



ACQUISITION AND  
TECHNOLOGY

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

AUG 25 1999

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
COMMANDERS OF THE COMBATANT COMMANDS  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

Subject: The Future Acquisition and Technology Workforce

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 direct the establishment of a senior steering group (SSG) under the direction of the Director, Systems Acquisition to describe the knowledge, skills, and abilities needed by the future acquisition and technology workforce. The group, with its working group, will also outline the key elements of a plan to support creation of career development and force shaping plans for acquisition and technology professionals. The charter for the working group is at attachment 1. My staff has coordinated the memberships of the groups listed in attachments 2&3. An annotated action plan for professional development of the acquisition and technology workforce will be provided to me, as specified in the charter, on December 15, 1999.

Attachments:  
As stated

J. S. Gansler



**CHARTER**  
**FUTURE ACQUISITION AND TECHNOLOGY WORKFORCE**  
**WORKING GROUP**

INTRODUCTION AND BACKGROUND

Since the mid-1980s, the Defense Department has focused on increasing the professionalism of the workforce. These efforts have been marked by the passage of the Defense Acquisition Workforce Improvement Act, the establishment of the Defense Acquisition University, and expanded training opportunities through the Defense Systems Management College, among other activities.

The 1 April 1998 Secretary of Defense report to Congress, *Actions to Accelerate the Movement to the New Workforce Vision*, identified and described an urgent need to re-skill the future workforce, to transition from a workforce of "do'ers" to a workforce that manages the work of others. This effort is to support that initiative.

AUTHORITY AND DIRECTION

The Director, Systems Acquisition is directed to establish a working group to describe the performance characteristics and training requirements of a future acquisition and technology workforce. The group will also outline action plans and the requisite documentation, legislation, and other tools to support career paths for transitioning from today's workforce to the DoD A&T workforce of the 21<sup>st</sup> century.

The working group membership shall include representatives from the Office of the Secretary of Defense staff, the Military Departments, and the Defense Agencies.

APPROACH/METHODOLOGY

To implement the SecDef's April 1998 recommendations to Congress, numerous 912c working groups have been formed to address specific items contained in the report, *Actions to Accelerate the Movement to the New Workforce Vision*. These working groups are to report their findings by the first quarter FY 2000. The Future Workforce working group will review the assumptions, findings, and products of the 912c working groups and other working groups whose efforts also focus on the future acquisition concept of operations, projected acquisition programs, and overall future business environment.

The working group will also consider related acquisition and technology workforce planning actions. Information on the projected trends in size and composition of the acquisition and technology workforce as reflected in current plans, programs, budgets, endstrengths, and workloads will be examined. The emerging concept of operations for acquisition of products, systems, and services will also be reviewed.

The working group will develop a methodology to integrate all related actions and information into a tool to support management of the future acquisition and technology workforce. The methodology will provide a process for translating functions to be performed by the workforce into key competencies. The competencies will, in turn, be structured into outlines for career development plans.

#### TASKS

The Future Acquisition and Technology Workforce Working Group will consider both near term and far term acquisition and technology workforce issues. At a minimum, the working group will:

- Assimilate projected changes to current acquisition and technology functions and processes to describe required future workforce functions.
- Identify knowledge, skills, and abilities required to accomplish acquisition functions and the types of career development actions necessary to support that development.
- Identify personnel, manpower, and information management issues that affect the transition of the workforce and the legislative, regulatory, or policy changes needed to support the transition.
- Provide an annotated action plan (tasks, responsibilities, schedule, milestones and remaining actions) for professional development and force shaping of the acquisition and technology workforce.

#### SCHEDULE

Provide the annotated action plan by December 15, 1999.