



THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

FEB 09 2007

MEMORANDUM FOR DIRECT REPORTS

SUBJECT: Establishment of AT&L Continuous Process Improvement (CPI) Program

To create a culture more supportive of the warfighter, we will implement CPI consistent with our Strategic Goal (6.4.3) and DEPSECDEF's CPI Transformation Guidebook of May 11, 2006. Please review Goal 6.4.3 and take steps to establish CPI capabilities to help optimize our organizational performance. Several aspects of our program -- such as fundamental beliefs and values, organizational infrastructure, education and training, methods and tools, and project execution -- will be integrated.

Request each of you to drive CPI results in your respective areas of responsibility and to oversee related CPI deployment efforts. Only through this type of commitment can our CPI program be successful. Per Goal 6.4.3, all direct reports must complete CPI Champion training, appropriate Black Belt and Green Belt (or equivalent) personnel must be trained by September 2007, and all AT&L military and civilian performance evaluations and fitness reports should include CPI contributions by September 2008.

We will discuss a CPI leadership deployment at our next off-site. While there, we will establish a common knowledge base, develop our plan to fully employ CPI activities, and discuss CPI efforts we support in various operational, policy, financial and oversight roles. We must actively lead this transformation, educate the workforce on what is expected, and execute in a structured, disciplined, and methodical manner.

To establish a basic understanding of various CPI principles and roles, all AT&L personnel should complete the DAU CPI Continuous Learning Module (CLE 015) before March 30, 2007. Additionally, AT&L is sponsoring a Green Belt/Level I CPI class March 5-9, 2007. I encourage each of you to review your organizations for potential CPI projects and select staff members who would benefit from this training and contribute to project accomplishments. Appreciate your assistance in this important endeavor. My point of contact is Colonel Ricky Sherman, ODUSD(L&MR), at 703 695-0338.



Kenneth J. Krieg

