



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

JAN 6 5 2006

Mr. John W. Douglass  
President and Chief Executive Officer  
Aerospace Industries Association  
1000 Wilson Boulevard  
Suite 1700  
Arlington, Virginia 22209

Dear Mr. Douglass:

Recently, I reviewed the Defense Science Board task force study on Management Oversight in Acquisition Organizations, ([www.acq.osd.mil/dsb/reports/2005-03-MOAO\\_Report\\_Final.pdf](http://www.acq.osd.mil/dsb/reports/2005-03-MOAO_Report_Final.pdf)), which assessed the structure and methods of oversight to ensure integrity of acquisition decisions in the Department. While this study was specifically aimed at reviewing the Department's acquisition organizations, I am convinced that the lessons learned from this review have broad application, not only throughout the Department, but to the defense industry as well.

The task force observed, in discussions with industry and respected academic organizations, that ethical behavior is a function of leadership. In fact, recently, the Secretary of Defense wrote to the entire Department of Defense, stating, "ethical conduct and integrity must be modeled by the Department's leadership, in every office and agency. It is not enough merely to pay attention to our Standards of Conduct during annual-required training sessions. Integrity is a daily responsibility that must be an intrinsic part of our everyday decision-making processes and practices."

I strongly agree with the Secretary's statements. Therefore, I am writing to enlist your support in placing ethics at the forefront of your vision and making integrity a core value for every one of your members. Regretfully, the actions of only one or two individuals can cast doubt upon the values and integrity of the thousands of hard working and honest individuals who comprise the acquisition system. With your assistance, I am hopeful we can bolster faith in the integrity of the defense acquisition system.

The task force also emphasized that our focus must not only be on "doing things right," but also on "doing the right thing." I agree and would add that expediency must never be an excuse for misconduct. I ask that you request your members to treat any breach of integrity seriously and that they take aggressive action without exception for any



wrongdoing. I call on you, and your members, to take every opportunity to articulate our shared expectation of high integrity and ethical conduct, and to speak out frequently on the importance of ethical behavior as part of our values. I look forward to your cooperation so that we can garner the taxpayer's trust in the fairness and transparency of the defense acquisition process. Please convey the importance of integrity to each of your members.

Sincerely,



Kenneth J. Krieg