



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

MAY 25 2007

### MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Program Management Tenure and Accountability

Reference: DoDI 5000.66, "Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program," December 21, 2005

It is our responsibility to deliver the best weapons and support to our Warfighters in the shortest possible time. Key to achieving that outcome is the establishment of an acquisition environment that facilitates management stability and accountability. In short, I want our program managers to have sufficient tenure to achieve the outcomes we expect of them and to provide additional goal-oriented mechanisms that improve systemic and personal accountability. Consequently, I want to emphasize and amplify existing policy and to establish new policy intended to achieve those objectives.

#### Tenure Agreements and Qualifications for Program Managers (PMs)

- In accordance with the above reference, the Component Acquisition Executive (CAE) will ensure a written tenure agreement is prepared when a PM is assigned to an Acquisition Category (ACAT) I or II program.
- In accordance with 10 U.S.C. 1734, the tenure period for program managers of major defense acquisition programs shall correspond to the major milestone closest to 4 years, subject to an exceptional circumstances waiver.
- PM selection and assignment will comply with the qualification requirements established for Critical Acquisition Positions and Key Leadership Positions, including certification, experience, and training specific to the program management career field.

#### Program Management Agreements (PMAs)

PMAs will be implemented to establish a "contract" between the program manager and the acquisition and requirements/resource officials. They are designed to provide a documented basis for ensuring that a PM's annualized plan is consistent with those of the organization, that there is a common basis for understanding and accountability, that the specified plans are resourced and achievable, and that both the organization's and individual's responsibilities are effectively communicated.



- PMAs will be prepared for ACAT I and II programs and signed by the PM, the CAE, and the requirements and where applicable, resource authorities. Components are encouraged to prepare PMAs for ACAT III programs.
- PMAs will be prepared after the Department makes an investment decision to pursue a new program and a PM is assigned. PMAs will be updated annually or more frequently if the conditions that formed the basis for the agreement (requirements, funding, or execution plans) have changed. Changes to PMAs will be approved by all signatories to the agreement.
- These agreements will establish achievable and measurable annual plans that are fully resourced and reflect the approved program.
- Format for the PMA is at the discretion of the Component. One means to satisfy this requirement is to prepare a cover memo for all signatories with the Acquisition Program Baseline, budget P and R Exhibits, and capabilities documentation as attachments.

These policies are designed to increase leadership stability while enhancing management accountability. They are consistent with my intent to improve our business processes so we can make the most effective use of scarce resources while achieving the maximum support to the Warfighter. Please ensure they are implemented expeditiously and provide me copies of your implementation guidance within 60 days.

My point of contact is Mr. David G. Ahern at 703-697-9386.



Kenneth J. Kring