
implementing acquisition reforms, particularly for 16 future major defense acquisition programs.²

There are three sets of programs on which our observations are based in this report:

- We assessed all 96 major defense acquisition programs in DOD's 2011 portfolio for our analysis of cost and schedule performance. To develop our observations, we obtained cost, schedule, and quantity data from DOD's December 2010 Selected Acquisition Reports (SAR) and from the Defense Acquisition Management Information Retrieval Purview system. The Ballistic Missile Defense System (BMDS) is excluded from these observations because comparable cost and quantity data are not available.
- We assessed 37 major defense acquisition programs that were mostly between the start of development and the early stages of production for our analysis of knowledge attained at key junctures and the implementation of acquisition reforms. To develop our observations, we obtained information on the extent to which the programs follow knowledge-based practices for technology maturity, design stability, and production maturity using a data-collection instrument. We also submitted a survey to program offices to collect information on systems engineering reviews, design stability, manufacturing planning and execution, and the implementation of specific acquisition reforms. We received survey responses from all 37 programs.
- We assessed an additional 16 future major defense acquisition programs that we selected because they were preparing to enter system development or production. These programs represent the best opportunity to assess DOD's progress in implementing selected acquisition reforms. To develop our observations, we submitted a survey to program offices to collect information on the implementation

²Major defense acquisition programs are those identified by DOD that require eventual total research, development, test, and evaluation (RDT&E) expenditures, including all planned increments, of more than \$365 million, or procurement expenditures, including all planned increments, of more than \$2.19 billion, in fiscal year 2000 constant dollars. DOD has a list of programs designated as pre-major defense acquisition programs (pre-MDAP). These programs have not formally been designated as MDAPs; however, DOD plans for these programs to enter system development, or bypass development and begin production, at which point they will likely be designated as MDAPs. We refer to these programs as future major defense acquisition programs throughout this report.