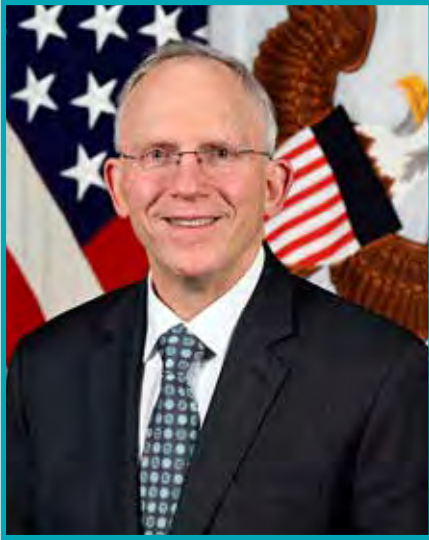


Director's Foreword





On December 20, 2021, following confirmation by the Senate, it was my great privilege to be sworn in as the Director, Operational Test and Evaluation (DOT&E). After a lifetime in the national security sphere, I am deeply honored to join the dedicated women and men who serve as the independent, unbiased assessors of American warfighting capability. The DOT&E mission – determining a system’s operational effectiveness, suitability, and survivability – supports every soldier, sailor, airman, marine, and guardian, along with the strategists and decision-makers in the chain of command.

In order to fulfill congressional mandates and timelines, DOT&E staff completed this critical Annual Report, including the introduction, prior to my taking the oath of office. I deeply appreciate their initiative and diligence. I have reviewed the report’s contents and fully support all programmatic findings and recommendations.

Over the next year, I intend to closely examine DOD’s operational test and evaluation infrastructure, tools, processes, and workforce, then to vigorously pursue efforts that will prepare the operational T&E community for the coming decade. The mechanisms by which DOD and its industry partners develop new systems are changing rapidly and continuously, as are the capabilities ultimately produced. Test and evaluation must be responsive to these changes and carve new paths so that we can continue to inform the warfighter and perform the work that Congress has asked us to do.

I look forward to collaborating with all stakeholders in the research, development, acquisition, and testing spheres. Together, we will press to achieve maximum impact of the resources taxpayers have provided, and to position our warfighters to fulfill their solemn commitment to the American people: protect our Nation, our freedom, and our way of life.

A handwritten signature in black ink that reads "Nicholas H. Guertin".

Nickolas H. Guertin
Director