



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

SEP 26 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
(ATTN: ACQUISITION EXECUTIVE)
COMMANDER, UNITED STATES SPECIAL OPERATIONS
COMMAND (ATTN: ACQUISITION EXECUTIVE)
COMMANDER, UNITED STATES TRANSPORTATION
COMMAND (ATTN: ACQUISITION EXECUTIVE)
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Acquisition Integrity and Ethics

On September 7, 2005, the Secretary of Defense signed a memorandum that emphasized the importance of ethics and integrity in the conduct of the Department's business. I affirm my personal commitment to integrity in acquisition, and remind you that, as leaders, it is essential that we demand the highest values of integrity and ethics from ourselves, our organizations, and our contractors.

In May of 2005, a Defense Science Board task force issued a report on management oversight in acquisition organizations. The report included 20 recommendations addressing acquisition processes, oversight, leadership and personnel. The Department currently is reviewing and implementing each of these recommendations. Some recommended actions already taken or underway include:

- A Federal Advisory Panel review of the acquisition system, in response to a June 7, 2005 memo from Acting Deputy Secretary Gordon England. This memo established the Defense Acquisition Performance Assessment Project (DAPA) to "...*consider every aspect of acquisition, including requirements, organization, legal foundations (like Goldwater-Nichols), decision methodology, oversight, checks and balances – every aspect. The output will be...a recommended acquisition structure and processes with clear alignment of responsibility, authority and accountability. Simplicity is desirable.*" DAPA will provide a final report to the Deputy Secretary in November 2005;
- A review of the Department's policy regarding the acquisition of services initiated by the Director of Procurement & Acquisition Policy on April 22, 2005;



- The mandatory Ethics On-Line course (available at <https://learn.dau.mil/html.clc/Register.jsp>); launched in November 2004 for all members of the Acquisition Community, has provided training to 75% of the acquisition workforce thus far;
- The Defense Acquisition University's implementation of a 360-degree developmental tool for senior acquisition executives, scheduled to begin in classrooms by October 3, 2005;
- Incorporation of best practices and lessons learned into the Defense Acquisition Guidebook, beginning in fall 2004 and to continue indefinitely; and
- The temporary assumption of milestone decision authority with respect to the Air Force's Acquisition Category IC programs by my office in light of vacancies in key leadership positions within the Air Force.

More remains to be accomplished and efforts are underway toward that end. It is of paramount importance that we, as leaders in the community of acquisition professionals, continue to review our processes and procedures, examine our decision-making, and promote a transparent, ethical culture. In addition to the required on-line ethics training, I expect managers throughout the acquisition workforce to regularly include ethics training and awareness in their staff meetings, organization training plans, and individual development plans.



Kenneth J. Kring