



SECRETARY OF THE ARMY
WASHINGTON

06 OCT 2017

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2017-24 (Cross-Functional Team Pilot In Support of Materiel Development)

1. Reference Army Directive 2017-22 (Implementation of Acquisition Reform Initiatives 1 and 2), 12 Sep 2017.
2. The Army's capabilities development and acquisition enterprise is exploring an innovative organizational construct to integrate and synchronize processes across multiple stakeholders. The Army will leverage designated Cross-Functional Team (CFT) pilots to embrace horizontal and vertical integration and improve the quality and speed of materiel development activities. The CFTs will follow a Developmental Operations methodology defined as warfighters and developers working together to prepare sound capability documents that enable the rapid and frequent delivery of capabilities to the warfighter to inform a potential program of record. The use of designated CFTs supports the authority of the Chief of Staff of the Army (CSA) to assist the Secretary of the Army in the development and approval of requirements.
3. We are establishing CFTs that will narrow an existing capability gap by developing capability documents, informed in appropriate cases by experimentation and technical demonstrations, and rapidly transition leader-approved capability requirements to the Army Acquisition System. This approach will allow us to develop capabilities faster and in a less costly manner to enable our Soldiers to fight and win.
4. The purpose of this directive is to establish a scalable CFT pilot consisting of personnel from the following domains: Requirements, Acquisition, Science and Technology, Test and Evaluation, Resourcing, Contracting, Costing, Acquisition Logisticians, and U.S. Army Forces Command (as well as Army Service Component Commands as applicable). The CFTs will also leverage industry and academia where appropriate to help inform the capabilities development process. The end state is an empowered team that rapidly integrates and synchronizes Developmental Operations activities that enable the delivery of leader-approved capabilities to the operating force.
5. The concept for the CFT is to develop a requirement, informed in appropriate cases by experimentation and technical demonstrations, through teaming, agility, and rapid feedback to enable the development of a capability document and improve the decision making for a potential program of record. The Army will stand up eight priority CFTs to pilot a flat organizational construct enhanced by centralized planning and decentralized execution to deliver the best possible return on investment for Soldiers. Each CFT will

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be led by a Director (Brigadier General) who reports directly to the Under Secretary of the Army (USA) at the direction of the Secretary of the Army and Vice Chief of Staff of the Army (VCSA) at the direction of the CSA. The VCSA will chair a panel that includes the Assistant Secretary of the Army (Acquisition, Logistics and Technology); Commanders of U.S. Army Forces Command, U.S. Army Training and Doctrine Command, and U.S. Army Materiel Command (AMC); Deputy Under Secretary of the Army; Deputy Chief of Staff, G-1; Deputy Chief of Staff, G-8; Director of Business Transformation; Chief, General Officer Management Office; and Director of the Office of Process Innovation and Integration. The panel will assess nominees for CFT Directors and make final recommendations to the CSA for approval. The CFTs will consist of empowered subject matter experts from across the Requirements, Acquisition, Science and Technology, Test and Evaluation, Resourcing, Contracting, Costing, and Sustainment communities that participate for the duration of the mission.

a. The eight CFT pilots, aligned with the CSA's six modernization priorities, are:

- (1) Long Range Precision Fires: Long Range Precision Fires CFT pilot.
- (2) Next Generation Combat Vehicle: Next Generation Combat Vehicle CFT pilot.
- (3) Future Vertical Lift: Future Vertical Lift CFT pilot.
- (4) Network Command, Control, Communication, and Intelligence:
 - (a) Network Command, Control, Communication, and Intelligence CFT pilot; and
 - (b) Assured Positioning, Navigation, and Timing CFT pilot.
- (5) Air and Missile Defense: Air and Missile Defense CFT pilot.
- (6) Soldier Lethality:
 - (a) Soldier Lethality CFT pilot, and
 - (b) Synthetic Training Environment CFT pilot.

b. We will achieve initial operating capability 14 days from the date of this directive and will focus on existing priority capability gaps. These teams will be responsible for developing the respective capability documents, informed in appropriate cases by pre-Materiel Solution Analysis Phase experimentation and technical demonstrations to ensure that planned capabilities are technologically feasible, affordable, and available

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to Soldiers. All CFT activities will operate in accordance with the authorities granted to the Army in the Joint Capabilities Integration Development System and Department of Defense 5000 series (Defense Acquisition System) directives and instructions. Participating Acquisition Program Managers will continue to report to their assigned Program Executive Officer and the Army Acquisition Executive.

6. This effort is executed in three phases: Phase I: Establish CFT, Phase II: Execution of Charter, and Phase III: Transition to Program of Record.

a. Phase I: Establish CFT. Phase I begins upon receipt of this directive. The CFT will begin planning and coordination. This phase ends when the CFT Director gives a backbrief of the Strategic Capability Roadmap to the USA and VCSA and is prepared to begin capability development.

b. Phase II: Execution of Charter. Phase II begins with the USA's and VCSA's approval of the Strategic Capability Roadmap and CFT charter. The CFT will refine requirements and, in appropriate cases, conduct pre-Materiel Solution Analysis Phase experimentation and technical demonstrations that leverage industry, academia, and the warfighter in an iterative process. This phase ends when the USA and VCSA determine that the requirement is ready to transition a materiel solution via entry into the acquisition system. The CSA still maintains his role to assist the Secretary of the Army in personally developing and approving requirements unless delegated to the VCSA.

c. Phase III: Transition to Program of Record. The purpose of Phase III is to transition CFT capability requirements into the acquisition system. Phase III begins with the determination that the capability document is sufficient to proceed with a materiel solution. This phase ends with a Materiel Development Decision (MDD) Acquisition Decision Memorandum by the responsible Milestone Decision Authority and transition to the acquisition system.

7. The CFT pilot effort will be assessed against desired organizational and program outcomes, focusing on improving cost, speed, and capability outcomes for materiel solutions to meet warfighter requirements.

8. I direct the following actions:

a. The Assistant Secretary of the Army (Acquisition, Logistics and Technology) will:

(1) provide a Product Manager or Deputy Product Manager to support each CFT at locations to be determined (TBD).

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(2) in coordination with AMC, provide Acquisition Logisticians to support CFT pilots at locations TBD.

(3) serve as a voting member on the CFT Director Selection Panel.

b. The Assistant Secretary of the Army (Financial Management and Comptroller) will provide a Cost Analyst representative to support each CFT at locations TBD.

c. The Commander, Forces Command will:

(1) select units with operational experience as subject matter experts to partner with CFTs to maintain constant user involvement and feedback through unit partnerships throughout the developmental process.

(2) serve as a voting member on the CFT Director Selection Panel.

d. The Commander, Training and Doctrine Command will:

(1) provide a Capability Developer to support each CFT at locations TBD.

(2) serve as a voting member on the CFT Director Selection Panel.

e. The Commander, AMC will:

(1) provide, in coordination with ASA (ALT), Acquisition Logisticians to support CFT pilots at locations TBD.

(2) provide a Contracting Officer to support each of the eight CFTs at locations TBD to ensure that U.S. Army Contracting Command is integrated with the CFTs.

(3) provide Science and Technology representatives to support the eight CFTs.

(4) serve as a voting member on the CFT Director Selection Panel.

f. The Deputy Under Secretary of the Army will serve as a voting member on the CFT Director Selection Panel.

g. The Commander, U.S. Army Test and Evaluation Command will provide a Test and Evaluation representative to support each of the eight CFTs at locations TBD.

h. The Deputy Chief of Staff, G-8 will:

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(1) provide a Synchronization Staff Officer and/or Requirement Staff Officer to integrate and synchronize the CFTs at locations TBD.

(2) review draft capability requirements and assist in monitoring to ensure the CFTs are supported throughout capability and materiel development.

(3) be prepared to assist Training and Doctrine Command and AMC in conducting Analysis of Alternatives or Sufficiency Analysis in support of the CFTs.

i. The CFTs will:

(1) lead the capability development effort, including, as appropriate, experimentation and technical demonstration to a point the USA and VCSA have determined. The CFT will develop and staff the capability documents for the USA and VCSA to approve for potential transition to the acquisition system.

(2) refine capability documents, in appropriate cases through pre-Materiel Solution Analysis Phase experimentation and technical demonstration, leveraging industry, academia, and the warfighter in an iterative process to inform the materiel solution.

(3) develop and submit the draft capability document for the USA and VCSA to approve.

(4) brief a strategy with milestones for the USA and VCSA to approve, the CFT charter, and the Strategic Capability Roadmap, which includes operational outcomes, timeline, estimated costs, metrics, objectives, technical standards, and architecture, no later than 30 days after approval of the CFT Director.

(5) conduct pre-Materiel Solution Analysis Phase experimentation and technical demonstration activities to inform and refine the development of the Initial Capabilities Document to support the MDD.

(6) develop and refine capability documentation for post-MDD efforts that is aligned with the appropriate phase of the program.

j. All organizations will:

(1) use existing positions on organizational tables of distribution and allowances to staff the CFTs. Personnel will be matrixed to the CFT they are assigned to.

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(2) fund personnel by the supporting agency that are matrixed to the CFTs.

(3) support the development of the CFT charter for each pilot that will include, at a minimum, authority, mission and purpose, direction, and key operating principles.

(4) capture best practices and lessons learned from CFT pilots to inform future innovation efforts and report them to the Office of Process Innovation and Integration.

k. The Deputy Chief of Staff, G-1; Director of Business Transformation; Chief, General Officer Management Office; and Director, Office of Process Innovation and Integration will support the CFT Director Selection Panel.



Ryan D. McCarthy
Acting

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Commander

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 - U.S. Army Training and Doctrine Command
 - U.S. Army Materiel Command
 - U.S. Army Pacific
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 - U.S. Army Central
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CF:

Director, Army National Guard
Director of Business Transformation
Commander, Eighth Army

CROSS FUNCTIONAL TEAM (CFT) MANNING REQUIREMENTS

Organization	Duty Position
To be determined	CFT Director
Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)	Product Manager or Deputy Product Manager
U.S. Army Training and Doctrine Command	Capability Developer
U.S. Army Materiel Command (AMC)	Science and Technology Representative
Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology) / AMC	Acquisition Logistician
U.S. Army Test and Evaluation Command	Test and Evaluation Representative
AMC / U.S. Army Contracting Command	Contracting Representative
Office of the Assistant Secretary of the Army (Financial Management and Comptroller)	Cost Analyst
Army Staff	Synchronization Staff Officer / Requirement Staff Officer

Roles and Responsibilities

Duty Position	Responsibilities
CFT Director	Develop charter. Draft initial requirement. Refine requirements and/or design, build, test, and fix capability concepts. Develop requirements for Under Secretary of the Army and Vice Chief of Staff of the Army to approve as a prerequisite to Materiel Development Decision.
Product Manager or Deputy Product Manager	In coordination with Science and Technology personnel, manage experimentation and technical demonstration efforts in support of capability development and assist in the preparation of informed requirements documents.
Capability Developer	Refine Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Policy analysis to include threat assessment and Operational Mode Summary/Mission profile. Develop and refine Concept of Operations, Analysis of Alternatives, and market research with consortium partners. Draft and prioritize

Duty Position	Responsibilities
	operational requirements (Key Performance Parameters, Key System Attributes, and Additional Performance Attributes). Complete the capability document for Vice Chief of Staff approval.
Science and Technology Representative	Assess technology requirements. Assess current level of technology. Define technology objectives. Manage experimentation and technical demonstration efforts, in coordination with Product Manager, in support of capability development and assist in the preparation of informed requirements documents. Advise CFT Director on technology development. Assess and adjudicate technology readiness levels.
Acquisition Logistician	Conduct Life-Cycle Sustainment Planning in support of capability development and transition of requirements to the acquisition system. As appropriate to an effort's level of maturity, refine performance-based sustainment agreements and contract incentives.
Test and Evaluation Representative	Assist in capability development through initiation of test and evaluation planning in accordance with Department of Defense Instruction 5000.02 and AR 73-1. As appropriate to an effort's level of maturity, develop and update the test and evaluation strategy and develop the Test and Evaluation Master Plan with the Product Manager. Ensure testable values are technically measurable and achievable. Coordinate with U.S. Army Forces Command liaison officer to maintain Soldier involvement throughout the design-build-test process, maximizing unit partnerships.
Contracting Representative	Develop and update contracting strategy as appropriate to an effort's level of maturity. Facilitate reduced cycle times. Enable Request for Proposal requirements, including Intellectual Property, Technical Data Package, and access to contractor test results. Leverage contractor testing to reduce costs and schedule.
Cost Analyst	Develop Independent Cost Estimate and support the Army Cost Position process as appropriate to an effort's level of maturity.
Synchronization Staff Officer / Requirement Staff Officer	Assist in requirement validation. Provide budget assistance. Conduct affordability analysis. Facilitate Joint Capabilities Integration Development System processes.