



THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

DEC - 3 2010

MEMORANDUM FOR THE CHAIRMAN, DEFENSE BUSINESS BOARD

SUBJECT: Terms of Reference – “Review of DoD’s Program Managers”

My staff is working to improve the performance of the Department’s acquisition program managers. To assist this effort, I request you form a DBB Task Group to identify best business practices that could improve the intake and development of military acquisition program managers. I want to identify the structure, selection, leadership development and the assignment paths ahead for uniform leadership in acquisition, technology and logistics. I recommend that your Task Group talk with former and present program managers from DoD, as well as senior individuals who have supervised program managers. The Task Group will consist of Fred Cook as Chairman, Joseph Wright, Kevin Walker, Robert Toll and Neil Albert. Please work with the Director of Portfolio Systems Acquisition (PSA) for technical support as needed. Mr. Ken Spiro from PSA will serve as the liaison from AT&L. Colonel Jeff Kelley, USA, will serve as the Task Group Secretariat Representative. Request that you present your findings and draft recommendations for the Board to deliberate at the April 2011 DBB meeting.

As a subcommittee of the DBB, and pursuant to the Federal Advisory Committee Act of 1972 and the Government in the Sunshine Act of 1976, this Task Group shall not work independently of the DBB’s charter, and shall report its recommendations to the full Board for public deliberation. The Task Group does not have the authority to make decisions on behalf of the chartered Board, nor can its members report directly to any federal officer or employee who is not also a Board member. This Task Group will avoid discussing “particular matters” within the meaning of title 18, U.S. Code, section 208.

A handwritten signature in cursive script that reads "Ashton B. Carter".

Ashton B. Carter