



HON Alan R. Shaffer

**Deputy Under Secretary of Defense for
Acquisition and Sustainment**

**17th Annual Acquisition Research Symposium: “Creating
Synergy for Informed Change”**

May 2020



Great Power Competition



“Political leaders of both parties, from the president on down, have to remind the American people at every opportunity that we are in a competition “against” China or any other nation. It is a competition “for” influence to shape the kind of world our children and grandchildren are going to live in.”

“We’re not going to win this competition with strong military alone – but we will lose without one. These are the stakes for the National Defense Strategy: revitalizing American military power so that America can achieve its vision of a safe, prosperous and free world.”

Senator James Inhofe
Representative Mac Thornberry
December 6, 2019



Military-Today.com



U.S. Army

Source: <https://www.rollcall.com/news/opinion/asking-hard-questions-implement-national-defense-strategy>



National Defense Strategy (NDS)

- **Line of Effort (LOE) 1 - Increase Lethality**
- **LOE 2 - Strengthen Alliances and Attract New Partners**
- **LOE 3 - Reform the Department**

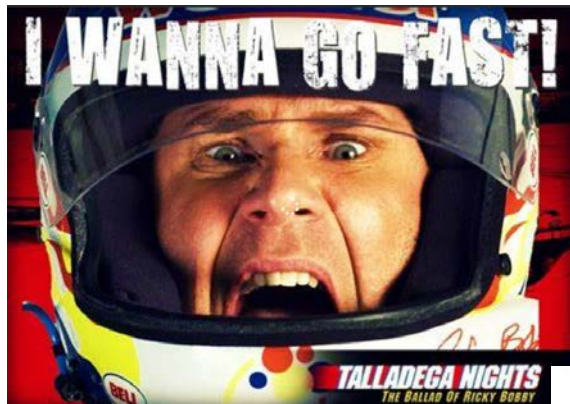
“The United States National Defense Strategy remains the Department’s guidepost as we adapt the force to this new environment. The NDS prioritizes China first, and Russia second, as we transition our primary focus towards great Power competition.”

**Mark Esper, Defense Secretary
October 24, 2019**

Shift from Counterinsurgency to Great Power Competition



Set the Stage – The World is Changing Thread the Needle



Fair and Reasonable Price

Protect the Taxpayer

Scrutiny

One cannot find a healthy economy anywhere in the world that does not have a strong industrial base, period.
William Clay Ford Jr.



Reduce Bureaucracy

Support Small Business

Cyber Security

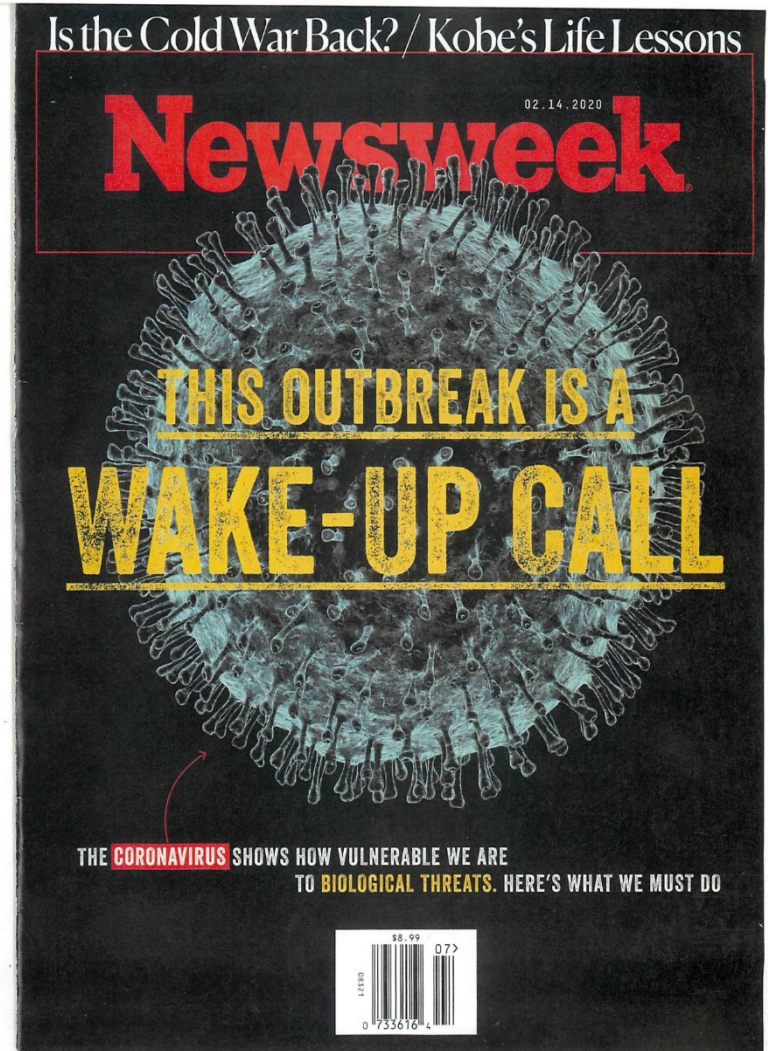
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Current Events Affecting the DoD and the Nation



- **Budget and Deficit**
- **Great Power Competition (China)**
 - Theft of Intellectual Property
 - Huawei
 - Fentanyl
 - Lack of acceptance of international norms
 - Increased military tension (Lasing P-8)
- **Emergence of New Threats**
 - Engineered bio threats
 - Fourth generation chemicals
 - Low yield nuclear weapons
 - Artificial intelligence and cyber





U.S. Can't be Complacent



- **New weapons**
- **New countries**
- **New challenges**



Source: <https://static.independent.co.uk/s3fs-public/thumbnails/image/2018/03/08/19/sergei-skripal-poisoning.jpg>



Source: <https://www.washingtontimes.com/news/2020/feb/4/pentagon-deploys-new-submarine-launched-nuclear-we/>



Source: http://assets.nydailynews.com/polopoly_fs/1.436897.1314550865!/img/httpImage/image.jpg_gen/derivatives/article_1200/alg-iran-missile-test-jpg.jpg



Acquisition & Sustainment Back to Basics



Mission

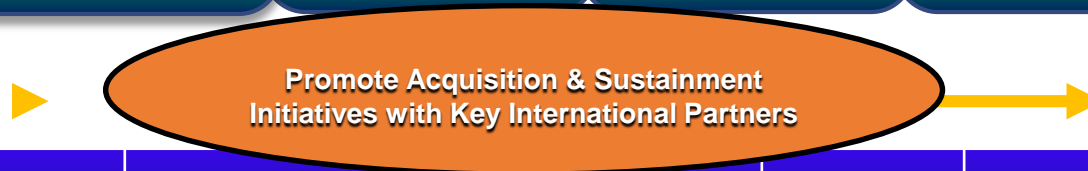
Enable the delivery and sustainment of secure and resilient capabilities to the Warfighter and International Partners quickly and cost effectively



OUSD(A&S) Strategy Road Map

OSD(A&S) Mission

Enable the Delivery and Sustainment of Secure and Resilient Capabilities to the Warfighter and International Partners Quickly and Cost Effectively



A&S Tenets	Speed	Data Driven	Enable Service Success	Share Best Practices	Competitive Advantage Overmatch	Ability to Scale & Tailor When Needed	Cyber Resiliency	Trust
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It is all about Agility – Speed to Field



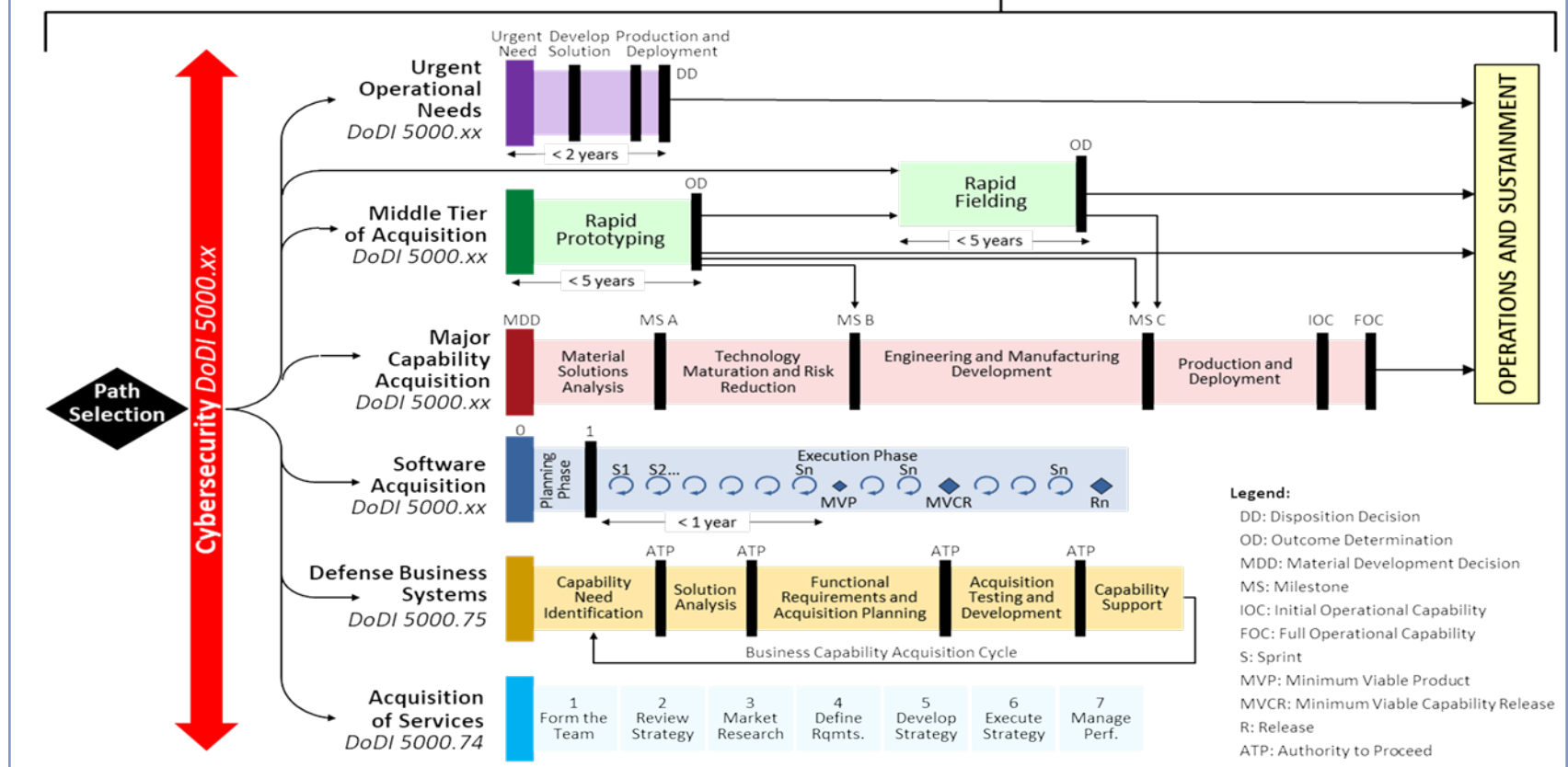
Agile Acquisition Framework

Tenets of the Defense Acquisition System

1. Simplify Acquisition Policy
2. Tailor Acquisition Approaches
3. Empower Program Managers
4. Data Driven Analysis
5. Active Risk Management
6. Emphasize Sustainment

DoDD 5000.01: *The Defense Acquisition System*

DoDI 5000.02: *Operation of the Adaptive Acquisition Framework*





What I am Told You Want to Hear

- **Current issues/challenges facing the DoD/A&S**
- **Successes/failures of past practices**
- **The importance of defense acquisition innovation, A&S initiatives, Section 809 Panel recommendations**
- **How is the DoD leveraging flexible acquisition approaches**
- **How do we balance agile acquisition with maintaining tech advantage**
- **How do we leverage development work across the services to reduce system development time**
- **How are we sustaining innovation in a rapidly changing environment**
- **Do you feel we are able to gain sufficient access to emerging technologies**



Sharing Information and Building Relationships



- **You can be the world's best sled dog, but if you do not get seven other dogs pulling in the same direction – you lose!**





Questions

