



ACQUISITION AND
TECHNOLOGY

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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SUBJECT: The Future Acquisition and Technology Workforce Report

Section 912c of the National Defense Authorization Act for Fiscal Year 1998, directed the Secretary of Defense to conduct a review of the organizations and functions of the Department of Defense acquisition activities and of the personnel required to carry out those functions. In the implementation plan submitted to Congress pursuant to section 912c, Secretary Cohen committed to specific development initiatives to help ensure that the acquisition and technology workforce has the experiences and competencies that will be required to accomplish acquisition in the future.

To that end, I directed the establishment of a Senior Steering Group to describe the competencies needed by the future acquisition and technology workforce and to outline the key elements of a plan to support creation of career development and force shaping plans for acquisition and technology professionals. These are contained in the attached Future Acquisition and Technology Workforce Final Report.

The following are the main components of this Report:

- a. Future trends are identified, both global and functional, that will affect what the future workforce will be required to do (functions) and what skills it will need (competencies).
 - (1) Approximately 100 future functions are identified – activities the workforce must perform to implement acquisition reforms and new practices.
 - (2) Twenty-seven universal competencies and traits are identified as being needed by the entire workforce, to differing degrees depending on job level.



- (3) Over 400 detailed functional competencies were developed. An interactive database, sorted by career area, captures functional competencies and links them to future functions and trends.
- b. The Report's recommendations include the following:
- (1) The Deputy Under Secretary of Defense Acquisition Reform (DUSD (AR)) and the Deputy Assistant Secretary of Defense Civilian Personnel Policy (DASD (CPP)) should determine how to incorporate universal competencies in Acquisition, Technology, and Logistics professional development programs. They should also ensure the *Defense Planning Guidance* directs components to adequately fund Continuous Learning policy and to establish developmental assignment programs.
 - (2) OUSD (AR) and DASD (CPP) should develop policy, programmatic, and legislative proposals to facilitate hiring, ensure new hires have desired future competencies, and manage retirements to avoid precipitous loss of experience.
 - (3) Functional Integrated Process Teams (FIPTs), which replaced the Functional Boards, and Overarching Integrated Process Team (OAIPT), with oversight by a Senior Steering Group (SSG), should analyze the current and future competencies and develop implementation plans to bring today's training into alignment with the future requirements. Interim progress reviews are to be presented to the SSG every 60 days, beginning as soon as possible.

This memorandum implements the Report. Additional copies, as well as the 15 appendices, may be obtained from the Logistics Management Institute web site (<http://gravity.lmi.org/futurewf>). Questions regarding the report should be addressed to Mr. Louis Hari, Future Acquisition & Technology Workforce Working Group Deputy Chairman, OUSD (AT&L)/IO/SE, Pentagon Room 3D1075, 703-695-2300 (DSN 225) or haril@acq.osd.mil.



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Attachment:
As stated