



THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

JAN 15 2014

ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Mandatory Annual Ethics Training for the Defense Acquisition Workforce

Ethical, values-based decision making is the foundation of all acquisition professionals successfully supporting the Warfighter and protecting the taxpayer. Annual ethics training provides awareness of ethical obligations and responsibilities, including post-government employment restrictions. Based on recent events and after consulting with the Department of Defense (DoD) Standards of Conduct Office, I am directing all acquisition workforce members complete ethics training annually beginning in calendar year 2014.

Effective January 2014, Component Heads will ensure acquisition professionals have adequate time and resources to complete the training, and chain-of-command leaders, managers, and supervisors are responsible for ensuring members complete the annual training. I expect 100 percent of the acquisition workforce to complete the training in 2014 and each year thereafter. Many members of the acquisition workforce already complete annual ethics training as required in accordance with critical acquisition position financial disclosure requirements. Progress will be reported by the Component Director of Acquisition Career Management quarterly to the Director of Human Capital Initiatives and reviewed by the Defense Acquisition Workforce Senior Steering Board.

Requiring annual ethics training for the entire acquisition workforce implements recommendations of the DoD Panel on Contracting Integrity and the National Academy of Public Administration. Additionally, it directly supports the Better Buying Power 2.0 objective to improve the professionalism of the total acquisition workforce.

My point of contact is the Acting Director of Human Capital Initiatives, Ms. Clothilda Taylor, at [clothilda.y.taylor.civ@mail.mil](mailto:clothilda.y.taylor.civ@mail.mil) or 703-697-2525.

A handwritten signature in black ink, appearing to read "Frank Kendall", is positioned above the printed name.

Frank Kendall

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