



TO DO LIST: ENFORCING CRITICAL REFORMS

Armed Services Republicans

The House Armed Services Committee has led Congress in enacting significant defense reforms with strong bipartisan support. Anyone entering military service today will reap the benefits of these reforms over the course of their career. Specifically, these reforms will improve agility, cut bureaucracy, promote justice, provide better benefits, **and save the taxpayer billions.**

While Congress has enacted sixty-three of Rep. Thornberry's reform measures, the Pentagon's record of implementing important reforms is mixed. This year, Rep. Thornberry's bill is focused on compelling DOD to implement those reforms Congress has already passed into law. Here is some of the work left undone:

Develop a Policy for Defense Business Systems: In 2016, Congress required the Department of Defense to develop guidance for the planning, programming, and control of investments for defense business systems. According to the Government Accountability Office, the DOD spent \$8.7 billion on defense business systems but continue to criticize the Department's guidance development and adherence.

Rep. Thornberry's bill clarifies what guidance is required, requires DOD to submit a report to Congress with that with updated guidance and implementation plan, and restricts funding for the responsible offices if the report is not submitted on time.

Establish a Modular Open System Approach for Major Defense Acquisition Systems: In 2016 Congress directed DOD to use modular open system approaches in major defense acquisition systems. It is unclear the extent to which DOD is on track implementing this reform.

Rep. Thornberry's bill requires DOD to report on how modular open system approaches are being used and restricts funding for the responsible offices if the report is not submitted on time.

Establish an Intellectual Property Policy: In 2017 Congress directed DOD to establish a policy for acquiring intellectual property and for the cultivation of a workforce of IP experts. The Department has not yet implemented such a policy or developed the workforce.

Rep. Thornberry's bill requires a report on the progress of IP policy development and restricts funding of the Defense Acquisition Workforce Development Fund until the policy and workforce is established.

Reform the 4th Estate: Last year, Congress directed DOD to reform its business enterprises and present a plan to reduce certain back office activities by 25%. The Department's initial report was late and inadequate, failing to identify the mandatory savings.

Rep. Thornberry's bill limits funding for the Department's Chief Management Officer until subsequent reports are submitted.

Implement Rapid Prototyping and Rapid Fielding Policies: A key early reform passed in 2015 permitted rapid prototyping and rapid fielding of new systems. Congress wanted DOD to fail early and often as they worked on a smaller scale to get items to the warfighter quickly. DOD has not yet implemented an effective policy to implement this authority.

Rep. Thornberry's bill requires DOD to report on the progress of rapid prototyping and fielding policies and limits funding on these programs until it is submitted.