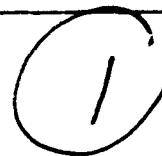




US ARMY
MATERIEL COMMAND
MANAGEMENT ENGINEERING ACTIVITY
(AMCMEA)
HUNTSVILLE, ALABAMA



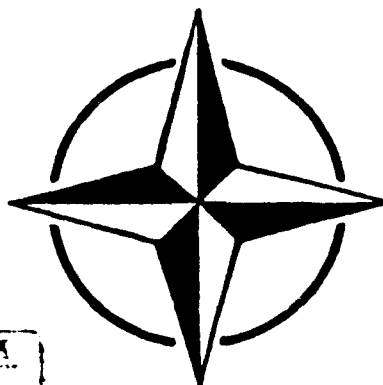
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INTERNATIONAL STANDARDIZATION PROGRAMS

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ASSESSMENT



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A: EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

1. PURPOSE AND SCOPE.

The subject matter assessment (SMA), was chartered (Appendix A) and signed by the Deputy Commanding General for International Cooperative Programs (DCGICP) to assess and make recommendations on the following specific areas within the International Standardization Programs (ISPs): (1) the priority and funding of the ISP, (2) integration of International Standardization Agreements (ISAs) into U.S. Military Specifications and Standards, (3) process associated with the management of ISAs, (4) published policy and procedures effecting ISAs, (5) transition and flow of information from international forums to appropriate delegates, (6) major subordinate command (MSC) oversight of ISAs, and (7) overall effectiveness of the ISA program.

2. LEGAL SANCTION.

The legal basis for AMC's international standardization program is Section 2457, Title 10 of the U.S. Code, which states, in part, "It is the policy of the United States to standardize equipment procured for use by U.S. Armed Forces stationed in Europe or at least make that equipment interoperable with equipment of other members of the North Atlantic Treaty Organization." The Joint Chiefs of Staff broadened the scope of the policy to include "allies and other friendly nations" (JCS MDP 147). The program is implemented in the Army and AMC by Army Regulation 34-1 U.S. Army Participation in International Military Rationalization/Standardization/ Interoperability (RSI) Programs. (Full text of Section 2457, Title 10 USC and a discussion of related documents is contained in the body of this SMA).

3. CONCLUSION:

Each major subordinate command (MSC) and Research, Development and Engineering (RD&E) Center attempts to perform its international standardization mission; however, each has limited success. This is predominately caused by a low priority for the program, insufficient resources and inadequate and uncoordinated published guidance.

The degree of priority, resources, visibility, and emphasis of the overall International Standardization Program, when compared to the Domestic Standardization Program shows a startling lack of attention throughout AMC. Management of the International Standardization Program is sometimes fragmented because of the separation of Domestic and International Standardization Offices (Note organizational disparities at appendix B). Where both international and domestic standardizations are managed together, as is the case with some MSCs, the degree of emphasis and relative priorities appear to be equal. In those instances where the two programs are managed separate, as is the case at AMC Headquarters, international standardization is accorded a lower emphasis and priority. Indicative of this is the fact that a September 1989 memorandum published by AMC Deputy Chief of Staff for Production (DCSPD), who is the Army Departmental Standardization Executive, requesting MSCs to appoint Standardization Executives, makes no mention of international standardization among their duties and responsibilities. This lack of connectivity between these two vital programs is detrimental to the achievement of the overall goals of both. Stronger links need to be forged between GICP and DCSPD to improve coordination and cooperation between the two

programs. A more coherent International Standardization Program would more effectively address the major emphasis areas as identified with this SMA. In summary, standardization is of extreme importance. Within NATO, standardization is the process of developing and agreeing to concepts, doctrine, procedures, criteria and designs. It is needed to achieve and maintain the most effective levels of compatibility, interoperability, interchangeability and commonalty in the fields of operations, administration, and materiel. Because of the nature and flow of standards into military specifications and military standards, it is essential that we ratify standardization agreements and implement them in U.S. standards as quickly as possible. We must speed up the coordination effort, and ensure correctness throughout each of the commands. We must avoid duplication of effort and/or omission of work in important areas. It is of paramount importance that all individuals concerned with standardization coordinate their work, because coordination is essential at all levels, and especially so when the ISAs are integrated into U.S. standards, such as Military Specifications (MILSPECs) and Military Standards (MILSTANs). It is only through individual and collective concerted efforts that ISAs can complete the entire cycle in a timely manner.

4. RECOMMENDATIONS:

The fourteen recommendations contained within this study focus on the seven major emphasis areas within international standardization programs. We recommend that the Deputy Commanding General for International Cooperative Programs ensure the following actions are initiated.

a. Priority and funding of International Standardization Programs.

(1) Standardization programs are lumped into the Management Decision Package (MDEP) of Logistical Assistance Program Activity (LAPA), which combines standardization with several other programs, such as the DOD food program, student temporary duty and centralized printing. As presently written, the MDEP has no means to provide vertical or horizontal visibility for the overall standardization program. We propose a modification to the MDEP that will specify that Defense Standardization Funds support only Defense Standardization Programs using as a basis Section 2457, Title 10 of the U.S. Code.

(2) The performance factor definitions within Army Regulation (AR) 37-100-XX, of the Army Management Structure (AMS) do not adequately detail the ISP in the current OMA account for standardization. We recommend the establishment of a separate point account (728012.14) to capture the international costs associated with the funding for rationalization, standardization and interoperability projects.

b. Integration of ISAs into U.S. Military SPECS/STDS:

(1) The DEPSO requires review of domestic standards every five years. We believe that, rather than a five year review, the DEPSO or the Defense Standardization Manager should establish a policy that any international agreement must be implemented into a MILSPEC or MILSTD (or adapted non-government STD) within a period of one year.

(2) AMC develops bilateral materiel interoperability agreements and incorporates materiel ISAs into U.S. MIL SPECS/STDS. However, there appears

to be no clear procedures or guidance for the integration of bilateral materiel agreements and materiel ISAs into Tactics, Procedures and Peace-Time Exercises. We propose the establishment of a program to periodically advise commanders and exercise planners in USAREUR, FORSCOM, Eighth Army and other commands of materiel exchange agreements, and to encourage the exchange of equipment to improve interoperability.

c. Process Associated with Management of ISAs:

(1) The classification system between the U.S. and U.S. allies in the handling of "Restricted" documents is not uniform. The protection afforded "Restricted" by the allies is equivalent to that the U.S. gives to "FOR OFFICIAL USE ONLY (FOUO)." However, U.S. classification guidance calls for an allied "Restricted" document to be handled and treated as "Confidential," the lowest U.S. classification. We recommend AMC seek authority to lower the protection level required for non-NATO "Restricted" documents to FOUO, as is the practice with NATO documents, for uniformity throughout the Army.

(2) There is no central focal point identified within the Army for payment of NATO Allied Publications (APs) produced by other NATO nations and distributed to the U.S. Army. Currently, each NATO nation is responsible for printing certain APs, the costs of which are passed on to the requesting nations. We propose that a centralized focal point which is resourced to pay for these APs be established to expedite resolution of debts as well as provide control over what is being requested and distributed within the Army.

(3) The ISA coordination and ratification guidance, required by DODD 5100.35 for use by the U.S. Military Communications Electronic Board (MCEB) and the Combined Communications Electronic Board (CCEB) differs from the ISA ratification process directed in AR 34-1. We recommend an amendment to AR 34-1 reflecting the DOD directed procedures in DODD 5100.35 for ratification of the CNAD and NATO international staff generated communications and electronics ISAs.

d. Published Policy and Procedures Effecting ISAs:

(1) The Commanding General, AMC has responsibility for ensuring that RSI policy and requirements are incorporated into materiel acquisition programs. However, the Commander, AMC is excluded from the supervisory chain of Program Executive Officers (PEOs) and Program Managers (PMs). The current system makes the Commander, AMC responsible for an area over which he has no authority. We recommend a modification of AR 70-1 to advise the PEOs and PMs that the Commander, AMC is the AAE's action agent for RSI matters, and that they are to incorporate RSI into Materiel Acquisition Programs.

(2) The formal policy and guidance on the role and definitive responsibility of international standardization is inadequate and frequently vague within the AMC Technology Base. To overcome this, we recommend that the Office of the Deputy Chief of Staff for Technology Planning and Management, HQ, AMC, should develop and issue a DOD and AMC policy statement for standardization indicating the advantage of initiating international standardization early in Life Cycle Development.

(3) The procedure to notify the proper agency concerning selection of a NATO or ABCA delegate to a panel is non-existent. Additionally, there is no

mechanism furnished for outlining the responsibility for these delegates. We propose that, once a nominee is approved as a U.S. representative, the U.S. Army action agency will prepare an official Letter of Appointment, outlining all responsibilities.

e. Transition and Flow of Information from International Forums:

There are no standard automation systems in full operation which are accessible and/or user friendly for use by the MSC international representatives. We recommend to amend the existing charter of the Acquisition Management System Review Committee (AMSRC) to encompass all ISP automation requirements. The AMSRC will provide the formal mechanism for addressing all automation concerns related to the ISP.

f. Major MSC Oversight of ISA:

(1) Although the RSI program implements national policy, within AMC it is accorded a relatively low emphasis vis-a-vis other Army programs which do not carry a program specific funding (e.g. MANPRINT, LOG R&D, Safety). To raise the importance of RSI in the eyes of the AMC Commander, MSC Commanders, PEOs and PMs, we recommend that each AMC RSI Organization conduct quarterly reviews of the Commander's RSI efforts, and provide progress reports to the Commanding General, AMC.

(2) The AMCPD memorandum, subject: Appointment of Standardization Executive, and Defense Standardization Program, 27 Sep 89, requests AMC MSCs to appoint a General Officer/Senior Executive Service (GO/SES) level Standardization Executive and provides a detailed listing of the executive's duties and responsibilities. The entire focus of the memorandum is on domestic standardization efforts; international standardization is not even mentioned. We recommend that integration of international standardization agreements into U.S. standards be added to the list of duties and responsibilities of the MSC GO/SES Standardization Executives.

(3) Review of international standardization activities at MSCs indicates that there is wide diversity in the organizational placement of the function. Integration of ISAs into U.S. standards is most effectively accomplished in those commands where ISA and domestic standards custodians are under the same organizational umbrella. We recommend that MSCs review the organizational placement of their ISA management office and where the two elements are separate, place both under the MSC Standardization Executive.

g. Overall Effectiveness of ISA Programs:

The Deputy Chief of Staff for Operations and Plans (DCSOPs) abolished the RSI policy office (DAMO-FDN) and decentralized RSI functions. Most DAMO-FDN functions were reassigned to other ODCSOPS activities, however, some were not, thus leaving some of the AR 34-1 directed functions without a DA proponent. We recommend the DCGICP request the Army International Activities (AIA) General Officer Steering Committee (GOSC), through its chairman, direct the AIA Council of Colonels to expedite review of AR 34-1 functions formerly accomplished by DAMO-FDN and to recommend reassignment of functions.

PART I INTRODUCTION

PART I INTRODUCTION

A. AUTHORITY.

The Army Materiel Command Management Engineering Activity (AMCMEA) conducted this SMA at the request of the AMC Deputy Commanding General for International Cooperative Programs. The Charter under which the SMA was conducted is at Appendix A. It requires AMCMEA to assess AMC International Standardization Programs in seven specific areas:

- (1) Priority and funding.
- (2) Integration of ISAs in to U.S. Military Specifications/Standards.
- (3) Process associated with the management of ISAs.
- (4) Published Policy and Procedures effecting ISAs.
- (5) Transition and flow of information from International forums.
- (6) MSC oversight of ISAs.
- (7) Overall effectiveness of the ISA program.

B. APPLICABILITY STATEMENT.

This study is applicable to all elements of the U.S. Army Materiel Command.

C. BACKGROUND.

(1) National Policy Regarding Standardization and Interoperability (S&I).

The International Standardization Program (ISP) of the U.S. Army Materiel Command (AMC) was established to fulfill the requirements of National Policy. As stated in Title 10, U.S. Code, "It is the policy of the United States to standardize equipment procured for use by U.S. Armed Forces stationed in Europe or at least make a list of equipment interoperable with equipment of other members of the North Atlantic Treaty Organization (NATO). (Full text of pertinent sections of the Act is in Appendix H).

(2) DOD and JCS-Policy Regarding S&I.

The Department of Defense (DOD) has implemented this act with DOD 2010.6, Standardization and Interoperability of Weapons Systems and Equipment with NATO. This directive instructs the services to ensure that standardization and interoperability are considered in the basic conceptual approach in development, production and product improvement of all systems with a partial or total application to NATO. To coordinate these actions, the services are to provide representation in appropriate international working groups, and to ensure that standardization agreements are properly negotiated and implemented.

The Joint Chiefs of Staff (JCS) provide additional emphasis to rationalization, standardization, and interoperability (RSI) with JCS Memorandum of Policy (MOP) 147, which expands the scope of the program to include allies and other friendly nations, as well as NATO. (Although the abbreviation RSI is commonly used to describe the standardization and interoperability program, "Rationalization" applies to the DOD/JCS/DA level policy matters, and is beyond the scope of the report. These terms are defined in Appendix F).

(3) Department of the Army Policy Regarding S&I.

Department of the Army Policy for S&I is established by AR 34-1, which implements the DOD and JCS directives, and establishes five basic Army priorities for RSI: (a) Fight together using agreed common or compatible doctrine, tactics, techniques and procedures; (b) communicate and share data; (c) share consumables; and (d) care for casualties. It also supports the five high priority areas for standardization and interoperability set by DOD and JCS: Command, Control, Communications, and Computer Systems (C4); Cross Servicing of Aircraft; Ammunition and other Expendables; Battlefield Surveillance, Target Designation and Target Acquisition Systems; and Major Weapons Systems, Support Equipment, Components and Spare Parts.

Other Army Regulations direct standardization and interoperability as well. These range from AR 71-9, which directs that they be incorporated when developing Required Operational Capabilities (ROC) documents, through AR 70-1, which requires that they be included in the Acquisition Plan for new equipment. In addition, AR 700-127, Integrated Logistics Support (ILS), states that standardization and interoperability consideration "will be incorporated into the materiel and support system design and selection, and will be documented in the ILS Plan."

(4) AMC Policy Regarding S&I.

Within HQ AMC, the Office for International Cooperative Programs (OICP) is charged with responsibility for managing the Army international military standardization program, as defined by AR 34-1 and other directives named within. OICP has implemented National, DOD, JCS, and DA Policy through a memorandum, signed by the Commanding General on 8 Jun 1989, and by AMC Regulation 10-99, which provides guidance to AMC personnel who participate in international forums. At this writing, the policy memorandum is being cast into an AMC Supplement to AR 34-1 to provide a more permanent directive.

(5) Lastly, the Office of the Secretary of Defense (OSD) has increased the emphasis on defense standardization as evidenced by the following: the Defense Science Board Report of the Task Force on Specifications and Standards (the Shea Report), An Assessment of the U.S. Defense Standardization and Specification Program (the 10th Report), the Final Report by the President's Blue Ribbon Commission on Defense Management (the Packard Commission Report), the Defense Science Board's 1986 Summer Study on the Use of Commercial Components in Military Equipment, and the Report to the Secretary of Defense by the Under Secretary of Defense (Acquisition) on Enhancing Defense Standardization (Specifications and Standards). In meeting this challenge, the Army Materiel Command has made a major effort to evaluate and determine compliance within the International Standardization Program.

PART II STUDY RESULTS

- A. ENHANCEMENTS
- B. OBSERVATIONS
- C. SUMMARY OF COST SAVINGS

A. ENHANCEMENTS

ENHANCEMENT #1

SUBJECT: Separation of International and Domestic Standardization Efforts

CURRENT PROCEDURE: The overall Army standardization program is managed by the AMC Office of the Deputy Chief of Staff for Production, which is the Army Departmental Standardization Office (DEPSO). The DEPSO oversees the Department of Defense Standardization Program, which includes all DOD domestic standardization efforts. Processing, coordination and ratification of international standardization agreements (ISAs) are the responsibility of the Office of International Cooperative Programs. After ISAs are ratified by the U.S. Army, they are assigned to a MSC, which is responsible for integrating them into the appropriate U.S. standard, Military Standard (MILSTD) or Military Specification (MILSPEC). At some AMC MSCs, the office responsible for processing ISAs is in the same organizational element as the custodian of the domestic standards. In these cases, integration of ISAs into the domestic standard is accomplished smoothly. In other MSCs, however, the ISA custodian and domestic standard custodian are in different organizational elements, a major factor in delays encountered in implementing ISAs. On 27 Sep 89, the Army Departmental Standardization Executive issued instructions to MSCs, instructing them to establish General Officer/Senior Executive Service level Standardization Executives (SE), and provided them a list of duties and responsibilities; International Standardization Agreements were not mentioned, and, unless the SE was already aware of the need to integrate ISAs into standards, it is unlikely this responsibility would be assumed.

PROPOSED PROCEDURE: The MSC Standardization Executives should be instructed that their duties and responsibilities include integration of ISAs into the other standards for which they are responsible. In those commands where

domestic and international standardization efforts are not in organizational elements under the supervision of the Standardization Executive, they should be consolidated. Additionally, the SE's Charter must be revised to reflect the consolidation of management activities, with signature blocks for both the Assistant Deputy for International Cooperative Programs and the Army Standardization Executive.

BENEFIT: By making the Standardization Executive responsible for integrating international standardization agreements into domestic standards, the gap that currently exists in some MSCs between the responsibility to integrate ISAs and the authority to do so would be closed. This ensures better coordination, cooperation, and communication between these two vital programs. It also enhances implementation of agreements and the degree of priority. Resources, visibility, and emphasis would be afforded greater attention

IMPACT: The DEPSO will prepare, and staff with OICP, instruction to MSC Standardization Executives that they are responsible for oversight of integration of International Standardization Agreements into the U.S. Standardization Program in their commands, and that they should ensure that ISAs are integrated in domestic standards in a timely manner. This should be released to the MSC Standardization Executives not later than 15 Jul 90.

ENHANCEMENT # 2

SUBJECT: Management Decision Package (MDEP) to Provide Visibility for Standardization Programs

CURRENT PROCEDURE: There is no vehicle for providing vertical or horizontal visibility for necessary funding to fully operate the international standardization program. Standardization is included within the MDEP for Logistics Assistance Program Activity (LAPA) and Logistics Technical Support (LTS). This combines standardization with other programs in the Logistics Support Activities program element (728012). As examples, these activities include Centralized Printing (728012.11); Army Materiel Command (AMC) Student Temporary Duty (TDY) (728012.16); Engineering Support of Ammunition Logistics Support programs (728012.17); Production Base Support for Department of Defense (DOD) Food Programs (728012.19); and Preparation for and Disposal of Excess Surplus and Foreign Excess Personal Property (728012.20). The Standardization Programs account (728012.13) also exists; however, "standardization" crosses various appropriations. During the Program Analysis Resource Review (PARR) and the Program Objective Memorandum (POM) process cycle, the Department of Army (DA) does not analyze funding requests by program element. Essentially, these requests are analyzed and assessed by MDEP.

PROPOSED PROCEDURE: Submit a request to the Office of the Deputy Chief of Staff for Program Analysis and Evaluation (DCSPA) for a modification of the Standardization MDEP. This modification should specify that Defense Standardization funds support the Defense Standardization Programs (DSP), to include the addition of all International Standardization Program activities, which is required by Public Law, Section 2457 Title 10, of the United States Code. Justification should indicate DOD and JCS guidance that Public Law mandate the obtainment of the highest number possible for standardization of

items, materials and engineering practices in order to enhance competition, improve interoperability with allies, expedite research and development, and reduce acquisition costs (primarily the procurement appropriation).

BENEFIT: This modification would provide the visibility necessary to prioritize the Defense Standardization Program within the Army as it implements Public Law. The current direct AMC OMA funding for domestic and a portion of international standardization is approximately \$20 million per year. However, as a result of the DOD Parts Control Program, it is estimated that standardization saves Procurement dollars at the ratio of 3 to 1.

IMPACT: AMCICP, in coordination with AMCPD, will prepare the appropriate forms as required and provide to AMCAE-P. These forms will include a proposed memorandum which briefly requests approval for the change, and requires the signature of the DCSPA. Additionally, a cover memorandum which states the justification for the change and signed by the Deputy Commanding General for International Cooperative Programs (DCGICP) will be attached. AMCAE-P will forward the request to HQDA not later than 15 Jul 90 and act as liaison between AMC and DA.

ENHANCEMENT #3

SUBJECT: Establishment of a Separate Point Account for the International Standardization Programs

CURRENT PROCEDURE: The performance factor definitions within Army Regulation (AR) 37-100-XX, of the Army Management Structure (AMS), do not adequately detail the ISP in the current OMA account for standardization. The Office of International Cooperative Programs (OICP) is responsible for managing AMC's efforts to support the Army RSI program as referenced in AR 34-1. Inherent in these responsibilities is the requirement for AMC personnel to attend international forums, such as NATO Panels and Working Groups and ABCA Armies Quadripartite Working Groups (QWGs). These panels discuss international standardization matters and develop ISAs, such as STANAGs and QSTAGs, which AMC activities coordinate, evaluate, ratify and incorporate in U.S. standardization documents, such as Military Specifications (MILSPECs) and Military Standards (MILSTDs). The coordination, evaluation and ratification process requires AMC activities to compare the ISA to U.S. standards, incorporate them into these standards, and, in some cases, to evaluate the interoperability of equipment items during field exercises. The description of the P7S OMA account 728012.13 for standardization "provides for programming, planning, review and coordination of all efforts related to standardization, including participation in international standardization projects." The phrase "including participation in international standardization projects" is interpreted as meaning only the incorporation of ISAs into U.S. standards; no programming or budgeting element is available for the many activities leading up to approval of an ISA for implementation.

PROPOSED PROCEDURE: Recommend the establishment of a separate point account (728012.14) to capture the international costs associated with the funding for rationalization, standardization and interoperability projects. Alternatively, once the account is established, tested, and analyzed, OICP in conjunction with DCSPD may explore the feasibility of establishing a Standardization Management Decision Package (MDEP), which will provide management visibility of all standardization programs.

BENEFIT: When implemented this point account will provide for efforts leading to standardization and interoperability of U.S. equipment with that of U.S. allies and other friendly nations, in conformance with Title 10, USC, Sect 2457, as incorporated in DODD 2010.6, JCS MOP 147 and AR 34-1. Encompasses activities leading to the development, evaluation, and ratification of ISAs making standardization and interoperability of equipment, including weapons systems, support equipment and logistics support possible. Provides for programming, planning, review and coordination of all other efforts related to international standardization through approval of ISAs for their incorporation into U.S. standards and specifications. Additionally, this point account will centralize OMA expenditures for international activities and provides an audit trail which is non-existent to date.

IMPACT: OICP will be designated as the responsible manager for the programming, budgeting and execution of this point account. Expeditious coordination will be required between OICP and DCSRM to meet requirements on the establishment of such an account in time for implementation and inclusion into FY91 budgetary guidance.

ENHANCEMENT #4

SUBJECT: Army Staff Support for Rationalization, Standardization, and Interoperability (RSI)

CURRENT PROCEDURE: AR 34-1 (para 2-4n) states that the Department of Army Deputy Chief of Staff for Operations and Plans (DCSOPs) will "Maintain an Army RSI Policy Office." Such a policy office was also required by the Vice Chief of Staff, Army, following a Functional Area Assessment of Army International Programs in 1986. However, on 1 July 1989, the DCSOPs abolished the designated RSI Policy Office (DAMO-FDN) and decentralized RSI functions within the overall Office of the DCSOPs (ODCSOPs). Most DAMO-FDN functions were reassigned to other ODCSOPs activities, but some were not, leaving some of the AR 34-1 directed RSI functions without a DA proponent. A Council of Colonels, formed by the Army International Activities (AIA) General Officer Steering Committee (GOSC), has been tasked by the GOSC to review this issue, but has placed greater priority on other international activities.

PROPOSED PROCEDURE: AMCs representative on the AIA GOSC, the Assistant Deputy for International Cooperative Programs (ICP) should request the AIA GOSC, through its chairman, to direct the AIA Council of Colonels to expedite review of the AR 34-1 functions formerly accomplished by DAMO-FDN and to recommend reassignment of functions.

BENEFIT: This action would expedite assignment of RSI functions to appropriate Army activities and preclude possible embarrassment by issues "falling through the cracks" at HQDA.

IMPACT: AMCICP will provide a draft letter for the Assistant Deputy for ICP which requests the Chairman, GOSC to instruct the AIA Council of Colonels to

review the responsibilities assigned the DCSOPs by AR 34-1 (para 12-2) to ensure that this has been properly reassigned and that no policy voids exist. This action to be completed not later than 15 Jul 90.

ENHANCEMENT #5

SUBJECT: Army Materiel Command (AMC) Support for Rationalization, Standardization, and Interoperability (RSI)

CURRENT PROCEDURE: Although the RSI program implements national policy as stated in law, Department of Defense Policy (DOD 2010.6), and Joint Chiefs of Staff Policy (JCS MOP 147), it is accorded a relatively low emphasis within AMC, vis-a-vis other Army programs which do not carry a program specific funding line (e.g., MANPRINT, LOG R&D, SAFETY). One reason for this is that RSI, by definition, is a "program within a program", and as stated in AR 34-1 (para 3-1c) "does not imply the existence of a separately managed program, but, rather is a consideration in all Army programs."

To raise the importance of RSI in the eyes of the AMC Commander, MSC Commanders, PEOs and PMS, they must be aware of program success stories. As RSI is embedded in materiel, too often it loses visibility and is taken for granted. If these success stories were publicized, the overall visibility of the RSI program would be enhanced, thus facilitating its increased presents.

PROPOSED PROCEDURE: Each AMC RSI organization should develop one or more case studies that show the benefits of RSI to the U.S. Army and government. Such case studies must include verified cost savings and cost avoidance; technology and production process gains; standardization and interoperability gains; and other data which outlines the benefits of international standardization and cooperation.

BENEFIT: The case studies would raise the visibility of the RSI program and increase its importance in the eyes of Senior Managers, thus facilitating a higher priority for funding.

IMPACT: AMCICP send a letter to MSCs requesting case studies and cost benefits.

AMCICP will draft and forward the letter not later than 15 Jul 90.

ENHANCEMENT #6

SUBJECT: Authority to Incorporate Rationalization, Standardization, and Interoperability (RSI) into Materiel Acquisition Programs

CURRENT PROCEDURE: AR 34-1 (para 2-10) states that the Commanding General, Army Materiel Command (AMC) will "Ensure that RSI policy and requirements are incorporated into materiel acquisition programs," and cites AR 70-1 as the authority. However, AR 70-1 excludes the Commander, AMC from the supervisory chain of Program Executive Officers (PEOs) and Program Managers (PMs), who are responsible to the Army Acquisition Executive (AAE). The current system makes the Commander, AMC responsible for an area over which he has no authority; and the Office of International Cooperative Programs (OICP) has no basis to require PEOs and PMs to comply with Army or AMC RSI policy. Similarly, AR 34-1, (para 2-2i) requires the Assistant Secretary of the Army for Research, Development, and Acquisition (RDA) to "Ensure that Army PEOs and PMs give full considerations to RSI matters in all program decisions." The current AAE Policy Memorandum 88-8, which provides guidance for International Cooperative Research, Development, and Engineering (RDE) and Acquisition does not mention RSI.

PROPOSED PROCEDURE: Modify AAE Policy Memorandum 88-8 to advise the PEOs and PMs that the Commander, AMC is the AAE's action agent for RSI matters, and they are to incorporate RSI into Materiel Acquisition Programs. If this were done, the intent of AR 34-1 would be accomplished and the Commander, AMC would have the authority to carry out his responsibilities.

BENEFIT: This change would provide the Commander, AMC authority to carry out his responsibility and provide OICP a basis to impress PEOs and PMs on the importance of RSI. This change would greatly assist in ensuring that an adequate priority is assigned RSI programs and that appropriate resources

and guidance are afforded the program. This change will then better support one of the stated goals of the acquisition process within the Department of Defense (DOD), which is to produce weapon systems which are interoperable with our NATO allies.

IMPACT: AMCICP will provide a draft letter not later than 15 Jul 90 to the Deputy Commanding General for International Cooperative Programs (DCGICP), which requests the Assistant Secretary of the Army for Research, Development and Acquisition to modify his instructions to the AAE by designating the Commander, AMC as his action agent for RSI matters.

ENHANCEMENT #7

SUBJECT: International Standardization Automation Requirements

CURRENT PROCEDURE: There are no standard automation systems in full operation which are accessible and/or user-friendly for use by the MSCs international representatives. This does not allow those involved in the international arena to be as efficient as they should be. Reaction times to data are slowed by the numerous problems encountered in the current systems. Data bases currently available or under development are (a) the ISA management data base, DB104, that utilizes the Battelle Corporation Automation Search and Indexing System (BASIS) which requires extensive user training to obtain its full capabilities, (b) The DOD Interoperability Decision Support System (IDSS) is a prototype data base/decision support/coordination system which is in limited use and (c) the Optical Laser Disk System is a prototype image storage and retrieval system. These systems require the user to have an IBM - compatible personal computer based system equipped with a modem in order to interface with the above systems. While an equipment survey has been conducted to determine the availability of hardware and software to MSCs, no requirements have been published for MSCs to provide this type of equipment to users. Additionally, DOD used a test arrangement to establish IDSS E-MAIL links to the NATO MAS in Brussels, Belgium. The test-link ended 30 Sep 89; but in the four months of existence, communications and coordination time was reduced by 65% and the quality and timeliness of the U.S. position was significantly improved. Without this link, the Army resorts to the previous slow way of doing business, but also, and most importantly, substantially reduces valuable ISA ratification and coordination time. The IDSS prototype has not yet been approved by DOD for use as an operational data system. Many commercial data link systems offer international

service, and most offer a "parent-child" account system where the corporation establishes an account and its subsidiaries can be offered a similar service for a small monthly charge. Such a procedure exercised by the OSD would offer a cost-effective means for IDSS users to communicate effectively without incurring excessive expenses. Coordination and timeliness would, for example, be enhanced from a 14 day time lag to less than 1 day for two-way communications.

PROPOSED PROCEDURE:

a. Amend the existing charter of the Acquisition Management System Review Committee (AMSRC) to encompass all ISP automation requirements. Automation concerns that require immediate action are: (1) no standard automation system in full operation; (2) determine the details of the requirements for automation communications between the U.S. and NATO; and (3) the development and implementation of a training program to provide dedicated international ADP systems knowledge to ISP users.

b. Request the Department of Defense (Deputy Undersecretary of Defense for International Programs) formally commit to IDSS and centrally fund a DOD international data line for IDSS support.

BENEFIT: The AMSRC will provide the formal mechanism for addressing all automation concerns related to ISP from the perspective of the MSCs. When implemented, this inclusion into the AMSRC will provide for an opportunity for increased knowledge, performance and productivity of all ISP functionals, in relation to automation needs. Also, the ISA ratification process should be enhanced (expediting the process from approximately 45 days to 7 days) and OCONUS to CONUS communications would become a reality without incurring unwanted expense.

IMPACT: AMCICP will prepare a letter for the Deputy Commanding General for International Cooperative Program's signature, to the Department of Defense asking DOD to commit to the IDSS by establishing a Program Executive Office for its further development and implementation, and to establish a DOD international data line account, such as Telenet for incorporation not later than 15 Jul 90.

ENHANCEMENT #8

SUBJECT: Incorporation of Military International Standardization Agreements (STANAG/QSTAG/AIRSTD) into Military Specifications and Standards, and Nongovernment Standards

CURRENT PROCEDURE: After a Military International Standardization Agreement (ISA) has been ratified by the United States (U.S.) and promulgated by the international governing body (North Atlantic Treaty Organization [NATO]; American, British, Australian [ABCA] Quadripartites; etc.), it must be implemented by being incorporated into national standardization documents. For military materiel standards, this involves integration into the applicable Military Specification(s) (MILSPEC) or Military Standard(s) (MILSTD) and any nongovernment standard(s). The DEPSO requires review of domestic standards every 5 years. The standardization process is under heavy pressure to move more expediently and where applicable adopt nongovernment standards. As a result, unless the international governing body has adopted a U.S./U.S. government standard, considerable time may elapse before the new or modified ISA can be incorporated into a U.S. standard or cited within a contract.

PROPOSED PROCEDURE: Rather than a 5 year review, the Army Departmental Standardization Office (DEPSO) or the Defense Standardization Manager should establish a policy that requires any International Agreement to be implemented into a MILSPEC or MILSTD (or adopted nongovernment STD) within a period of 1 year. Any standardization agreement should be transmitted to the appropriate standardization activity for staffing, coordination, completion, and implementation within the 1 year timeframe. Additionally, instruct MSCs to conduct a 25% independent check of implementation of international standards each calendar year. An alternative approach to this proposal could be to make the ISA a Technical Bulletin which can be cited in contracts.

BENEFIT: Provides real-time implementation of standards. Enhances U.S. industry's ability to compete in the European Common Community. Enhances the U.S. commitment to comply with international agreements. Implements compliance with Public Law and Congressional Guidance.

IMPACT: AMCPD, in coordination with AMCICP, must provide a decision paper to the Deputy Commanding General for International Cooperative Programs (DCGICP) which provides the specifics of this problem. This decision paper will stress the required resources and procedural changes necessary to correct these shortfalls. The decision paper will be provided not later than 15 Jul 90.

ENHANCEMENT #9

SUBJECT: Selection of United States (U.S.) Representatives for North Atlantic Treaty Organization (NATO) and American, British, Canadian, Australian (ABCA) Panels

CURRENT PROCEDURE: Presently, AMC does not have guidance or established procedures (e.g., letter of appointment) which notifies an agency of the delegate selection or outlines the responsibilities of that delegate as a member of NATO and/or ABCA panels. U.S. principal delegates are selected by the U.S. Army Action Agent (HQDA-NATO; AMC-ABCA). When the Army Materiel Command is asked to nominate representatives for the panels, AMCICP-SS reviews the Terms of Reference of the panel, identifies the nominee's MSC and requests that the MSC formally nominate the representative. However, no official appointment letter or guidance is given to the MSC.

PROPOSED PROCEDURE: Following approval of the nominee as the U.S. Representative(s) for a NATO or ABCA Panel, the U.S. Army action agency will prepare an official letter of appointment and responsibilities for appropriate signature. The appointment letter will be staffed through the chain-of-command of the selected individual, thus Command Group cognizance will be maintained at all times and all levels on U.S. selection and representation for NATO or ABCA Panels.

BENEFIT:

a. U.S. principal delegate will be officially appointed to serve on the NATO or ABCA standardization fora and be aware of the responsibilities of that appointment.

b. All levels of the chain-of-command will be aware of the appointment and the need to support the U.S. representative to ensure that associated responsibilities are fulfilled.

c. AMCICP-SS, as the Office of Record, will be able to maintain a current list of major subordinate commands' points of contact on NATO and ABCA Panels.

IMPACT: AMCICP will coordinate with the appropriate DA staff not later than 15 Jul 90 to ensure that the correct agency (DA Action Agent) prepares letters of appointment for signatures which will officially appoint representatives.

ENHANCEMENT #10

SUBJECT: Institutionalization of International Standardization in the Army Materiel Command (AMC) Technology Base Program

CURRENT PROCEDURE: Presently formal policy and guidance on the role and definitive responsibility of International Standardization is inadequate, ill-defined, and frequently vague within the AMC Technology Base. International Standardization usually occurs, if at all, as a result of the personal initiatives of scientists and engineers or by default. This haphazard approach results in a more difficult and expensive fix (e.g., increased O&S cost) when a decision is made to standardize materiel late in or after the development cycle (after fielding).

PROPOSED PROCEDURE: Develop and issue a DOD and AMC policy statement for standardization indicating the advantage of initiating International Standardization early in the Life Cycle (6.1, 6.2, 6.3A) Development.

BENEFIT: This formal policy statement will result in less redesign of fielded items; effective utilization of foreign investments; standardized components and materials; standardized designs; enhanced interoperability; stronger multilateral and bilateral coordination/communication; and ensures early consideration Rationalization, Standardization and Interoperability in the Technology Base.

IMPACT: ANICIP in coordination with DCSTPM must draft and issue a DOD and AMC policy statement on International Standardization consideration on the Technology Base not later than 15 Jul 90.

ENHANCEMENT #11

SUBJECT: Integration of Bilateral Materiel Agreements and Multilateral Materiel ISAs into Peacetime Training Exercises

CURRENT PROCEDURE: AMC develops bilateral materiel interoperability agreements and incorporates materiel ISAs into U.S. military standards and specifications. There appears to be no clear procedure for incorporating bilateral or multilateral materiel interoperability agreements into U.S. tactics, doctrine or procedures. The U.S. field commanders and exercise planners often are not aware of opportunities to exchange materiel such as ammunition, fuels, rations, spare parts, etc. during peacetime training with allied forces or other training of U.S. forces in allied nations.

PROPOSED PROCEDURE: Ensure U.S. field commanders and exercise planners are aware of opportunities to use and/or exchange materiel with allies through TRADOC field manuals or other training publications. Establish a program to periodically advise commanders and exercise planners in USAREUR, FORSCOM, Eighth Army and other commands of materiel exchange agreements.

BENEFIT:

- a. Will enhance utilization and understanding of allied materiel during troop exercises.
- b. Will build troop confidence in allied materiel.
- c. Will promote evaluation of interoperability agreements and take them off the shelf and into the field (one of the ultimate objectives of the international standardization program).
- d. Will result in improved OCONUS troop readiness.

e. Ability to utilize allied materiel will be a combat multiplier for U.S. and allied troops.

IMPACT: AMCICP will coordinate and develop a program plan with affected agencies and MACOMs to encourage active and reserve component field commanders and exercise planners to take advantage of the materiel exchange and to evaluate ISAs during field exercises not later than 15 Aug 90.

ENHANCEMENT #12

SUBJECT: International Standardization Agreement (ISA) Coordination
Ratification Guidance

CURRENT PROCEDURE: The ISA coordination and ratification process developed in AR 34-1 does not reflect the process followed by the United States (U.S.) Military Communications Electronics Board (MCEB) and the Combined Communications Electronic Board (CCEB), to ratify ISAs generated by the Conference of National Armaments Directors (CNAD); the North Atlantic Treaty Organization (NATO) international staff and the Quadripartite working group of the American, British, Canadian, and Australian (ABCA) armies. Currently the MCEB organization operates under Charter Department of Defense (DOD) Directive 5100.35 and the procedures set up by Office of the Secretary of Defense (OSD) described in MCEB Publications 1 and 2. It is tasked with supporting the offices of the Secretary of Defense and the Joint Chiefs of Staff in coordinating and approving U.S. positions on issues raised in international Command, Control and Communication (C3) fora. The U.S. MCEB is also responsible for the development of positions for dealing with Joint and Allied C3 principles, technical standards, and procedures for obtaining compatibility, and for standardization of communications-electronics systems and equipment. It is the DOD focal point for the coordination and approval of C3 positions and the ratification authority for NATO standardization agreements in the C3 area.

PROPOSED PROCEDURE: Amend the sections within AR 34-1 concerning coordination, review and approval of NATO documents to reflect the DOD directed procedures within 5100.35 for ratification of ISAs generated by the CNAD and NATO international staff.

BENEFIT: By amending AR 34-1 there will be a streamlining of functions and processes for handling NATO standardization agreements, policies, and documents. It will eradicate duplication of effort in the review and U.S. ratification of NATO Standardization Agreement (STANAGS). Also, Department of Army (DA) guidance will reflect current guidance from DOD.

IMPACT: AMCICP will task CECOM to prepare, staff and forward DA Form 2028 (Recommended Change to Publications and Blank Forms) to AMCICP with the MCEB directed procedures used in the ratification process. AMCICP, in turn, will evaluate and forward to DA the DA Form 2028 with rationale and backup documentation for the recommended change no later than 15 Jul 90.

ENHANCEMENT #13

SUBJECT: Request and Purchase of Allied Publications

CURRENT PROCEDURE: The United States (U.S.) Army does not have established procedures or a designated agency for request and purchase of Allied Publications (APs) distributed to the U.S. Army. Currently, within the U.S. Army, payment has been on an ad hoc basis, with the U.S. Army Training and Doctrine Command (TRADOC) and Department of the Army, Office of the Surgeon General (DASG-HCD) paying out of other project's funds or using "in-house" resources. This results in excessive costs and improper use of resources.

PROPOSED PROCEDURE: The Army Materiel Command Office for International Cooperative Programs (AMCICP) in coordination with Headquarters, Department of Army (HQDA) and the Office of the Secretary of Defense (OSD), identify a centralized focal point within the Army for payment of NATO APs produced by other NATO nations and distributed to the U.S. Army. An AP is an official NATO standardization document. While some other nations and services use the APs as stand alone documents for their forces, for the most part, the U.S. Army integrates them into other Army publications such as field manuals and military specifications. Each NATO nation is responsible for printing certain APs, the costs of which are passed on to the requesting nations. Consider having the Naval Publications and Forms Center responsible for maintaining and providing additional copies. A centralized focal point which is resourced to pay for these APs would expedite resolution of debts as well as provide superb control over what is actually being requested and sent out within the Army. A distribution list for dissemination of publications within the Army, other services and our allies should be developed and consolidated at this central focal point.

BENEFITS: Standard procedures and a central focal point for this effort will provide the clear guidance needed by the affected U.S. Army agencies. This central point for request and purchase of allied publications will be cost effective and ensure timely distribution of needed documents to the field.

IMPACT: This will require AMCICP to survey U.S. Army agencies which are proponents for allied publications to gather background information on the complexity of the problem. This survey should be accomplished no later than 15 Jul 90. After which, AMCICP will prepare a position paper to be forwarded to HQDA stating the issue and proposed procedure not later than 15 Sep 90.

ENHANCEMENT #14

SUBJECT: Handling Allied Publications with a "Restricted" Security Classification

CURRENT PROCEDURE: U.S. classification guidance in Army Regulation 380-5 calls for an Allied "Restricted" document, with the exception of those from the North Atlantic Treaty Organization (NATO) marked "Restricted", to be handled and treated as "Confidential", the lowest U.S. classification. Security classifications used by United States (U.S.) Allies include a classification of "Restricted" which is a classification designation not used in the U.S. security classification system. This creates confusion and is not in line with U.S. policy. The Allies protection afforded "Restricted" is equivalent or slightly higher than that which the U.S. gives to "For Official Use Only" (FOUO). In the U.S., a FOUO designation is an administrative control only, not a security classification. NATO "Restricted" was handled in the same manner as other Allied "Restricted" until 26 Jul 88 when Office of the Secretary of Defense (OSD) published a letter rescinding the requirement and authorizing NATO "Restricted" documents to be handled as FOUO. The current practice causes confusion in that many allies are also NATO members and their papers may be protected at two different levels.

PROPOSED PROCEDURE: Security provisions for the protection of documents with like requirements should be standardized at the lowest level consistent with the protection provided by the initiating country. AMC should request OSD to seek permission from each country using the classification "Restricted" to lower the U.S. protection level, so that it need not handle the documents differently from NATO "Restricted".

BENEFIT: This change provides a rational, standardized system for handling Allied "Restricted" in a manner consistent with the way NATO "Restricted" is handled and consistent with the manner in which material is handled by the initiating country. It also reduces the quantity of classified files and reduces the possibility of a security breach.

IMPACT: AMCICP will initiate a request, the HQ, AMC Security Office, to ask OSD for a waiver from treating all "Restricted" material as Confidential. This request should be forwarded no later than 15 Jul 90.

B. OBSERVATIONS

SUBJECT: Guidance Which Establishes Priority of Army Bilateral International Program Efforts

OBSERVATION: Currently Army Bilateral International Program initiatives are based on mutual bilateral interest of two or more countries. Without the use of requirements to screen multilateral efforts, the duplication of multilateral fora seeking the same or similar objectives is not avoided. Thus, Army Bilateral International Programs continue to operate independently without due consideration of other countries needs. A required screening by the proposing country of any bilateral initiative would insure that other multilateral efforts are not ongoing, although joint efforts are preferable whenever feasible. The tasker should require that topics be pursued via a multilateral fora and not be included as a bilateral initiative unless specific circumstances exist warranting bilateral discussion. Any U.S. tasker must ensure that a duplicate effort is not being undertaken by another DOD organization.

This procedure will decrease total effort as a result of multi-country involvement. Rationalization, Standardization, and Interoperability (RSI) will receive greater emphasis as a result of multinational group effort to resolve one mutual problem. Also, this procedure, will ensure that the U.S. speaks with one voice, and strives for one objective. AMC must request formal DA guidance and establish policy to reflect Army Staff Talks; AMC Bilateral Programs, etc.

SUBJECT: Standardization Program Priority.

OBSERVATION: Program element 728012.13 is within the core of the lowest priority Operations and Maintenance Army (OMA) accounts at Headquarters, Army Materiel Command (HQ, AMC). The HQ, AMC should establish priority guidelines for OMA accounts. However, within limitations, installation commanders have the authority and discretion to reprogram OMA funding as needed in order to execute their mission. Low priority for account 728012.13 eliminates standardization unfunded requirements for fiscal year-end available resources. In order to increase this priority, it will take a long-term educational process by the standardization community to accentuate the importance of standardization programs in relation to AMC priority programs. Additionally, standardization must be considered for both direct and reimburseable funding for the appropriations which it benefits.

SUBJECT: Army Regulation (AR) 70-41, Cooperative Research and Development

OBSERVATION: AMCICP revised AR 70-41, Cooperative Research and Development, to include current regulatory guidance for the Technical Cooperation Program (TICP), AR 70-23; Data Exchange Agreements (DEAs), AR 70-33; Cooperative Research and Development, AR 70-41; Scientist and Engineer Exchange Program, AR 70-58; and the Defense Development Sharing Program (Canada), AR 70-66. This new guidance was forwarded to the major subordinate commands (MSCs) for use as a interim guide while awaiting approval by Headquarters Department of Army (HQDA) of the revised document. Without the approval of AR 70-41, current, published, distributed regulatory guidance is lacking for these important international programs. The revised document was forwarded to HQDA in August 1987.

SUBJECT: Department of Army (Draft) Pamphlet (DA PAM 70-XX) International Armament Cooperative Opportunities Plan (IACOP).

OBSERVATION: The subject pamphlet was designed as a management tool in order to provide guidance to the Program Executive Officer (PEO), Program Manager (PM) and major subordinate commands (MSCs) on materiel systems. Army regulatory guidance requires the product, project, and systems development managers to prepare both the IACOP and the Cooperative Opportunities Document (COD). The necessity for a management tool resulted in the development and distribution of the draft Department of Army (DA) Pamphlet (PAM) 70-XX. Consequently, the PEO, PM, and MSC managers developed and published weapon systems IACOP and COD. The expeditious publication of DA PAM 70-XX will provide the consistent approach necessary to promote the goals of Rationalization, Standardization and Interoperability (RSI) during, the early stages of weapon system development. These procedures will also reduce life cycle cost and depot support activity cost associated with fielding a weapon system. Additionally, and perhaps most important, it will promote international armaments cooperation.

SUBJECT: Equipment Loans to Foreign Governments.

OBSERVATIONS: Section 1003, 1989 Department of Defense (DOD) Authorization Act, Public Law 100-456, authorizes the Secretary of Defense to loan or borrow from certain allies materials, supplies, and equipment for research and development purposes. The Office of the Secretary of Defense (OSD) staffed a draft umbrella agreement in February 1989 and signed an agreement with Israel on 8 September 1989. The Army Materiel Command will provide guidance once OSD develops and implements procedures relative to this legislation.

SUBJECT: Delegation of Authority for Outside Continental United States
(OCONUS) Travel.

OBSERVATION: Request for OCONUS travel by Army Materiel Command (AMC) personnel must be approved at the AMC level in accordance with regulatory guidance. This procedure caused excessive delays in processing travel orders and obtaining in-country clearances for the traveler. AMC successfully tested a procedure which allowed OCONUS travel approval authority to be delegated to the Commanders (usually Major General) of the major subordinate commands (MSCs). Headquarters (HQ), AMC reported to Headquarters Department of Army (HQDA) that this test procedure accelerated processing of OCONUS temporary duty (TDY) travel requests and provided the overseas commander additional lead-time for responding to travel clearances. HQDA responded by message, dated 15 August 1989, seeking concurrence from major command commanders to change Army Regulation (AR) 1-40, (para 1-4a). If approved this change will delegate the OCONUS travel approval authority to the MSC commander with no lower delegation allowed.

C. SUMMARY OF SAVINGS AND COST

SUMMARY OF SAVINGS AND COST (ANNUAL)

<u>RECOMMENDATION</u>	<u>PAGE</u> <u>NO</u>	<u>SAVINGS</u>	<u>COST</u>	<u>NET SAVINGS/BENEFITS</u>
1. The MSC Standardization Executive will be instructed to include interpretation of ISAs into their duties and responsibilities. Also, in MSCs where domestic and international standardization efforts are not in organizational elements under the supervision of the Standardization Executive, they should be consolidated.		Potential Nonmonetary Benefits	Man-Hours	The gap that currently exists in some MSCs between the responsibility to integrate ISAs and the authority to do so would be closed. Ensure better coordination, cooperation, and communication between the two programs. Enhances implementation of the agreements.
2. A modification to the IAPA MDEP that will specify that Defense Standardization funds support only Defense Standardization Programs.		Undeterminable Monetary Benefits	Man-hours	Net Savings - Undetermined. Provides the priority and visibility necessary for the Defense Standardization Program to implement PL 10 USC Title, 45C 2451-56.
3. To establish a separate point account (728012.14) to capture the international cost associated with the funding of rationalization, standardization, interoperability projects.		Undeterminable Monetary Benefits	Man-hours	Will provide for efforts leading to standardization and interoperability of U.S. and Allied nations equipment. Provides for programming, planning, review and coordination of all other efforts related to international standardization.
4. AMC request the AIA through its chairman, to direct the AIA Council of Colonels to expedite review of AR 34-1 functions formerly accomplished by DAMO-FDN and to recommend reassignment of functions.		Potential Nonmonetary Benefits	Man-Hours	Expedite assignment of RSI functions to appropriate Army activities.

SUMMARY OF SAVINGS AND COST (ANNUAL) (Con't)

<u>RECOMMENDATION</u>	PAGE <u>NO</u>	<u>SAVINGS</u>	<u>COST</u>	<u>NET SAVINGS/BENEFITS</u>
5. Each AMC RSI organization should develop one or more case studies that show benefits of RSI to the U.S. Army and government.		Potential Nonmonetary Benefits	Man-hours	Net Savings - Undetermined. Case studies would raise the visibility of the RSI Program and increase its importance from the perspective of Senior Managers.
6. Modify AAE Policy Memorandum 88-8 to advise the PEOs and PMs that the Commander, AMC is the AAE's Action Agent for RSI matters, and that they are to incorporate RSI into Materiel Acquisition Programs.		Potential Nonmonetary Benefits	Man-hours	Provides the Commander, AMC authority to carry out his responsibility and provide OICP a basis to impress PEOs and PMs on the importance of RSI. Ensures adequate priority assigned to RSI programs and that appropriate resources and guidance are afforded the program.
7. a. Amend the existing charter of the AMSRC to encompass all ISP automation requirements. b. Request DOD formally commit to IDSS and centrally fund a DOD international data line for IDSS support.		Potential Nonmonetary Benefits	Undeterminable	The AMSRC will provide the formal mechanism for addressing all automation concerns related to ISP; the ISA ratification process should be enhanced; and OCONUS and CONUS communications become a reality without incurring unwanted expense.
8. The DEPSO or the Defense Standardization Manager establish a policy that requires any International Agreement must be implemented into a MILSPEC or MILSTD (or nongovernment STD) within a period of 1 year.		Potential Nonmonetary Benefits	Man-hours	Net Savings - Undetermined. Provides real-time implementation of standards: Enhances U.S. industry's ability to compete in the European common community. Enhances U.S. commitment to comply with international agreements; implements compliance with public law and Congressional Guidance.

SUMMARY OF SAVINGS AND COST (ANNUAL) (Con't)

<u>RECOMMENDATION</u>	<u>PAGE NO</u>	<u>SAVINGS</u>	<u>COST</u>	<u>NET SAVINGS/BENEFITS</u>
9. Upon approval of the nominee as the U.S. Representative for a NATO or ABCA Panel, the U.S. Army action agent will prepare an official letter of appointment for appropriate signature.		Potential Nonmonetary Benefits	Man-hours	Net Savings - Undetermined. The U.S. delegate will be officially appointed; all levels of the chain-of-command will be aware of the appointment; and AMCICP will be able to maintain a current list of MSC POCs on NATO and ABCA Panels.
10. Develop and issue a DOD and AMC policy statement for standardization indicating the advantage of initiating International Standardization early in the Life Cycle Development (6.1, 6.2, 6.3A).		Potential Monetary Benefits	Man-hours	Net Savings - Undetermined. This will result in less redesign of fielded items; effective utilization of foreign investments; standardized components and materiel; standardized designs; enhanced interoperability; stronger multilateral and bilateral coordinations and communication; and ensure early consideration of AR 34-1 Rationalization, Standardization and Interoperability in the Technology Base.
11. Establish a program to periodically advise commanders and exercise planners in USAREUR, FORSCOM, Eighth Army and other Commands of materiel exchange agreements.		Potential Nonmonetary Benefits	Man-hours	Net Savings - Undetermined. Will enhance utilization and understanding of allied materiel during troop exercises; build troop confidence in allied materiel; will promote evaluation of interoperability agreements; improves OCONUS troop readiness; and the ability to utilize allied materiel will be a combat multiplier for U.S. and allied troops.

SUMMARY OF SAVINGS AND COST (ANNUAL) (Con't)

<u>RECOMMENDATION</u>	PAGE	<u>NO</u> <u>SAVINGS</u>	<u>COST</u>	<u>NET SAVINGS/BENEFITS</u>
12. Amend the sections within AR 34-1 covering coordination, review and approval of NATO documents to reflect the DOD directed procedures within 5100.35 for ratification of ISAs generated by the CNAD and NATO international staff.		Potential Nonmonetary Benefits	Man-hours	Net Savings - Undetermined. Results in a streamlining of functions and processes for handling NATO standardization, agreements, policies, and documents.
13. AMCICP in coordination with HQDA, and OSD, a centralized focal point within the Army for payment of NATO APs produced by other NATO nations and distribution to the U.S. Army.		Potential Monetary Benefits	Undeterminable	Net Savings - Undetermined. Provides clear guidance needed by the affected agencies. This central point for request and purchase of allied publications will be cost effective and ensure timely distribution of needed documents to the field.
14. Security provisions for the protection of documents with like requirements should be standardized at the lowest level consistent with protection provided by the initiating country.		Potential Nonmonetary Benefits	Undeterminable	Net Savings - Undetermined. Provides for a rationale system for handling "Allied Restricted" in the same manner which is consistent with the way NATO with RESTRICTED documents are treated.

PART III - FOLLOW-UP ACTIONS

PART III

1. The primary office of responsibility for implementing this SMA is AMCICP.
2. AMCICP will provide quarterly status reports to Headquarters, Army Materiel Command (HQ, AMC), AMCRM-Z, concerning the required implementation actions commencing the first quarter following the approval of this study.

IMPLEMENTATION PLAN

<u>COMMAND</u>	<u>RESPONSIBLE OFFICE AND POC</u>	<u>DUE DATE</u>
1. AMC	AMCICP-ISI Dr. Russ Wiltshire	15 Jul 90
2. AMC	AMCICP-ISI Dr. Russ Wiltshire	15 Jul 90
3. AMC	AMCICP-ISI Dr. Russ Wiltshire AMC-DCSRM Ms. Alicia Medina	Action Completed
4. AMC	AMCICP-ISI Dr. Russ Wiltshire	15 Jul 90
5. AMC	AMCICP-ISI Dr. Russ Wiltshire	15 Jul 90
6. AMC	AMCICP-ISI Dr. Russ Wiltshire	15 Jul 90
7. AMC	AMCICP-ISI Dr. Russ Wiltshire AMCICP-ISI Mr. Robert Brown	15 Jul 90
8. AMC	AMCICP-ISI Dr. Russ Wiltshire AMCPD Mr. Jim Knowles	15 Jul 90
9. AMC	AMCICP-ISI Dr. Russ Wiltshire	15 Jul 90
10. AMC	AMCICP-ISI Dr. Russ Wiltshire LCSTPM Mr. Fred Adler	15 Jul 90
11. AMC	AMCICP-ISI Dr. Russ Wiltshire	15 Aug 90
12. AMC	AMCICP-ISI Dr. Russ Wiltshire	15 Jul 90
13. AMC	AMCICP-ISI Dr. Russ Wiltshire	15 Jul 90 (Part 1) 15 Sep 90 (Part 2)
14. AMC	AMCICP-ISI Dr. Russ Wiltshire	15 Jul 90

PART II STUDY METHODOLOGY TECHNIQUES

PART II STUDY METHODOLOGY TECHNIQUES

METHODOLOGY: Preliminary data analysis focused on a number of new initiatives to enhance the Army International Standardization Program to include delineation of organizational responsibilities and resources. The remaining critical area addressed is the optimum management structure needed to carry out these activities, particularly within the MSCs and SRAs. This analysis included reviewing historical documents, regulations, policies and procedures, and other documentation identifying the overall mission and operation. Onsite data collection visits were conducted at all levels of responsibility to include: OSD; OJCS; HQDA; HQ, AMC; MSCs and RDECs. We also contacted or visited the U.S. Air Force; Marine Corps; Naval Publications and Forms Center (NPFC); Logistics Management Institute (LMI); and Information Dimensions Incorporated. This research and analysis enabled us to develop issues, topics, and observations which were reviewed and discussed by functional representatives in a workshop held in Alexandria, VA 11-15 Sep 89.

A. ACKNOWLEDGEMENTS.

The recommendations presented in this report are results of a collective effort by the AMCMEA study team, AMCICP personnel and subject matter experts within the MSCs and RDECs. Additionally, we utilized the expertise of individuals from the Office of the Secretary of Defense, Joint Chiefs of Staff, Headquarters Department of the Army, U.S. Air Force, Navy, and Marine Corps. The cooperation of these individuals contributed to the success of this effort.

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APPENDICES

APPENDIX A



DEPARTMENT OF THE ARMY
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U.S. ARMY MATERIEL COMMAND (AMC) SUBJECT MATTER ASSESSMENT (SMA)
STUDY CHARTER

SUBJECT: International Standardization Programs

1. Introduction: We designed the SMA concept to comprehensively analyze and evaluate AMC functional processes within each major subordinate command (MSC). This SMA is designed to improve the effectiveness and efficiency associated with the processes within International Standardization Programs.

2. Scope: The SMA will assess seven specific areas involved within the management of International Standardization Programs: the process of handling International Standardization Agreements (ISAs); the interface with military specifications and standards; knowledge of ISAs and management within the MSCs; information flow from international forums to action agents; published policy and procedures; adequacy of priority and funding; and the overall effectiveness of the ISA program. In assessing the above areas, the SMA will focus on policies, procedures, and the management process used in International Standardization Programs. The U.S. Army Materiel Command Management Engineering Activity (AMCMEA) will direct this effort with representation from HQ, AMC and subject matter experts from all MSCs.

3. Study Participants:

a. The HQ, AMC: Mr. Rodney Smith, Study Cochairman

b. The AMCMEA:

- (1) Mr. Ron Lloyd, Study Chairman
- (2) Mr. George Tatum,
- (3) Mr. Jim Bearden,
- (4) Ms. Rhenda Herron,

c. Subject Matter Experts (To be provided by the appropriate MSC):

- (1) U.S. Army Armament, Munitions and Chemical Command - AMCCOM
- (2) U.S. Army Aviation Systems Command - AVSCOM
- (3) U.S. Army Communications-Electronics Command - CECOM
- (4) U.S. Army Laboratory Command - LABCOM
- (5) U.S. Army Missile Command - MICOM
- (6) U.S. Army Tank-Automotive Command - TACOM
- (7) U.S. Army Test and Evaluation Command - TECOM
- (8) U.S. Army Troop Support Command - TROSCOM

d. Additional study participation: We will invite representatives from HQ, Department of the Army; HQ, Training and Doctrine Command; and, the U.S. Air Force to participate, as appropriate.

SUBJECT: International Standardization Programs

4. SMA Objective: The study objective is to analyze and evaluate the management, funding, priority, and process associated with the review, ratification, and implementation of ISAs. We will assess the processes and procedures within HQ, AMC and the MSCs with particular attention to the incorporation of ISAs into military specifications and standards.

5. General Study Approach: We will use management engineering and consulting techniques. These techniques include, but are not limited to: flow process charting, brainstorming, and interviewing. The AMCMEA will use onsite visits to collect data, develop flow charts of existing procedures, and prepare alternative methods for review. The AMCMEA, HQ, AMC, and MSC workshop is scheduled for 11 - 15 September 1989 in Washington, D.C. During this workshop, participants will resolve disconnects associated with International Standardization Programs.

6. Responsibilities:

a. The HQ, AMC and MSC representatives will assist AMCMEA in the evaluation of data collected; attend the SMA workshop; identify highly qualified individuals to represent the functional area; and arbitrate, finalize, and coordinate the study findings to ensure the results are consistent with the objectives and requirements of HQ, AMC. Representatives will also ensure the timely implementation of approved enhancements, and based upon recommendations from the study group, ensure that required changes are made to functional directives.

b. The AMCMEA participants will prepare the study schedule; obtain approval for the study to include study parameters; conduct the study with the aid and assistance of all functional participants; conduct the SMA workshop; and be responsible for the preparation of the final report.

c. The MSC functional personnel will be responsible for ensuring that data collected is reliable, complete, and representative of their respective MSC. These functional personnel will provide expertise throughout the study.

d. All study personnel will participate in the SMA workshop to be held in Washington, DC. During the SMA workshop, all functional representatives will assist in determining the most efficient and effective process within AMC. The parent organizations will be responsible for salaries and travel expenses.

7. Documentation:

a. We will document the study in In-Process Reviews (IPRs) and a Final Report.

b. The Command Group, AMC, will approve the completed study findings and recommendations. The Office for International Cooperative Programs will initiate action to implement the enhancements.

SUBJECT: International Standardization Programs

8. Milestones:

a. Major Study Events:

<u>ACTIVITY</u>	<u>START</u>	<u>COMPLETION DATE</u>
Obtain Study Approval	31 May 89	9 Jun 89
Functional Analysis	19 Jun 89	25 Aug 89
Workshop	11 Sep 89	15 Sep 89
Interim Report	18 Sep 89	29 Sep 89
Final Report	23 Oct 89	15 Dec 89

b. Progress Report:

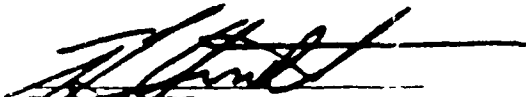
AMC IPR	22 Sep 89
AMC IPR	18 Oct 89

c. Final Report Briefing (HQ, AMC Functional)	15 Nov 89
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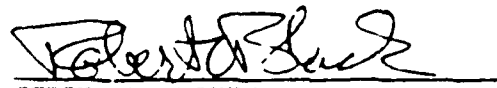
d. Final Report Briefing (Deputy Commanding General for International Cooperative Programs)	15 Dec 89
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SUBJECT: International Standardization Programs

9. Authority: In the conduct of subject SMA, the below listed signatories mutually agree to the actions stated in this study charter.


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(DATE)


JERRY MAX BUNYARD
Lieutenant General, USA
Deputy Commanding General
for International Cooperative
Programs

14 June 1989
(DATE)

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APPENDIX B

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APPENDIX B

ACRONYMS

A

AAE	Army Acquisition Executive
ABCA	American, British, Canadian, Australian (Quadripartite)
ABCA NAVAL	ABCA Naval Standardization Program
ACSAC	Assistant Chief of Staff for Automation and Communication
ADP	Automated Data Processing
AFB	Air Force Base
AIAP	Army International Activities Plan
AIR STD	Air Force Standard
AMC	US Army Materiel Command
AMCCOM	US Army Armament, Munitions, and Chemical Command
AMCICP	HQ, AMC Office Symbol for International Cooperative Programs
AMCMEA	US Army Materiel Command Management Engineering Activity
AMCPD	Army Materiel Command Production
AMCRM	Army Materiel Command Resource Management
AMS	Army Management Structure
AMSRC	Acquisition Management System Review Committee
AP	Allied Publication
AR	Army Regulation
ARDEC	US Army Armament Research, Development, and Engineering Center
ASCC	Air Standardization Coordination Committee
ASA(RDA)	Assistant Secretary of the Army (Research, Development and Acquisition)
ASD(PA&E)	Assistant Secretary of Defense - Program Analysis and Evaluation
AVSCOM	US Army Aviation Systems Command

B

BASIS	Battelle's Automated Search and Indexing System
BERP	Budget Process Resource Review
BRDEC	Belvoir Research, Development and Engineering Center

C

CACDA	Combined Arms Combat Developments Activity
CCFB	Combined Communications Electronic Board
CECOM	US Army Communications and Electronics Command
CENTO	Central Treaty Organization
CG	Commanding General
CNAD	Conference of National Armaments Directors
COD	Cooperative Opportunities Document
COE	Chief of Engineers
CONUS	Continental United States
COSCOM	Corps Support Command
CRDEC	US Army Chemical Research, Development and Engineering Center

D

DA	Department of the Army
DAB	Defense Acquisition Board
DAE	Defense Acquisition Executive
DAIRO	Department of the Army International Rationalization Office
DARCOM	US Army Materiel Development and Readiness Command
DCGICP	Deputy Commanding General for International Cooperative Programs
DCGRDA	Deputy Commanding General for Research, Development, and Analysis
DCSLOG	Deputy Chief of Staff for Logistics
DCGOPS	Deputy Chief of Staff for Operations and Plans

DCSPA&T	Deputy Chief of Staff for Product Assurance and Test
DCSPER	Deputy Chief of Staff for Personnel
DCSRDA	Deputy Chief of Staff for Research, Development, and Acquisition
DCSRM	Deputy Chief of Staff for Resource Management
DEA	Data Exchange Agreement
DEPSO	Departmental Standardization Office
DLSIE	Defense Logistics Information Exchange
DOD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
DODISS	Department of Defense Index of Specifications and Standards
DOIM	Director of Information Management
DSARC	Defense System Acquisition Review Council
DQSO	Defense Quality Standardization Office
DT	Developmental Testing
DTG	Date Time Group

E

E-MAIL	Electronic Mail
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F

FCG	Functional Coordinating Group
FOUO	For Official Use Only
FM	Field Manual
FMS	Foreign Military Sales
FSC	Federal Supply Class
FSM	Functional System Manager
FORSCOM	US Army Forces Command

H

HQ	Headquarters
HQDA	Headquarters, Department of the Army

I

IACOP	International Armaments Cooperative Plan
ICP	International Cooperative Program
IDI	Information Dimensions Incorporated
IDSS	Interoperability Decision Support System

J

JCS	Joint Chiefs of Staff
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L

LABCOM	US Army Laboratory Command
LAPA	Logistics Assistance Program Activity
LEA	Logistics Evaluation Agency
LOGC	US Army Logistics Center
LOGMAP	Logistics Master Plan
LTDP	Long Term Defense Program
LTS	Logistics Technical Support

M

MACOM	Major Army Command
MAS	Military Agency for Standardization (NATO)
MCEB	Military Communication Electronic Board
MDEP	Management Decision Package
MENS	Mission Element Need Statement
MICOM	US Army Missile Command

MIL SPEC	Military Specification
MIL STD	Military Standard
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSC	Major Subordinate Command

N

NAMSA	NATO Maintenance and Supply Agency
NAMSO	NATO Maintenance and Supply Organization
NATO	North Atlantic Treaty Organization
NDP	National Disclosure Policy
NLT	Not Later Than
NPFC	Naval Publications and Forms Center

O

OCONUS	Outside Continental United States
ODCSLOG	Office of the Deputy Chief of Staff for Logistics
ODCSOPS	Office of the Deputy Chief of Staff for Operations
OJCS	Office of the Joint Chiefs of Staff
OSD	Office of the Secretary of Defense
OT	Operational Test
OTEA	Operational Test and Evaluation Agency

P

PAM	Pamphlet
PARR	Program Analysis Resource Review
PCP	Parts Control Program
PEO	Program Executive Officer

PM Program Manager
POC Point of Contact
POM Program Objective Memorandum

Q

QSTAG Quadripartite (ABCA) Standardization Agreement
QWGS Quadripartite Working Groups

R

R&D Research and Development
RDA Research, Development and Acquisition
RDEC Research, Development and Engineering Center
RDT&E or
RDE Research, Development, Test, and Evaluation
RSI Rationalization/Standardization/Interoperability

S

SA Secretary of the Army
SMA Subject Matter Assessment
STANAG Standardization Agreement (NATO)

T

TACOM US Army Tank Automotive Command
TAG The Adjutant General
TECOM US Army Test and Evaluation Command
TRADOC US Army Training and Doctrine Command
TROSCOM US Army Troop Support Command
TTCP The Technical Cooperation Program

U

US OF A	Under Secretary of the Army
USAREUR	United States Army Europe
USAF	United States Air Force
USD&E	Under Secretary of Defense for Research and Engineering
USMC	United States Marine Corps

V

VCSA	Vice Chief of Staff, Army
VENUS	Video Enhanced Network User System

APPENDIX C

APPENDIX C
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JOINT CHIEFS OF STAFF P.O. BOX 46822 WASHINGTON, D.C. 20050	J-7	1
LOGISTIC MANAGEMENT INSTITUTE 4875 EISENHOWER AVENUE ALEXANDRIA, VA 22304		5
U.S. ARMY MEDICAL RESEARCH AND DEVELOPMENT CENTER (MRDC) FT. DETRICK, MD 21701-5012	SRGD-OP	2
NAVAL PUBLICATIONS AND FORMS CENTER 5801 TABOR AVENUE PHILADELPHIA, PA 19120		1

APPENDIX D

17 April 1989

MEMORANDUM FOR DEPUTY CHIEF OF STAFF FOR RESOURCE MANAGEMENT

SUBJECT: International Standardization Program

1. References:

a. AR 34-1. International Military Rationalization. Standardization and Interoperability (RSI). 15 Feb 89.

b. Memorandum. AMCPD-SE. subject: Defense Standardization Program. 23 Jan 89.

c. Brief for DCGRDA and DCGMR. subject: AMC RSI Program. 3 Mar 89.

2. Reference 1a provides policy on standardization achieved through international standardization agreements (ISAs). Reference 1b addresses an Army action plan to implement OSD guidance on defense standardization. At reference 1c, the issue of the relationship between ISAs and defense standardization with regard to funding and execution of the program was discussed and taskings assigned.

3. Materiel oriented ISAs (NATO Standardization Agreements and ABCA Quadripartite Standardization Agreements) are implemented through incorporation into military specifications and standards. This process is highly decentralized and until recently there was no database available for tracking the large number of ISAs. Information is now available in a database with remote access, and as many as 500 of these agreements have materiel implications.

4. A remaining critical area associated with implementation of ISAs is the institutionalization of a process within AMC to insure that procedures are routinely applied and that the Army is in compliance with ratified ISAs. Management, priority and resources for this function are not uniform within the AMC MSCs.

5. It is recommended that AMCMEA undertake a subject matter assessment in accordance with the enclosed study proposal and make appropriate recommendations. POC is Mr. Rodney Smith, AMCICP-SS, 49728.

Enc.



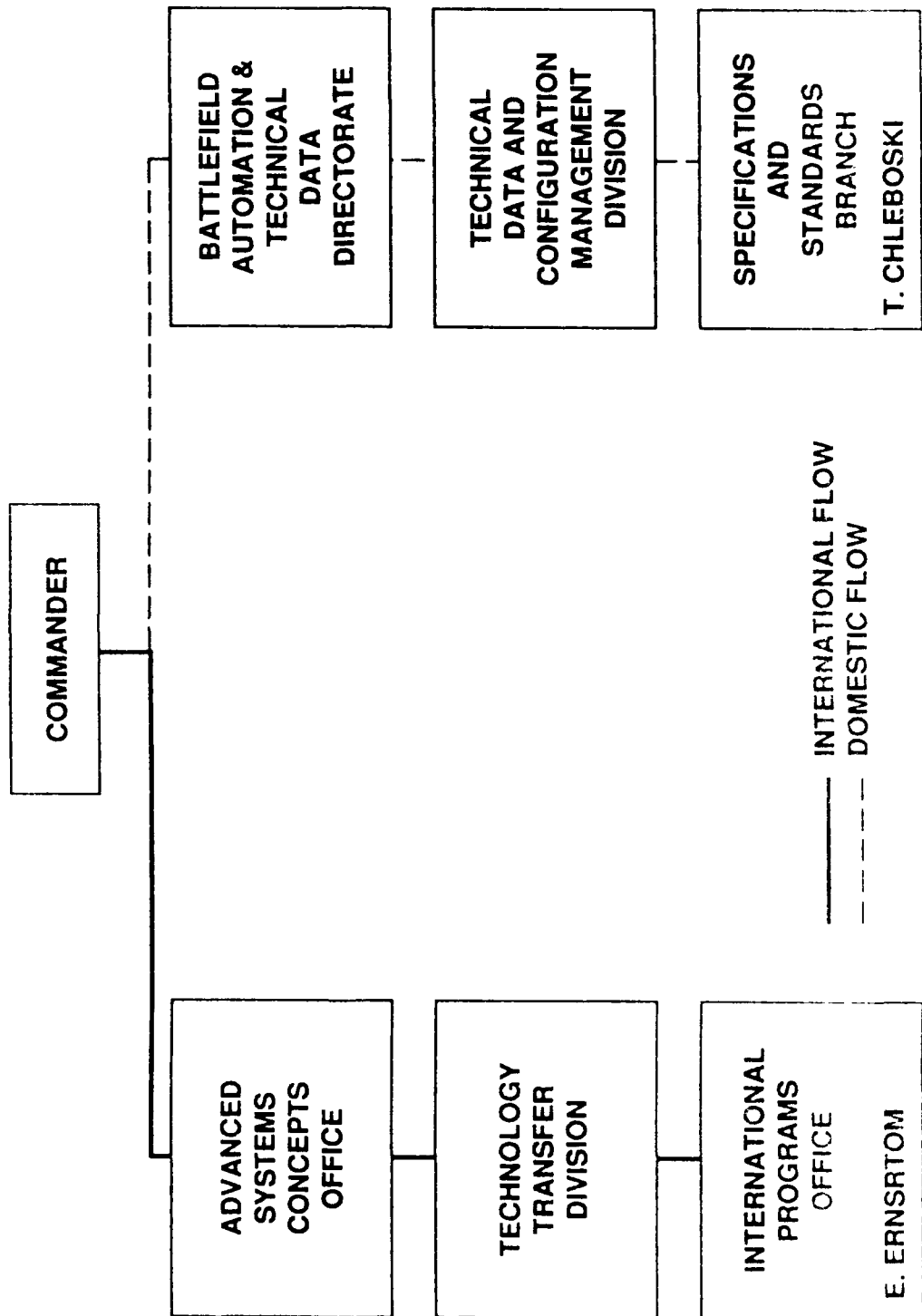
JERRY MAX BUNYARD
Lieutenant General, USA
Deputy Commanding General
for Research, Development
and Acquisition

FM AMCICP
AMCPD

APPENDIX E

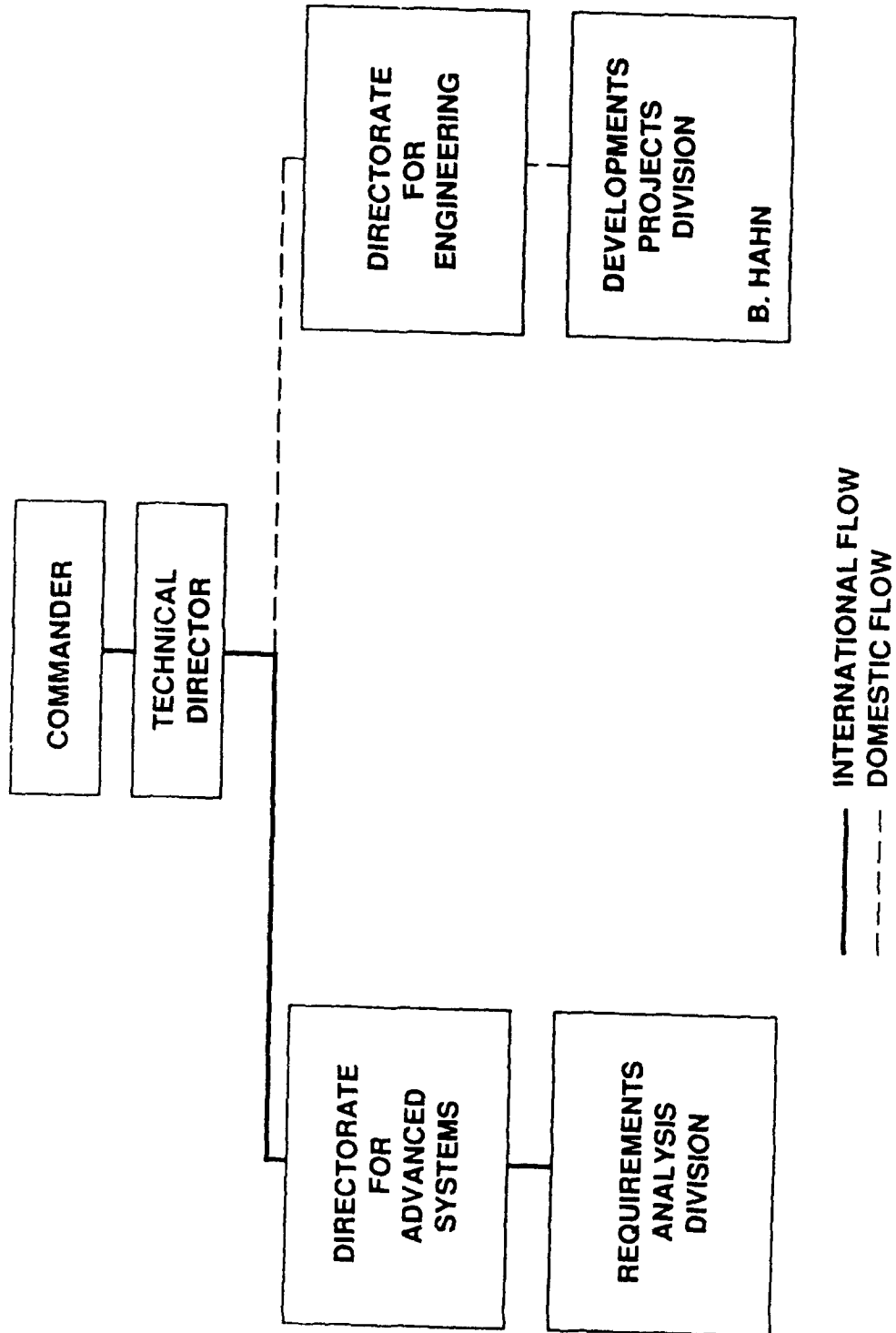
U.S. ARMY ARMAMENT RESEARCH, DEVELOPMENT AND ENGINEERING CENTER

INTERNATIONAL/DOMESTIC STANDARDIZATION INFRASTRUCTURE



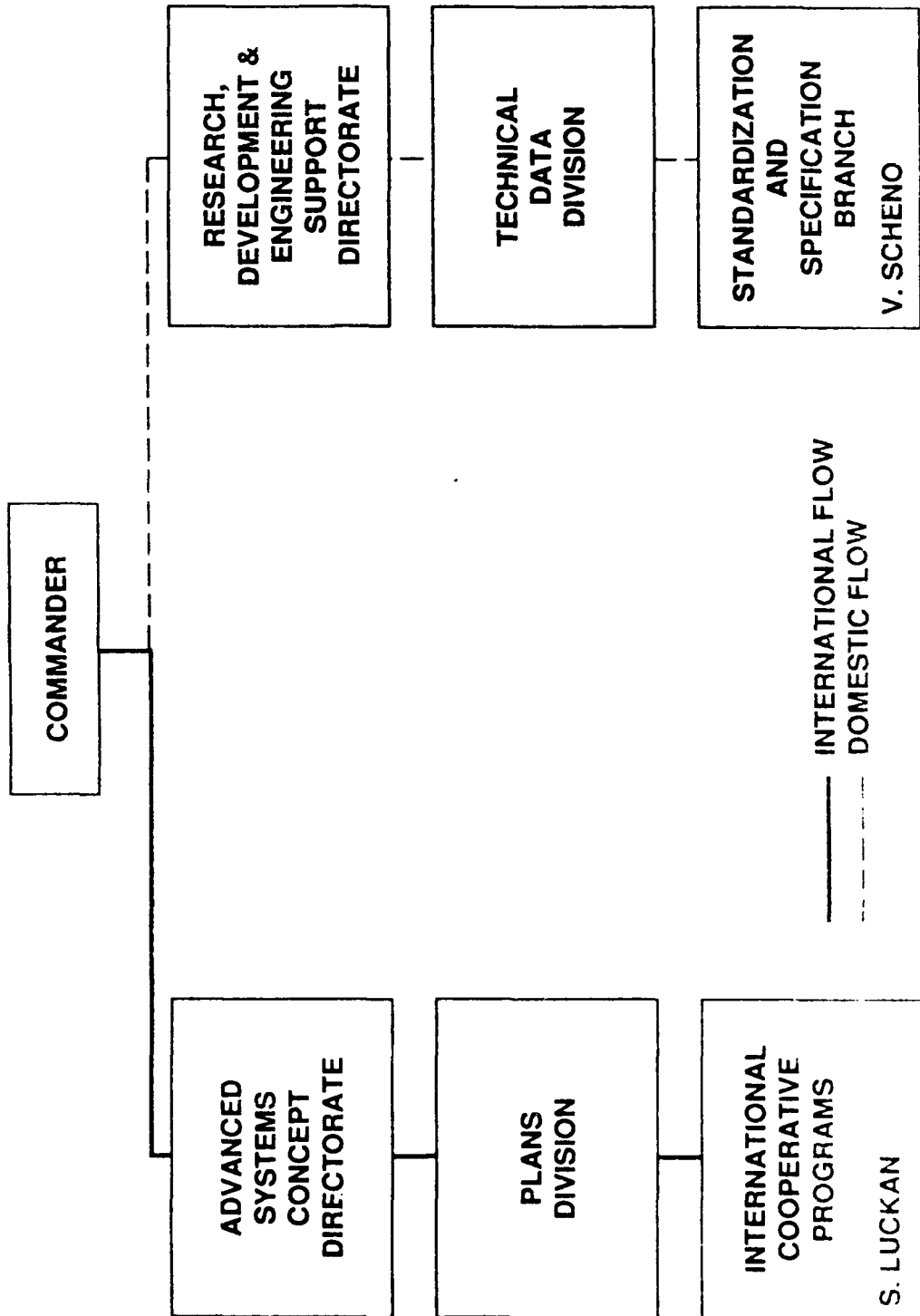
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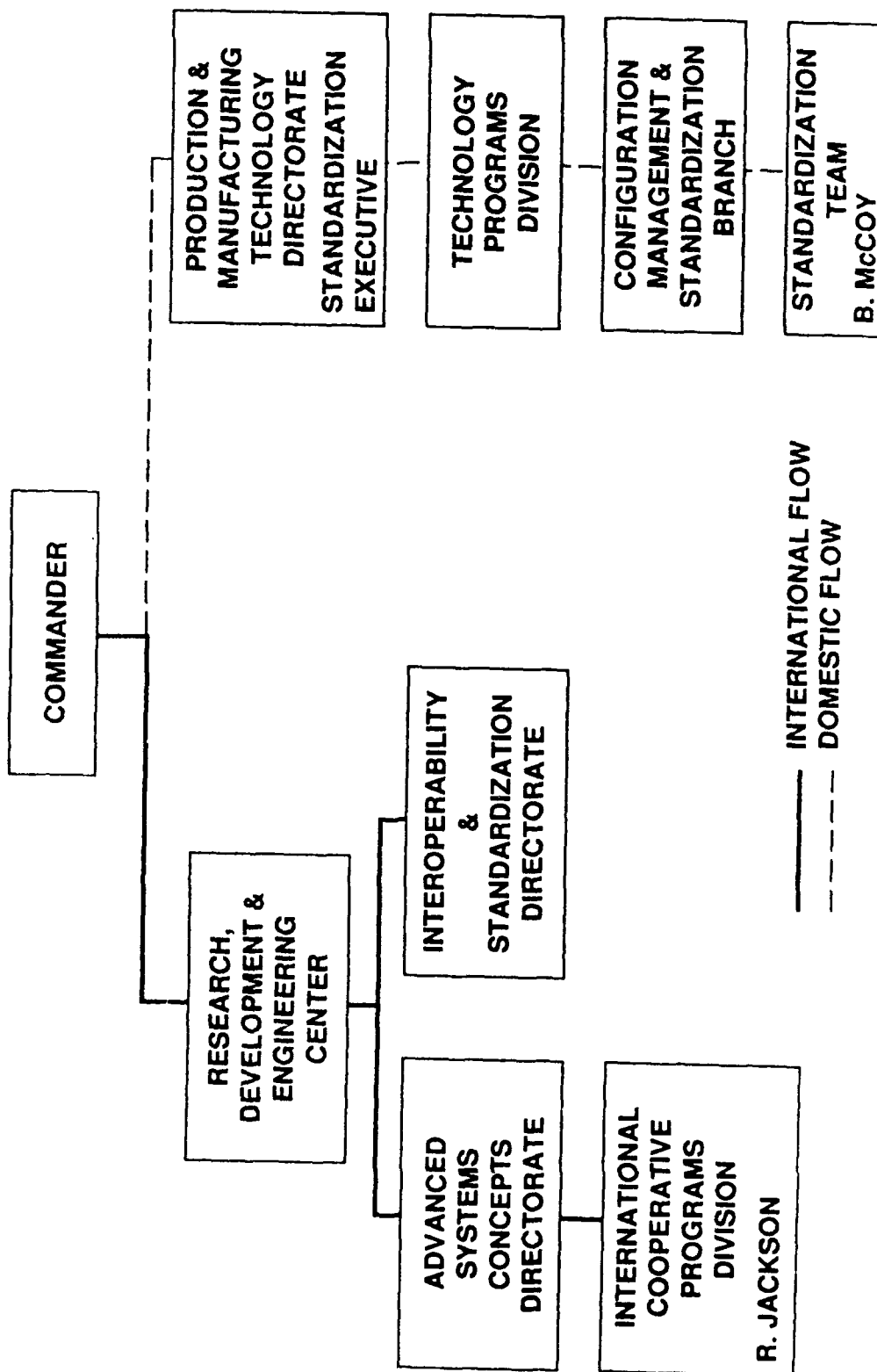
U.S. ARMY CHEMICAL RESEARCH, DEVELOPMENT AND ENGINEERING CENTER

INTERNATIONAL/DOMESTIC STANDARDIZATION INFRASTRUCTURE



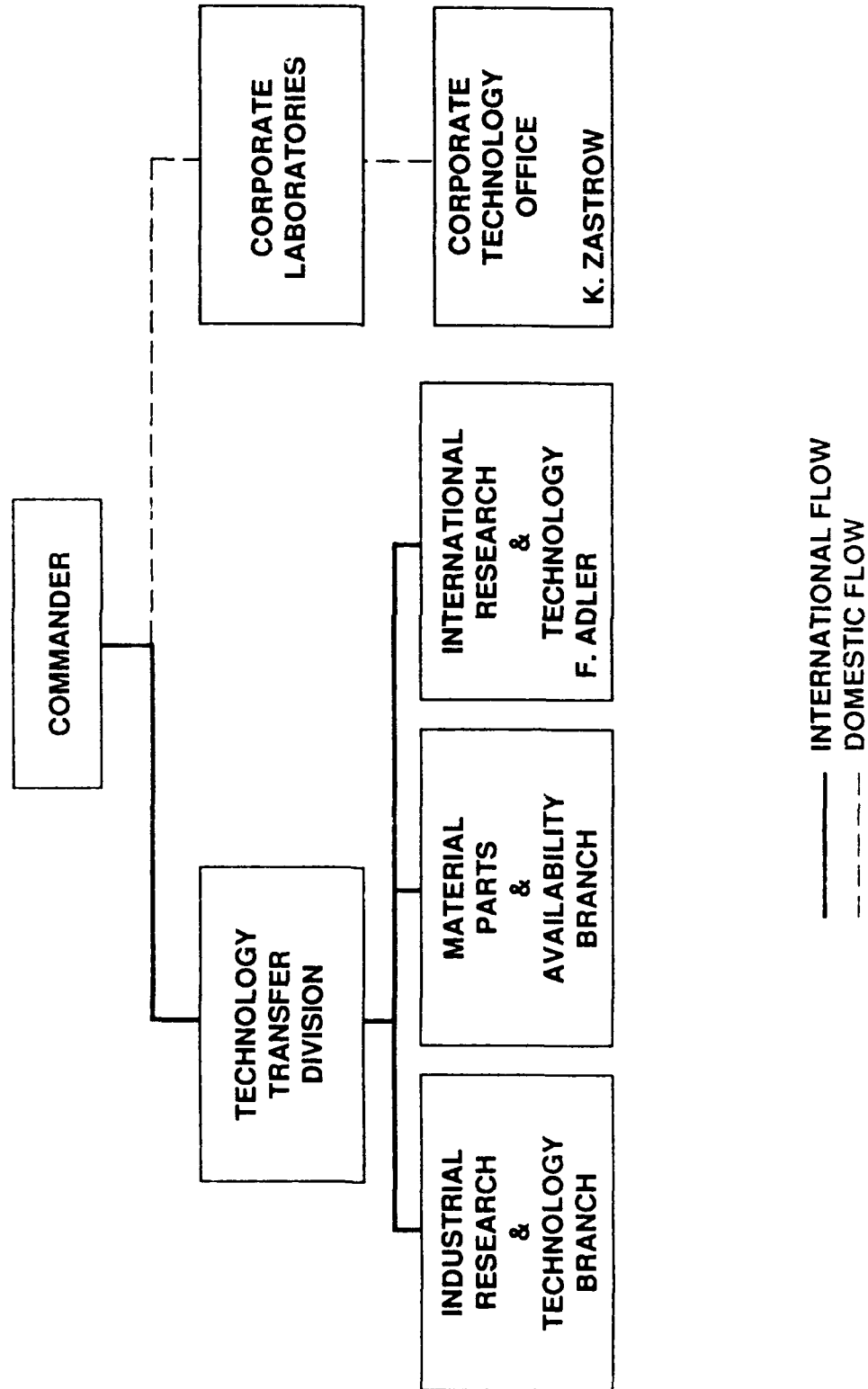
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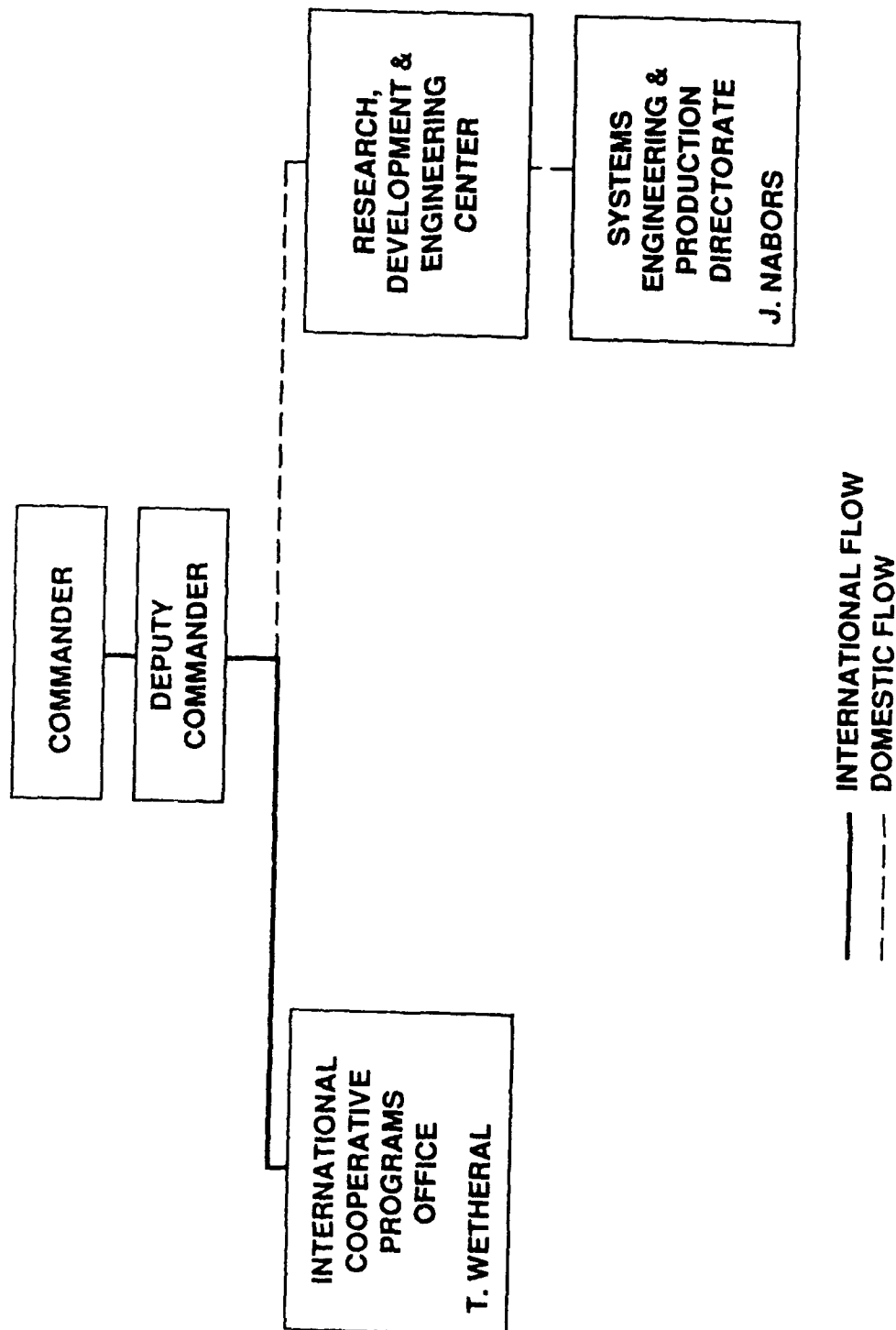
U.S. ARMY LABORATORY COMMAND

INTERNATIONAL/DOMESTIC STANDARDIZATION INFRASTRUCTURE



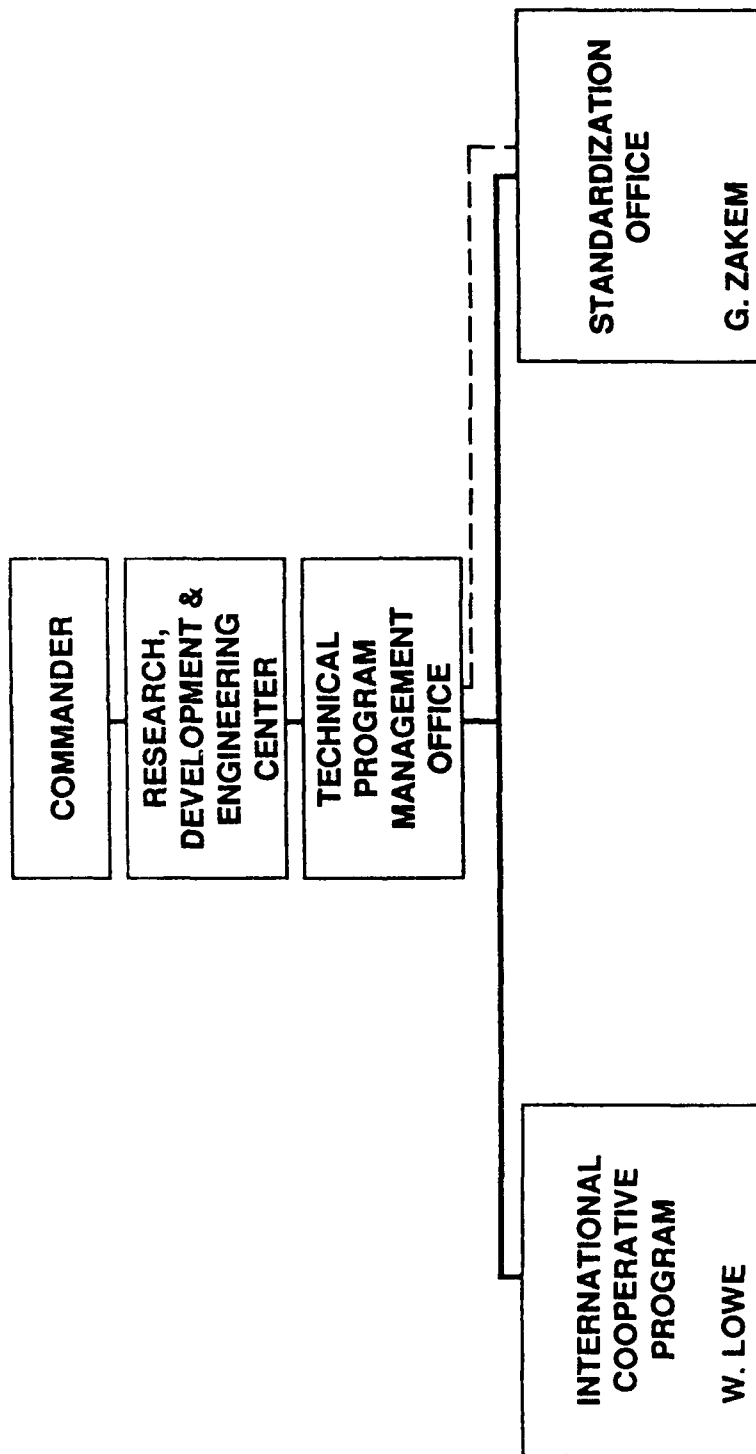
U.S. ARMY MISSILE COMMAND

INTERNATIONAL/DOMESTIC STANDARDIZATION INFRASTRUCTURE



U.S. ARMY TANK-AUTOMOTIVE COMMAND

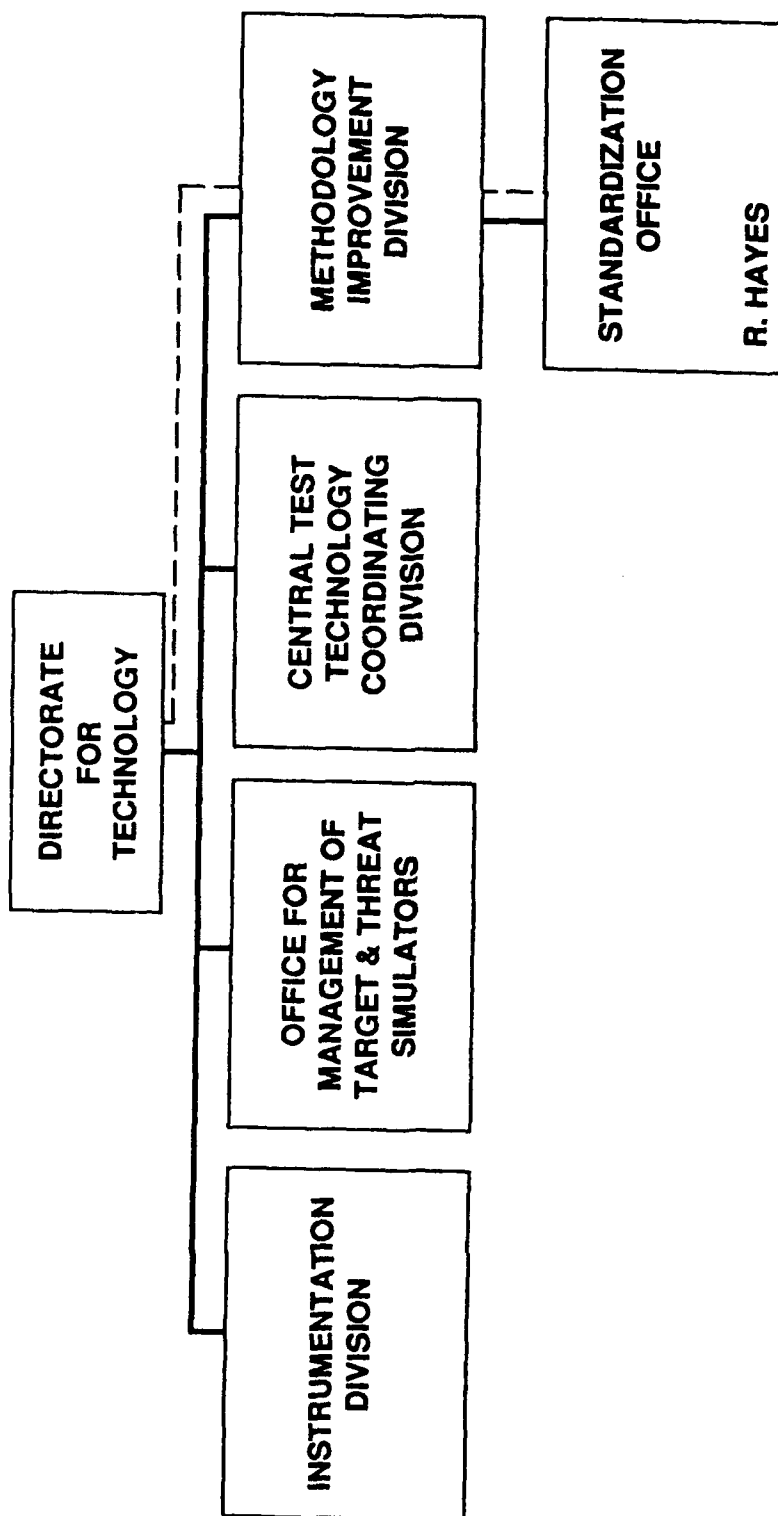
INTERNATIONAL/DOMESTIC STANDARDIZATION INFRASTRUCTURE



—— INTERNATIONAL FLOW
--- DOMESTIC FLOW

U.S. ARMY TEST AND EVALUATION COMMAND

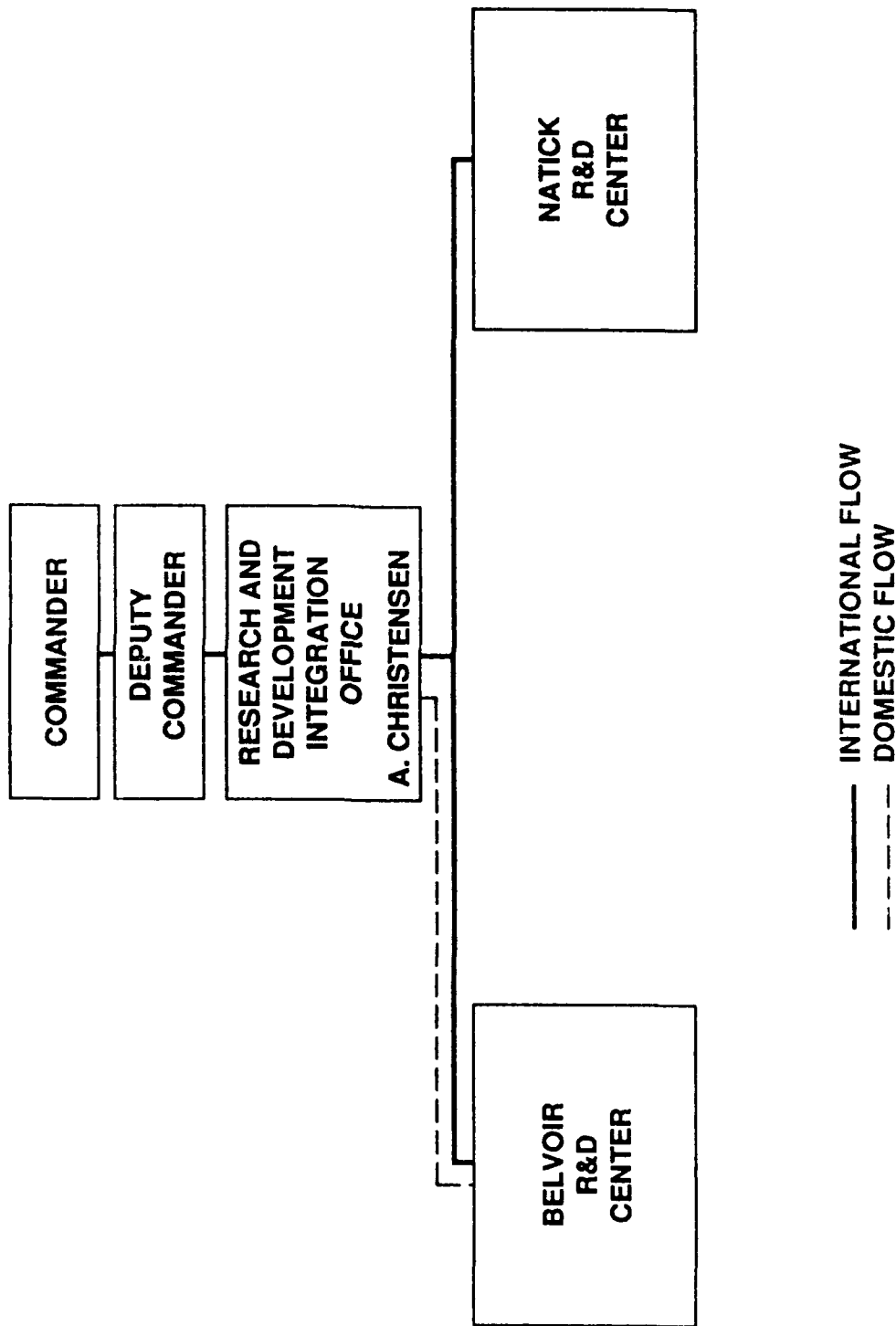
INTERNATIONAL/DOMESTIC STANDARDIZATION INFRASTRUCTURE



— INTERNATIONAL FLOW
- - - DOMESTIC FLOW

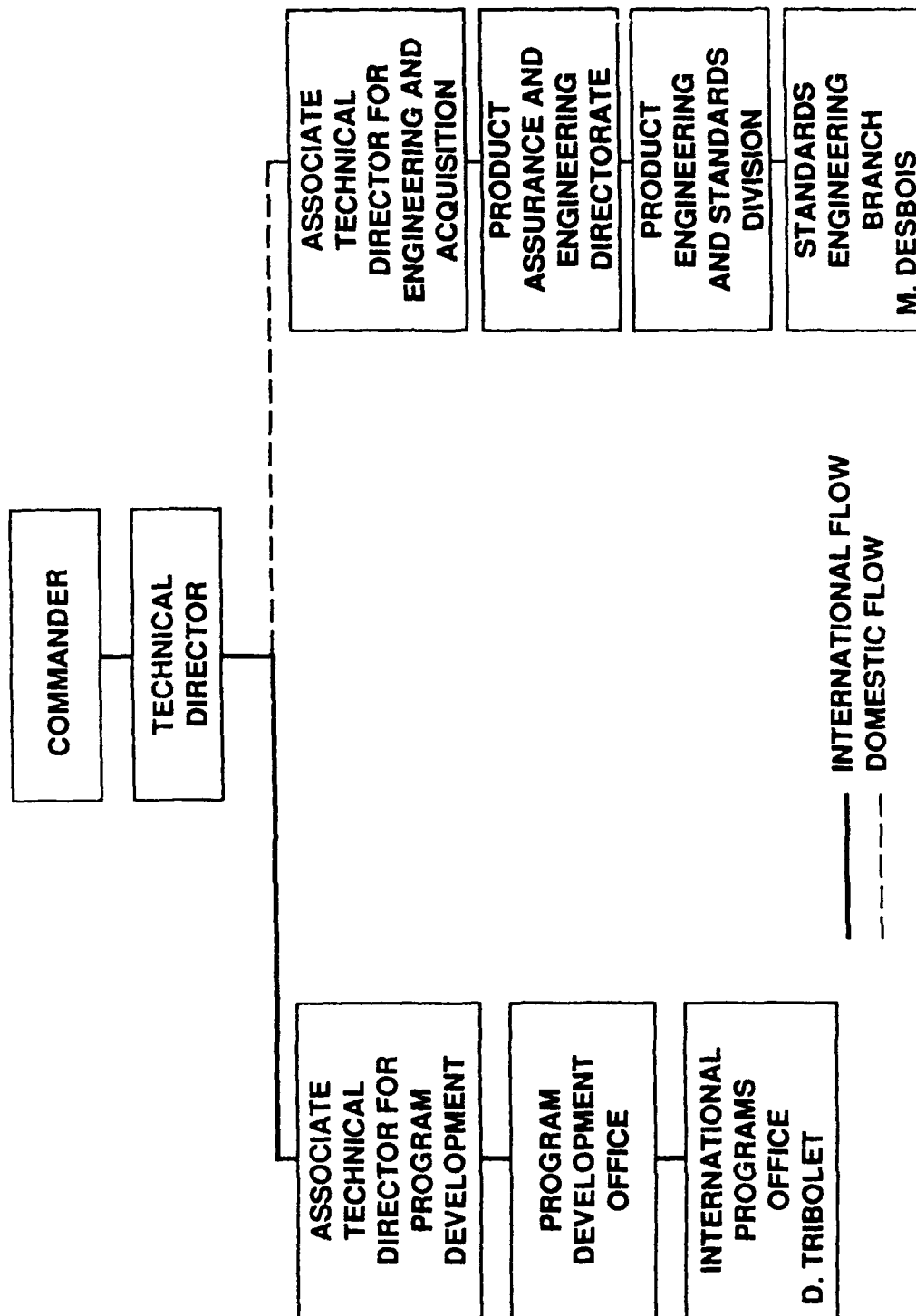
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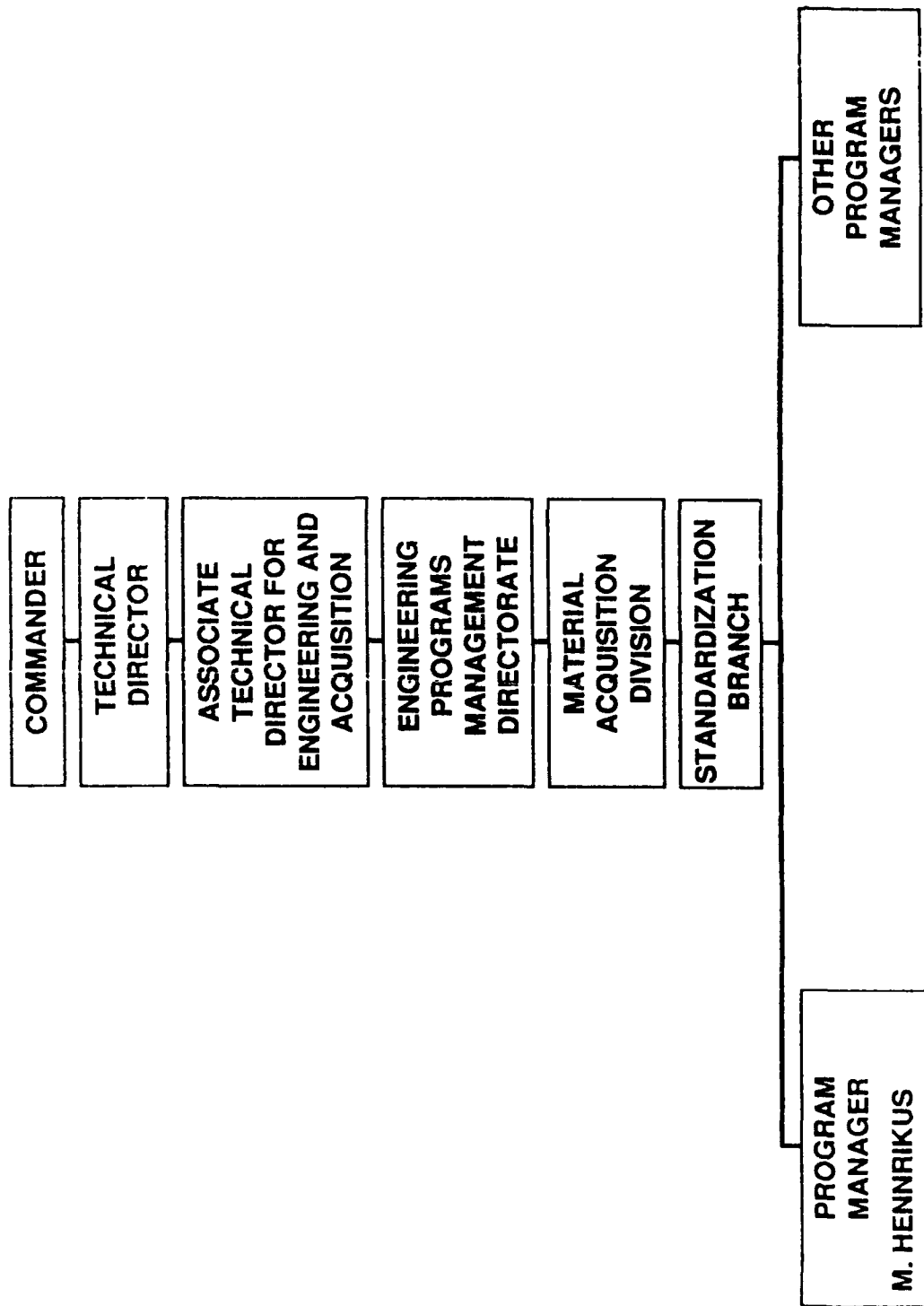
BELVOIR RESEARCH, DEVELOPMENT AND ENGINEERING CENTER/TROSCOM

INTERNATIONAL/DOMESTIC STANDARDIZATION INFRASTRUCTURE



NATICK RESEARCH, DEVELOPMENT AND ENGINEERING CENTER/TROSCOM

INTERNATIONAL/DOMESTIC STANDARDIZATION INFRASTRUCTURE



APPENDIX F

APPENDIX F

APPLICABLE PUBLICATIONS, REGULATIONS, AND LIST OF DOD DIRECTIVES AND INSTRUCTIONS RELATING TO INTERNATIONAL STANDARDIZATION

AR 11-31	Army International Activities Policy
AR 34-1	International Military Rationalization, Standardization, and Interoperability
AR 34-2	Rationalization, Standardization, and Interoperability
AR 70-23	The Technical Cooperative Program
AR 70-33	Mutual Weapons Development Data Exchange Program
AR 70-41	Cooperation with Allies and Other Nations in Research and Development of Defense Equipment
AR 70-76	United States-Canadian Defense Development Sharing Program
DA Pamphlet 34-XX	International Standardization Agreements Assessment
DA Pamphlet 310-35	Index of International Standardization Agreements
AAP-3	Procedure for the Development, Preparation, Production and the Updating of NATO Standardization Agreements (STANAGs) and Allied Publications (APs)
AAP-4	NATO Standardization Agreements and Allied Publications
NRDEC 70-7	International Standardization Regulation
PCS Memorandum of Procedure	147, 21 Jan 88, International Military Rationalization, Standardization, and Interoperability Between the U.S. and Its Allies and Other Friendly Nations.
Quadrupartite Standing Operating Procedures	
2000.3	(D) International Interchange of Patent Rights and Technical Information
2000.3	(D) Cooperative Logistic Supply Support Arrangements
2000.9	(D) International Co-Production Projects and Agreements Between the U.S. and other Countries or International Organizations
2000.9	(D) Clearance of Research and Studies with Foreign Affairs Implications

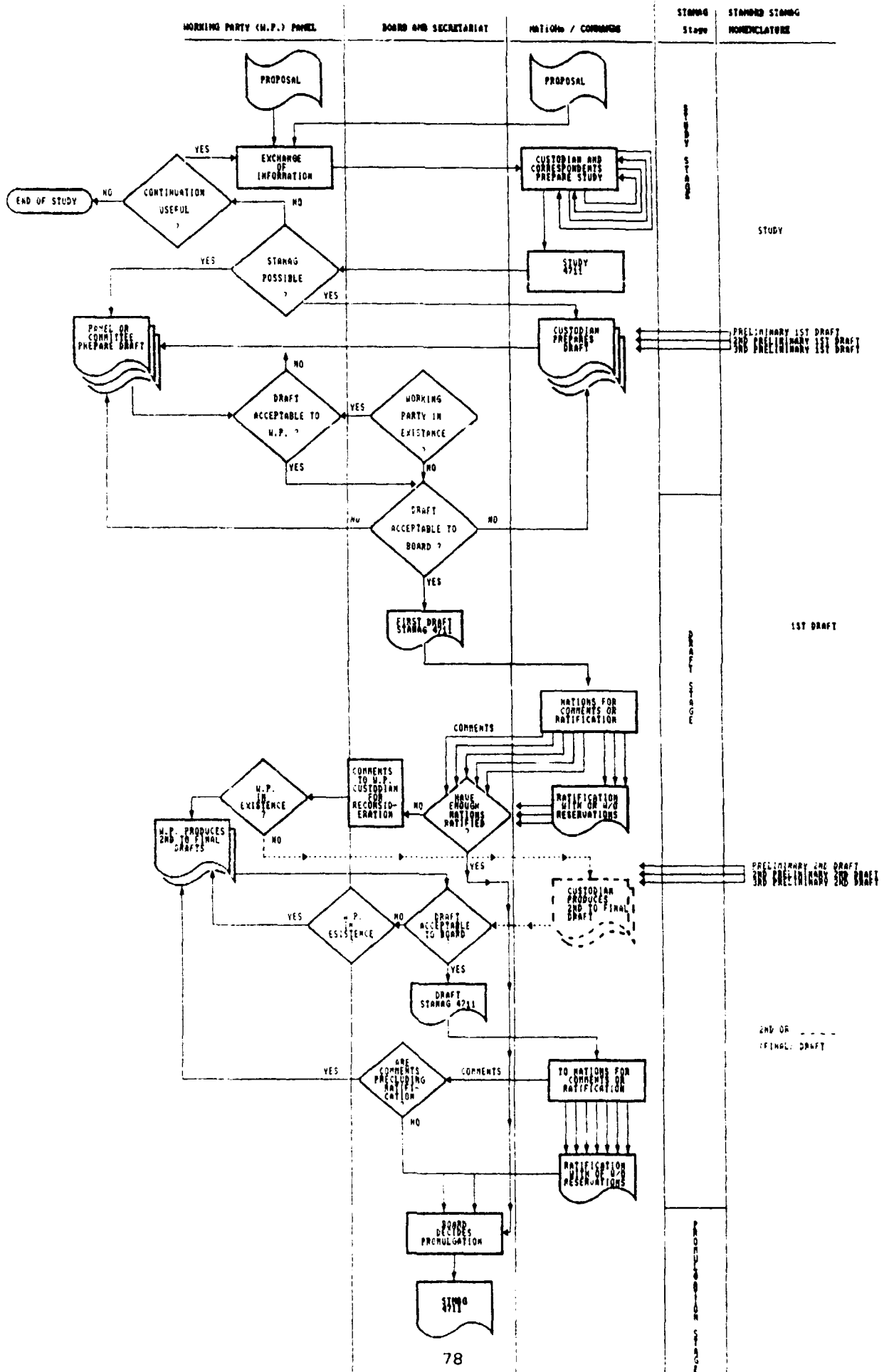
2010.1	(D) Support of International Military Activities (C)
2010.4	U.S. Participation in Certain NATO Groups Relating to Research, Development, Production, and Logistics Support of Military Equipment
2010.5	(D) DOD Participation in the NATO Infrastructure Program
2010.6	(D) Standardization and Interoperability of Weapon Systems and Equipment within the North Atlantic Treaty Organization
2010.7	(D) Policy on Rationalization of NATO and NATO Members Telecommunication Facilities
2010.8	(D) Department of Defense Policy for NATO Logistics
2010.9	(D) Mutual Logistic Support Between the United States and Governments of Other NATO Countries and NATO Subsidiary Bodies
2010.10	Mutual logistic Support Between the United States and Other NATO Forces - Financial Policy (C)
2015.4	Mutual Weapons Development Data Exchange Program
2030.1	(D) Participation of the Department of Defense in the Trade Agreement Program
2035.1	(D) Defense Economic Cooperation with Canada
2040.2	International Transfers of Technology, Goods, (D) Services, and Munitions
2045.2	Agreements with Australia, Canada and Ireland for Reciprocal Qualification of Products on Non-resident Manufacturers
2050.1	Delegated Approval Authority to Negotiate and Conclude International Agreements
2110.32	Foreign Military Sales Between the United States and the Federal Republic of Germany
2125.1	(D) Military Assistance Program Offshore Procurement
3100.3	(D) Cooperation with Allies in Research and Development of Defense Equipment
3100.4	(D) Harmonization of Qualitative Requirements for Defense Equipment of the United States and Its Allies
C-3100.6*	(D) Continental United States Support of U.S. - Federal Republic of Germany Logistic Programs (U)

3310.1	(D) International Intelligence Agreements
4120.3	(D) Defense Standardization and Specification Program
4120.11	(D) Standardization of Mobile Electric Power Generating Sources
4120.18	(D) Metric System of Measurement
4120.19	DoD Parts Control Program
4120.20	Development and Use of Non-Government Specifications and Standards
4120.21	(D) Application of Specifications, Standards and Related Documents in the Acquisition Process
4120.23	DoD Metrication Plan
4130.2	(D) The Federal Catalog System
4630.5	(D) Compatibility and Interoperability of Tactical Command, Control, Communications and Intelligence System
5000.7	(D) Official Temporary Duty Travel Abroad
5000.9	(D) Standardization of Military Terminology (C)
5010.19	(D) Configuration Management
5010.20	(D) Work Breakdown Structures for Defense Materiel Items
5100.27	(D) Delineation of International Logistic Responsibilities
5100.53	(D) U.S. Participation in Certain NATO Groups Relating to the Research, Development, Production and Logistics Support of Military Equipment
5100.55	(D) United States Security Authority for North Atlantic Treaty Organization Affairs
5105.20	(D) Defense Representation, United States Mission to the North Atlantic Treaty Organization and Europe
5105.31	(D) Defense Nuclear Agency (DNA) (C)
5210.50	(D) Unauthorized Disclosure of Classified Information to the Public
5210.60	(D) Security Clearance Program for United States Citizens Employed Directly by the North Atlantic Treaty Organization, the South-East Asia Treaty Organization, and the Central Treaty Organization

C-5220.29*	Implementation of the North Atlantic Treaty Organization Industrial Security Procedures (U)
S-5225.1*	Communications Security (COMSEC) Assistance to Foreign Governments and International Organizations (U)
5230.9	(D) Clearance of DoD Information for Public Release
5230.11	(D) Disclosure of Classified Military Information to Foreign Governments and International Organizations
5230.17	Procedures for Disclosure of Classified Military Information to Foreign Governments and International Organizations
5230.18	The DoD Foreign Disclosure and Technical Information System
5230.20	Control of Foreign Representatives
5230.24	(D) Distribution Statements on Technical Documents
5230.25	(D) Withholding of Unclassified Technical Data from Public Disclosure
5500.2	(D) Policies Governing Participation of Department of Defense Components and Personnel in Activities of Private Associations
5530.3	(D) International Agreements
7060.1	(D) Department of Defense Transactions Entering the International Balance of Payments (C)
7060.2	International Balance of Payments Program-- Accounting, Reporting and Estimating (C)
7250.13	(D) Official Representation Funds (C)
7290.1	Method of Financing, Funding, Accounting and Fiscal Reporting for the Military Assistance Grant Aid Program
7290.3	Foreign Military Sales Financial Management Manual (C)

APPENDIX G

BIRTH OF A STANAG



APPENDIX H

TITLE 10, UNITED STATES CODE

ARMED FORCES

**(As Amended Through
April 21, 1987)**

**PREPARED FOR THE USE OF THE
COMMITTEE ON ARMED SERVICES
OF THE
HOUSE OF REPRESENTATIVES**



JUNE 1987

**Printed for the use of the Committee on
Armed Services of the House of Representatives**

including weapons, armor, ammunition, and fuel, procured for the use of the armed forces of the United States stationed in Europe under the North Atlantic Treaty or at least to make that equipment interoperable with equipment of other members of the North Atlantic Treaty Organization. To carry out this policy, the Secretary of Defense shall—

(1) assess the costs and possible loss of nonnuclear combat effectiveness of the military forces of the members of the Organization caused by the failure of the members to standardize equipment;

(2) maintain a list of actions to be taken, including an evaluation of the priority and timing of the actions, to improve the capability of the Organization or save resources for the Organization; and

(3) initiate and carry out, to the maximum extent feasible, procurement procedures to acquire standardized or interoperable equipment, considering the cost, function, quality, and availability of the equipment.

(b) Progress in realizing the objectives of standardization and interoperability would be enhanced by expanded inter-Allied procurement of arms and equipment within the North Atlantic Treaty Organization. Expanded inter-Allied procurement would be made easier by greater reliance on licensing and coproduction cooperative agreements among the signatories of the North Atlantic Treaty. If constructed to preserve the efficiencies associated with economies of scale, the agreements could minimize potential economic hardship to parties to the agreements and increase the survivability, in time of war, of the North Atlantic Alliance's armaments production base by dispersing manufacturing facilities. In conjunction with other members of the Organization and to the maximum extent feasible, the Secretary shall—

(1) identify areas in which those cooperative agreements may be made with members of the Alliance; and

(2) negotiate those agreements.

(c)(1) It is the sense of Congress that weapons systems being developed wholly or primarily for employment in the North Atlantic Treaty Organization theater should conform to a common Organization requirement in order to proceed toward joint doctrine and planning and to facilitate maximum feasible standardization and interoperability of equipment, and that a common Organization requirement should be understood to include a common definition of the military threat to the members of the Organization.

(2) It is further the sense of Congress that standardization of weapons and equipment within the Organization on the basis of a "two-way street" concept of cooperation in defense procurement between Europe and North America can only work in a realistic sense if the European nations operate on a united and collective basis. Therefore, the governments of Europe are encouraged to ac-

...that program should be subject to periodic review and the results of each assessment and evaluation, and the results achieved with the members of the North Atlantic Treaty Organization, under subsection (a) (1) and (2) and (b);

(2) procurement action initiated on each new major system not complying with the policy of subsection (a);

(3) procurement action initiated on each new major system that is not standardized or interoperable with equipment of other members of the Organization, including a description of the system chosen and the reason for choosing that system;

(4) the identity of—

(a) each program of research and development for the armed forces of the United States stationed in Europe that supports, conforms, or both, to common Organization requirements of developing weapon systems for use by the Organization, including a common definition of the military threat to the Organization; and

(b) the common requirements of the Organization to which those programs conform or which they support;

(5) action of the Alliance toward common Organization requirements if none exist;

(6) efforts to establish a regular procedure and mechanism in the Organization to determine common military requirements;

(7) a description of each existing and planned program of the Department of Defense that supports the development or procurement of a weapon system or other military equipment originally developed or procured by members of the Organization other than the United States and for which funds have been authorized to be appropriated for the fiscal year in which the report is submitted, including a summary listing of the amount of funds—

(A) appropriated for those programs for the fiscal year in which the report is submitted; and

(B) requested, or proposed to be requested, for those programs for each of the 2 fiscal years following the fiscal year for which the report is submitted; and

(8) a description of each weapon system or other military equipment originally developed or procured in the United States and that is being developed or procured by members of the Organization other than the United States during the fiscal year for which the report is submitted.

(e) If the Secretary decides that procurement of equipment manufactured outside the United States is necessary to carry out the policy of subsection (a), the Secretary may determine under section 2 of title III of the Act of March 3, 1933 (41 U.S.C. 10a), that acquiring that equipment manufactured in the United States is inconsistent with the public interest.

(f) The Secretary shall submit the results of each assessment and evaluation made under subsection (a) (1) and (2) to the appropriate

North Atlantic Treaty Organization body to become an integral part of the overall Organization review of force goals and development of force plans.
(Added P.L. 97-295, § 1(30)(A), Oct. 12, 1982, 96 Stat. 1294.)