



ACQUISITION  
AND SUSTAINMENT

THE UNDER SECRETARY OF DEFENSE  
3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

SEP 02 2020

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: "Back-to-Basics" for the Defense Acquisition Workforce

- References:
- (a) 10 U.S.C. 1702, Under Secretary of Defense for Acquisition and Sustainment
  - (b) 10 U.S.C. 1721, Designation of Acquisition Positions and Acquisition Career Fields
  - (c) Department of Defense Instruction (DoDI) 5000.66, "Defense Acquisition Workforce, Education, Training, Experience, and Career Development Program," 27 July 2017, Change 2, September 13, 2019
  - (d) Defense Acquisition Workforce Program Desk Guide, July 20, 2017

Personnel development is one of the most important functions of our senior leaders. The National Defense Strategy (NDS) requires increased performance in the Department's acquisition system. To support the NDS, it is imperative that we pivot from the past broad workforce focus and get "Back-to-Basics" (BtB) by streamlining our functional area framework and prioritizing limited training resources for the Defense Acquisition Workforce (AWF) who develop, acquire, and sustain operational capability. Therefore, using reference (a) and (b) authority, and in consultation with the Office of the Under Secretary of Defense for Research and Engineering (OUSD(R&E)) and the Service Acquisition Executives (SAEs), I announce the phased implementation of the BtB 21st Century AWF talent management framework, beginning on October 1, 2020 with full deployment by October 1, 2021.

To facilitate developing plans to implement the BtB talent management framework, I am restructuring and consolidating AWF Functional Areas to these six: Program Management, Contracting, Life Cycle Logistics, Engineering, Test and Evaluation, and Business Financial Management/Cost Estimating. Effective immediately, the incumbents of the following positions are the Functional Leaders for the six consolidated functional areas. Each Service Acquisition Executive is requested to designate a counterpart:

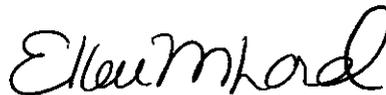
- Program Management – Assistant Secretary of Defense (Acquisition), Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S))
- Engineering – Deputy Director, Engineering, OUSD(R&E)
- Test and Evaluation – Deputy Director, Engineering, OUSD(R&E)
- Contracting – Principal Director, Defense Pricing and Contracting, OUSD(A&S)
- Life Cycle Logistics – Assistant Secretary of Defense (Sustainment), OUSD(A&S)
- Business Financial Management/Cost Estimating – Assistant Secretary of Defense (Acquisition), OUSD(A&S)

Additionally, I authorize the following temporary exceptions to policy contained in Section 7 of reference c:

- The Senior Steering Board (SSB) is renamed the Senior Workforce Group (SWG) and its membership is comprised of the (chair) USD (A&S); USD(R&E); Director, Cost Assessment and Program Evaluation (CAPE); and the Service Acquisition Executives.
- The Defense AWF Workforce Management Group (WMG) is renamed the Workforce Leadership Team (WLT) and its membership is comprised of the (chair) DUSD(A&S); ASD(A), ASD(S); Deputy Director of Engineering OUSD(R&E); Deputy Director, Cost Assessment (CAPE); the Principal Civilian Deputies to the SAEs; President, Defense Acquisition University (DAU); and the Executive Director, Human Capital Initiatives (HCI). Respective Principal Staff Assistants may include Defense Agencies and Field Activities, as required.

The Executive Director, HCI, OUSD(A&S), acting on my behalf, will support the SWG/WLT and lead and facilitate overall implementation of the BtB framework by 1 October 2021. HCI will consolidate Functional Area results and recommendations for WLT's ongoing review. Back-to-Basic outcomes for each Functional Area includes achieving streamlined and restructured certification requirements, identifying prioritized credentials, and providing for continuous learning. HCI will also ensure that references c and d are updated accordingly.

The BtB framework only applies to the Defense Acquisition Workforce. In some areas, there is a broader Department of Defense functional community and leader. We expect those providing leadership for the broader communities to continue.



Ellen M. Lord

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