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AND SUSTAINMENT

OFFICE OF THE UNDER SECRETARY OF DEFENSE  
3000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3000

February 4, 2021

MEMORANDUM FOR SEE DISTRIBUTION

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

References: (a) Under Secretary of Defense for Acquisition and Sustainment Memorandum, "Back to Basics for the Defense Acquisition Workforce", September 2, 2020  
(b) Deputy Under Secretary of Defense for Acquisition and Sustainment Memorandum "Defense Acquisition Workforce Leadership Team Meeting Minutes – Back-to-Basics Implementation", December 21, 2020

On September 2, 2020, the phased implementation of the Back-to-Basics (BtB) 21st Century Acquisition Workforce talent management framework was announced, per reference (a). To support the National Defense Strategy, it is imperative that we significantly improve our acquisition workforce functional area framework and prioritize limited training resources for the Defense Acquisition Workforce who develop, acquire, and sustain operational capability.

Through BtB we will streamline certification requirements, expand job relevant and credential opportunities, and design-in continuous learning for the workforce. In reference (a), Functional Area Leads were designated for the consolidated functional areas: Program Management, Contracting, Life Cycle Logistics, Engineering and Technical Management, Test and Evaluation, and Business - Financial Management and Cost Estimating. The Functional Area Leads, through their joint task force teams, have completed the first phase of BtB framework updates. The Workforce Leadership Team, chaired by the Deputy Under Secretary of Defense for Acquisition and Sustainment, has reviewed, and I approve, the reference (b) (attached) initial phase implementation updates and planned next steps.

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Stacy A. Cummings  
Principal Deputy Assistant Secretary of Defense  
(Acquisition)  
Performing the Duties of Under Secretary of  
Defense for Acquisition and Sustainment

Attachment:  
As stated

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3015 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3015

DEC 21 2020

## MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Defense Acquisition Workforce Leadership Team (December 10, 2020) Meeting Minutes – Back-to-Basics Implementation

- References:
- (a) Office of the Under Secretary of Defense for Acquisition and Sustainment Memorandum, "Back to Basics for the Defense Acquisition Workforce", September 2, 2020
  - (b) Department of Defense Instruction 5000.66, "Defense Acquisition Workforce, Education, Training, Experience, and Career Development Program," July 27, 2017, Change 2, September 13, 2019
  - (c) Defense Acquisition Workforce Program Desk Guide, July 20, 2017

On September 2, 2020, Ms Lord, Under Secretary of Defense for Acquisition and Sustainment, announced the phased implementation of the Back-to-Basics (BtB) streamlined acquisition workforce talent management framework and new governance structure with planned implementation October 1, 2021. The reference (a) designated Functional Area Leaders for Program Management, Contracting, Life Cycle Logistics, Engineering and Technical Management, Test and Evaluation, and Business - Financial Management and Cost Estimating. The Functional Area Leaders have completed the first phase of recommended framework updates.

As Chair of the Defense Acquisition Workforce Leadership Team (WLT), I approve the following meeting minutes relating to the first phase of proposed Functional Area framework changes reviewed and finalized at the December 10, 2020 WLT meeting.

As part of the next phase of implementation, the Functional Area Leaders agreed at the WLT meeting to revise their Functional Area Position Category Descriptions (PCDs) and provide them to Human Capital Initiatives by January 22, 2021. In addition, the Service/Component Acquisition Executive representatives agreed to review all designated acquisition positions and update PCDs, as appropriate, to implement the Back-to-Basics framework of six consolidated functional areas. The Components intend to complete the review and position designation updates by July 31, 2021. It is anticipated that reference b will be updated by October 1, 2021, at which time, the defense acquisition workforce will consist only of positions designated as one of the six consolidated functional areas and acquisition workforce members who are not already certified will become subject to new BtB position certification requirements.

The following re/de-coding guidance is provided to components for completing the position designation review, which includes recoding to other functional areas if appropriate.

- Production, Quality and Manufacturing into Engineering and Technical Management
- Science and Technology Manager into Engineering and Technical Management

- Purchasing into Contracting
- Industrial Contract Property Management into Contracting
- Business Financial Management and Cost Estimating – (separate codes for Financial Management and Cost Estimating)
- Information Technology into Program Management or Engineering and Technical Management according to job duties and responsibilities
- Auditing: Decode from AWF. Training provided by the Defense Contract Audit Institute.
- Acquisition Attorneys: Decode from the AWF. Training as determined by Components.
- Facilities Engineering: Decode from the AWF. Training as determined by Components.

The designated Functional Area Leads have identified Subject Matter Leaders (Attachment 1) responsible for deployment and sustainment of training and/or credentials for the following high priority acquisition knowledge areas: Intellectual Property, Small Business, Services Acquisition, Earned Value Management, International Acquisition (Security Cooperation), Acquisition Intelligence, Software Acquisition Management, Software Development, Information Technology, and Requirements. These knowledge areas will be tracked by the WLT. Functional Area Leads will identify, using subject matter experts as appropriate, targeted and cross functional training and/or credential requirements for the remaining acquisition knowledge areas.

The Office of Human Capital Initiatives will ensure that references b and c are updated accordingly.



Alan R. Shaffer

Attachment: As stated

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**DEFENSE ACQUISITION WORKFORCE LEADERSHIP TEAM**

Attachment 1

Select Acquisition Knowledge Areas

<u>Acquisition Knowledge Area</u>	<u>Assigned Functional Area Lead</u>	<u>Point of Contact - Subject Matter Lead*</u>
Acquisition Intelligence	Program Management	TBD Mr. Adam Garnica
Intellectual Property	Program Management	Mr. Richard Gray
Software Acquisition	Program Management	Ms. Victoria Cuff
Earned Value Management	Program Management	Mr. Dave Cadman
International / Security Cooperation	Program Management	Mr. Greg Kausner
Information Technology	Program Management	Ms. Bobbi Sanders
Acquisition of Services	Program Management	Mr. Scott Smith
Small Business	Program Management	TBD Ms. Amy Murray
Software Development	Engineering and Technical Management	Ms. Stephanie Possehl

\* or successor as determined by the Functional Area Lead