



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

APR 23 2012

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
DIRECTORS OF THE DEFENSE AGENCIES  
PRESIDENT, DEFENSE ACQUISITION UNIVERSITY  
DIRECTOR, HUMAN CAPITAL INITIATIVES

SUBJECT: Assignment of the Functional Advisor/Functional Lead for Department of Defense  
Small Business Professionals.

This memorandum assigns the Director, Office of Small Business Programs, as the  
Functional Advisor/Functional Lead (FA/FL) for small business professionals.

The FA/FL advises and supports the Under Secretary of Defense for Acquisition,  
Technology and Logistics in developing policies and procedures for personnel in the acquisition,  
technology, and logistics workforce. The FA/FL will serve as the senior Department of Defense  
(DoD) subject matter expert relating to qualifications and career development requirements  
(education and training) to ensure DoD can attract, recruit, and retain small business  
professionals of the highest caliber. The FA/FL will provide input and collaborate with Defense  
Acquisition University to implement policies that fully support the expectations and  
requirements of the Defense Acquisition Workforce Improvement Act.

The Director, Office of Small Business Programs, shall carry out the duties of the FA/FL  
in accordance with DoD Directive 5000.52 and DoD Instruction 5000.66.

A handwritten signature in black ink, appearing to read "Frank Kendall".

Frank Kendall  
Acting