



THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

APR 28 2015

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Continuing Efforts to Strengthen the Acquisition Workforce

Your acquisition workforce members deal with complex problems, and develop and field some of the most complicated and technically advanced systems and technologies in military history. Defense acquisition professionals have a special body of knowledge and experience that is not easily acquired. It takes years of training and experience to be able to exercise professional judgment in acquisition and to make sound decisions on topics such as, resolving a technical or business issue, designing a risk mitigation approach, or creating the incentive structure of a contract. It is imperative, therefore, that we as leaders sustain and build on our investment over the past several years to increase the capacity and capability of the acquisition workforce. This investment is paying off, and we should continue to develop, train, and grow this talent.

We should responsibly sustain the acquisition workforce size, modulated by workload demand and requirements. As permitted by section 955(c) of the National Defense Authorization Act for Fiscal Year 2013, DoD has excluded from the plan required by that section expenses related to the civilian acquisition workforce function, as a group, on the basis that the performance of this function has been identified as core or critical to the mission of DoD. This exclusion is reported annually to Congress as required by section 955(d)(3).

Please ensure your personnel continue to increase their effectiveness by obtaining needed certifications and assignment-specific training. Increased capacity and capability of the acquisition workforce will be critical as a result of a workforce demographic that includes a large number of members nearing retirement and many younger, less experienced, relatively recent hires.

Addressees should also continue to take advantage of the opportunity for centrally funded talent management initiatives, to include recruitment, hiring, training, development, recognition, and retention initiatives funded with the Defense Acquisition Workforce Development Fund.

The Component Acquisition Executives and I would welcome your suggestions on other steps we could take together to strengthen our acquisition workforce. My point of contact is Ms. René Thomas-Rizzo, Director, Human Capital Initiatives, 703-805-5916.

A handwritten signature in black ink, appearing to read "Frank Kendall", is positioned above the printed name.

Frank Kendall

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