



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

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WASHINGTON, DC 20301-3010

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### MEMORANDUM FOR THE ACQUISITION WORKFORCE

SUBJECT: The New Department of Defense Instruction 5000.02

I am happy to relate that we have finally distributed the new Department of Defense Instruction (DoDI) 5000.02 for implementation as an interim document while the formal coordination of the final product takes place. There are a few points about the new document that I would like to highlight for you.

One purpose of this new version is to implement a number of statutes and regulations that have come into existence since the last version was published in 2008. As we developed the document, I concluded that the body of law that has developed over the decades since Goldwater Nichols in the mid-80s places an extraordinary and unnecessarily complex burden on our Program Managers (PMs) and their staffs. Enclosure 1 of the new 5000.02 includes lengthy tables that reflect these statutory and regulatory requirements. I have asked Andrew Hunter, Director of the Joint Rapid Acquisition Office in AT&L, to lead a team with the purpose of developing a legislative proposal that would simplify the existing body of law and replace it with a more coherent and "user friendly" set of requirements, without sacrificing the intention behind existing statutes. We will work closely with the Congress as we develop this proposal over the next few months. I am hopeful that we will be able to update Enclosure 1 within the next year and replace it with a simplified and less burdensome alternative.

I have tried to make the document more readable and helpful to acquisition professionals, both those new to the world of defense acquisition and those more experienced professionals who need a reference for a specific area of interest. The new 5000.02 is organized with the main body describing the steps and decision points in the acquisition process. Program structures should always be tailored to the product being acquired, and there is a heavy emphasis on tailoring – supported by the inclusion of several example program structure models. The main body of the document is followed by a series of enclosures organized logically, with each one providing more information on policy and procedures for a specific aspect of acquisition or a specialized type of product.

The basic structure of the "acquisition system" is unchanged with minor exceptions. The things that have to be done in defense acquisition never change. They include: identifying a need or desire for a new product, reducing technical risk to an acceptable level, developing and testing the product, and fielding and sustaining it over time. However, some minor adjustments to the most recent 5000.02 were necessary. The new 5000.02 introduces a "Requirements Decision Point" and a "Development RFP Release Decision Point." The new Requirements Decision Point, which occurs during Technology Maturation and Risk Reduction, provides the starting point for the requirements analysis and allocation system engineering process that culminates at the Preliminary Design Review. This decision point is also necessary to inform the

Request for Proposal (RFP) for the Development phase. The Development RFP Release Decision Point institutionalizes what we have been calling the “Pre-EMD Review.” I regard this as the most important single decision point in the entire life cycle because the release of the Engineering and Manufacturing Development RFP sets in motion everything that will follow in the product’s life cycle.

The new 5000.02 is longer than I would have preferred. This is in part due to the fact that all relevant statutory and regulatory guidance had to be included. It is also due to the fact that several stand-alone documents that will be eliminated have been integrated into the document. One section that was not included or replaced is the previous section on the acquisition of contracted services. A new DoDI on Acquisition of Services is in draft and should be released in the near future.

In addition, updating 5000.02 provided an opportunity to integrate several of the Better Buying Power initiatives into the document. Examples are tight integration of requirements and acquisition communities, should cost, and affordability analysis. The integration of requirements and acquisition is emphasized, for example, in the new requirements decision point and in discussion of the use of Configuration Steering Boards. Should cost is covered in the text as an ongoing PM’s responsibility. Affordability analysis is covered in the acquisition process, and in a separate enclosure which makes it clear that developing affordability constraints is a requirements and programming community planning responsibility – not an acquisition community or a cost estimator responsibility.

Finally, I have also tried to reinforce the importance and primacy of the acquisition chain of command – particularly Program Executive Officers (PEOs) and PMs. In general, the Acquisition Executives, PEOs, and PMs are responsible and accountable for the programs they manage; everyone else has a supporting or advisory role. Consistent with this fundamental principle, all 5000.02 required program documentation should be considered first and foremost as having utility for planning and managing the program, not as “inspectors” compliance documents. Documents that serve this purpose effectively should be adequate for staff review.

Although we are implementing the new DoDI 5000.02 on an interim basis and putting it into final coordination, I want you to know that continuous improvement never ceases. If you have ideas about how to improve this guidance, you are encouraged to submit them. At the end of the day 5000.02 is not just about the rules acquisition professionals have to follow. It is about us all constantly working to make the acquisition system as efficient and effective as we can.



Frank Kendall