



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

September 14, 2010

MEMORANDUM FOR: Director, Acquisition Resources & Analysis

SUBJECT: Implementation Directive for Better Buying Power – Restoring Affordability and Productivity in Defense Spending

As detailed in my September 14, 2010 memorandum for acquisition professionals, I am seeking to restore affordability and productivity through initiatives in the following five areas: (1) Targeting Affordability and Controlling Cost Growth; (2) Incentivizing Productivity and Innovation in Industry; (3) Promoting Real Competition; (4) Improving Tradecraft in Services Acquisition, and; (5) Reducing Non-Productive Processes and Bureaucracy.

These initiatives include steps that can be taken immediately and steps that will require more development and staffing before they are implemented. This memorandum provides actions that I expect you to execute either immediately or in the time frame specified. Additional actions in support of these five initiatives will be developed over the next few weeks and months.

You will establish a tracking system to monitor progress and compliance with the direction I am providing to the acquisition work force to restore affordability and productivity in defense spending. Review my September 14, 2010 memorandum, extract from it all taskings and assignments, and review the memoranda I am sending to the Acquisition Executives, Overarching Integrated Product Team (OIPT) leads, Director, Defense Procurement & Acquisition Policy, Director, Defense Research & Engineering, and this memorandum to determine the actions we need to include in the tracking system.

By December 1, 2010, you are to conduct a review of the current list of OSD reviews -- Defense Acquisition Boards (DABs), Pre-DABs, OIPTs, and Technology Readiness Level, etc. -- to recommend specific realignment of these reviews/meetings to ensure they focus their purpose on the major acquisition investment decisions made by the Department.

You are to complete the ongoing review of all acquisition documents by March 1, 2011 to provide me with recommendations for streamlining and focusing these documents on needed content to support AT&L level decisions. As individual documents are reviewed, you should implement changes without waiting for the completion of the review of all documents.

You are to conduct a bottom-up review of all internally-generated reporting requirements and to work with the Assistant Secretary of Defense (Legislative Affairs) to conduct a bottom-up review of all congressionally mandated acquisition reports. Assess the value of the reports with a goal to eliminate at least 50% of the reports and to substantially shorten the ones remaining. In addition, effective immediately, you are to impose reasonable page count caps (based on the nature of the information requested) when you assign lead responsibility for report production.

  
Ashton B. Carter