

DOD's response to the model charter is that the responsibilities to be delegated to the Procurement Executive are included in existing DOD directives. However, the directives referred to by DOD were prepared for other purposes and do not contain the clear mandates of the Executive order or the responsibilities set forth in the model charter. We believe DOD should publish a comprehensive charter for its Procurement Executive so that his role and responsibilities will be clear to everyone.

Further, absent a clear charter containing the central features of the Executive Order's mandates, the Procurement Executive is a title without substance.

Finally, a new DOD charter is required to simplify the delegation process. One key aspect of the Executive order and the model charter is that the authority and responsibility of the Procurement Executive at agency level be delegated to lower levels within the agency. The purpose of this is to achieve reforms at the lower levels in organizations where the operations take place and the real management is done. The present collection of "delegations" of authority to the DOD Procurement Executive do not lend themselves well to delegation to the lower levels. A new charter would be both an effective vehicle for providing a single focus for procurement authority, but also for the delegation of this authority and strengthening of procurement officials at operating levels.

Mr. Chairman, this concludes my prepared statement, I would be pleased to respond to any questions you or the other members of the Committee may have.