Enable the delivery and sustainment of secure and resilient capabilities to the Warfighter and international partners quickly and cost-effectively.
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**Legislative Accomplishments**

**In the News**
OUR GOALS

Speed
Enable Innovative Acquisition Approaches that Deliver Warfighting Capability at the Speed of Relevance

Resiliency
Build a Safe, Secure, and Resilient Defense Industrial Base

Safety
Ensure Safe and Resilient DoD Installations

Capability
Increase Weapon System Mission Capability while Reducing Operating Cost

Partnership
Promote Initiatives with Key International Partners

Development
Recruit, Develop, and Retain a Diverse Workforce
Capturing an annual chronology of the significant milestones and events at the Under Secretariat level is critical for providing the Secretary of Defense and other senior leaders with a comprehensive perspective of the Department’s activities and accomplishments. This document strives to do just that.

Though our environment is constantly changing, the commitment to our Warfighters and international partners remains constant, and our workforce remains steadfast in designing, developing, and implementing an acquisition system that moves at the speed of relevance.

Everything we do in A&S is done under the framework of the National Defense Strategy (NDS) and its three lines of effort:

1. **Restore military readiness as we build a more lethal force**
2. **Expand and strengthen alliances and partnerships**
3. **Bring business reform to the Department of Defense**

The year 2020 presented our Nation and the world with enormous challenges. Despite the public health and safety crisis, we in the Department of Defense continued to work diligently toward achieving the mission. The Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S)) was front and center in helping the Department navigate these challenges, enabling the delivery and sustainment of secure and resilient capabilities to the Warfighter and our international partners quickly and cost-effectively.

This document aims to convey how A&S and the Department as a whole have successfully implemented the NDS over the last year and the measurable impact we have created, as illustrated by data and specific examples of our efforts over the last year.

OUSD(A&S) is proud to submit our inaugural annual historical record – the first of many. We believe that our efforts in 2020 have led to transformational changes for the Department, efforts we expect to have a long-lasting, positive impact for our Warfighters.

Having a historical record of our annual progress will enable the workforce of the future to measure our organization’s progress over time, and to demonstrate how our actions help us meet both the objectives of the NDS as well as our internal mission and goals.
This year has presented the Department, our Nation, and the world with extraordinary and unprecedented challenges. The COVID-19 pandemic has claimed hundreds of thousands of lives, threatened the stability of our economy, and forced us to rapidly adapt our way of life to curb the spread of the virus. In spite of all of the loss, and amidst all of the adversity stemming from this pandemic, the A&S team has been steadfast in our work ethic, and resolute in our commitment to the mission and our Warfighters.

This has been a banner year in terms of what we have been able to achieve as a team, and each of the A&S Directorates and Defense Agencies and Field Activities delivered on our mission.

The Acquisition team finalized the rewrite of the 5000 series, the overarching policy on DoD acquisition. The rewrite, which was signed into effect on September 8th by Deputy Secretary of Defense David Norquist, focuses on creative compliance so that program teams can design acquisition strategies that minimize risk.

They were also key players in the national response to COVID-19. The Acquisition Directorate helped stand up the Joint Acquisition Task Force (JATF), which enabled the U.S. Department of Health and Human Services (HHS) and the Federal Emergency Management Agency (FEMA) to quickly and effectively access DoD acquisition personnel, expertise, and authorities in support of the national response.

Navy Lt. Louis Petro stands watch as the tactical action officer in the combat information center aboard the USS Germantown in the East China Sea, July 17, 2020. (Photo Credit: Navy Petty Officer 2nd Class Taylor DiMartino)
The Defense Contracting Management Agency (DCMA) also played a crucial role in the overall response to COVID, actively tracking and analyzing COVID-19 impacts on the Defense Industrial Base (DIB) to include facility closures, supply chain disruptions, labor shortages, and financial strain.

Finally, within the Acquisition Directorate, the Defense Acquisition University (DAU) supported a seamless transition from in-person to online training, converting nearly 90 percent of the previously scheduled classroom courses to virtual offerings, and ensuring more than 23,000 workforce members could receive necessary training.

Furthermore, DAU expanded its Credential Program by adding three new credentials and bringing the total offered to nine. These are all part of the Human Capital Initiative’s Back-to-Basics effort to modernize the way we train our acquisition professionals.

The Sustainment team helped lead the Department’s continued commitment to meeting the challenges posed by Per- and Polyfluoroalkyl Substances (PFAS). In 2020, the Department invested millions in research, development, testing, and evaluation to identify alternative firefighting materials and practices as well as in research and development related to PFAS remediation. Additionally, the Sustainment team made tremendous progress conducting a comprehensive review of DoD installations to identify locations affected by PFAS, which include both preliminary assessments and site inspections.

The Office of Local Defense Community Cooperation (OLDCC), formerly known as the Office of Economic Adjustment, continued to support the readiness and resiliency of installations and defense communities across the country through the administration of grants programs. OLDCC awarded nearly 90 grants totaling approximately $134 million to states and communities through their Community Investment Program.

Throughout 2020, the Defense Logistics Agency (DLA) provided remarkable support to the Services and Combatant Commands to maintain readiness and lethality. Working with its 12,000 suppliers, DLA maintained above 90% materiel availability. DLA also received and processed 22.6 million pieces of supplies and equipment for disposition with an acquisition value of $24.5 billion. In support of our Nation’s response to the coronavirus pandemic, DLA was instrumental in providing test kits, ventilators, pharmaceutical drugs, and personal protective equipment to meet customer demands and support the Strategic National Stockpile.

The Office of Industrial Policy also worked relentlessly to identify and mitigate the impacts of COVID-19. The team communicated regularly with industry representatives, hosting three calls per week between key DoD stakeholders and industry association leaders to address issues such as small business impacts, safe passage and work stoppage, and higher rates of progress payments to industry.

Thanks to the Office of Small Business Programs (OSBP), A&S remained engaged with small businesses throughout the pandemic. Specifically, OSBP’s Defense Small Business Webinar Series has covered a broad range of topics relevant to small business owners, including COVID-19 resources, cybersecurity, foreign investment, and successful teleworking practices. OSBP held nine webinars, directly reaching over 4,000 attendees.

Nuclear modernization remains the Department’s number one priority, and the Nuclear, Chemical, and Biological (NCB) Defense Programs team oversaw critical lines of effort in 2020. The Office of Threat Reduction and Arms Control continued to
ensure U.S. compliance with treaties and agreements through the destruction of the chemical weapons stockpile. Furthermore, the Chemical and Biological Defense Program (CBDP) supported capability development in response to emerging threats based on its proven expertise and response to the Ebola outbreak in West Africa, aiding in the response to COVID-19 and building future preparedness.

The Nuclear Matters team continued to staff the Nuclear Weapons Council (NWC), facilitating monthly meetings to address issues relating to the nuclear weapons stockpile and provide decisions for nuclear warhead programs as they advance through development and acquisition. Over the last two years, the NWC has implemented the 2018 Nuclear Posture Review and executed an unprecedented review of the National Nuclear Security Administration FY2022 draft budget request to ensure investments remain aligned with DoD requirements.

The Defense Threat Reduction Agency (DTRA) leveraged longstanding partnerships to support 35 countries across four continents in mitigating COVID-19 effects. DTRA assisted the U.S. Transportation Command (USTRANSCOM) to employ the Transport Isolation System, and leveraged existing relationships to help USTRANSCOM expeditiously procure COVID test kits from Italy, enabling the first delivery of more than 500,000 kits to the U.S. in only 55 hours.

In addition to coordinating Service efforts to provide materiel to Warfighters involved in contingency operations in Afghanistan, Iraq, and Syria, the scope of the Joint Rapid Acquisition Cell’s (JRAC) responsibilities increased substantially in 2020—the team now oversees ongoing Defense Assisted Acquisition (DA2) efforts. JRAC coordinated the delivery of Negatively Pressurized CONEX systems to USTRANSCOM, and is facilitating DoD’s efforts to deliver a contact tracing solution for our Joint Force.

Cybersecurity remains a foundational aspect of any acquisition that cannot be traded for cost, schedule, or performance. To ensure cybersecurity is also foundational for our partners in industry, the Office of the Chief Information Security Officer (OCISO(A&S)) began piloting the Cybersecurity Maturity Model Certification (CMMC). The CISO team also oversaw implementation of the Supply Chain Illumination Tool to assist with rapidly identifying reputable vendors. Our enhanced understanding and rapid vetting of the supply chain helped mitigate the award of fraudulent contracts, ensuring effective use of CARES Act funding.

Finally, the Office of International Cooperation (IC) led Defense Trade Modernization efforts to better respond to strategic competitors and fully leverage armaments cooperation with our allies and partners. Specifically, IC helped improve Foreign Military Sales contracting, optimized technology security and foreign disclosure reviews, and emphasized building in exportability. The IC team also worked closely with allies and partners to minimize COVID-19 impacts on global supply chains. They helped promote defense as “essential” with key partners and regularly shared best practices with foreign partners to increase attention on resiliency.

Though it was a challenging year in every regard, we are incredibly proud of our accomplishments in 2020. In working through leadership changes and arduous schedules, we have supported the Warfighter with unwavering commitment amid a global pandemic. We are excited to build upon our strategic momentum in 2021, and will continue to enable the delivery and sustainment of secure and resilient capabilities to the Warfighter.
HIGHLIGHTS

A&S ORGANIZATIONS

Director, Human Capital Initiatives

Assistant Secretary of Defense (Acquisition)

Assistant Secretary of Defense (Sustainment)

Executive Director, International Cooperation

Chief Information Security Officer (Acquisition and Sustainment)

Executive Director, Joint Rapid Acquisition Cell

Executive Director, Special Programs

Under Secretary of Defense for Acquisition and Sustainment

Deputy Under Secretary of Defense for Acquisition and Sustainment

Chief of Staff

Deputy Assistant Secretary of Defense (Industrial Policy)

Assistant Secretary of Defense (Nuclear, Chemical, Biological Defense)

Assistant Secretary of Defense (Acquisition)

Executive Director, International Cooperation

Chief Information Security Officer (Acquisition and Sustainment)

Executive Director, Joint Rapid Acquisition Cell

Executive Director, Special Programs

ACQUISITION

Delivering capability at the point of need through a Defense Acquisition System that is flexible, tailorable, and enables speed

DoD 5000 Series Despite unprecedented challenges facing the Department and our Nation, 2020 was extremely productive—ASD(A) published 13 policies as part of a comprehensive redesign of the 5000 Series acquisition policies. Culminating with the publication of DoD Directive 5000.01, the overarching policy that describes the principles governing the Defense Acquisition System. The result is the most transformational change to acquisition policy in years—perhaps decades—and an effort expected to have a long-lasting, positive impact across the Department.

The redesign decomposed a large policy document into six clear and separate pathways that make up the Adaptive Acquisition Framework (AAF), each of which is tailored to the unique characteristics of the capability being acquired. By design, these pathways implement the six main tenets of the defense acquisition system to simplify policy, tailor-in approaches, empower program managers, facilitate data-driven analysis, actively manage risk, and emphasize sustainment. Whether responding to urgent needs or acquiring major capabilities, simply put, the AAF affords program managers and their teams multiple ways to field capability faster.
Virtual DAU  All physical DAU locations closed on March 13th to combat the spread of COVID-19. DAU was able to preserve well over 80% of student capacity by rapidly converting classroom courses to virtual offerings. To date, DAU’s actions have ensured more than 25,500 workforce members could get necessary training.

DAU also increased the number of short, topical webcasts they offered in FY20 by 250% and added online workshops. These online offerings have reached more than 28,000 live attendees and are available to even more through the event recordings on www.DAU.edu.

In support of the Back-to-Basics initiative, DAU is paring down required certification training and increasing learning options. A credential program was launched in October, 2019 and to date, more than 8,200 people have enrolled. In 2020, DAU deployed four new credentials and began development of 30 others.

Contracting Policy  ASD(A) continued to take proactive actions in response to the COVID-19 crisis by implementing Congressional direction, empowering the contracting workforce, and ensuring a healthy Defense Industrial Base through continued guidance and direction. 42 guidance issuances were published, focusing on policy that:

- Allowed companies to continue to work
- Provided liquidity to the industrial base
- Implemented legislation benefitting industry
- Improved the speed of contracting
- Provided spending transparency

In total, 194 policy issuances and 10 Congressional reports were published in 2020, as well as 9 DFARS clauses repealed to reduce the burden on industry.

Contract Execution  Despite COVID-19, the Defense Contract Management Agency (DCMA) continued to operate, maintain, and ensure delivery of 346.6M items to the Warfighter valued at $56.7B, to include major end-item deliveries of 335,257 units such as fixed-wing aircraft, helicopters, missiles, munitions, ground vehicles, and space systems. DCMA also supported the Strategic National Stockpile team in receiving 120,000 ventilators from 11 locations in 90 days.

**JOINT RAPID ACQUISITION CELL**

Coordinating rapid acquisitions to meet Combatant Commanders’ and Interagency Partners’ current and emergent operational needs by quickly acquiring effective, innovative solutions

W-SIG  The JRAC held 12 Warfighter-Senior Integration Group (W-SIG) meetings, focusing on Afghanistan and Counter-ISIS. The W-SIG remains the standing DoD-wide forum that enables and oversees the rapid and agile response to Combatant Command (CCMD)-identified urgent needs and mitigates the risk of operational surprise.

JUONs & JEONs  The JRAC continued to coordinate delivery of materiel in support of the Department’s urgent operational needs portfolio. In 2020, this consisted of 26 Joint Urgent Operational Needs, 15 Joint Emergent Operational Needs, and nine W-SIG special interest items totaling $1.7B.
$16M  PFAS   Through the end of FY2020, DoD has invested over $16M in research, development, testing, and evaluation to identify alternative firefighting material and practices and over $95M in research and development related to Per- and Polyfluoroalkyl Substances (PFAS) remediation. The Department also completed 181 Preliminary Assessments/ Site Inspections for Perfluorooctane Sulphonate (PFOS) and Perfluorooctanoic Acid (PFOA) with another 506 ongoing or under contract, while also ensuring that no one is drinking water above Environmental Protection Agency’s drinking water lifetime health advisory of 70 parts per trillion where DoD is the known source.

181  Climate Assessment Tool   In 2020, ASD(S) rolled out the DoD Climate Assessment Tool, enabling military planners to understand installation exposure to climate-related hazards using both historical data and future projections. The tool provides a nationwide and international screening-level assessment of climate change to inform master planning, natural resource planning, and infrastructure resilience planning. Assessment scores are specific to each of the 157 locations within the contiguous United States, Alaska, and Hawaii, and the 24 international locations included in the rest-of-world tool, incorporating environmental resilience as a cross-cutting consideration for planning and decision-making.

14  Tenant Bill of Rights   ASD(S) led DoD’s effort to issue the Tenant Bill of Rights and Tenant Responsibilities document. The Department is committed to ensuring service members and their families are aware of their rights and responsibilities as residents of privatized housing, and that they receive quality housing and fair treatment from the privatized housing project owners that operate and maintain the housing. Fourteen rights are available to all tenants, including common documents, maintenance history access, dispute resolution, and withholding of rent until disputes are resolved.

$2.3B  Obligations   DLA obligated $2.3B across 23,000 contract actions to provide critical medical supplies including test kits, ventilators, personal protective equipment (PPE), and pharmaceuticals to meet demands and support the Strategic National Stockpile. DLA also provided over $107M of PPE, construction material, food, and shelter to locations in New York City, and issued $23.6M of PPE and equipment to DoD and Whole of Government partners, 150M rapid COVID-19 test kits valued at $750M, and $134M in PPE to support over 14,000 nursing homes nationwide.

90  Community Grants   In 2020, OLDCC, formerly known as the Office of Economic Adjustment, awarded 90 grants totaling $134M to states and communities through the Community Investment Program. This program enables states and communities to undertake necessary investments in public services and infrastructure to support the readiness and lethality of installations, as well as to provide safe places for service members and their families to live, work, and play.
Nuclear Weapons Council (NWC)

Three key decisions and processes for the oversight and modernization of the Nation’s nuclear stockpile were approved by the NWC:

- The first-ever NWC Planning Guidance and Budget Certification Processes, which provide partners at the National Nuclear Security Administration (NNSA) with priorities and key budget formulation touchpoints, and reinvigorated nuclear weapon requirements validation.
- Validation of the requirement for the W93/Mk7 for the sea-based leg of nuclear deterrent forces supporting the needs of U.S. Strategic Command and our United Kingdom ally.
- The FY 2021–2046 Requirements and Planning Document, incorporating adjustments based on policy considerations, capacity constraints, and future flexibility for the Warfighter.

Chemical Demilitarization

The facilities in Pueblo, Colorado, and Richmond, Kentucky, destroyed over half of the remaining chemical munitions stockpile at those sites.

COVID-19 Response

The Defense Threat Reduction Agency (DTRA) supported 35 countries across four continents in mitigating COVID-19 effects. DTRA assisted USTRANSCOM to employ the Transport Isolation System and helped expeditiously procure test kits from Italy, enabling the first delivery of more than 500,000 kits to the U.S. in only 55 hours. Additionally, as part of the national response effort, DTRA subject matter experts and modelling and simulation tools identified emerging pandemic hot spots to ensure therapeutics and medical supplies were on hand when they manifested.

CBRN Fieldings

The Chemical and Biological Defense Program fielded 961,601 units of Chemical, Biological, Radiological, and Nuclear (CBRN) defense products or systems in FY2020 to understand, protect against, and mitigate the CBRN threats the Joint Force may face in theater.

- Understand: 51 CBRN Information Technology Systems, 428 CBRN Medical Systems, and 3,659 CBRN Sensors
- Protect: 29,011 CBRN Protection Systems, 12 CBRN Special Operations Forces Systems, 553,060 Anthrax Vaccine Doses, and 118,100 Smallpox Vaccine Doses
- Mitigate: 257,280 Decontamination Family of Systems Joint Service Equipment Wipe
$80B Small Business Prime Contracts
DoD awarded a record $80B in prime contracts to small businesses in FY2020, creating hundreds of thousands of jobs. Over the past five years, DoD has increased small business spending on prime contracts by 39%. The Department has achieved or surpassed its small business prime contracting goal every year since FY2014 and expects to continue a six-year streak of receiving Small Business Administration Procurement Scorecard grades of ‘A’ once scores are finalized.

4K Defense Small Business Webinar Series
In April, the Office of Small Business Programs launched a webinar series to help defense industrial base small businesses remain strong and resilient throughout COVID-19. In total, nine webinars were held, reaching over 4,000 participants.

231 CFIUS Case Reviews
As a member of the Committee on Foreign Investment in the United States, DoD, and specifically OUSD(A&S), review certain foreign acquisitions, mergers, or takeovers of U.S. businesses to determine the effect of a transaction on national security. While data for 2020 is still being finalized, in 2019, Industrial Policy processed 231 CFIUS cases on behalf of DoD.

35 Section 1237 Reporting
In accordance with Section 1237 of the FY1999 NDAA, DoD has been responsible for releasing the names of “Communist Chinese military companies” operating directly or indirectly in the United States. As DoD’s lead for Section 1237 reporting, Industrial Policy has released a list of 35 identified companies and continues to update the list as appropriate.

E.O. 13806 Industrial Base Council
The IBC was reconstituted to pursue a DoD-wide approach to address shared Industrial base issues and vulnerabilities based on the risk framework outlines in Executive Order 13806, Assessing and Strengthening the Manufacturing and Defense Industrial Base and Supply Chain Resiliency of the United States. The IBC efforts align national defense priorities to ensure industrial base readiness and resiliency, and provide governance on resource and policy decisions from defense-wide industrial base risk mitigation strategies.

3M Industry Outreach
In 2020, Industrial Policy conducted three Tri-Association meetings, eight CEO meetings, and 42 calls with industry in which 15 industry associations participated. Collectively, these outreach engagements reached over three million companies worldwide.

Our defense industrial base has reached an inflection point regarding the balance between its vulnerabilities and its opportunities for modernization and reform.

ELLEN M. LORD
USD(A&S)
**Research, Development, Test, and Evaluation (RDT&E) Agreements**

RDT&E is any project or program with U.S. and foreign government partners committed to accomplishing common objectives, and in 2020, IC helped facilitate 84 cooperative agreements. In these projects, work is done jointly and/or separately to achieve a common goal. Each government has equitable participation and gains defense benefits from engaging in the project.

**Defense Exportability Features**

IC provided $11M of Defense Exportability Features (DEF) program funding to enable eight Department of Defense acquisition programs, as well as designated 16 new acquisition programs for DEF eligibility.

**Bilateral Engagements**

In strengthening alliances and partnerships, IC managed engagements with 25 countries and the North Atlantic Treaty Organization (NATO) and hosted over 60 foreign visits. The engagements included:

- NATO Conference of National Armaments Directors (CNAD) / 5 Power
- NATO Logistics Committee
- Australia-United States Ministerial (AUSMIN) Defense Acquisition Committee (ADAC)
- United States-India Defense Technology and Trade Initiative (DTTI)
- United States-Israel Defense Acquisition Advisory Group (DAAG)
- European Defense Fund (EDF)
- European Union Permanent Structured Cooperation Project (PESCO)

**Coalition Warfare Programs**

IC provided $11M in funding and conducted 18 outreach events in managing 47 coalition warfare program projects.

**Defense Trade Modernization**

In conjunction with OSD, ASD(A), and numerous industry stakeholders, IC completed 32 of 37 critical actions the Department can take internally to better align our conventional arms transfers with our national security interests. This Defense Trade Modernization (DTM) effort is addressing the dynamic tension between the necessity to protect our technological edge and the need to equip our partners and allies with cutting-edge capability. Its four areas of focus include:

- **Exportability:** Increasing the competitiveness of U.S.-made systems by building exportability into design and development.
- **Releasability:** Updating DoD’s technology release framework, including revising outdated policies and processes.
- **Market Space/Interoperability:** Working with partners and allies to identify critical capability requirements and expediting transfers that support these imperatives.
- **Industrial Capacity:** Incentivizing increased industrial production capacity to facilitate timely delivery of systems to our partners and allies.
January 31st, the Cybersecurity Maturity Model Certification (CMMC) program revolutionizes the way the Department secures defense intellectual property within the Defense Industrial Base. It provides a mechanism to certify companies and verify compliance with established cybersecurity practices essential to protecting our technological edge over our adversaries.

A CMMC Pathfinder was executed with the Missile Defense Agency to reduce risk and identify lessons learned to support the five-year phased rollout. Multiple table-top exercises and mock assessments were conducted with a prime contact vendor through the sub-contract supply chain. These efforts refined the model and rollout guidance, ultimately facilitating successful implementation of CMMC requirements into the acquisition system.

DoD issued an interim rule on September 30th to amend the Defense Federal Acquisition Regulation Supplement (DFARS) and implement the CMMC framework. This interim rule became effective on November 30th (DFARS 252.204-7019 through 7021).

Launched in December, the Trusted Capital Marketplace has over 75 companies and 30 capital providers participating. Each has undergone a rigorous due diligence process before their acceptance into the marketplace to ensure foreign ownership, control, and influence was nonexistent. Trusted finance partners applied via the Trusted Capital landing page, and technology innovation providers all received a recommendation to the program after being selected by one of the Services through our rapid acquisition channels.

On March 16th, the Office of the Chief Information Security Officer (CISO) rapidly adjusted its mission to support the national response to COVID-19. CISO deployed tools to vet and identify fraudulent suppliers responding to the worldwide demand for personal protective equipment and ventilators ultimately saving over $2 billion in CARES Act funding.

In response to the Strategic Cybersecurity Program directed in the FY2018 NDAA, CISO stood up Mission Focused Cyber Hardening teams to address critical vulnerabilities across ballistic missile defense (BMD); nuclear command, control and communications; and satellite communications. These efforts address shortcomings in policy, materiel solutions, training, and readiness, and the teams have enabled the mitigation of the top 20 vulnerabilities that emerged from the European Command BMD assessment.

CISO also provided United States Cyber Command an assessment of Cyber Protection Team capacity for reacting to adversarial incursions into the networks supporting our defense critical missions. The assessment identified gaps, shortfalls, and mission risk in support of our geographic and functional command missions and DoD information network operations.
In 2020, Human Capital Initiatives assisted the USD(A&S) in carrying out statutory powers, functions, and duties of the Secretary of Defense with respect to the 185,000-member Defense Acquisition Workforce (AWF) and the Defense Acquisition Improvement Act (DAWIA). HCI implemented workforce strategies, policies and procedures that position DoD to attract and retain competent professionals and guarantee the AWF is trained to meet current and future needs.

Senior DoD acquisition leadership announced the phased implementation of the Back-to-Basics (BtB) Acquisition Workforce talent management framework on September 2nd. The current framework has been in place since DAWIA was implemented in 1990, and after 30 years, it is essential to modernize our approach to equipping the AWF. The recently implemented AAF increases flexibility, reduces OSD requirements, and empowers program managers to choose the pathway that meets their program needs. Similarly, BtB shifts from a "one-size-fits-all" certification construct to a workforce-centric, tailorable construct with lean enterprise training and significantly expanded job-relevant training. The initiative is part of our shift to modern talent management – starting with streamlining the OSD acquisition certification structure, reducing OSD-required training, and creating a 21st century learning environment.

As part of the BtB framework, six functional areas have been identified and prioritized to develop, procure, and sustain operational capability: Program Management, Contracting, Life Cycle Logistics, Engineering and Technical Management, Test and Evaluation, and Financial Management and Cost Estimating. Functional Area Leads were designated and, through their joint task force teams, are working to complete the first phase of BtB framework updates.

On December 15th, Under Secretary Lord presented 34 awards to members and teams of the AWF for their accomplishments in support of the National Defense Strategy and in the Nation’s response to the COVID-19 pandemic. Awards were presented across six categories: Individual Achievement, David Packard Excellence in Acquisition, Software Innovation, Flexibility in Contracting, Defense Acquisition Workforce Development Innovation, and Small Business Vanguard.

Recipients of the 2020 Defense Acquisition Workforce Awards, which were presented virtually by USD(A&S) Ellen Lord on December 15, 2020.
On September 8th, the Joint Acquisition Task Force transferred all interagency defense assisted acquisition requirements to the Defense Assisted Acquisition Office (DA2), an enduring resource to the interagency within the Joint Rapid Acquisition Cell for future assisted acquisition requirements. The DA2 coordinated the procurement of nearly $3B worth of critical medical personal protective equipment (PPE), as well as over $1.3B worth of investments focused on expanding domestic manufacturing capacity for medical PPE.

In conjunction with the JATF, Industrial Policy awarded approximately $675M of Defense Production Act (DPA) Title III Coronavirus Aid, Relief, and Economic Security (CARES) Act funding to support essential DIB partners in the shipbuilding, aircraft, space, electronics, materials, and soldier systems sectors. This funding has provided an essential means to preserve and strengthen essential DIB capabilities and jobs during and after the COVID-19 pandemic.
The Legislative and Congressional Oversight team worked with every A&S office to plan, coordinate, and develop a range of congressional communications and products to advance the Department’s mission. In FY2020 alone, A&S:

- Responded to 564 informal requests for information from congressional staff members,
- Submitted 244 reporting requirements to Congress,
- Supported 12 congressional hearings,
- Advocated for the President's Budget by submitting 53 authorization and 25 appropriations reclamas, and

Additionally, the following sections of the Fiscal Year 2021 NDAA advanced A&S objectives:

**Section 807 – Space System Acquisition and the Adaptive Acquisition Framework**

A&S has worked to transform DoD's principles governing acquisition policy, and the enabling legislation Congress provided via Section 800 of the FY2020 NDAA and Section 807 of the FY2021 NDAA support more modern software approaches and talent management. Section 807 also provides support to expand the AAF to include a pathway tailored specifically for space acquisitions.

**Section 1102 – Public-Private Talent Exchange Program**

Section 1102 of the NDAA for FY2021, continued improvements to 10 USC 1599g to promote expansion of the public-private talent exchange (PPTE) program. Section 1102 clarified applicable conflict of interest language; required the Secretary of Defense to use the program with private sector entities working on DoD Modernization Priorities; required use of PPTE by the Office of the Under Secretary of Defense for Research and Engineering, the Office of the Chief Information Officer, and each of the Armed Forces; and required DoD provide annual briefing updates to Congress.

**Section 1712 – Strategic Cybersecurity Program**

Congress tasked A&S to govern the Strategic Cybersecurity Program established in Section 1712. This is a continuation of cyber assessments from previous NDAAs, which strengthen the cybersecurity of critical weapon systems. Additionally, A&S has implemented cross-functional teams, with members from across the DoD and academia, and created the Critical Risk Mitigation Tool to identify, track, and prioritize mitigation efforts to buy down risk within defense critical missions for both weapon systems and defense critical infrastructure.
IN THE NEWS


https://www.defense.gov/Explore/News/Article/Article/2109373/dod-addressing-pfas-contamination-official-says/


Defense.gov – June 1, 2020, “DoD Signed Memorandum of Understanding with Cybersecurity Maturity Model Certification Accreditation Board”
John Farley, director of fire test operations at the Naval Research Laboratory, testing the effectiveness of aqueous film-forming foam. (Photo Credit: David Vergun, DoD)

In-flight testing is conducted to certify a Negatively Pressurized Conex prototype at Joint Base Charleston, S.C., April 30, 2020. (U.S. Air Force photo by Staff Sgt. Chris Drzazgowski)


