



THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

September 14, 2010

MEMORANDUM FOR: Overarching Integrated Product Team (OIPT) Leads

SUBJECT: Implementation Directive for Better Buying Power – Restoring Affordability and Productivity in Defense Spending

As detailed in my September 14, 2010 memorandum for acquisition professionals, I am seeking to restore affordability and productivity through initiatives in the following five areas: (1) Targeting Affordability and Controlling Cost Growth; (2) Incentivizing Productivity and Innovation in Industry; (3) Promoting Real Competition; (4) Improving Tradecraft in Services Acquisition, and; (5) Reducing Non-Productive Processes and Bureaucracy.

These initiatives include steps that can be taken immediately and steps that will require more development and staffing before they are implemented. This memorandum provides actions that I expect you to execute either immediately or in the time frame specified. Additional actions in support of these five initiatives will be developed over the next few weeks and months.

I intend to conduct portfolio reviews at the joint and Department-wide level for Acquisition Category I programs with the intention of eliminating redundancy. By October 1, 2010, provide me with a recommended list of portfolios that you believe should be used to evaluate the programs for which you are responsible, together with the rationale for recommending that list. In addition, provide a recommendation on your priorities for conducting this analysis and a proposed schedule.

You are directed to review the current list of scheduled OIPT and Defense Acquisition Board reviews of the programs for which you are responsible. Recommend specific realignment of these reviews/meetings to ensure they focus their purpose on the major acquisition investment decisions made by the Department. Report the results of your review to me by November 1, 2010.

A handwritten signature in black ink, reading "Ashton B. Carter".

Ashton B. Carter