



OFFICE OF THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301

22 SEP 1998

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  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Development of an Implementation Plan to Recruit, Develop, Reward and Retain  
Technology Leaders

Section 912(c) of the National Defense Authorization Act for Fiscal Year 1998, directs 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 Secretary's letter to Congress transmitting the report required by section 912(c), he committed to a study of approaches to improve recruiting, developing, and retaining technology leaders and, in turn, directed staff action on the study in his memorandum of July 13, 1998.

Accordingly, we direct the creation of a Senior Steering Group (SSG) to analyze policies that might be employed to ensure the Department's Research, Development, Test and Evaluation (RDT&E) organizations have access to the highest quality scientific and engineering workforce. The output of the SSG will be an implementation plan, including proposed legislation or waiver proposals, where necessary, to implement the proposed policies, and timelines for appropriate action items. The charter for the Senior Steering Group is attached.

As specified in the Charter, the Senior Steering Group shall provide a report on its conclusions and recommendations to us by April 1, 1999.

Jacques S. Gansler  
Under Secretary of Defense  
Acquisition and Technology

Rudy de Leon  
Under Secretary of Defense  
Personnel and Readiness



# CHARTER FOR THE SENIOR STEERING GROUP ON RECRUITMENT, DEVELOPMENT, REWARD AND RETENTION OF TECHNOLOGY LEADERS

## INTRODUCTION AND BACKGROUND

The civilian and military personnel in the Department's Research, Development, Test and Evaluation (RDT&E) organizations, through their roles as hands-on technologists and "smart buyers", provide our military services with the superior warfighting technology necessary to ensure the Full Spectrum Dominance envisioned in Joint Vision 2010. It is critical to the success of the RDT&E mission that the Department of Defense (DoD) recruit, develop, reward and retain a technical workforce of the highest possible caliber.

## AUTHORITY AND DIRECTION

The Under Secretary of Defense (Acquisition & Technology), in conjunction with the Under Secretary of Defense (Personnel & Readiness), hereby establishes a Senior Steering Group (SSG) to analyze issues involved in recruiting, developing, rewarding and retaining technology leaders. The Steering Group will be chaired by the USD (A&T) and the USD (P&R) and will include the Under Secretary of Defense (Comptroller), the Director, Defense Research and Engineering, the Assistant Secretary of Defense (Force Management Policy), the Director, Test, Systems Engineering and Evaluation, the Special Operations Command Acquisition Executive, the Service Acquisition Executives, and the Assistant Secretaries responsible for personnel matters in the Military Services. The Deputy Director, Defense Research and Engineering (Laboratory Management & Technology Transition) and Deputy Assistant Secretary of Defense (Civilian Personnel Policy) shall co-chair a Working Group that will conduct the study and provide recommendations to the SSG for their consideration and approval. The Working Group will include representatives of the Senior Steering Group members with experience in the RDT&E and personnel policy communities.

## STUDY OBJECTIVES

The study will examine policies that might be employed to ensure the Department's access to the highest quality science and engineering workforce. The output of the study will be an implementation plan, including proposed legislation or waiver proposals, where necessary to implement the proposed policies, and timelines for appropriate action items.

The Study Group, at a minimum, shall consider the following:

Options presently available for recruiting, developing, rewarding, and retaining the Department's technical workforce, to establish reality vice perceptions, e.g.:

- The Civilian Career Development Program
- Managing and Detailing the Civilian Acquisition Workforce
- Acquisition Personnel Demonstration Project
- Defense Laboratory Personnel Demonstration Projects (S&T Reinvention Labs)
- Intergovernmental Personnel Act (IPA)
- Term appointments and subsequent employment restrictions
- Position pay and bonus options

Options for new initiatives:

- Modification of IPA rules to allow industry-government rotations
- Use of renewable term contracts
- Innovative retention incentives
- Creation of a Science and Engineering Corps
  - Currently being considered as a recommendation by the National Science and Technology Council Inter-Agency Working Group on Laboratory Reform

Best Practices of Other Agencies, Industry and Academia

SCHEDULE

The Senior Steering Group shall report its conclusions and recommendations to the SSG chairs by April 1, 1999. The Working Group will provide progress reports every 60 days to the SSG. The Working Group will report their plans for proceeding to the Senior Steering Group not later than October 1, 1998.

RELATED STUDIES

As part of the Department's response to section 912c and as part of previous management initiatives, there are additional studies that are complementary to and should be coordinated with the "Technology Leaders" study chartered here. These include:

Development of an Implementation Plan to Streamline the Science and Technology, Engineering,

and Test and Evaluation Infrastructure: The study will evaluate, cross-Service and by warfighting technology area, the capabilities of all components in DoD to conduct science and technology, engineering (both Product Center engineering and systems engineering), and test and evaluation. The study will establish the desired RDT&E infrastructure necessary to accomplish the Department's technology program for the 21<sup>st</sup> Century. This study will be conducted by another DoD Senior Steering Group chartered in response to section 912 (c).

Technology Capabilities of non-DoD Sectors of the Government, Industry and Academia: This study will examine by warfighting technology area the capabilities of other technology providers and provide real-time feedback to the in-house RDT&E study to allow for informed decisions on, for example, competitive outsourcing of technology. A Defense Science Board Task Force will conduct the study.



ACQUISITION AND  
TECHNOLOGY

THE UNDER SECRETARY OF DEFENSE

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WASHINGTON, DC 20301-3010

AUG 25 1999

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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.