THE UNDER SECRETARY OF DEFENSE

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WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

FEB 25 2005

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

SUBJECT: Institution of Annual 360° Leader Reviews

The Defense Science Board (DSB) Task Force on Management Oversight in Acquisition Organizations was asked to assess our structure and methods of oversight to ensure the integrity of acquisition decisions in the Department. One of their recommendations recognized the importance of strong leadership within our Senior Executive Service performance management system. Specifically, they recommended institution of an annual 360° feedback review. This type of review system has increased in use throughout industry and is a recognized method for promoting continual improvement and growth within middle and senior management ranks. Such reviews provide insight for the individual leader that our current system simply does not.

Based on the DSB's insight, I am considering the requirement that all members of the Acquisition Professional Community who are designated as Key Leaders undergo such an annual review process. I envision that the results of the reviews would be folded into annual performance standards and evaluations which would lead to higher accountability for our Key Leaders. Before I take that step, however, I request your feedback on this concept. Provide me your recommendations on how such a system could or should be implemented, the issues that concern you in implementing such a system, and the advantages and/or disadvantages of implementation. Please provide your responses to my Director of Defense Procurement and Acquisition Policy by March 25, 2005.

Michael W. Wynne
Acting

cc: USD(P&R)