Transforming Defense Acquisition Policy

As of: January 15, 2020

“MULTIPLE PATHWAYS FOR TAILORED SOLUTIONS”
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.

**DODIs for Each Acquisition Pathway**
- Major Capability Acquisition
- Urgent Capability Acquisition
- Middle Tier of Acquisition
- Software Acquisition* (Interim)
- Defense Business Systems
- Defense Acquisition of Services

**DODIs for Each Functional Area**
- Engineering
- T&E
- Cybersecurity
- AoAs
- Cost Est
- IP Protection
- HSI
- Acquisition Intelligence
- IT

Published by various OSD functional organizations
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
Simplify Acquisition Policy

- Transition away from cumbersome ‘one-size fits all’, check-list methodology
- Encourage program teams to use appropriate pathway, or combination of pathways, to accelerate the delivery of program objectives
- DoDIs stand alone, functional areas published separately, able to be updated individually as necessary

Tailor Acquisition Approaches

- AAF holds Program Managers (PMs) accountable for critical thinking and embraces tailoring-in program oversight
- PMs will identify and propose recommendations for decision authority approval
- Streamlined and simplified approvals allow stakeholders to focus attention on specific program needs without sacrificing rigor and discipline
Empower Program Managers

- Policy empowers program managers and program teams to think critically, leverage data, use innovative strategies, tailor-in decision making, and actively manage risk
- 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
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

• Policy encourages the consideration of a sustainment strategy throughout the entire program lifecycle
• Involves end-users early in program development to capture sustainment requirements up front
Adaptive Acquisition Framework (AAF)
Tailor, combine, and transition between pathways to create your program strategy

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

**Business Capability Acquisition Cycle**

**Plan**
1. Form the Team
2. Review Current Strategy
3. Perform Market Research
4. Define Requirements
5. Develop Acquisition Strategy

**Develop**
6. Execute Strategy
7. Manage Performance

**Execute**
1. Form the Team
2. Review Current Strategy
3. Perform Market Research
4. Define Requirements
5. Develop Acquisition Strategy
6. Execute Strategy
7. Manage Performance

**Operations and Sustainment**

**Cybersecurity**

**Path Selection**
Pathway: Urgent Capability Acquisition

Purpose
To field capabilities to fulfill urgent operational needs or other quick reaction capabilities in less than 2 years.

Characteristics
• UONs and other QRCs are identified and approved for resolution by designated authorities.
• The estimated cost must not exceed $525 million in research, development, and test and evaluation, or $3.065 billion procurement in Fiscal Year 2020 constant dollars.
• The acquisition processes, reviews, and documents are aggressively streamlined due to operational urgency.
• The goal is to plan for the capability in a few weeks with development and production measured in months.

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Pathway: Middle Tier of Acquisition

**Purpose**
To rapidly develop fieldable prototypes to demonstrate new capabilities and/or rapidly field production quantities of systems with proven technologies that require minimal development.

**Characteristics**

**Rapid Prototyping**
- Field a prototype that can be demonstrated in an operational environment
- Provide for residual operational capability within 5 years of an approved requirement

**Rapid Fielding**
- Begin production within 6 months
- Complete fielding within 5 years of an approved requirement
Purpose
To acquire and modernize military unique programs that provide enduring capability. This pathway is intended for large scale, traditional hardware acquisitions.

Characteristics
• Typically follows a structured analysis, design, develop, integrate, test, and produce and support approach
• Acquisition and product support processes, reviews, and documentation will be tailored based on the program size, 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 pathway
Pathway: Software Acquisition

Purpose
To facilitate rapid and iterative delivery of software capability to the user.

Characteristics
• Integrates modern iterative software development practices such as Agile or Lean Software Development Methods, and DevSecOps.

• Tightly coupled, mission-focused government-industry software teams leverage automated tools for development, integration, testing, and delivery to iteratively deploy software capabilities to the operational environment.
Pathway: Defense Business Systems

Purpose
To acquire information systems that support DoD business operations, or non-developmental, software intensive programs that are not business systems.

Characteristics
- Assesses the business environment and identifies existing commercial or government solutions that could be adopted to satisfy DoD needs.
- DoD reviews and revises its business processes to align more closely with commercial or government IT best practices.
- Customization of a selected information technology (IT) solution is minimal.
- DoD reduces risk and maximizes benefits by using off-the-shelf software that has been successfully demonstrated in the commercial marketplace.
**Pathway: Acquisition of Services**

**Purpose**
To acquire services from the private sector to include knowledge-based, construction, electronics and communications, equipment, facilities, logistics, medical, research and development, and transportation.

**Characteristics**
- Identify the required services, research the potential contractors, contract for the services, and manage performance.
- The pathway employs a seven-step process that is broken down into three phases: planning, developing, and executing.
- Seven steps should be used to the maximum extent possible to ensure the use of proven, repeatable processes and procedures contributing to successful services acquisitions.
Intellectual Property (IP)

Policy
The Department released its first **policy** on IP to support more effective approaches for acquisition and licensing of IP in October 2019 - **DoDI 5010.44**.

- Emphasizes long-term planning for sustainment; earlier and more frequent communication with industry; specially negotiated licenses
- Tailored implementation across all acquisition pathways

IP Cadre
A cadre of IP experts was established to facilitate the development of a competent and consistent approach across the Department for IP acquisition, licensing, and management. The Cadre will provide:

- Timely expert advice, assistance, and resources to DoD Components on IP matters at various stages of the program lifecycle; and
- Outreach and liaison with industry, other Federal agencies, and Congress.
Acquisition workforce may access revised policies, training opportunities, FAQs, and all available resources at: https://www.dau.edu/aaf/