



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

SEP 11 2012

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Guidance for the Continuation of Defense Acquisition Workforce Improvement Initiative

A right-sized, requirements-based, and properly skilled acquisition workforce is vital to the Nation's military readiness, increased buying power, and substantial long-term savings. I ask you to take a strategic view in workforce decisions and protect the recent rebuilding investments, especially in light of ongoing contractor support reductions. While our efforts have mitigated the acquisition risk increased by the downsizing of the 1990s, much work remains. We must adopt a continuous workforce improvement mindset which includes sustaining and deliberately developing the workforce. The continuation of the Defense Acquisition Workforce Development Fund (DAWDF) is essential to our deliberate development and quality initiatives. As we move forward, the following guidance is provided.

Any additional DAWDF hiring must be targeted to remaining gaps in critical skills. As we transition these hires to base-funded positions, those positions are to be supported within civilian budgetary levels and exceptions provided in resource decisions. As you conduct your assessment of acquisition workload during these fiscally constrained times, I will support your need to increase, sustain, or decrease acquisition workforce levels inside of your total workforce constraints and with acceptable risk. If you intend to reduce acquisition manpower levels contrary to the Defense Planning Guidance, I will need to understand the rationale prior to those reductions.

I have directed the Assistant Secretary of Defense for Acquisition (ASD(A)) to establish a pilot for advance replenishment hiring in partnership with the Office of the Under Secretary of Defense for Personnel and Readiness. Limited advance replenishment hiring is intended to mitigate experience shortfalls by enabling a "jump start" on training and on the job experience. This strategy will ensure continuity for critical positions.

We must ensure our acquisition Total Force capacity and capability are requirements-based. I request component leaders continue to improve the processes and tools used to validate manpower requirements. I have directed the ASD(A) to lead a requirements study to inform the Program Budget Review (PBR)-14 and PBR-15 processes. I have also directed the ASD(A) to work with all stakeholders to update the Department's acquisition workforce strategic plan, which builds on our recent accomplishments to sustain a highly qualified, premiere 21<sup>st</sup> century defense acquisition workforce.

I ask that every senior leader consider building a highly professional acquisition workforce that is stronger, more capable, and better able to support the Warfighter as an important and enduring part of his or her legacy.

A handwritten signature in black ink, appearing to read "Frank Kendall", written in a cursive style.

Frank Kendall

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