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SAAL-ZB

22 Dec 06

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Director, Army Acquisition Corps (AAC) Guidance Memorandum #1

Our Army continues to adapt in order to meet the challenges of an uncertain world. We need to continually evaluate our role in the Army's evolution and transformation from the current modular force to the future modular force. Therefore, as I embark upon my tenure as the Director, AAC you are reminded that our responsibilities are greater than the missions of our individual organizations.

We continue to be a great force multiplier for the Army, and I want to make us even more valuable to the Soldiers and families that we support. We must continue to build upon our past efforts to improve our AAC Core Competencies and the development of our workforce. In concert with our strategic partners, we will continually improve how we develop, test, acquire, field and sustain products. The Army needs officer and civilian leaders that possess a diverse and multi-functional background, prepared to take the next challenge when called upon.

Together we will constantly evaluate the way we are doing business in order to streamline our business practices for the improvement of our core competencies. We must focus more on teamwork and partnerships across the full span of our operations. We must seize every opportunity available to execute life cycle management approaches.

It's even more important than ever that we leverage all of the enablers available to us in order to accomplish our acquisition mission. Integrate and apply Lean Six Sigma (LSS) and the Balanced Scorecard approaches into all of your business practices at every level. Develop metric-based approaches to track success and support efforts. We must all place an increased focus on sponsoring, leading and participating in continuous improvement projects and in tandem ensure the objectives of these events are documented on Individual Development Plans (IDPs) and performance evaluations. Workforce members are expected to participate in at least two LSS events each year and leaders are expected to sponsor at least four LSS events per year (one per quarter), while personally participating in at least two of these events per year.

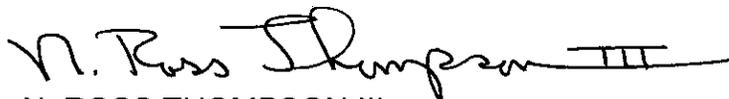
I will focus on IDP accountability in the workforce. Supervisors and workforce members will ensure that their IDPs are current and regularly updated. Supervisors/organizational leaders are responsible to ensure that we develop the next generation of leaders by providing opportunities for growth via quarterly counseling.

We will all focus on certification compliance. Individuals are responsible for compliance with certification requirements. Leaders are expected to hold them accountable, and will be accountable themselves. The enclosed certification memorandum, "Enforcement of Mandatory Certification Requirements Relating to Acquisition Workforce and Corps Members" remains in effect. Over the next year, our goal is for overall certification levels of the workforce to increase by 15 percent. Organizations will baseline where you are today and work towards that goal.

We will focus on developing Military and Civilian Acquisition workforce personnel that are expert, relevant and ready to support the acquisition mission along the full spectrum of military operations from war to defending the Homeland. It is incumbent upon leaders to ensure that people performing missions have the tools and training required for successful execution of their duties. This will allow us to continually improve as a community and enable us to provide unparalleled capabilities to the soldier in the field.

As I have opportunities to visit and dialogue with the workforce and organizational leaders, I will be reviewing these focus areas and I expect organization leaders to explain their plans to meet the intent of this guidance. As we progress down this path together, you will be provided assistance in the development of appropriate metrics.

My lead for this effort is the U.S. Army Acquisition Support Center.



N. ROSS THOMPSON III
Lieutenant General, GS
Director
Army Acquisition Corps

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