ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

MAR 22 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
(ATTN: ACQUISITION EXECUTIVES)
DIRECTORS OF DEFENSE AGENCIES

SUBJECT: Acquisition Integrity and Ethics

As you know, a Defense Science Board task force recently completed a study on Management Oversight in Acquisition Organizations. Its preliminary recommendations, which are currently being finalized, cover two broad areas: immediate changes to processes and oversight and enduring changes in cultivating leadership and people. It is imperative that leaders at all levels within acquisition put ethics and integrity at the forefront. Please disseminate the attached memorandum to all acquisition leaders within your organization.

Michael W. Wynne
Acting

Attachment:
As stated

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

MAR 22 2005

MEMORANDUM FOR LEADERS OF THE ACQUISITION WORKFORCE

SUBJECT: Acquisition Integrity and Ethics

At my request, a Defense Science Board task force recently completed a study on Management Oversight in Acquisition Organizations, whose purpose was to assess our structure and methods of oversight to ensure the integrity of acquisition decisions in the Department. The preliminary recommendations, which are currently being finalized, cover two broad areas: immediate changes to processes and oversight and enduring changes in cultivating leadership and people.

While I am sure we can make the necessary changes to our processes and oversight practices in relatively short order, I am more concerned that we make the long-term institutional commitment in our leadership and people to ensure the highest integrity and ethics in our acquisition community. It is imperative that we, the leaders of the acquisition workforce, examine our culture, our attitudes, and our behaviors so that we forever avoid having one of our senior leaders gain or control power for personal gain. We must earn back the credibility that a transparent and honest procurement system must have to function in the public domain.

While expediency and results are important, the manner in which we conduct ourselves is even more important. If we make unethical decisions to expedite our acquisitions, we are doing a disservice to the American people. I ask that you and your senior leadership discuss these issues at every opportunity, in meetings and forums, within your community and with your industry partners. Please make acquisition integrity and ethics the center of your everyday decision-making and culture. It has to start at the top with us. Every decision must be made with these high ideals in mind. Thank you for your support.

Michael W. Wynne
Acting