



DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010

MEMORANDUM FOR: SEE DISTRIBUTION

OCT 09 2009

SUBJECT: Ethics and Integrity in Acquisition

Operating within high ethical standards and with integrity is absolutely key to the success of the Department. Therefore, I want to communicate clearly my expectations regarding ethics and integrity in DoD acquisition and procurement. Core ethical values and corresponding conduct must permeate the Acquisition Community, both in the Government and throughout the defense industry. As DoD senior leaders, you are to reinforce this imperative by properly setting the ethical tone in your organization.

With the anticipated addition of thousands of acquisition professionals over the next few years, we must ensure ethics and integrity are woven into the fabric of everything we do. Every member of the Defense acquisition workforce – whether program managers, logisticians, contracting officers, auditors, or quality assurance personnel – must understand ethical behavior and integrity are not optional qualifications, but absolute requirements for these positions. We can achieve this goal by embedding core ethical values like honesty, transparency, fairness, and respect into our day-to-day business practices and processes. This will build a sustainable ethical culture in the Acquisition Community and will promote public trust and confidence in the integrity of DoD programs and operations. We must also understand and comply with ethics laws and rules, particularly in the area of conflicts of interest and the revolving door between Government service and employment in the private sector. As you proceed, remember to ensure industry demonstrates ethics and integrity in all dealings with the Department.

As you know, acquisition reform is a strategic objective of the Secretary of Defense. The Department is working with Congress to develop an improved, better-trained acquisition work force. We must embed ethics and integrity throughout both formal and informal curricula and ensure our government acquisition professionals complete annual ethics training.

With your help, the Department will develop and promote a professional acquisition environment based on ethical decision making that flows from the basic ethical values of integrity, transparency and mutual respect. Thank you in advance for making this important undertaking a success.



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