

# Mr. Richard Sylvester

## Assistant Deputy Under Secretary of Defense (Systems Acquisition)

Richard K. Sylvester is Assistant Deputy Under Secretary of Defense for Systems Acquisition in the Office of the Deputy Under Secretary of Defense for Acquisition Reform. Mr. Sylvester is responsible for leading a team of five acquisition professionals who act as the catalyst for reengineering the way DoD buys major systems.

Since coming to the Acquisition Reform Office in June 1993, Mr. Sylvester has overseen the work of the DoD Specifications and Standards Process Action Team, that recommended policy and procedural changes to move DoD from the use of military-unique specifications and standards to commercial specifications and standards, and is lead the Department's effort to implement five acquisition pilot programs, providing both statutory and regulatory relief in order to create more commercial-like program strategies. Mr. Sylvester was also the acquisition reform coordinator for the Systems Acquisition Oversight and Review Process Action Team which reengineer the process used in DoD to oversee the management of acquisition programs from the Program Manager-level to the Under Secretary of Defense (Acquisition and Technology)-level. Mr. Sylvester implemented the major systems acquisition and testing portions of the Federal Acquisition Streamlining Act of 1994. He also co-lead the team that rewrote the DoD Directive 5000.1 and created the DoD 5000.2-R. These documents govern the management of systems acquisition within DoD. Finally, Mr. Sylvester was the leader of the team that developed the Defense Acquisition Deskbook. The Deskbook, an electronic reference tool for the acquisition workforce, is the key icon of the cultural shift from a system based on regulations to one in which empowered professionals are provided guiding principles and use those principles, along with their judgment, to acquire systems to support the warfighter. Finally, Mr. Sylvester lead the effort to respond to requirement for the Secretary of Defense to address acquisition organization, infrastructure, and workforce streamlining in response to the requirements of section 912(c) of the National Defense Authorization Act for Fiscal Year 1998.

From 1988 until joining the Acquisition Reform Office, Mr. Sylvester worked for the Defense Acquisition Board Executive Secretary where he was responsible for defense acquisition policy.

From 1974 to 1988, Mr. Sylvester worked in various acquisition and comptroller positions in the U.S. Army, including three years on the staff of the Program Manager, Bradley Fighting Vehicle Systems. He spent a year as a Fellow on the staff of U.S. Senator Carl Levin (D-Michigan) where he worked defense related issues.

Mr. Sylvester has twice received the Secretary of Defense Meritorious Civilian Service Award, has received the Exceptional Civilian Service Award, and has received the Office of the Secretary of Defense Award for Excellence. He was twice named a "Hero of Reinvention" by the Vice President and the National Performance Review.

Mr. Sylvester received a B.A. in Political Science with Honors from the University of Michigan and is a member of Phi Beta Kappa.

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