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Second Business Managers' Conference



June 12 & 13, 2001

Defense Systems Management College
Ft. Belvoir, Virginia



***New Era of Innovative Business Management:
Evolution of the Acquisition/Financial Management Workforce***

Mr. Keith Charles

Director

Acquisition, Technology, and Logistics Workforce Management

Mr. Charles is The Director, Acquisition, Technology, and Logistics Workforce Management. In this capacity, he is responsible for developing a program for shaping the future acquisition workforce. The 21st century national security environment will demand much of the people involved in carrying out the Department of Defense acquisition mission. Future acquisition managers will have a different perspective than those of today. They will need a spectrum of managerial and leadership competencies that support executive core qualifications in addition to technical skills. In the past 8-10 years, DoD has reduced 50% of its acquisition workforce. Of those who remain, additional losses may occur from the 50% who will be eligible to retire in the year 2005. Cross-functional experience and training is of particular importance in obtaining these competencies. Potential sources for obtaining these competencies include recruiting new employees, developing current staff, and competitive sourcing.

As the Director, Mr. Charles will lead a task force with representatives of all Services and some OSD activities charged with the responsibility to develop and implement a strategic plan to establish that future workforce.

Also, Mr. Charles is the Acting, Director, Acquisition Education, Training, and Career Development in the office of the Under Secretary of Defense for Acquisition, Technology and Logistics USD(AT&L). He is responsible for implementation of the Defense Acquisition Workforce Improvement Act (DAWIA) which provides education, training, and career development programs affecting civilian and military acquisition personnel.

Qualifications Summary:

- 1967 - 1971, Mankato State University, B.S.
- 1971 - 1973, University of Southern California, M.S.
- 1973 - 1975, University of Southern California (Post Graduate)
- 1986 - 1986, Harvard (Kennedy School of Government Executive Managers in Government)

Experience:

- 2000 - Present - Director, Acquisition, Technology, and Logistics Workforce Management; and Acting, Director, Acquisition Education, Training and Career Development
- 1995 - 2000 - Deputy Assistant Secretary for Plans, Programs and Policy; and Deputy Director, Acquisition Career Management, OASA(RDA)
- 1990 - 1995 - Deputy Assistant Secretary for Plans, Programs and Policy; OASA/RDA
- 1987 - 1990 - Deputy for Plans and Programs, OASA(RDA)

- 1985 - 1987 - Deputy for Programs, OASA(RDA)
- 1982 - 1985 - Deputy Chief, Budget Preparation, Office of Management and Budget, Executive Office of the President
- 1981 - 1982 - Chief, Operations Analysis Branch, Office of the Comptroller, National Aeronautics and Space Administration
- 1979 - 1981 - Shuttle Congressional Liaison Officer, NASA
- 1978 - 1979 - Chief, Resource Branch, Office of the Adjutant General, HQDA
- 1976 - 1978 - Program Analyst, OTAG, HQDA
- 1973 - 1976 - Various program management/analyst assignments with U.S. Army V Corps in West Germany
- 1971 - 1973 - Active Duty - U. S. Army

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