



## THE UNDER SECRETARY OF DEFENSE

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ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

OCT 7 2011

### MEMORANDUM FOR ACQUISITION, TECHNOLOGY AND LOGISTICS WORKFORCE

SUBJECT: Initial Guidance from the Acting Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L))

With the appointment of The Honorable Ashton B. Carter to the position of Deputy Secretary of Defense, I begin a period of service as Acting USD(AT&L). Please join me in congratulating Dr. Carter as he moves into his new position. After more than 40 years working in the defense area, in or out of uniform and in or out of government, it is a great honor for me to have the opportunity to serve with and lead the men and women, military and civilian, who work daily to equip and support our Warfighters, address future threats, and ensure that the American taxpayers' interests are always protected. I have total confidence in our workforce's ability to implement and continuously improve on the initiatives Dr. Carter and I started, and to adapt to the challenging fiscal environment we confront.

As Dr. Carter's Principal Deputy, I worked closely with him on all of our initiatives, and you can expect continuity in our purposes and objectives. The need for Better Buying Power, realized through affordable and well-executed programs and improved efficiency in all that we do, is even greater in the budget environment we are now experiencing. My priorities as Acting USD(AT&L) are tightly aligned with the principles Secretary Panetta has expressed – maintain the best military in the world, avoid a hollow force, take a balanced approach to achieving efficiencies, and keep faith with our men and women in uniform – and they are unchanged from those priorities Dr. Carter and I have articulated consistently, with one addition brought on by the current budget situation.

My first priority is supporting forces who are engaged in Overseas Contingency Operations. Rapid acquisition to meet urgent needs, timely and reliable logistics support, effective contingency contracting, and more efficient operational energy solutions are some of the areas we will continue to emphasize as we support our Warfighters.

Second is achieving affordable programs. The Department cannot continue the practice of starting programs that prove to be unaffordable. We will work with the requirements and resource communities to ensure the programs we start have firm cost goals in place, appropriate priorities set, and the necessary trade-offs made to keep our programs within affordable limits.

Third is improving efficiency. This is the essence of the Better Buying Power initiative, which we will continue to refine and build upon. We will continue the never-ending quest to control and reduce our costs while acquiring products and services that provide the highest possible value to our Warfighters.

Fourth is strengthening the industrial base. Industry is our partner in the defense acquisition enterprise; without the industrial base, we could not equip and support our Warfighters. A healthy industrial base means a profitable industrial base, but it also means a lean and efficient base that provides good value for the taxpayers' defense investments and that increases in productivity over time. We will execute contracts with industry that include appropriate incentives and drive fair business deals that protect the taxpayers' interest, while providing industry with reasonable profit opportunities and without putting industry at unacceptable risk. We will ensure critical skills and capabilities in the industrial base are identified and preserved.

Fifth is strengthening our acquisition workforce. We have increased the number of people in the acquisition workforce over the last few years. While some growth may still be possible, we will increasingly turn our attention to improving the capability of the workforce that we have. Every supervisor should consider a stronger workforce to be his or her most important legacy.

Sixth and finally, we must protect the future. We are in this for the long haul, and we must be vigilant to avoid a hollow force as budgets decline. This means making sound investments in the next generation of technologies to maintain our military superiority. It means protecting essential capabilities in the industrial base such as design teams that would take a generation or more to replace. It means retaining a contingency contracting capability that can be expanded when needed. It means developing and nurturing small businesses, maintaining our installations, and ensuring the safety and security of our nuclear deterrent. Most of all, it means maintaining the very best military in the world. We will approach all of the priorities I have articulated with the need to protect the future in mind.

With these six priorities as a guide, I know the Acquisition, Technology and Logistics workforce will carry forward in its mission, driven by the same passion and professionalism that have always characterized your work. I look forward to serving with you as we team with our Nation's Warfighters to ensure the security of the American people, today and always.



Frank Kendall  
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