



**OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
HEALTH AFFAIRS**

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TRICARE
MANAGEMENT
ACTIVITY

11 June 12

MEMORANDUM FOR ALL TRICARE MANAGEMENT ACTIVITY EMPLOYEES

SUBJECT: Ethics and Integrity in TRICARE Management Activity Acquisitions

The purpose of this memorandum is to remind the TRICARE Management Activity (TMA) workforce of the necessity for ethical behavior in all acquisition activities. Following the enactment of Section 813 of the John Warner National Defense Authorization Act for Fiscal Year 2007 (Public Law 109-364), which directed the establishment of the "Panel on Contracting Integrity," the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) signed a November 6, 2008, memorandum entitled "Implementing Processes to Measure Consistency of Tone at the Top," which discussed vulnerabilities brought about by the inconsistency of the "tone at the top." Subsequently, on October 9, 2009, the Deputy Secretary of Defense stated his expectations in his memorandum, "Ethics and Integrity in Acquisition." The Secretary of Defense re-emphasized the need for ethical behavior in his recently released memorandum, "Ethics, Integrity, and Accountability," dated May 2, 2012.

Integrity and ethics must drive all decisions and actions. This applies to those involved with managing acquisitions, developing requirements, and overseeing the financial aspects of contracts. In other words, the highest ethical standards must be exercised by all TMA personnel at all levels. Not only must we ensure that contracts are acquired in an environment reflective of the highest ethical standards, but we must also ensure that our professional conduct meets the expectations of the American public and honors the war fighters who protect our freedoms.

A variety of laws govern our conduct, including The Office of Federal Procurement Policy Act, formerly known as the Procurement Integrity Act, the conflict of interest statute and the anti-kickback statute, to name a few. I expect you, the TMA staff, to maintain an ethical environment that is above reproach, while protecting the public trust, as you proceed with the Government and TMA's business of acquisition. Several methods were identified in March 2010 to improve contracting integrity, which are re-issued in Attachment 1. I look to the Acquisition Compliance function operating under the Acquisition Management and Support Directorate to devise appropriate follow-up review, to ascertain the extent of the application of these methods. I fully expect all employees to adhere to the highest ethical standards at all times.

In addressing another finding of the "Panel on Contracting Integrity," a TMA Ombudsman for Procurement Integrity was appointed and announced in March 2010. The primary function of the Ombudsman is to support acquisition personnel by acting as an independent sounding board to hear concerns about specific procurement integrity issues and to assist in the resolution of these concerns. If you have procurement integrity concerns about an action, you should bring them to the attention of your immediate supervisor. If the concern

involves your supervisor, or you otherwise believe it would be inappropriate to discuss with your supervisor, the matter should be brought to the attention of the TMA Ombudsman for Procurement Integrity, Ms. Cynthia Yee. You may always contact the Office of General Counsel, the Deputy Director, TMA, or me for assistance.

More information on this function may be found in the memorandum from USD(AT&L), "Ombudsman for Procurement Integrity," dated October 1, 2009. Ms. Yee may be reached at Cynthia.Yee@tma.osd.mil.

Sincerely,

Jonathan Woodson, M.D.
Director

Attachments:
As stated