



OPERATIONAL TEST
AND EVALUATION

OFFICE OF THE SECRETARY OF DEFENSE
1700 DEFENSE PENTAGON
WASHINGTON, DC 20301-1700

August 3, 2001

MEMORANDUM FOR DOT&E STAFF

SUBJECT: DOT&E Goals

Your individual staff efforts are the most significant contribution that DOT&E makes to the Department. I have worked for, and supported, many of you over the years, and I plan to continue to support your efforts fully. With that in mind, I believe it is important that you understand the goals I hope to achieve during my tenure. Thus, I am sending you this memorandum to outline the salient points. I hope to follow this up with individual discussions with each of you.

I have promised the Secretary of Defense that I will provide him and other senior decision makers in the Department with objective assessments, on a continuous and timely basis, of our weapon systems undergoing test and evaluation, and that I will work diligently to implement the recommendations of the December 2000 Defense Science Board report on test and evaluation. I have told him that I believe the test and evaluation community is responsible for focusing its test programs on military missions, accomplishment of those missions, and life-cycle suitability. Finally, I have promised to ensure that reliable, effective, and safe weapons are delivered to our dedicated combat forces through robust testing that is adequate by any standard.

We all know that much can and should be done to improve the testing the Department does, and I know I can count on your support. As a start I want you to focus, in all your activities, on achieving three objectives (and their implications) as spelled out in the attachment.

I am in the process of communicating the major points of the attachment to the OTA Commanders, and I am encouraging them to share the guidance with their staffs. I want us all to be on the same wavelength.


Thomas P. Christie
Director

Attachment:
As stated



1. Rigorous, robust testing that is adequate by any standard, focused on military missions and mission accomplishment, and total life-cycle suitability.

One of our principal responsibilities may be one of providing timely and objective information on a system's demonstrated capability to-date to decision makers as opposed to judging the overall effectiveness/suitability of a system in a pass/fail mode relative to some set of requirements

i. DOT&E will develop an independent evaluation plan that will serve to scope testing and will be used as part of explicit guidance to the program on the minimums that are to be in the TEMP. This will be made available to the program, the Service Operational Test Agency and other OSD offices at Milestone A. These evaluation plans should be developed for all OT&E oversight programs.

ii. DOT&E will assess the readiness of each program to enter an IOT&E based on the availability and adequacy of developmental and operational test data. Where there are obvious problems and there is moderate to high risk that the system may fail the IOT&E, DOT&E will strongly discourage entering the IOT&E. Experience shows that bringing immature systems to OT has been a major weakness in programs and has resulted in increased costs and program delays.

iii. The TEMP resources section will identify requirements for instrumentation, infrastructure and modeling and simulation and the program budget will be crosschecked on a continuing basis to ensure these required resources are available. We will share this information with PA&E. DOT&E Action Officers will know their PA&E counterparts and will coordinate with them often.

iv. Shortcomings in test plans, inadequate resources, or inadequate DT preparation for OT will be documented as soon as noted and reported appropriately, including in the DAES.

v. The Director expects to visit the test site(s) during test execution, especially if the test will lead to an operational assessment or program milestone.

vi. Tests should have pretest predictions based on available data. Live fire has established pretest predictions as a standard for some time; OT will encourage it.

vii. Production representative systems are required for OT&E. The Director will decide, in accordance with Title 10, the number of low-rate initial production items needed for the OT&E. This will be an explicit milestone within DOT&E occurring before the TEMP negotiations begin, and will be documented in a memorandum to the Service SAE.

viii. There will be no waivers, or deferrals, to the completeness of evaluations. Requirements waived should be considered failed unless changed. If the requirements are truly changed, the requirement (ORD) should change through the Department's normal approval process.

ix. DOT&E will diligently pursue implementation of the Defense Science Board recommendations.

2. A test infrastructure that can execute adequate testing in time to meet a program's reasonable schedule.

i. "Testing takes too much time," is an excuse too often used to cut back on testing. The T&E infrastructure must be systematically improved or upgrades planned to support reasonable schedules. Investment needed to support this will be incorporated in the budget for the acquisition program or the T&E infrastructure.

ii. The adequacy of the planned instrumentation, infrastructure and modeling and simulation to support the test will be an explicit part of the judgment of T&E adequacy when approving the TEMP.

3. Objective, timely, and tell-it-like-it-is reports.

i. Operational assessments, the DOT&E Annual Report to Congress, and B-LRIP reports will be accurate, objective and timely to support programmatic decisions. DOT&E will strive to coordinate controversial positions within the Department to ensure there are no surprises when reports are published.

ii. Evaluations will be accomplished in a mission context, not specification compliance.

iii. For the operational evaluation, a decision not to test a requirement(s) will be considered an admission that a system would not perform adequately with respect to that requirement.

iv. Early and continuous assessments will provide continuous, accurate information to decision makers on all the systems on oversight.

v. DAES will be concise and complete. Issues will be vetted within the Department, if possible prior to reporting in DAES. DOT&E will provide additional correspondence if it is needed to keep decision makers informed.

vi. The Annual Report entries will be complete and objective. The Reports have been well received. DOT&E will try to make them more concise.