

# Acquisition Reform

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## Efforts to Streamline DOD's Management and Oversight of Weapon Acquisition Programs

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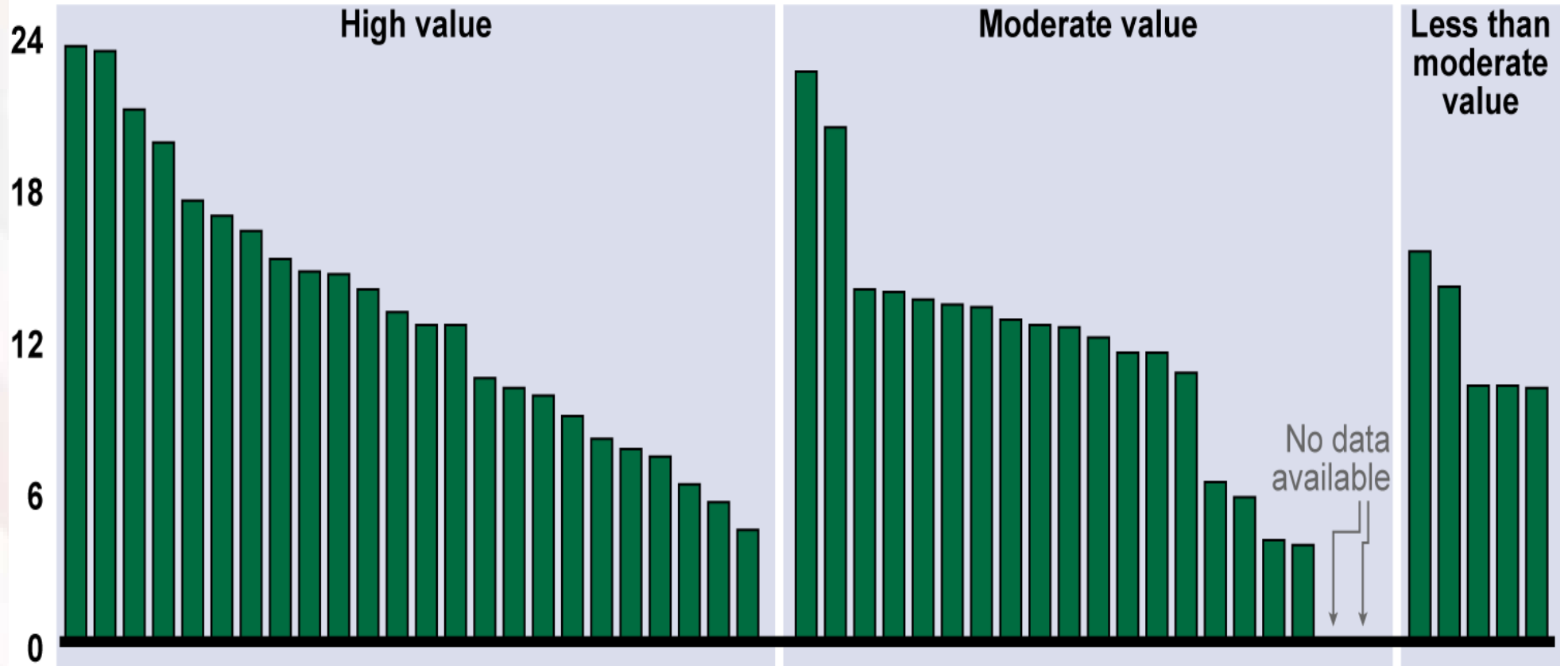
# Acquisition Reform Legislation GAO Reviewed

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- Designating military departments to be milestone decision authority (Section 825 of Fiscal Year 2016 NDAA)
- Establishing a middle-tier of acquisitions (Section 804 of Fiscal Year 2016 NDAA)
- Reorganizing the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (Sections 901(a) and (b) of Fiscal Year 2017 NDAA)

# Background: Average Length of Time to Complete Acquisition Documentation for a Milestone Review

Average time to complete information requirement (months)



Source: GAO analysis of DOD data. | GAO-15-192

# Background: Levels of Review for Milestone Documentation



Source: GAO presentation of DOD data. | GAO-15-192

# Background: Organizations that Reviewed Air Force Acquisition Strategy

## Organizations Typically Involved in the Review Process for an Air Force Acquisition Strategy

30 OSD organizations



22 Service-level organizations



4 PEO-level organizations



Source: GAO presentation of DOD data. | GAO-15-192

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## Delegation of Milestone Decision Authority

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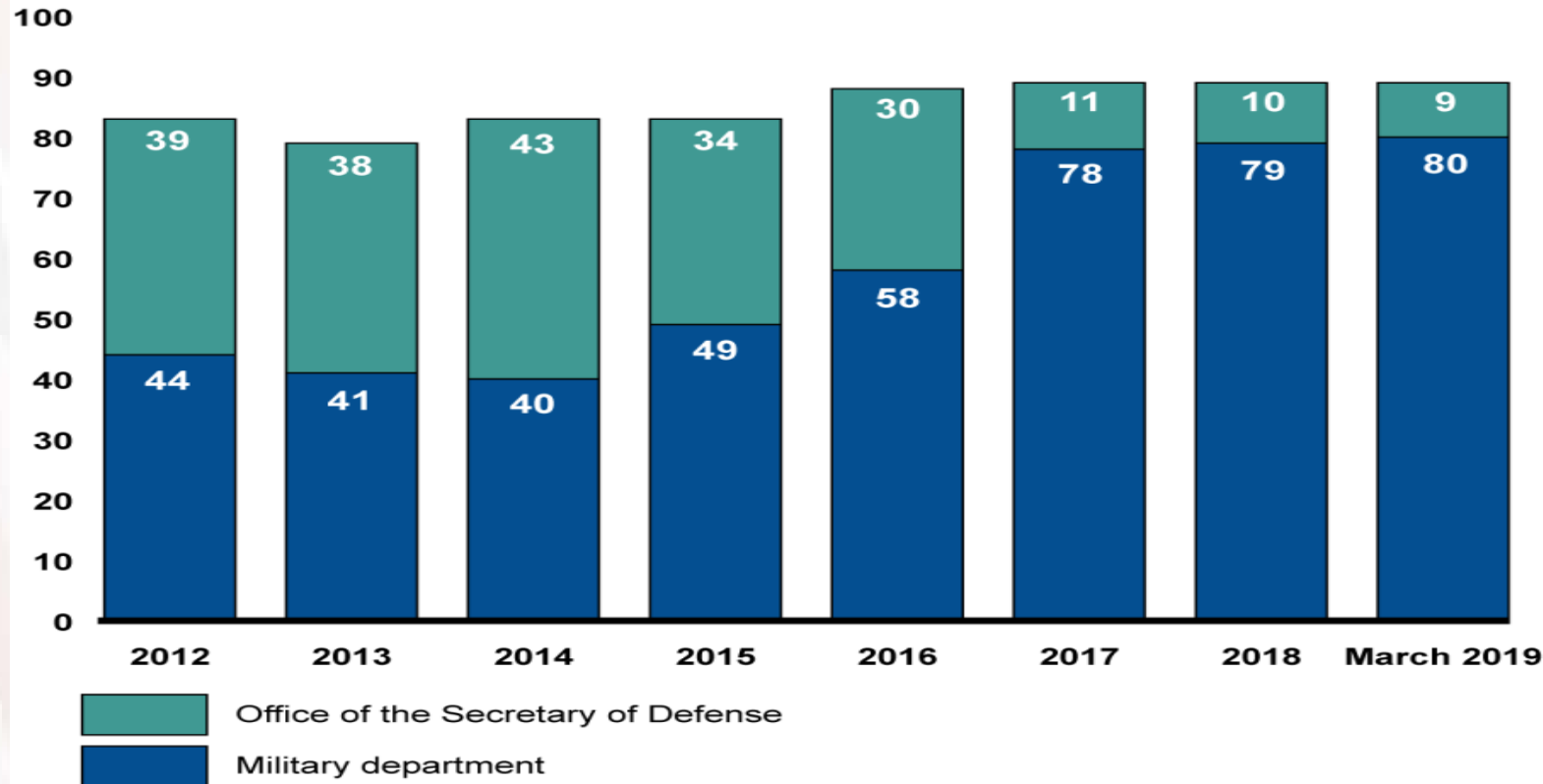
- Fiscal Year 2016 National Defense Authorization Act required that the service acquisition executive be designated as the milestone decision authority for major defense acquisition programs initiated after October 1, 2016

unless

the Secretary of Defense designates an alternate milestone decision authority under certain circumstance outlined in statute, such as being critical to a major interagency effort.

# Milestone Decision Authority for Major Defense Acquisition Programs from 2012 to 2019

**Number of major defense acquisition programs**



Note: Data for 2012 to 2017 were obtained from Selected Acquisition Reports from December of each year. Current data and data for 2018 were obtained from the Department of Defense's Defense Acquisition Visibility Environment System.

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# Programs With the Office of the Secretary of Defense as the Milestone Decision Authority

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- Army Integrated Air and Missile Defense
- B-2 Defensive Management System – Modernization
- Ballistic Missile Defense System
- Chemical Demilitarization – Assembled Chemical Weapons Alternatives
- F-35 Lightning II Joint Strike Fighter
- National Security Space Launch
- Next Generation Operational Control System
- SSBN 826 Columbia Class Submarine
- VC-25B Presidential Aircraft Recapitalization



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# Middle Tier Acquisition Authority

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- Section 804 of the Fiscal Year 2016 National Defense Authorization Act required DOD to establish guidance for a streamlined middle tier of acquisitions for rapid prototyping and rapid fielding programs that are intended to be completed within 2 to 5 years.
- Programs using this authority are generally to be exempt from DOD's traditional acquisition and requirements development policies.

# Military Department's Use of Middle Tier Acquisition Authority for Unclassified Programs

	Rapid Prototyping Programs Initiated	Rapid Fielding Programs Initiated	Total Initiated
Air Force	15	4	19
Army	8	0	8
Navy	3	0	3
<b>TOTAL</b>	<b>26</b>	<b>4</b>	<b>30</b>

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# Reorganization of Office of the Secretary of Defense

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- Section 901 of the Fiscal Year 2017 National Defense Authorization Act directed DOD to restructure the Under Secretary of Defense for Acquisition, Technology, and Logistics by dividing the position into two positions effective February 1, 2018.
  - The Under Secretary of Defense for Research and Engineering
  - The Under Secretary of Defense for Acquisition and Sustainment

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# Reorganization of Office of the Secretary of Defense

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- New organizational structure has been established
- Offices are still being staffed
- Roles and responsibilities are still being defined
- Disagreements about oversight exist between the military departments and the new Undersecretary offices

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# Questions Remain About the Overall Reform Effort

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- What documentation will be required for middle-tier acquisition programs?
- What metrics will be used to gauge the success of middle tier acquisition programs?
- How will disagreements between the military departments and the new Undersecretary offices be resolved?
- How will DOD determine whether the reform efforts have resulted in more streamlined processes with the same or better acquisition program outcomes?

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