THE UNDER SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

MAR 1 2005

MEMORANDUM FOR ACQUISITION WORKFORCE

SUBJECT: Ethics and Integrity

I ask for your support in fulfilling my primary and most important Acquisition Goal – Acquisition Excellence with Integrity. To that end, and in the wake of the Darleen Druyun and Michael Sears sentences, I want to emphasize that ethics and integrity are the backbone of our business and acquisition activities. We must take any breach of integrity seriously, and we are, therefore, taking aggressive action to understand what may have contributed to this situation and how to protect against such problems in the future.

First, I directed a Defense Science Board Task Force to examine the structure for exercising acquisition authority and the checks and balances that are necessary to protect the integrity of decisions. The Task Force reviewed all major acquisition organizations within DoD and will recommend both best practices and best organizational structures. Upon completion of their report, the Department will act quickly on their recommendations.

Second, a multi-service/agency team reviewed contract actions executed during the tenure of Ms. Darleen Druyun as the Principal Deputy Assistant Secretary (Acquisition & Management) of the Air Force in order to determine whether these decisions were consistent with our standard of integrity and sound business practices. They examined more than 8,000 pages of information in 407 contracts and identified eight contract actions that merit further review, and I have therefore forwarded these eight to the DoD Inspector General.

Lastly, the Government Accountability Office (GAO) was asked to review protests by other defense contractors based upon the actions mentioned in Druyun's plea agreement. I believe that GAO's bid protest procedures and impartiality will serve the interests of the protestors and the agency well in deciding the issues raised by the protests.

It will take everyone's effort to fully restore the public's trust. We must emphasize the need for adhering to the highest ethics often, in our meetings and in our every day discourse. We must articulate this from the top down and modeling this behavior to all who work with us and for us. I feel strongly that this should not be a case of "going through the motions" but of living and working these high ideals every day, with every action taken and every decision made.

I ask you to insist on the highest integrity from our industry partners and remain vigilant to discretions that arise. Certainly, our defense industry partners have a responsibility to maintain the highest ethics, but we as government officials have an obligation to question any perceived unethical behavior. We must maintain a zero tolerance to indiscretions. I ask for your sincere help in maintaining these high ideals.

Michael W. Wynne
Acting