DoD Systems Engineering Update

Stephen P. Welby
Deputy Assistant Secretary of Defense for Systems Engineering (DASD(SE))

NDIA Systems Engineering Division Meeting
February 12, 2014
DASD, Systems Engineering Mission

**Systems Engineering role in DoD Acquisition:**
- Support and advocate for DoD Component engineering initiatives
- Help program managers identify and mitigate risks
- Shape DoD technical planning and management
- Provide technical insight to OSD stakeholders
- Identify systemic issues for resolution above the program level

**DASD(SE) Mission:** Develop and grow the Systems Engineering capability of the Department of Defense – through engineering policy, continuous engagement with component Systems Engineering organizations and through substantive technical engagement throughout the acquisition life cycle with major and selected acquisition programs.

A Robust Systems Engineering Capability Across the Department Requires Attention to Policy, People and Practice
DASD, Systems Engineering

Stephen Welby
Principal Deputy Kristen Baldwin

Systems Analysis
Kristen Baldwin (Acting)
Addressing Emerging Challenges on the Frontiers of Systems Engineering
Analysis of Complex Systems/Systems of Systems
Program Protection/Acquisition Cyber Security
University, FFRDC and Industry Engineering and Research
Modeling and Simulation

Major Program Support
James Thompson
Supporting USD(AT&L) Decisions with Independent Engineering Expertise
Engineering Assessment / Mentoring of Major Defense Programs
Program Support Reviews
OIPT / DAB / ITAB Support
Systems Engineering Plans
Systemic Root Cause Analysis

Mission Assurance
Vacant
Leading Systems Engineering Practice in DoD and Industry
Systems Engineering Policy & Guidance
Development Planning/Early SE
Specialty Engineering (System Safety, Reliability and Maintainability Engineering, Quality, Manufacturing, Producibility, Human Systems Integration)
Counterfeit Prevention
Technical Workforce Development
Standardization

Providing technical support and systems engineering leadership and oversight to USD(AT&L) in support of planned and ongoing acquisition programs
SERC leverages expertise of over 400 researchers across the nation.
DASD(SE) Portfolio

- Perform system engineering oversight of 182 programs with acquisition costs of $1.8T
Program Engagement

• Engineering Assessment / Mentoring of Major Defense Programs
• Technical Reviews – PDR and CDR
• AT&L Decision Forums
• Systems Engineering Plans
• Systemic Root Cause Analysis
• Support Acquisition Leadership with Independent Engineering Analysis and Advice

Our Focus: Supporting Knowledge-Based Decision Making
GAO Report 13-103 Findings
DASD(SE) Performance

- Completed the development of systems engineering and development planning policy, guidance and performance measures
- Regularly completing MDAP document review and approval and program monitoring and assessments
- Led working group efforts to support Service initiatives to address systemic reliability issues in UAS and rotary wing portfolios
- Led workforce development initiatives to attract and retain a qualified SE workforce and support KLP implementation
- Positively impacted the requirements development and technical and reliability planning for:
  - Joint Lightweight Tactical Vehicle
  - Ground Combat Vehicle
  - Joint Strike Fighter
  - Remote Mine-hunting System
  - Gray Eagle and Global Hawk
FY13 Activities
Top Level FY13 DASD(SE) Goals

- Continued excellence in SE support to programs and acquisition decisions
- Improved consistent PPP engagement with programs resulting in successful vulnerability mitigation strategies
- Advocated for and ensure SE workforce capacity and capability
- Provided depth to acquisition policy and processes with SE guidance, practices, and continuous learning opportunities
- Advanced the state of engineering to meet challenges and enable DoD goals
- Maintained quality of technical insight in resource constrained environment
FY13 Major Program Support Activity

**FY 2013 SEP Review and Approval Activity**

<table>
<thead>
<tr>
<th>Major Programs</th>
<th>Program SEPs Reviewed</th>
<th>Program SEPs Approved</th>
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<tbody>
<tr>
<td></td>
<td>MDAP</td>
<td>MAIS</td>
</tr>
<tr>
<td>Supporting MS A</td>
<td>5</td>
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<tr>
<td>Supporting MS B</td>
<td>8</td>
<td>7</td>
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<tr>
<td>Supporting MS C</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Other (FDD, FRP, ADM Action, etc.)</td>
<td>5</td>
<td>1</td>
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<tr>
<td>Total</td>
<td>25</td>
<td>11</td>
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**FY 2013 DASD(SE) Program Engagement Summary**

<table>
<thead>
<tr>
<th>Major Program</th>
<th>PSRs</th>
<th>NM/CCR</th>
<th>Focused Reviews</th>
<th>PDR Assessment</th>
<th>CDR Assessment</th>
<th>DPAP RFP</th>
<th>Peer Reviews</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>MDAP/Pre-MDAP</td>
<td>15</td>
<td>6</td>
<td>3</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>9</td>
<td>33</td>
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<tr>
<td>MAIS/MDA</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>5</td>
<td></td>
<td>1</td>
<td>9</td>
<td>9</td>
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<tr>
<td>Total</td>
<td>15</td>
<td>10</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>42</td>
<td></td>
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</table>

**Domain**

- Rotary Wing, 2
- Space, 1
- Weapons, 5
- Missile, 3
- Defense, 1
- Land Combat, 1
- Fixed Wing, 6
- Comms, 4
- C3/ISR/Business, 10

**Military Department**

- DoD, 6
- Air Force, 18
- Army, 8
- Navy, 10

**Decision Support Reviews**

- CDR Asmnt, 5
- PDR Asmnt, 5
- RFP, 5
- CCR, 2
- Focused, 10
- MS A, 1
- MS B, 7
- MS C, 5
- Post C, 2

Distribution Statement A – Approved for public release by DOPSR on 2/6/14, SR Case #14-C-0128 applies.
The Interim DoDI 5000.02 is effective immediately.

DoDI 5000.02, dated December 8, 2008, is cancelled EXCEPT for Enclosure 9, Acquisition of Services.

Revised DoDI 5000.02 to be prepared within 180 days.

New Acquisition of Services Instruction to be drafted in the same time period.

Signed November 26, 2013
Statute & Policy Driving the Update

**POLICY**

**USD(AT&L) Memos**
- Better Buying Power 1 & 2
- Designation of Subprograms for MDAPs
- EVM Systems Performance, Oversight, and Governance
- Government Performance of Critical Acquisition Functions
- Preservation and Storage of Tooling for MDAPs
- Reporting Requirements for Programs Qualifying as Both MAIS & MDAP
- Should-cost Memos
- Strengthened Sustainment Governance
- Improving Technology Readiness Assessment Effectiveness

**PDUSD(AT&L) Memos**
- Improving Milestone Process Effectiveness
- Post-CDR Reports and Assessments
- Milestone Decision Documentation Outlines

**Other Memos**
- Guidelines for Operational Test and Evaluation of Information and Business Systems
- DoD CIO Policy for CCA Confirmations

**DIRECTIVE TYPE MEMOS**

**DTM 09-027**: Implementation of WSARA 2009
**DTM 09-025**: Space Systems Acquisition Policy
**DTM 09-016**: Supply Chain Risk Management (SCRM) to Improve the Integrity of Components Used in DoD Systems
**DTM 10-015**: Requirements for Life Cycle Management and Product Support
**DTM 10-017**: Development Planning
**DTM 11-003**: Reliability Analysis, Planning, Tracking, and Reporting
**DTM 11-009**: Acquisition Policy for Defense Business Systems

**STATUTE**

**Title 10**
- §2334: Independent cost estimation and analysis
- §2366: Major systems and munitions programs: survivability and lethality testing required before full scale production
- §2445c: MAIS Programs

**NDAA**
- §332 of FY09: Fuel Logistics Requirements
- §805 of FY10: Life-Cycle Management and Product Support
- §803 of FY11: Enhancing … Rapid Acquisition
- §804 of FY11: … Acquisition Process for Rapid Fielding of Capabilities in Response to Urgent Operation Needs
- §811 of FY11: Cost Estimates for MDAP and MAIS
- §812 of FY11: Management of Manufacturing Risk
- §832 of FY11: Computer Software Assurance
- §831 of FY11: [Waiver of Nunn-McCurdy for a Change in Quantity]
- §811 of FY12: Calculation Of Time Period [for MAIS] Critical Changes…
- §801 of FY12: Core Depot-level Maintenance and Repair Capabilities
- §832 of FY12: Assessment, Management, and Control of Operating and Support Costs for Major Weapon Systems
- §834 of FY12: Management of Manufacturing Risk in MDAPs
- §901 of FY12: Revision of DBS Requirements
- §811 of FY13: Limitation on use of cost-type contracts
- §812 of FY13: Estimates of Potential Termination Liability …
- §904 of FY13: Additional Responsibilities … (T&E)

**ADDITIONAL CONSIDERATIONS**
- JCIDS Reissuance
- New Emphasis on Cybersecurity
- New Emphasis on Intellectual Property (IP) Strategy
- FY10 NDAA, Sec. 804: Agile IT Development
Interim DoDI 5000.02 Structure

- Core Instruction - Operation of the Defense Acquisition System

- 13 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 Planning
  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)
  13. Rapid Acquisition of Urgent Needs
Enclosure 3 (Interim DoDI 5000.02) Systems Engineering

1. Purpose
2. Systems Engineering Plan
3. Development Planning
4. Systems Engineering Trade-Off Analyses
5. Technical Risk and Opportunity Management
6. Technical Performance Measures and Metrics
7. Technical Reviews
8. Configuration Management
9. Modeling and Simulation
10. Manufacturing and Producibility
11. Software
12. Reliability and Maintainability
13. Program Protection
14. Open Systems Architecture
15. Corrosion Prevention and Control
16. Environment, Safety, and Occupational Health (ESOH)
17. Insensitive Munitions
18. Item Unique Identification
19. Spectrum Supportability
20. Design Reviews
21. Program Support Assessments


1. Systems Engineering Across the Acquisition Life Cycle
2. Systems Engineering Plan
3. Systems Engineering Leadership
4. Technical Reviews
5. Configuration Management
6. Environment, Safety, and Occupational Health (ESOH)
7. Corrosion Prevention and Control
8. Modular Open Systems Approach (MOSA)
9. Data Management and Technical Data Rights
10. IUID
11. Spectrum Supportability

Red = New
Blue = Revised
Defense Acquisition Guidebook (DAG)  
Chapter 4 Systems Engineering Update

• Improve guidance to fully reflect current policy and DASD(SE) initiatives:
  – Joint Capabilities Integration and Development System (JCIDS) (Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3170.01H)
  – Process changes as a result of Better Buying Power
  – Systemic root cause analyses findings
  – Department-wide best practice; avoiding Service and domain-specific implementations

• Improve currency, consistency, usability, and readability—less theory, more utility

• Emphasize the role of Systems Engineering in providing balanced solutions (managing cost, schedule and risk) that deliver needed capability to the war fighter

• Make Chapter 4 an effective tool for the Program Manager and the Systems Engineering Practitioner

https://acc.dau.mil/dag4
Current ACQ Workforce Initiatives

- Development of guides, tools, and competency models to support Acquisition Workforce Members
  - Engineering Career Field Competency Models: used to redesign the career field curriculum in FY14 (revising SYS 101, SYS 202, SYS 203, and SYS 302 courses)

- Chief Engineer/Lead Systems Engineer Key Leadership Position Qualification Board Pilot

- Acquisition Engineering Workforce Strategic Planning

- ‘SPRDE-SE’ Career Path revised to ‘Engineering’ Career Field in FY14; PSE Career Path phased out in FY13
Acquisition Engineering vs. Engineering (Non-Construction) Functional Community
Age Demographics

Acq. ENG Source: AT&L Defense Acquisition Workforce Data Mart, 30 Sep 13
ENG(NC) Source: Defense Civilian Personnel Data System (DCPDS), 30 Sep 13
# Systems Engineering Workforce in the DoD
Reported by Military Department Systems Engineers and DASD(SE)

## Total Number of Civilian and Military Acquisition ENG Personnel

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Year Ending</th>
<th>US Army</th>
<th>US Navy</th>
<th>US Air Force¹</th>
<th>DASD(SE)</th>
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<tbody>
<tr>
<td>FY05</td>
<td>30-Sep-05</td>
<td>11,138</td>
<td>16,886</td>
<td>6,505</td>
<td>13</td>
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<td>FY06</td>
<td>30-Sep-06</td>
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<td>16,688</td>
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<td>16,576</td>
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<td>19,325</td>
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<td>9,812</td>
<td>19,498</td>
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<td>30-Sep-13</td>
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<td>19,589²</td>
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<tr>
<th>Fiscal Year</th>
<th>Planned Growth</th>
<th>Projected End Strength</th>
<th>Planned Growth</th>
<th>Projected End Strength¹</th>
<th>Planned Growth</th>
<th>Projected End Strength²</th>
<th>Planned Growth</th>
<th>Projected End Strength²</th>
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<tr>
<td>FY14</td>
<td>22</td>
<td>9,396</td>
<td>6</td>
<td>20,290</td>
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<td>8,400</td>
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<td>FY15</td>
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<td>9,417</td>
<td>106</td>
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<td>8,342</td>
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<td>20,257</td>
<td>-10</td>
<td>8,332</td>
<td>0</td>
<td>20</td>
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</table>

¹Source: USD AT&L DataMart Q4 FY12.
²DON FY 2013 personnel on-board as of 9/30/2013. Source: DACM MIS.
³DON Projected E/S based on SE Workforce Requirements (per PB-14, PB-13, Exhibit)
PPP Outline and Guidance

• PPP Policy Memorandum
  – “Every acquisition program shall submit a PPP for Milestone Decision Authority review and approval at Milestone A and shall update the PPP at each subsequent milestone and the Full-Rate Production decision.”
  – Existing acquisition Information Assurance Strategy is Appendix to PPP
  – Expected business practice, effective immediately, and reflected in upcoming DoDI 5000.02 and DAG updates

• PPP Outline and Guidance
  – Plans for identifying and managing risk to CPI and critical functions and components
  – Responsibilities for execution of comprehensive program protection
  – Tables of actionable data, not paragraphs of boilerplate
  – End-to-end system analysis and risk management
  – Similar approach as TDS/AS and SEP Outline and Guidance

Signed by Principal Deputy, USD(AT&L) on July 18, 2011

The PPP is the Single Focal Point for All Security Activities on the Program
## FY13 Program Protection Engagement and Support Summary

### Programs Supported in FY13
- 3DELRR, Pre-EMD/MS B
- AOC-WS, MS B
- AF-IIPPS, MS B
- AMDR, MS B
- AMPV, Pre-EMD/MS B
- Army IAMD, MS C
- BAMS, MS C
- B-2 DMS, Pre-EMD/MS B
- B-61 TKA, MS B
- CANES, MS C/FDD
- CH-53K, MS C
- CIRCM, Pre-EMD/MS B
- CRH, MS B
- CVN-78, MS C
- DAI, MS B
- DCGS-A, FDD
- DEAMS, MS B
- E-2D, FRP
- EELV, MS C
- EPS CAPS, MS B
- F-22 Incr 3.2b, MS B
- F-35, MS C
- FAB-T, MS C
- GCSS-A, FDD
- GCSS-MC, FDD
- GCV, Pre-EMD/MS B
- Global Hawk, MS C
- GPS III, FPD
- iEHR
- IFPC Incr 2, MS A
- IPPS-A, MS C
- ISPAN Incr 4, MS B
- ITEP, MS A
- JASSM-ER, FRP
- JHSV, MS C
- JMS Incr 1, MS C
- JMS Incr 2, MS B
- JPALS Incr 1A, MS C
- JPALS Incr 1B, MS B
- JPALS Incr 2, MS B
- KC-46A, MS C
- KMI, FDD
- LCS MM, MS B
- LCS Seaframes, MS C
- LMP Incr 2, MS B

### PPPs Approved in FY13
- AMDR, MS B
- B-61, LEP TKA, MS B (not counted)
- CANES, MS C
- DCGS-A, FDD
- E-2D, FRP
- EELV, MS C
- F-22, MS B
- GCSS-A, FDD
- Gray Eagle, FRP
- JMS Inc 2, MS B
- JTRS MIDS, FRP
- KMI, FRP
- MQ-9 Reaper, MS C
- NGEN, MS C
- NGJ, MS A
- OA5uW, MS A/B
- OCX, MS B
- P-8A Incr 1, FRP
- P-8A, Incr 3, MS A
- PAC-3 MSE, MS C
- PIM, MS C
- PKI, FDD
- SBIRS, FRP
- SDBII, FRP
- Space Fence, MS B
- SM-6, FRP
- TAO(X), MS A
- TMIP-J, FDD
- UCLASS, MS A
- VXX, Pre-EMD/MS B
- WIN-T Incr 2, FRP
- WSF, MS A

**Count = 68**

**Count = 18**
Safeguarding Unclassified Controlled Technical Information Memo

• Secretary of Defense Memorandum, October 10, 2013
  – Emphasizes DoD commitment to preserving the intellectual property (IP) and competitive capabilities of the Defense Industrial Base (DIB) and the technological superiority of our fielded military systems.

• Key Goals
  – Protect DoD unclassified controlled technical information from cyber intrusions
  – Minimize the consequences associated with loss of this information

• Augments current activities
  – Including the DIB Cyber Security/Information Assurance (CS/IA) Program
DoD SE Overview

DFARS Clause 252.204-7012: Safeguarding Unclassified Controlled Technical Information

- Rule Published November 18, 2013
  - Clause affects all new contracts that contain, or will contain unclassified controlled technical information

- Purpose: Establish minimum requirements for DoD unclassified controlled technical information on contractor information systems
  - Requires contractors implement minimum set of information security controls
  - Requires contractors report cyber incident and compromises
  - Requires contractor actions to support DoD damage assessment

- Minimum Security Controls
  - Set of 51 information security controls from NIST SP 800-53, Revision 4
  - Combination of Technical, Process, Awareness & Training measures

- Incident Reporting
  - Reporting includes:
    - DoD contracts and subcontractor information affected by a cyber incident or compromise
    - DoD programs, platforms, or systems involved
    - Description of DoD technical information compromised
  - Reported information does not include attack signatures or other threat actor indicators

- Clause includes flow down in all subcontracts

SE Annual Report to Congress

- FY2013 SE Annual Report to Congress currently on track to deliver 31 March
- Detailed review of DASD(SE) Accomplishments in FY13
- Review of Service progress and plans implementing key pieces of WSARA to improve SE capabilities
- Current ENG workforce numbers by Service and best available estimates of SE contracting workforce
- Detailed program by program assessments for 40+ MDAPs
FY14 Activities
Top Level FY14 DASD(SE) Goals

- Continue excellence in Engineering support to programs and acquisition decisions
- Provide consistent Program Protection engagement with programs resulting in successful vulnerability mitigation strategies
- Advocate for and ensure adequate DoD Engineering Workforce capacity and capability
- Provide technical depth to acquisition Policy and Processes
- Support R&E on critical engineering research and prototyping investments
- Execute other assigned tasking
Top Level FY14 DASD(SE) Goals
Core Mission: Engineering Assessment

Continue excellence in SE support to programs and acquisition decision making

– Our Key Differentiator: Depth of Technical Competence
– Must Continue to Insure Business Relevance of SE Inputs
  • Provide more than technical advice – understand business context, politics, decision timelines
– Focus on Identifying and Managing Engineering and Technical Risk
  • Broad definition of Risk: Cost, Technology, Engineering (Hardware, Software, System), Integration, Synchronization, Manufacturability, Supportability, Safety, Security, etc.
– Maintain Key Decision Maker Confidence in SE assessments
  • Goal: Be USD(AT&L)’s first choice for independent technical advice
– Key Question: Scoping Breadth of our Engagement
  • Prioritization critical to addressing work scope in FY 13 with fixed resources
Top Level FY14 DASD(SE) Goals

Core Mission: Program Protection

Provide consistent PPP engagement to programs resulting in successful vulnerability mitigation strategies

- Unity of effort: Program Protection as part of our integrated SE engagement
- Move Department practice to embrace full-scope System Security Engineering: Supply Chain/Trust, Cyber/IA, Integrity (AT/DC)
- Complete implementation of DVTT findings for protection of Unclassified Technical Data
- Support greater incorporation of threat intelligence data in formal acquisition decision making
- Increase focus on establishing program protection requirements (including intel/counter-intel) and building the PP cost business case
Top Level FY14 DASD(SE) Goals
Shaping Roles: Workforce, Policy, R&E

Advocate for and ensure adequate DoD Engineering Workforce capacity and capability

- Shaping Role; DASD(SE) lacks authorities to drive significant changes in recruitment, retention, service organizational structure or pay and incentives
- Continue support for larger national engineering and STEM initiatives

Provide technical depth to acquisition Policy and Processes

- Shaping Role; Focus on support to execution vs new products
- Implement changes in response to revised 5000.02
- Includes role in Standardization (Engineering focus, supporting WH policy)
- Publish revised draft DoD Risk Guide

Support R&E on critical engineering research and prototyping investments

- Shaping Role; Need to help R&E engage the larger acquisition community
Top Level FY14 DASD(SE) Goals

Other Assigned Tasking

New Assignments/Special Projects

Ongoing directed engagements
- iEHR
- JSF
- Nuclear Weapons and NNSA
- Other (ASD(A) and SAE requests)

Key Leadership Competencies and Boards
- USD(AT&L) Interest, Engineering workforce was identified to pilot new acquisition workforce leadership qualification board process in FY14

Services Contracting
- USD(AT&L) Interest, DASD(SE) was assigned OSD SME oversight responsibility for the significant portion of knowledge based contracting in DoD; Instructions and processes to implement these duties in FY14 are being defined

Ongoing support to Better Buying Power Initiatives
- USD(AT&L) Interest, Continuing effort

Value Engineering Support
- USD(AT&L) Interest

Open Systems Architecture engagement with IG and GSA
- Congressional and GSA Interest Item, Co-lead with USN

Anti-counterfeit
- Congressional and GSA Interest Item, Technical support to DPAP

Congressional Reporting

Oversee the SERC UARC and the MITRE FFRDC
Summary

- **Criticality of our Systems Engineering mission work has grown**
  - Our work will be even more essential in facing budget challenges

- **We are making an impact**
  - Strong support for System Engineering mission across the Department

- **Dedicated, professional and committed SE staff**

- **Focused on working smarter, as a more tightly integrated team across OSD and the Services**

- **Continue to make a difference for the warfighter and the taxpayer**
Systems Engineering: Critical to Defense Acquisition

Innovation, Speed, Agility

http://www.acq.osd.mil/se
Additional Information

Interim DoD Instruction 5000.02 Operation of the Defense Acquisition System, November 25, 2013