A&S) and USD(R&E) Charters

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https://aaf.dau.edu
DoDD 5000.01: The Defense Acquisition System

DIRECTIVE

SUBJECT: The Defense Acquisition System

References:
(c) DoD Instruction 5025.01, “DoD Directives Program,” October 28, 2007
(d) Section 8060, Public Law 109-136, “Making appropriations for the Department of Defense for the fiscal year ending September 30, 2007, and for other purposes” (as necessary provided)
(e) Title 10, United States Code, “Armed Forces”
(f) Deputy Secretary of Defense Memorandum, “Establishment of the Office of the Under Secretary of Defense for Research and Engineering and the Office of the Under Secretary of Defense for Acquisition and Sustainment,” July 13, 2018
(g) Section 2350a of title 10, United States Code, “Cooperative Research and Development Projects: Allied Countries”
(h) Section 2731 of title 22, United States Code, “Need for international defense cooperation and military export controls; Presidential waiver; report to Congress; arms sales policy”
(i) Section 2731 of title 10, United States Code, “Defense memoranda of understanding and related agreements”
(j) Federal Acquisition Regulation (FAR), current edition
(k) Section 2222, title 10, United States Code
(l) DoD Directive 8500.01E, “Information Assurance (IA),” October 24, 2002
(m) DoD Directive 6040.05, “Interoperability and Supportability of Information Technology (IT) and National Security Systems (NSS),” May 3, 2004

1. PURPOSE

This Directive:

September 9, 2020

DO D DIRECTIVE 5000.01

THE DEFENSE ACQUISITION SYSTEM

Originating Component: Office of the Under Secretary of Defense for Acquisition and Sustainment
Effective: September 9, 2020


Approved by: David L. Norquist, Deputy Secretary of Defense

Purpose: Under the authority vested in the Secretary of Defense by Sections 113 and 133 of Title 10, United States Code (U.S.C.), this directive establishes policy and assigns responsibilities for managing all acquisition programs.
DoDD 5000.01, 2003. **Policy.** The Defense Acquisition System exists to manage the nation's investments in technologies, programs, and product **support necessary to achieve the National Security Strategy and support the United States Armed Forces.** The investment strategy of the Department of Defense shall be **postured to support not only today's force, but also the next force, and future forces beyond that.** The primary objective of Defense acquisition is to acquire **quality products** that satisfy user needs with measurable improvements to mission capability and operational support, in a **timely** manner, and at a fair and reasonable price.

DoDD 5000.01, 2020. **Policy.** The objective of the Defense Acquisition System (DAS) is to **support the National Defense Strategy**, through the development of a **more lethal force based on U.S. technological innovation and a culture of performance that yields a decisive and sustained U.S. military advantage.** The acquisition system will be designed to acquire **products and services** that satisfy user needs with measurable and **timely** improvements to mission capability, **material readiness**, and operational support, at a fair and reasonable price.
Policy Changes

2003

34 Specific Policy Statements

2020

25 Specific Policy Statements
(7 “New” Statements)
2020 “New” Policy Statements

• Deliver Performance at the Speed of Relevance
• Conduct System of System (SoS) Analysis
• Employ Artificial Intelligence, Machine Learning, Deep Learning, and Other Related Capabilities throughout Execution of the Acquisition Process
• Maintain Data Transparency
• Implement Reliability and Maintainability by Design
• Emphasize ESOH and Requirements Management
• Manage Records Effectively
Deliver Performance at the Speed of Relevance

The DAS will:

1. Employ the following operating policies:
   a. Empower program managers (PMs).
   b. Simplify acquisition policy.
   c. Employ tailored acquisition approaches.
   d. Conduct data driven analysis.
   e. Actively manage risk.
   f. Emphasize product support and sustainment.

2. Use an adaptive acquisition framework to emphasize these principles.
Conduct System of System (SoS) Analysis

Capability portfolio management, mission engineering, and integration analysis using an effects/kill chain framework will be employed to assess the integration and interoperability of the SoS required to execute critical mission requirements. The objective is to identify operational gaps and develop SoS employment concepts in order to develop system capabilities that improve the warfighters’ ability to execute critical mission threads.
Employ Artificial Intelligence, Machine Learning, Deep Learning, and Other Related Capabilities throughout Execution of the Acquisition Process

DoD Components, MDAs, and acquisition leaders must implement fundamentals of design, manufacturing, and management that result in reliable and maintainable systems. These key fundamentals must be established early in the acquisition process and improved over the service life of the system.
Maintain Data Transparency

Data should be transparently shared, to the greatest extent possible, in its native form and require minimal formatting and manipulation. All DoD data will be shared as widely as possible across the Military Services and OSD. Options to frustrate or prevent data transparency should not be entertained.
Implement Reliability and Maintainability by Design

DoD Components, MDAs, and acquisition leaders must implement fundamentals of design, manufacturing, and management that result in reliable and maintainable systems. These key fundamentals must be established early in the acquisition process and improved over the service life of the system.
Emphasize ESOH* and Requirements Management

ESOH risks and requirements will be managed to minimize the injury to or loss of Service members and degradation of their equipment, and to reduce impact on the environment. In accordance with Military Standard 882E, ESOH hazards will be eliminated when possible, and managed by the PM when not. System safety engineering will be employed to identify, document, and mitigate system hazards and reduce residual risk from those hazards.

*Also, prominently featured in MCA’s 5000.85
Para. 3C.3.d (2)

(2) The PM is responsible for integrating ESOH considerations into the decision-making process.

(a) Prior to exposing people, equipment, or the environment to known system-related hazards, PMs are responsible for documenting the associated risks and for ensuring that ESOH risks have been accepted by the following acceptance authorities: the CAE for high risks, PEO-level for serious risks, and the PM for medium and low risks. User-representative approval is required prior to high and serious risk acceptance. For joint programs, the ESOH risk acceptance authorities reside within the lead DoD Component.

(b) The PM will manage schedule and cost risks associated with statutory requirements in PL 91-190 and Executive Order 12114, and other statutes and regulations as applicable, to assure timely production, testing and fielding events. The PM will manage program risks from compliance with other ESOH requirements, such as hazardous materials regulations, impacting system performance and readiness, including those impacting international acquisition and exportability. Paragraphs 3D.2.b.(5)(a) and 3D.3.c.(6) provide additional information.

Para. 3D.2.b.(2)(a)

(5) At Milestone A or the Initial Program Milestone.

(a) ESOH.

PMs will address programmatic environment, safety, and occupational health evaluation requirements throughout the program life cycle. PMs will manage hazardous materials in accordance with Aerospace Industries Association National Aerospace Standard 411, and National Aerospace Standard 411-1, tailored if necessary to meet their program’s needs.

Para. 3D.2.b.(2)(a)

(c) The PSS will include the annexes outlined in this paragraph:

(6) Programmatic ESOH Evaluation.

This annex will explain how the program is executing the requirements in Paragraphs 3C.3.d.(2) and 3D.2.b.(5)(a) to manage ESOH risks and requirements across the life cycle. This annex will incorporate a summary of the current hazard tracking data with risk levels, prohibited and restricted hazardous materials usage and initiatives, and PL 91-190/Executive Order 12114 planning and compliance status, including military construction and installation management requirements.
Manage Records Effectively

DoD records must be managed in compliance with DoD Instruction 5015.02 and Title 44 of U.S.C., while protecting the legal and financial rights and interests of the Federal Government and of persons affected by U.S. Government activities.
Modified and/or Expanded Policy Statements

2003

Innovation
Information Assurance
Information Superiority
Research & Tech Protection
Integrated Test and Evaluation
Interoperability
Responsiveness
Discipline

2020

Develop a Culture of Innovation
Develop & Deliver Secure Capabilities
Conduct Integrated Test & Evaluation
Deploy Interoperable Systems
Be Responsive
Employ a Disciplined Approach
**Modified and/or Expanded Policy Statements**

**2003**
- Streamlined & Effective Management
- Program Information
- Cost & Affordability
- Cost Realism
- Performance-Based Acquisition
- Products, Services, and Technologies
- Total Systems Approach
- Performance-Based Logistics (PBL)

**2020**
- Manage Efficiently & Effectively
- Focus on Affordability
- Employ Performance-Based Acquisition Strategies
- Plan for Product support
- Implement Effective Life Cycle Management
- Apply Human Systems Integration
- Plan for Corrosion Prevention & Control
Modified and/or Expanded Policy Statements

<table>
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Key Nuances
-- Delegation of Responsibility --

2020

c. Develop a Culture of Innovation.

Creativity and critical thinking will guide acquisition business practice. Acquisition professionals will seek, develop, and implement initiatives to streamline and improve the DAS. Managers at every level will consider and adopt innovative practices, including best commercial practices and electronic business solutions, that reduce cycle time and cost, and encourage teamwork.

h. Manage Efficiently and Effectively.

Responsibility for the acquisition of systems will be decentralized to the maximum extent practicable.

(1) MDAs will provide PMs sufficient authority to accomplish approved program objectives for development, production, product support, and sustainment.

(2) Managers at every level will be given the authority to manage their programs and will be accountable for results.

2003

4.3.3. Innovation. Throughout the Department of Defense, acquisition professionals shall continuously develop and implement initiatives to streamline and improve the Defense Acquisition System. MDAs and PMs shall examine and, as appropriate, adopt innovative practices (including best commercial practices and electronic business solutions) that reduce cycle time and cost, and encourage teamwork.

E1.1.2. Collaboration. The DoD acquisition, capability needs, and financial communities, and operational users shall maintain continuous and effective communications with each other by using Integrated Product Teams (IPTs). Teaming among warfighters, users, developers, acquirers, technologists, testers, budgeters, and sustainers shall begin during capability needs definition. MDAs and PMs are responsible for making decisions and leading execution of their programs, and are accountable for results.
Key Nuances
-- Workforce Development --

2020

u. Maintain a Professional Workforce.

The acquisition workforce is a critical asset and essential to achieving the defense strategy. Consequently, the DoD must recruit, develop, and maintain a fully proficient military and civilian acquisition workforce that is highly skilled across a broad range of management, technical, and business disciplines.

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2003

E1.1.19. Professional Workforce. The Department of Defense shall maintain a fully proficient acquisition, technology, and logistics workforce that is flexible and highly skilled across a range of management, technical, and business disciplines. To ensure this, the USD(AT&L) shall establish education, training, and experience standards for each acquisition position based on the level of complexity of duties carried out in that position.
Key Nuances
-- Sustainment Rocks! --

2020

1. Plan for Product Support.

Product support strategies (PSSs) will be informed by a business case analysis conducted pursuant to Section 2337 of Title 10, U.S.C. The PSS is designed to facilitate enduring and affordable sustainment consistent with warfighter requirements. Support metrics will be established, tracked, and adjusted where needed to ensure product support objectives are achieved and sustained over the system life cycle. PSSs include the best use of public and private sector capabilities through government and industry partnering initiatives, in accordance with statutory requirements.

2. Implement Effective Life-Cycle Management.

The PM is accountable for achieving program life-cycle management objectives throughout the program life cycle. Planning for operations and support will begin at program inception, and supportability requirements will be balanced with other requirements that impact program cost, schedule, and performance. Performance-based life-cycle product support implements life-cycle system management.

3. Implement Reliability and Maintainability by Design.

DoD Components, MDAs, and acquisition leaders must implement fundamentals of design, manufacturing, and management that result in reliable and maintainable systems. These key fundamentals must be established early in the acquisition process and improved over the service life of the system.


Acquisition managers will implement corrosion prevention and control procedures early in the program life cycle to prevent it from impacting the availability, cost, and safety of military equipment.

2003

E1.1.17. Performance-Based Logistics. PMs shall develop and implement performance-based logistics strategies that optimize total system availability while minimizing cost and logistics footprint. Trade-off decisions involving cost, useful service, and effectiveness shall consider corrosion prevention and mitigation. Sustainment strategies shall include the best use of public and private sector capabilities through government/industry partnering initiatives, in accordance with statutory requirements.

Tenet #6
Emphasize Sustainment

Source TACook.com
w. Maintain Data Transparency.

Data should be transparently shared, to the greatest extent possible, in its native form and require minimal formatting and manipulation. All DoD data will be shared as widely as possible across the Military Services and OSD. Options to frustrate or prevent data transparency should not be entertained.

x. Manage Records Effectively.

DoD records must be managed in compliance with DoD Instruction 5015.02 and Title 44 of U.S.C., while protecting the legal and financial rights and interests of the Federal Government and of persons affected by U.S. Government activities.

E1.1.20. Program Information. Complete and current program information is essential to the acquisition process. Consistent with the tables of required regulatory and statutory information appearing in reference (h), decision authorities shall require PMs and other participants in the defense acquisition process to present only the minimum information necessary to establish the program baseline, describe program plans, understand program status, and make informed decisions. The MDA shall “tailor-in” program information. IPTs shall facilitate the management and exchange of program information.
Employ a Collaborative Process.

The DAS should be a collaborative process in which the DoD Components consult and coordinate with one another. However, if a Principal Staff Assistant or Service Secretary has an objection to a fundamental aspect of the acquisition process, he or she may raise this objection to the Deputy Secretary of Defense in the form of a briefing. The briefing serves to notify the Deputy of a dissenting view, but does not preemptively halt the acquisition process, unless the Deputy chooses to intercede.

E1.1.2. Collaboration. The DoD acquisition, capability needs, and financial communities, and operational users shall maintain continuous and effective communications with each other by using Integrated Product Teams (IPTs). Teaming among warfighters, users, developers, acquirers, technologists, testers, budgeters, and sustainers shall begin during capability needs definition. MDAs and PMs are responsible for making decisions and leading execution of their programs, and are accountable for results.
Deleted 2003 Policy Statements

- Flexibility
- Cost Sharing
- Financial Management
- Independent Operational Test Agency (OTA)
- Intelligence Support
- Knowledge-Based Acquisition
- Program Stability
- Small Business Participation
- Software Intensive Systems
- Streamlined Organizations
- Systems Engineering
- Technology Development and Transition
Deleted 2003 Policy Statements
-- Examples --

2003


2020

DoD Instruction 5000.75

Business Systems Requirements and Acquisition

Originating Component: Office of the Under Secretary of Defense for Acquisition and Sustainment
Effective: February 2, 2017
Change 2 Effective: January 24, 2020
Deleted 2003 Policy Statements
-- Examples --

2003

E1.1.12. Intelligence Support. Intelligence and understanding threat capabilities are integral to system development and acquisition decisions. PMs shall keep threat capabilities current and validated in program documents throughout the acquisition process.

2020

DoD Instruction 5000.86
Acquisition Intelligence

Originating Components:
Office of the Under Secretary of Defense for Acquisition and Sustainment
Office of the Under Secretary of Defense for Intelligence and Security

Effective: September 11, 2020
E1.1.14. **Knowledge-Based Acquisition.** PMs shall provide knowledge about key aspects of a system at key points in the acquisition process. PMs shall reduce technology risk, demonstrate technologies in a relevant environment, and identify technology alternatives, prior to program initiation. They shall reduce integration risk and demonstrate product design prior to the design readiness review. They shall reduce manufacturing risk and demonstrate producibility prior to full-rate production.
DAU Resources

Acquisition workforce will access revised policies and training via DAU hosted website: https://www.dau.edu/aaf/
Recommendations

The more things change, the more they stay the same!

Figure 2. Major Capability Acquisition Model.

Jean-Baptiste Alphonse Karr

Corollary: The more things stay the same, the more they change!
Speed is King!

“We need light speed in all of our endeavors ... keep our foot on the accelerator”

“It is critical to accelerate the speed of acquisition ... to continually deliver competitive advantage to our warfighters”

“Maximize use of law and policy in order to rapidly prototype, produce and field products”

Deliver performance at the speed of relevance
Speed is King, but Rigor is not the enemy …

3.3 PM.
Under the supervision of PEOs and CAEs, PMs:

…

“Employ a thoughtful, innovative and disciplined approach to program management”

DoDI 5000.02

Speed and Rigor are NOT mutually exclusive!
Recommendations

Focus on unique aspects of YOUR acquisition

Technology maturity

Source: Microstrat.com

The Need for Speed

Source: mha-it.com

FOUR TYPES OF RISK MITIGATION

Source: networkworld.com
In the words of Winnie-the-Pooh, “Think, think, think …”

Start with a Blank Sheet ...

Need to be CREATIVE and do some Critical Thinking
“Tailor-In” what makes sense

“A cook can follow a recipe and prepare a nice meal, but a chef can take a variety of wide-ranging ingredients, understand how they complement each other, and create a gourmet feast.”

“What do we need” vs. “What we have to” mindset
Recommendations

Get user involved – early and often

“As the design for each of our weapon systems matures, an enduring conversation needs to occur between the acquirer and the warfighter, carefully explaining the producibility, maintainability, reliability and subsequent cost impacts of each additional mile of range, or mile per hour of speed desired.”

Create an enduring conversation with your user!
Recommendations

Be collaborative with key Stakeholders -- “How can we…”
If Speed is King, Sustainment is the Prince!

The Impact of Design Decisions on Life Cycle Cost

And don’t forget Producibility!
Recommendations

Be persistent – Innovation is hard!

- Engage the entire team
- Reach out to DAU – that’s why we’re here

“We only have two demands! Why don’t people just give us what we want?”

Need help? Don’t be afraid to ask
Questions

Dave Riel
DAU Professor of Acq Mgt
David.riel@dau.edu
937-781-1060

Find more at DAU’s AAF website
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

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
- MVP: Minimum Viable Product
- OD: Outcome Determination
- R: Release

January 2020