



Defense AT&L



January-February 2005

A PUBLICATION OF THE DEFENSE ACQUISITION UNIVERSITY



DCMA's Evolving Role in Contract Management and Strategy For Deploying Contingency Contractors Worldwide

DCMA Director
Maj. Gen. Darryl A. Scott, USAF,
sits down with *Defense AT&L*

ALSO

PM Leadership:
Seven Keys to Success

Acquisition on the High Seas

From Approved J&A to
Contract Award in 16 Weeks

Acquisition and
Cross-Servicing Agreements

Unique Identification of
Tangible Items

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE 2005		2. REPORT TYPE N/A		3. DATES COVERED -	
4. TITLE AND SUBTITLE Defense AT&L Magazine A Publication of the Defense Acquisition University				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S) Owen C. Gadeken /Capt. Chris Quaid, USAF, Maj. Dan Ward, USAF, Steven Liss, Cathy Lambert, Alan Li, Shailesh Parmer, R. Hayden Hurt, LeAnthia Sumpter, Kathy Malnick, Maj Dan Ward, USAF				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Defense Acquisition University 9820 Belvoir Rd Attn: DAU Press, Bldg 206 Basement Fort Belvoir, VA 22060-5565				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release, distribution unlimited					
13. SUPPLEMENTARY NOTES formerly Program Manager Magazine, The original document contains color images.					
14. ABSTRACT Defense AT&L magazine is a vehicle for transmitting information on policies, trends, events, ad current thinking affecting program management and Defense Acquisition, Technology and Logistics. As the flagship publication of the Defense Acquisition University, Defense AT&L also disseminates information on training and education, continuous learning, and e-Learning to those acquisition professionals serving in career positions covered by the Defense Acquisition Workforce Improvement Act (DAWIA).					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT UU	18. NUMBER OF PAGES 105	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			



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DCMA Director

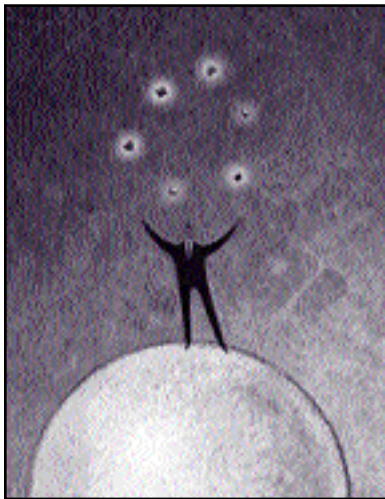
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Published by the
**DEFENSE
ACQUISITION UNIVERSITY**

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Letters to the Editor and other correspondence are welcome and may be mailed to the address shown below or sent by e-mail to judith.greig@dau.mil. Article preparation/submission guidelines are located on inside back cover of this issue or may be downloaded from our Web site at <http://www.dau.mil/pubs/damtoc.asp>. Inquiries concerning proposed articles can also be made by phone at (703) 805-3762 or DSN 655-3762/3364.

Defense AT&L (ISSN 1547-5476), formerly *Program Manager*, is published bimonthly by the DAU Press and is free to all U.S. and foreign national subscribers. Periodical postage is paid at the U.S. Postal Facility, Fort Belvoir, Va., and additional U.S. Postal Facilities. **POSTMASTER: Send address changes to:**

**DEFENSE AT&L
DEFENSE ACQUISITION UNIVERSITY
ATTN DAU PRESS STE 3
9820 BELVOIR ROAD
FT BELVOIR VA 22060-5565**

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Maj. Gen. Darryl A. Scott, USAF DCMA Director Sits Down with *Defense AT&L*

Air Force Maj. Gen. Darryl A. Scott became the third director of the Defense Contract Management Agency on Dec. 5, 2003. He is responsible for leading DCMA's 11,000 military and civilian managers and technical experts in performing worldwide acquisition life cycle contract management for Department of Defense weapon system programs, spares, supplies, and services. Managing more than 352,000 prime contracts with remaining work valued at approximately one trillion dollars, DCMA monitors more than 25,000 domestic and foreign contractors.

On Oct. 5, 2004, Wilson "Chip" Summers, professor of contract management, School of Program Management, Defense Acquisition University, spoke with Scott for *Defense AT&L* about the evolving role of DCMA in contract management, a vitalized focus on the customer, a commitment to performance-based management, and ramp-

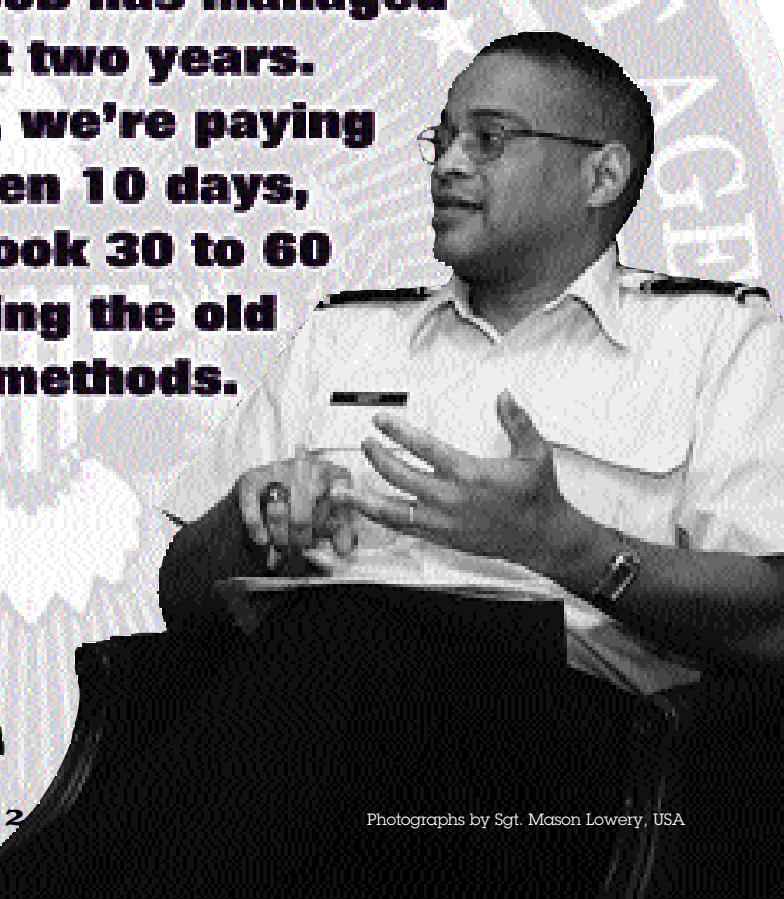
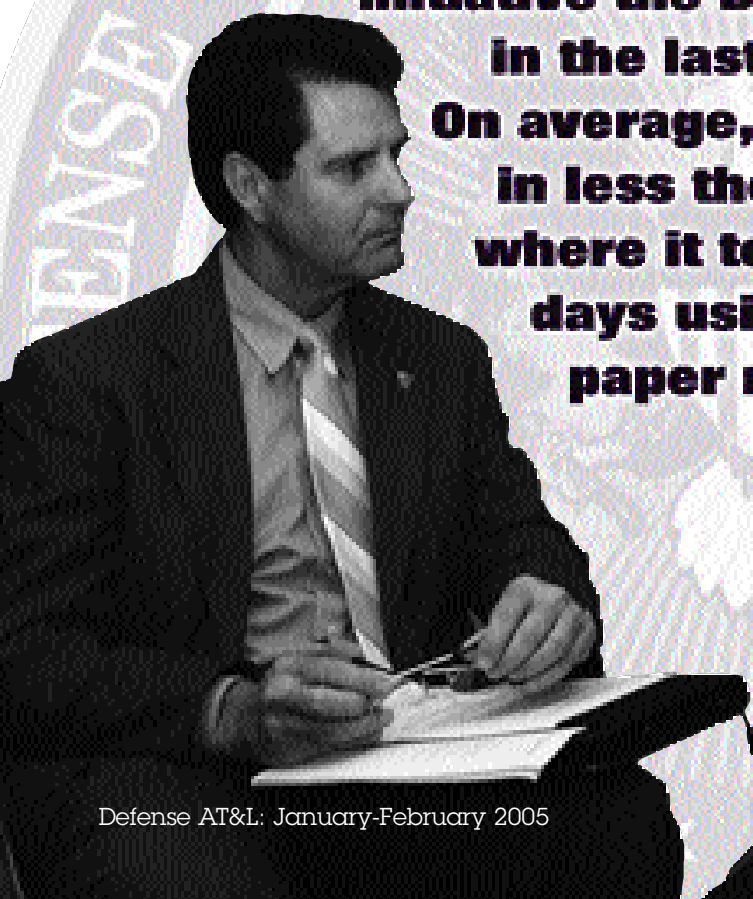
ing up a plan to meet the increased need for contingency contractors to deploy around the world.

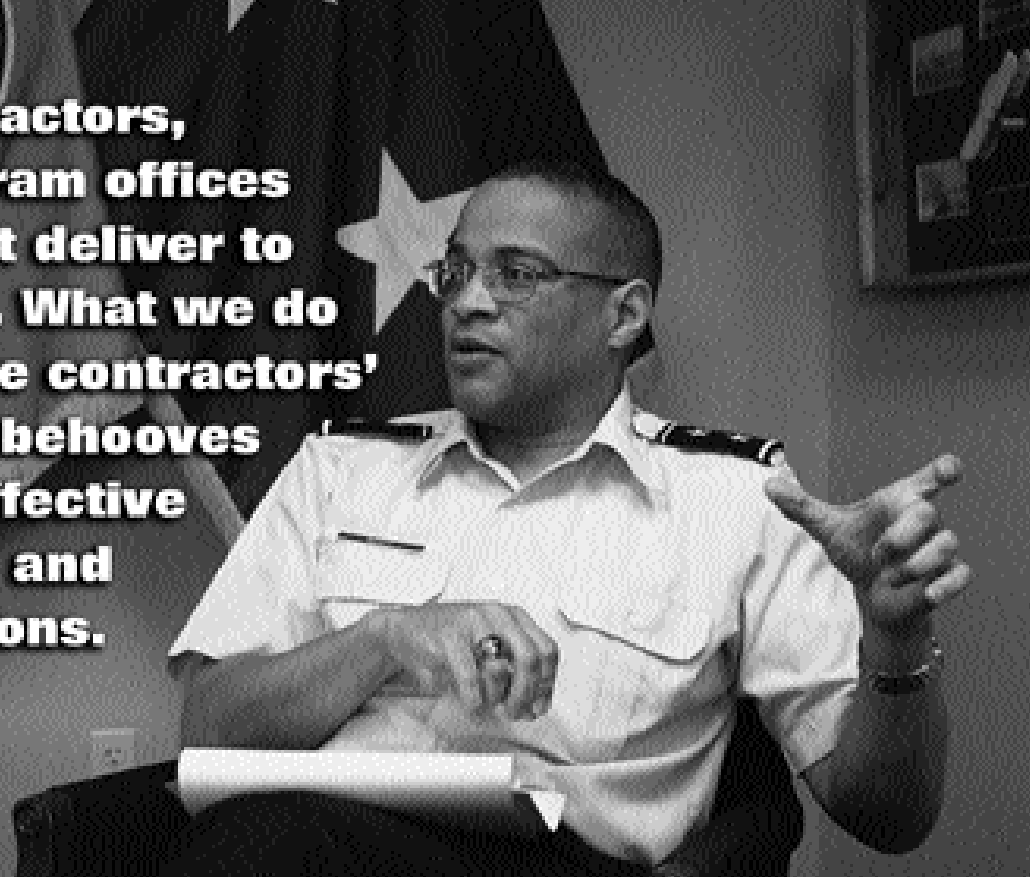
Q Gen. Scott, you've stated that you spent your first few weeks as DCMA director sitting in "the right seat," observing and talking with people working for DCMA. What impressed you at that time?

A I think the thing that impressed me most was the attitude of DCMA employees and the DCMA organization as a whole. I don't think I'd ever seen an organization that worked harder at focusing on and meeting the customer's desires.

DCMA was then (and still is) probably the best agency at strategic planning I'd seen in 30 years in the DoD. Its very disciplined strategic planning process was an excellent

Major industry associations [have] said wide area workflow is the best initiative the DoD has managed in the last two years. On average, we're paying in less than 10 days, where it took 30 to 60 days using the old paper methods.





It's the contractors, not the program offices or DCMA, that deliver to the warriors. What we do is manage the contractors' efforts, so it behooves us to have effective partnerships and communications.

strength to build on. What we needed to do was execute. Often times, we made excellent plans—we just had a bit of trouble pulling the trigger. Now we're working to have an equally disciplined execution process to match our outstanding planning process.

Q *DCMA led two DRIDS—defense reform initiative decisions: paperless contract closeout and development of an end-to-end procurement process. Can you summarize the goals and progress of these initiatives?*

A Both of those DRIDs closed out a couple of years ago, and both of them have morphed into new initiatives under the business management modernization program. DCMA is strongly involved in those.

Regarding the paperless end-to-end procurement process, we've been involved in initiatives like the wide area workflow. The WAWF has been a tremendous success for the entire DoD and for DCMA. Since its introduction, we've reduced the late payments to contractors from around \$200 in interest per million dollars paid to less than 10 cents per million paid. I think the figure is actually around 2 cents per million now. In 2003, we paid over \$1.1 billion in invoices through WAWF. This year, we are on track to more than double that.

The other area we're working very hard is contract close-out. If you don't do that well, you end up throwing good resources after bad. Our goal is to close every contract

out within the timeframe specified in the FAR [*Federal Acquisition Regulation*]; we are still not there yet, but we have made tremendous progress. When Mike Wynne [*under secretary of defense (AT&L)*] made this a goal for us three years ago, there were over 19,000 contracts that had gone well past the date by which they should have been closed. I'm happy to say that today, we've come down to 9,000—and keep in mind that new contracts are coming into complete status every year, so it's kind of like painting a moving subway train. Going into fiscal 2004, we had \$64 million at risk for cancellation, and I am pleased to report that by the beginning of September, we'd reduced that to less than \$20 million.

Q *I would imagine the contractors are excited about the WAWF as well.*

A They are. I was at a forum with five of the major industry associations just last week, and they said it's the best initiative the DoD has managed in the last two years. On average, we're paying in less than 10 days, where it took 30 to 60 days using the old paper methods.

Q *Knowledge management, or KM, is a subject near and dear to your heart. You've noted that in an era of information overload and increasingly complex decision making, KM initiatives are critical to mission accomplishment. One of your primary objectives is to ensure the right person in the right place at the right time, armed with the necessary informa-*

Maj. Gen. Darryl A. Scott, USAF

Director, Defense Contract Management Agency

Air Force Maj. Gen. Darryl A. Scott became the director of the Defense Contract Management Agency in December 2003. He leads 11,000 civilian and military leaders, managers, and technical experts in performing worldwide acquisition life cycle contract management for Department of Defense weapon system programs, spares, supplies, and services.



Scott entered the Air Force after graduating from the U.S. Air Force Academy in June 1974. He has since served as a principal contracting officer for space, missile, aircraft, and C4ISR. He has twice commanded and has served staff tours at both Major Command and Air Staff levels. Immediately prior to assuming command of DCMA, Scott was vice commander, Warner Robins Air Logistics Center, Air Force Materiel Command, Robins Air Force Base, Ga.

Scott was awarded a bachelor of science degree in economics from the U.S. Air Force Academy, Colorado Springs, Colo., in 1974. Two years later, he was named a distinguished graduate, Squadron Officer School, Maxwell Air Force Base, Ala. He obtained his master's degree in logistics management, with distinction, from the Air Force Institute of Technology Graduate School of Systems and Logistics, Wright-Patterson Air Force Base, Ohio. Scott attended the Air Command and Staff College, Maxwell Air Force Base, Ala. In 1990, he was named distinguished graduate, Industrial College of the Armed Forces, Fort Lesley J. McNair, Washington, D.C. Scott holds the Legion of Merit with oak leaf cluster, Defense Meritorious Service Medal, Meritorious Service Medal with two oak leaf clusters, and the Air Force Commendation Medal.

tion, knowledge, and experience to get the job done. You've said that this can be accomplished only through a virtual workforce.

We've been reading for years about the knowledge drain that's going to occur with people leaving the workforce. KM is one of the areas that would probably help.

A Absolutely. We've got a really powerful KM initiative going on here in the agency. We've already deployed a Web-based KM platform, and all 11,000 employees in the agency have access to it.

The most important thing in the KM system is to foster collaboration; we can leverage knowledge within the agency. For example, take engineers: I don't have them in all 125 of my contract management offices, yet I can still offer a full range of skills in electrical, mechanical,

aerospace, and environmental engineering at every site. KM allows us to collaborate not only across distances, but across time as well. We've got over 800 offices worldwide, and now we can operate asynchronously. I don't need people in the same time zone, in the same meeting room.

The second thing we're doing is knowledge capture. The average age of my workforce is 51 years. That's not necessarily a problem, as they remind me all the time. Many of them don't have immediate plans to go anywhere, but we're going to need to capture the kinds of knowledge they have as they reach retirement age. KM is a repository for lessons learned, best practices, and information sharing throughout the agency.

The third thing—which was less obvious to us when we began—is the ability of folks in the agency to organize themselves in an almost organic fashion using KM. You've got the formal structure of the agency—headquarters, two geographic districts plus the international districts, and 125 CMOs [*contract management offices*]. It tends to operate in a traditional military command-and-control type of structure, where the direction goes from headquarters down to the field, and information comes back up from field to headquarters. KM has allowed us to organize informally in groups

we call communities of practice or CoPs. We've got over 50 CoPs in the agency right now. Probably the most active consists of budgeteers and financial managers. Their informal CoP has become an instrument in my formal planning, programming, and budgeting system. I do budget calls like everybody else in DoD, but in addition, my budget folks get on the CoP and share information, ask questions, and bring their expertise to bear to solve problems—and they do it very rapidly, allowing us to cut the time to prepare our program objectives memorandum, for example, by almost 50 percent. And this was an initiative that the folks at the analyst level took upon themselves when they saw the tool and its potential. We're getting over 23,000 hits a day on our KM Web site from people who have self organized instead of using more formal repositories of information.

We're planning on rolling out the second generation of KM tools—more powerful Web tools and processes that

allow us to enhance collaboration and document management. We're looking at adding virtual lightboarding [*a Web tool that allows multiple users to view and collaboratively use the same image set in real time*], virtual meeting spaces, added configuration control and document version management tools, and a new search engine. Right now, one of the shortcomings of our KM platform is that you have to know where something is in order to be able to find it quickly.

Q *It doesn't sound as if you've had a difficult time getting people to participate in this particular KM system.*

A That's true, but it does bring up an interesting dynamic. As excited as we are with 50-plus COPs and 23,000 hits a day, there is still some cultural and institutional resistance to operating this way. I probably have about 10 percent of the workforce who are active KM users. The others range from infrequent visitors to people who don't use it at all. We want to encourage them to use it, and we're working to identify the barriers.

We are also pushing hard on the concept of what we call virtual IPTs [*integrated product teams*], which enable people to organize in a more systematic way and work asynchronously using their KM tools without being slaves to time and distance.

Q *Our industry partners are critical to the efficiency and combat effectiveness of our military forces. You've promised an open ear and impartial attitude. What efforts are currently under way to ensure effective communication and teamwork between the DoD and its industrial partners?*

A We've got a number of initiatives going. It's the contractors, not the program offices or DCMA, that deliver to the warriors. What we do is manage the contractors' efforts, so it behooves us to have effective partnerships and communications with them.

The bulk of our efforts are at the local level. We have management councils with virtually all the major contractors taking place on the contractors' sites. The councils provide an opportunity for site representatives and the leadership of DCMA to discuss broad-based issues—not necessarily issues that are specific to one particular program or the activity that is going on that week, but things that have a general interest.

Next, we have sector and corporate management councils at the district level and the senior management level here at headquarters. For example, there is a real push on unique identifiers and radio frequency identifiers, and

the goal is to have implementation on UID—unique identification—within calendar year 2005. So the subject of a current corporate management council or sector management council might be creating an effective plan to get UID implemented across the business sector and deciding how DCMA will support the activities.

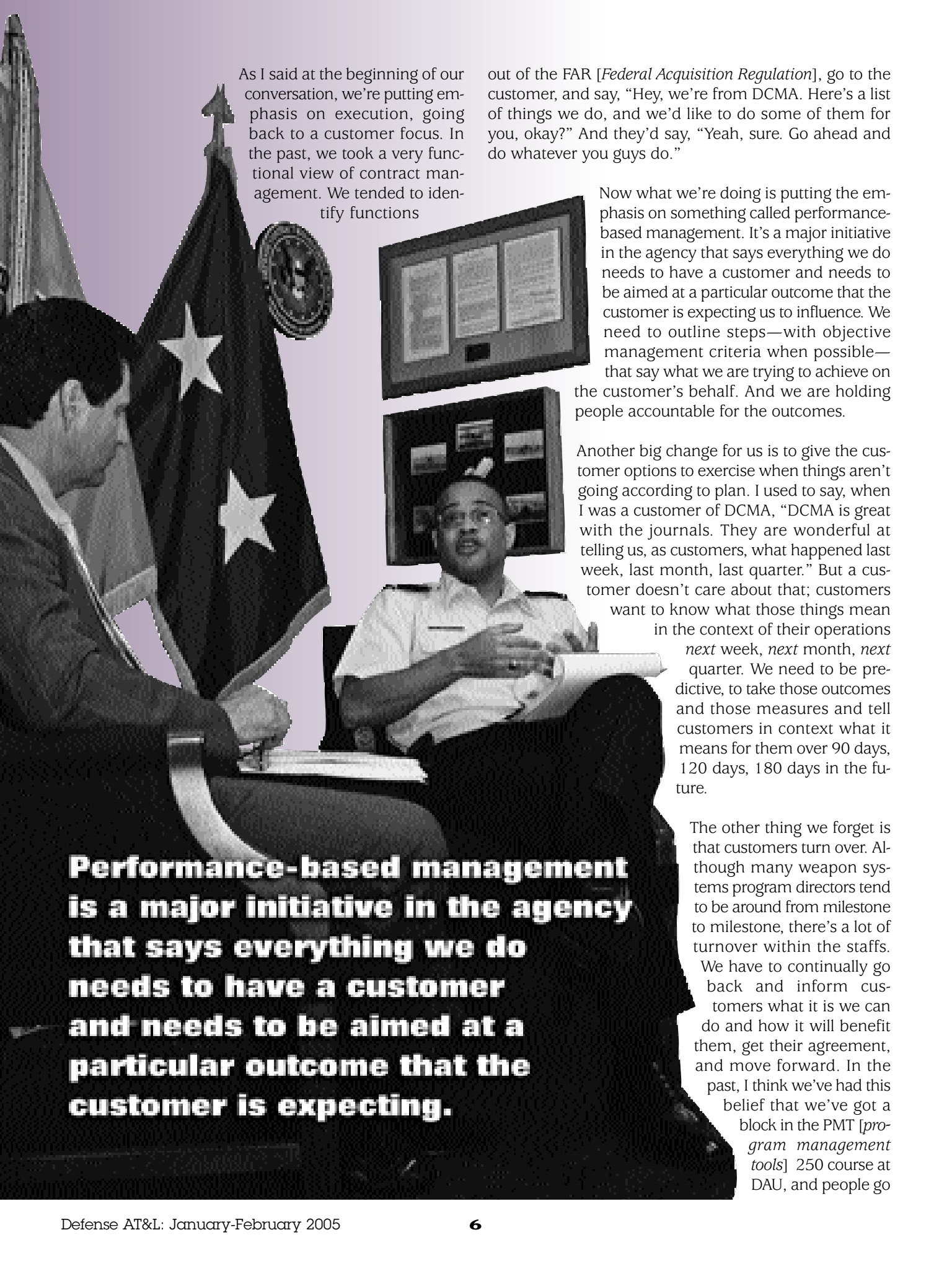
The corporate management council is the highest level. Typically, my staff and I will be involved with the big five defense contractors. It's an opportunity to tell corporate executives what is on my agenda and to listen and get feedback on the things that are working well and the ones that aren't. We're discussing UID, and I am really excited about our decision to ask each company to work with us in coming up with the most effective plan. Before, we were trying to manage contract by contract, and that's really difficult.

The companies are telling us they're grateful that we asked them. In the past, DoD has implemented policy without necessarily seeking corporate feedback, except in a very formal way through notices in the *Federal Register* and that type of thing. These councils provide the opportunity to roll up our sleeves, close the door, and yell at each other a little bit, but with the understanding that when we walk out the door, we understand each other's position a whole lot better. I think it's working very well.

Finally, I'd like to put in a plug for the feedback session we've instituted with the industry associations. We find that there are some things that companies won't talk to you about one on one. As much as I'd like to see myself as fair and impartial, they are afraid that certain comments could come back to bite them some day in the future. However, they will talk openly through the industry association. We used to do this on a regular basis, but after 9/11, it fell by the wayside. We began again in October 2004, and we've now committed to holding these sessions every six months.

Q *As your organization continues to transform, you've said, "On our path forward, we will consistently endeavor to shift our efforts from low value/low risk to high value/high risk." What kinds of behaviors and attitudes will need to be modified to capture the spirit of this effort?*

A Let me begin by explaining a little the kinds of things we've done. Just this past year, with no increase in manpower, we added what corresponds to 300 full-time equivalents to high-value work. We did it by identifying low-value work that lacked real customer demand, and we quit doing it and shifted the resources to things the customers really care about. That was the rough equivalent of adding two new CMOs.



As I said at the beginning of our conversation, we're putting emphasis on execution, going back to a customer focus. In the past, we took a very functional view of contract management. We tended to identify functions

out of the FAR [*Federal Acquisition Regulation*], go to the customer, and say, "Hey, we're from DCMA. Here's a list of things we do, and we'd like to do some of them for you, okay?" And they'd say, "Yeah, sure. Go ahead and do whatever you guys do."

Now what we're doing is putting the emphasis on something called performance-based management. It's a major initiative in the agency that says everything we do needs to have a customer and needs to be aimed at a particular outcome that the customer is expecting us to influence. We need to outline steps—with objective management criteria when possible—that say what we are trying to achieve on the customer's behalf. And we are holding people accountable for the outcomes.

Another big change for us is to give the customer options to exercise when things aren't going according to plan. I used to say, when I was a customer of DCMA, "DCMA is great with the journals. They are wonderful at telling us, as customers, what happened last week, last month, last quarter." But a customer doesn't care about that; customers want to know what those things mean in the context of their operations *next week, next month, next quarter*. We need to be predictive, to take those outcomes and those measures and tell customers in context what it means for them over 90 days, 120 days, 180 days in the future.

Performance-based management is a major initiative in the agency that says everything we do needs to have a customer and needs to be aimed at a particular outcome that the customer is expecting.

The other thing we forget is that customers turn over. Although many weapon systems program directors tend to be around from milestone to milestone, there's a lot of turnover within the staffs.

We have to continually go back and inform customers what it is we can do and how it will benefit them, get their agreement, and move forward. In the past, I think we've had this belief that we've got a block in the PMT [*program management tools*] 250 course at DAU, and people go

to class, learn what DCMA does, and they know all about us. That's not the case. We must continue to sell ourselves and our services to the customer.

That gives me an excellent opening to talk about another issue: We're working to create a deliberate, structured process by which we engage the customers. For most of our customers and program offices, this means that we'll do our best to speak with one voice. One complaint we've heard from customers in the past is, "Hey, you guys in DCMA are great, but it's frustrating working with 35 different DCMA offices." A program manager doesn't have time to talk with 35 commanders or 35 engineers or 35 program integrators. The PM wants to know the one individual at DCMA who can move resources around to solve problems. We're working to have one point of contact to serve as the program integrator and work the issues for the PM across 35 different CMOs, if necessary. That's our objective for fiscal 2005.

Q

How has the industrial base capacity been impacted by the ongoing, increased OPTEMPO [operational tempo]?

A

Operations Enduring Freedom and Iraqi Freedom have caused us to have to step up our industrial analysis capabilities. I have some capability within my individual contract management offices, but my greatest capability—and I regard it as a national asset—is the Industrial Analysis Center in Philadelphia, Pa. The center includes economists, engineers, PMs—people with a tremendous depth of experience in going out and looking at the industrial base and coming forward to explain their capabilities. We've been able to leverage those capabilities throughout the global war on terrorism. For example, in producing the joint direct attack munition guidance kits for 1,000- and 2,000-pound dumb bombs to turn them into precision-guided weapons, we were able to assist the PM and Boeing in ramping up from 700 kits a month to over 2,000 kits a month in the space of about a year.

Q

I'm sure your area of contingency contracting has also become more critical.

A

That's a scenario that has exploded for us—exploded in a good sense. It evolved from almost an ancillary mission for us and now we're center stage. In the days before the global war on terrorism, it was unusual for us to have as many as 15 people deployed in support of contingencies worldwide. Today, I've got over 100 people deployed in direct support of contingencies. It's become a tremendous mission for us, one that has really driven changes in the way we organize, changes in the way we train folks, changes in the way we deploy.

When we were fewer than 15 people at any one time on the ground, deployment and contingency support was very much an ad hoc proposition. We relied heavily on the military in this agency to support contingencies. I have 11,000 people in DCMA; fewer than 500 are military, and only about 250 had the skill set needed to be useful in a contingency. When I was sending 15 people downrange every six months, I could rely on 250 to provide that capability. But now we're deploying 100 people every six months, and it quickly became apparent that we could not provide support from 250 mission-capable military members.

Today, over 40 percent of our folks downrange are DoD civilians. We started with volunteers, in particular immediately after combat operations began in Iraq. It was heartwarming to see how my civilian workforce stepped up and volunteered to do what they could to support contingency operations. But as we continued to use those volunteers, we could see we had some cracks in the foundation. For example, although I can use civilians extensively in green zones—what they call the safe zones in Baghdad—out in the countryside, there is a considerable force protection issue. My military folks receive weapons training, deploy with weapons, and they provide their own protection in the countryside, but I don't have the capability to train my civilians in using small arms. And in some cases, strict rules of engagement prohibit armed civilians, even DoD employees. So I've got a force protection problem. If I want to fill these positions with civil servants, I have to provide them with escorts. So that has caused us to re-look at how we deploy folks. When we need desert-camo-wearing, gun-toting, knife-in-the-teeth warriors, we turn to the military; civilians we deploy at some of our other sites. It's still a dicey business; I have civilians in places like Afghanistan and Kuwait living in tents and eating MREs [*meals ready to eat*] just like the troops, but they're not in as high-risk an area as, say, Fal-lujah.

We also had to change the way we recruit. Although people are still stepping up and volunteering—I have civilian employees in this agency who have deployed as many as four times—the operational tempo has increased to the point it was straining that volunteer resource. In response, we have established 200 emergency-essential employee positions.

The first part of the position is training. We put these folks through the same kinds of training that the military get—everything except weapons training. Once they are certified with fieldcraft skills, we put them through any training they need to upgrade their acquisition skills. This training portion takes about a year. After that, we expect them to deploy for about six months. We're working hard to make that predictable: about a year of training, two six-month deployments bracketing a year of reset and

retrain, and then the three-year tour in the emergency-essential position is up.

We're in the process of recruiting right now. There are a number of excellent financial incentives: a one-grade increase while deployed; hazardous duty pay if they are in a combat zone; overtime pay; and certain tax incentives if they are in a combat zone. We've hired about one-third of the folks we need to fill out these positions as I talk to you today, and we're working very hard to let the DoD community know about these opportunities.

Q

People within DCMA can also apply for these positions?

A

Yes, and our greatest success so far has been with DCMA people. Another primary audience for recruitment is people who are leaving the military after their enlistment is up or upon retirement. We have targeted the career transition points in all the Services. For those people, one advantage is that an emergency-essential position gives them a leg up: If they perform well, we'll place them on permanent assignment within the agency when the three-year assignment is over.

Q

One of the stated goals at DCMA is to improve financial management through performance and budget integration. You've touched on some of that; what sorts of programs or initiatives are currently under way to achieve that goal?

A

I have never seen a federal agency that understands its operations as well as DCMA does. We have an excellent cost- and activity-based management tool set. It goes down to a level where we know, pay period by pay period, where all of our employees spend their time. I can tell you what programs they worked on, what activities they're engaged in, what customers they supported, what contractors they were overseeing. We use that information, along with information we get out of our risk management tools and our budgeting systems, not only to plan long term, but also to make immediate adjustments. For example, if I see in my activity-based management system that I'm spending more and more labor hours conducting certain types of surveillance activities in a certain geographic area or with a certain group of contractors, I can feed that information back into my budget system and say, "I need to increase the resources I have in that geographic area or with those contractor facilities." I am getting to the point where I can almost do that on the fly; I can look into areas and say, "I need help short term." We have something called "task force organization," a group of employees that we send on temporary duty when we have emerging issues, to bring additional resources to bear and get the issues to a steady

state where you can maintain them with the organic resources.

We're working to tie our risk management information more closely to our activity-based management and financial systems information, so that rather than making decisions annually or in POM cycle, we can make them quarterly, monthly, or perhaps even more frequently than that.

One of the things we would like to get better at, as I said before, is being predictive in meeting customers' needs in terms of resources. For example, we can look at the budget for the Future Combat System and use it to guide our resources, so that by the time the Army has identified the need to shift resources from one contractor to another or from one area of the country to another, we've already shifted the DCMA resources to meet that need. Today we lag that anywhere from six months to two years, but in the future I'd like to see us marry up so that the day the Army or Navy or Air Force guys are walking through the door, the DCMA guys are at work meeting them at the



sign-in desk and saying, “We’re here as part of the team as well.” We think we can get pretty close to that vision based on developing the data already in our systems.

Q *From your unique perspective, how can DAU improve or enhance the curriculum to better support the defense contracting workforce?*

A What a wonderful question. I meet with the DAU president, Frank Anderson Jr., informally at least once a quarter and formally probably three times a year.

One of the things I’ve told him in meetings is that most of the functional training at DAU is aimed at pre-award activities, and over 90 percent of my activities are post-award. I would like to see more post-award information in the course content. The other thing that I talk about with Frank is skill-specific training. One of the things that’s an issue for me as a manager is that when people emerge

We're managing ourselves by our customer's yardstick. If the customer's program is successful, then we've been successful. You can't claim success if the customer can't claim success.

from DAU courses, they’re not ready to go to work. There are still activities, skills, key capabilities that they need to acquire before I can put them to work as journeyman contract administrators, or journeyman quality assurance specialists, or journeyman industrial specialists. I’d like to see DAU shift to less emphasis on functional certification and more on key skills and capabilities to do today’s job today.

Q *Gen. Scott, are there any other subjects you’d like to discuss?*

A I’d like to bring up three.

First of all, I know throughout the acquisition community, managers are concerned about the aging acquisition workforce. We talked about it in the context of capturing knowledge and retaining the knowledge within the organization, but I also want to talk about career development.

DCMA, as did much of the acquisition community, went through 10 consecutive years where we were focused on downsizing. We got leaner and in many respects more focused, but in the process, we lost a focus on recruiting, training, and developing employees to be valuable resources for the future. That had become very much an ad hoc process within this agency, and that’s one of the things we are reversing. We’re starting out by publishing career guides for all our key, core operational job series, outlining how to advance in the agency so that employees can deliberately manage their activities (in partnership with their supervisors and managers) to develop into the kinds of employees that we need to replace those who are departing.

The second point is leadership. It’s an area we have not traditionally focused on, but it’s something we are concentrating on heavily today. We used to prepare people for leadership positions in the agency pretty much by taking the best functional expert and anointing him or her as a leader: “Congratulations, you are now a supervisor. Have at it!” We recognized that often times, we hadn’t prepared them with—I hate to use this term—the “soft skills” that you need as a leader or supervisor. The greatest functional experts in the world aren’t going to automatically become leaders; you have to train them for that. We’ve more than doubled the amount of money in leadership training this past year, and we’re going to double it again over the next two years.

And finally, I want to give one more push for performance-based management. It’s a culmination of everything we do for our customers. When we’re focused on customer outcomes, then we are successful. We’re managing ourselves not with an internal system of metrics, but by our customer’s yardstick. If the customer’s program is successful, then we’ve been successful. You can’t claim success if the customer can’t claim success.

Q *Gen. Scott, it has been a pleasure and highly enlightening to listen to your thoughts and ideas.*

A As it has been a pleasure for me to talk to *Defense AT&L*. I was in DCMA as a commander from 1990 to 1993, out as a customer for about 10 years, and then in December 2003, I came back. I’m excited about the direction the agency is taking, and I’m excited about the people we’ve got and the mission. I can’t think of a better job to be in right now than the one I’ve got.

PM Leadership: Seven Keys to Success

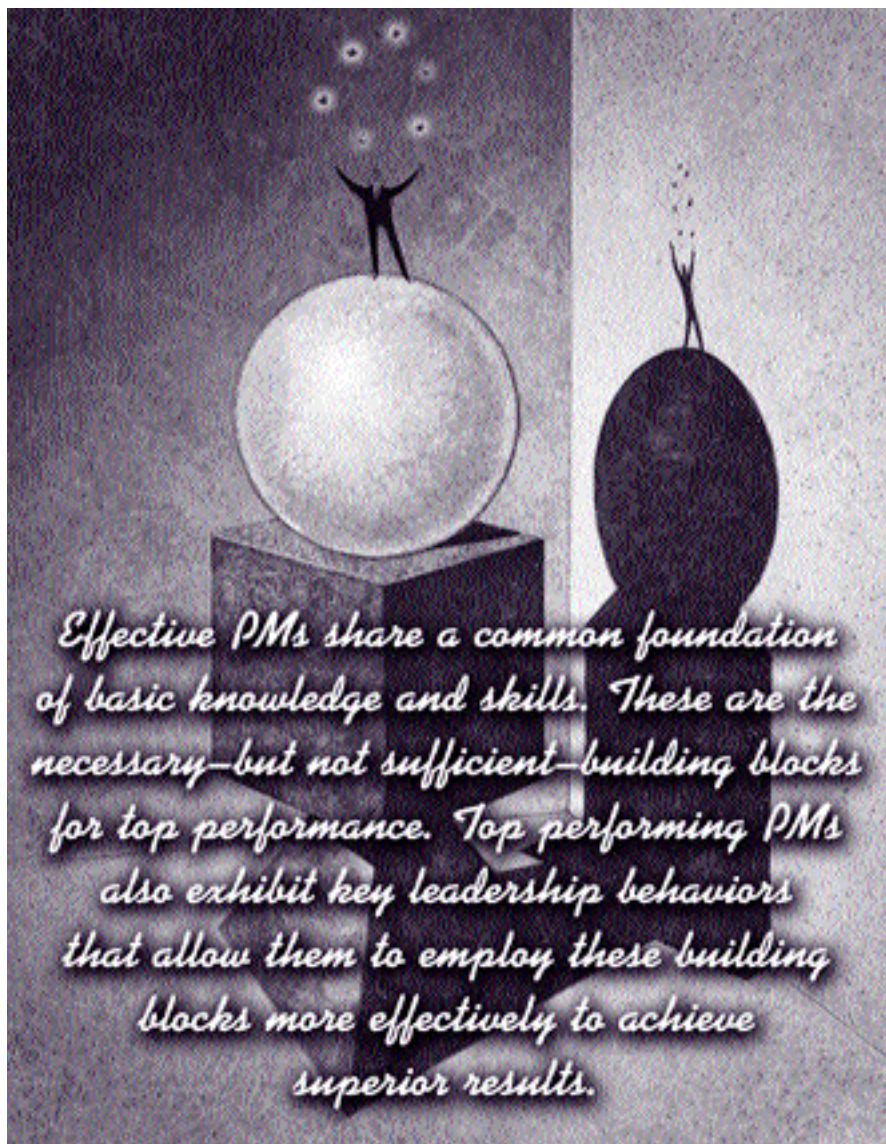
Owen C. Gadeken

What does it take to be a successful program manager? The Department of Defense has a tradition of successful program management, but where does leadership fit in this picture? While much has been written about leadership, there is some question about its application to program management and the PM. (I will use PM to include program, project, and product managers.) This article will explore the role of PM leadership as a critical link to achieving successful program outcomes.

Leadership vs. Management

We often use the terms leadership and management interchangeably or without defining them. For this article, I have adopted the definitions used by former Harvard professor John Kotter in his classic *Harvard Business Review* article (December 2001) "What Leaders Really Do." According to Kotter, "leadership and management are two distinct and complementary systems of action. Each has its own function and complementary activities. Both are necessary for success." To Kotter, management is about coping with complexity, and it relies on fundamental skills of planning, organizing, and controlling; leadership is a broader concept that relies on setting strategic direction or vision, and motivating and empowering people to achieve it.

The challenge of relating leadership to the program management environment has driven the Defense Acquisition University, in its ongoing research, to define critical PM leadership competencies. This research, started in the late 1980s, now includes over 80 in-depth PM interviews



and over 350 responses to written surveys. The results are summarized here into the seven key leadership behaviors most frequently exhibited by successful PMs.

PM Development Model

Before I discuss the leadership behaviors, I would like to put the concept of PM leadership in the proper context.

Gadeken is a professor at the DAU Fort Belvoir campus. His current interest centers on helping program managers become effective leaders. Gadeken received his doctorate in engineering management from The George Washington University.

Successful acquisition programs result from a combination of many contributing factors, some more controllable than others. Among the most controllable factors are the people who work on the program (the program office or integrated product teams) and how they are employed. Chief among the team members is the leader, who normally has the title of PM.

All members of the team, especially the PM, need a broad range of knowledge, skills, and abilities to perform their jobs. As a foundation, acquisition professionals need knowledge of the policies and fundamental technical and business disciplines that are part of the defense acquisition process. Such knowledge is normally gained through both academic education and job-related training. Then for each acquisition career field and specific job (such as program manager), the acquisition professional needs further knowledge along with management skills necessary to put the knowledge into practice. Finally, to become a top performer in the specific field, there are certain key skills and perhaps some inherent abilities that will invariably lead to top performance. A simplified view of this progression for the PM career field is illustrated in Figure 1. Knowledge forms the base with management skill above it and leadership behaviors at the top, all in a building block fashion.

This article is all about the leadership behaviors at the top of the triangle. At this point, one may question why these categories don't overlap and why there are leadership behaviors only at the top. The diagram is over simplified, and in reality the categories *do* overlap. However, based on the accumulated body of DAU research, the key attributes at the top triangle are leadership and, to some extent, management behaviors. While we expected to find a mix of knowledge, skills, and abilities at the top of the chart, only the leadership behaviors emerged in our actual studies. To put it another way, effective PMs share a common foundation of basic knowledge and skills. These are the necessary—but not sufficient—building blocks for top performance. Top performing PMs also exhibit key leadership behaviors that allow them to employ these building blocks more effectively to achieve superior results.

Seven Key Behaviors

1. Choose your role

This is the first and most important behavior to become a successful PM leader. Most PMs are selected because



FIGURE 1. Development Model for a Successful PM

they have progressed and excelled through a series of technical and management jobs earlier in their careers. The temptation then is to approach the PM job with the same mindset that led to success in the past. In most cases, that is a mistake. While technical and management skills are wonderful building blocks for a PM, new skills are also needed for the new role. As one industry PM, now a corporate vice president, put it: "I had a job change where I was going to run a significant piece of a business. I kept thinking, 'How am I going to change?'" The first question every PM should ask when taking on a new program is "What role must I play for this program to be successful?" In most cases, that role centers around leadership.

2. Own your program

A program manager's sense of ownership and commitment to the program carries over to the other members of the team. No one will follow a leader who doesn't believe strongly in what he or she is doing. As the industry PM quoted above went on to say: "You've got to behave as if you owned that job. If you're the program manager, you own that business. ... In a government program office, you've got a business to run. Well, you own that business. And when you've convinced yourself you own it, it will change how you behave and think."

3. Set goals and act on them

A key function of PM leaders is setting the direction for their programs. Instead of spending time creating lofty vision and mission statements, the most successful PM leaders set clear and compelling goals and act on them. As one noted Missile Defense Agency PM put it: "What I've found to be successful is when you have a long-term

vision [and] you break it down into short term goals—visions that you can create that people can actually measure their progress against.”

4. Think ahead and reflect back

As this Navy captain and successful PM leader said when he was confronted with a future shortage of canisters to ship and store his missiles, “We were heading to a point where, although it was years away from happening, things would start to diverge. But action needed to be taken right then and there, so that ... we would have enough canisters to go around and support the missile base. That was the driving factor in what I was doing.”

5. Develop and empower your staff

With the sheer number and complexity of tasks, PM leaders can no longer rely on their skills as individual contributors. So as a PM leader, you must develop and empower your staff. This can be a new and hard-to-master skill for most PMs, but it often becomes the key that makes

or breaks you on the program. One very successful Air Force PM and now program executive officer has this to say about empowerment: “Ninety to 95 percent of the time, if people understand clearly what they’re supposed to do and achieve, they will go off and make it happen. Now they won’t if they believe that you’re going to come in and second guess them on everything. So you’ve got to trust them to do things. I don’t take all those electronics with me deliberately because I don’t want people to be able to reach me every second. I want them to know that I am off somewhere else and they’ve got to think through how to do their jobs. And I’ve found that that works very well.”

6. Network

Recognizing the large number of stakeholders external to their organization, successful PM leaders thrive on relationships and influence. One highly successful Marine Corps PM and general officer says, “The most important thing when you come to Washington D.C., I tell people, is don’t burn a bridge down, and keep your Rolodex®. If you can’t do business by phone, you’re in deep trouble. ... If you can’t call somebody up and ask for a favor ... you’re in deep trouble.”

7. Be open and honest

Finally, the foundation for each successful PM leader is personal credibility and integrity. Although often tempted by a system filled with politics and manipulation, the successful PM must be open and honest with others. Character and personal integrity are what make every other leadership behavior work. As the successful Air Force PM quoted above states: “I give people direct feedback, honest feedback; and I feel that in our system we don’t do that a lot. If I believe that a person is not taking the accountability and responsibility that I want, I tell him or her. I have found that’s often shocking to people. And many people, military and civilian, have told me I’m the only person they’ve ever had who would say, ‘This you did very well, [but] in this you did not meet my expectation.’”

Taken together, the seven keys to PM leadership (summarized in Figure 2) set the foundation for program success. What better way to start the new year, a new program, or new job than by working to develop these seven key behaviors that form the basis of success for PM leaders.



FIGURE 2. **Keys to PM Leadership**

The author welcomes comments and questions and can be contacted at owen.gadeken@dau.mil.



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Acquisition On The High Seas

Pirate Principles For Program Managers

Capt. Chris “Bloody Pete” Quaid, USAF ■ Maj. Dan “Long Tom” Ward, USAF

Editor’s Note: While digging through the Defense Acquisition University archives, we came across an old issue of *Pirate Acquisition and Technology* magazine. We are proud to re-print this interview, which was first published in 1725, during the Golden Age of Piracy.

We are here today on board PS [Pirate Ship] *Radical Element*, flagship of the pirate fleet led by Captain Henry Morgan and Captain Bartholomew Roberts, two of the scurviest scoundrels ever to sail the seven seas. Morgan (a.k.a. Morgan the Terrible) is one of the most feared and respected buccaneers of all time and is often called the king of all pirates. He is best known for leading 2,000 buccaneers on 36 ships in a successful attack on Panama. Roberts (a.k.a. the Great Pirate Roberts) is arguably the most successful pirate ever. In addition to capturing 400 ships between 1719 and 1722, he is sure to be remembered for documenting the *Pirate’s Code*, a code of conduct based in part on longstanding unwritten pirate tradition. Both captains are planning to retire from active piracy and operate their own management consulting firm, Scallywag Management, LLC, from the island of Barbados.



Pirate Acquisition magazine

To what would you attribute your remarkable success in piracy?

Morgan

In a word or three: creativity and flexibility. A Spanish fleet that outgunned me once laughed at my order to surrender. But I loaded up an empty ship with gunpowder, affixed dummies made of pumpkins and wood to the battlestations, dressed them like buc-

Lashing and keel-hauling
our weapons developers increased
development timelines. Once we stopped
beating 'em, our development times
dropped by half.

Quaid is assigned to the Technical Executive Office of the National Geospatial-Intelligence Agency, and **Ward** is assigned to the Air Force Research Lab in Rome, N.Y. Both hope to be pirates when they grow up.

caneers so the ship would appear to be manned, and blew the whole thing sky-high in between two Spanish men-o-war, sinking them both. I was the one laughing then! Those belly-crawling wharf rats should have surrendered when they had the chance.

PA

An innovative use of gunpowder technology, to be sure. Most of the time, gunpowder is used in guns, but you turned an entire sloop into a torpedo of sorts.

Morgan

Aye! We always try to take an innovative approach to system development. I tell my crews, "We need to be as forward-leaning as a flying jib." We're currently investigating ways to remotely steer the UOVs—that's unmanned ocean vessels—I invented. We hope to start development, test, and evaluation in fiscal year 1726.

Roberts

I would say that boldness and unpredictability are pretty important as well. I once took the *PS Intimidation*, a 60-man sloop with only 10 guns, into a Newfoundland port. We flew the Jolly Roger, beat our drums loudly, blasted some trumpets—and 22 ships fled from our advance. It helps to be the craziest, saltiest guy on the ocean.

PA

Another innovation—you turned drums and trumpets into weapons of mass intimidation.

Roberts

Ahoy! Interestingly, we acquired the trumpets and drums from a commercial music supply store on the island of Tortuga. A quick cost-benefit analysis made it clear that a commercial-off-the-shelf product was the best answer for our needs, although we did investigate a POTS (that's "pirate-off-the-ship" to you landlubbers) solution as well. Turned out pirates aren't very good at making trumpets.

PA

Tell me more about your technology development principles.

Roberts

Well, not many people appreciate this, but we're not only captains, we're program managers as well. We are responsible for keeping costs under control and programs on schedule. And of course, our lives depend on timely performance. One thing we've been focusing on lately is interoperability. For example, back when I was cap'n of *PS Intolerable*, we had three different types of guns on board. This caused confusion among the loaders and de-

Extract from
The Pirate's Code of Cap'n Roberts

- All Important Decisions to be put to a Vote
- All Pistols and Cutlasses to be kept clean
- All Crew Quarrels to be settled on Shore
- All Booty to be distributed in Equal Proportions
- Anyone requesting Parlay to be brought afore the Captain

Landlubber PMs can check out a sample Pirate's Code of Conduct and pirate injury compensation chart at <www.piratesinfo.com/detail/detail.php?article_id=52>.

creased overall firing efficiency. Standardizing our arms was unpopular at first, because even pirates don't like change, but the more battles we won, the more the gunners recognized the wisdom of that approach.

Morgan

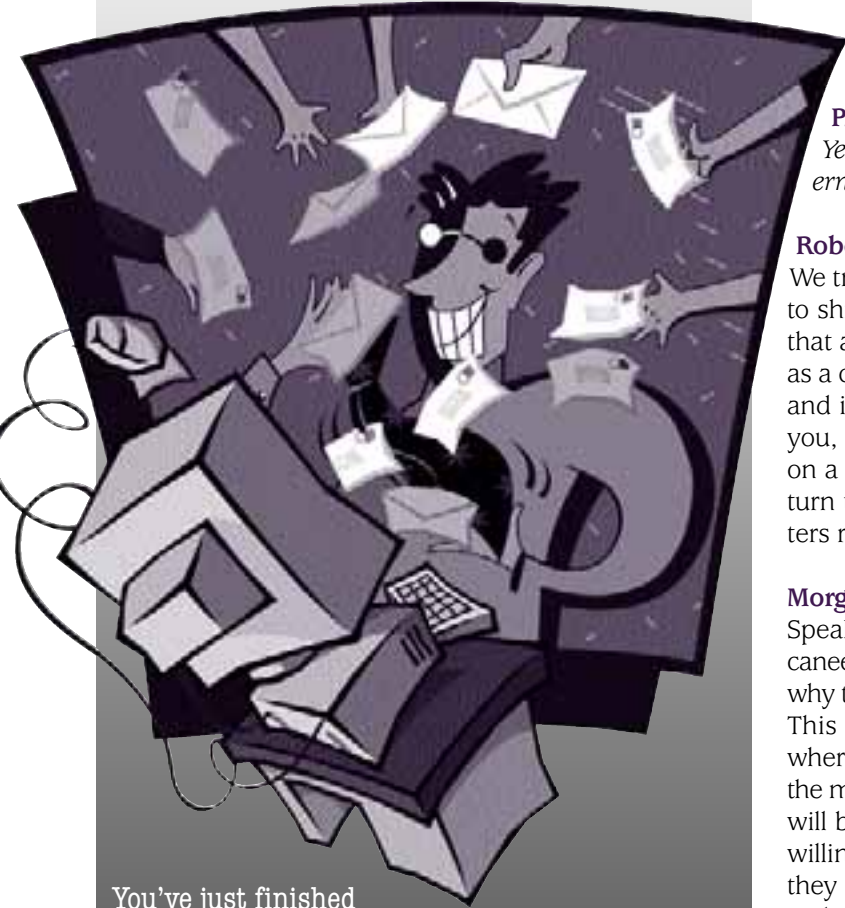
Horizontal integration is another area where we're realizing significant returns on our investments. We've established a map exchange program among several buccaneering fleets; we stashed a large collection of maps at a central location and made them available to other members of the pirate community. When we update our maps from the central location, we have to make only one quill and ink change instead of trying to update thousands of documents. Everyone says information is power. We've found that the more we share information, the more valuable we become to our fellow pirates. By establishing ourselves as reliable, value-added data providers, we spend less time fending off other pirates and more time burying treasure.

Roberts

The other big problem area is excessive development timelines. We've wrestled with that for years. On my current ship, *PS Deplorable*, we actually put together a tiger team to study it. We found that lashing and keel-hauling our weapons developers increased development timelines, a surprising and controversial finding to be sure.

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E-mail letters to the managing editor:
judith.greig@dau.mil.

Defense AT&L reserves the right to edit letters for length and to refuse letters that are deemed unsuitable for publication.

[Editor's Note: See "The Relationship Between Punishment and Schedule Slippage," *Pirate Acquisition and Technology*, May-June 1722.] Once we stopped beating 'em, our development times dropped by half. That shivered me timbers and got me thinking about interpersonal relationships and team dynamics, which led directly to *The Pirate's Code*.

PA

Yes, the Code was a transformational document for modern piracy. Tell us more about it.

Roberts

We tried to take a democratic, results-oriented approach to shipboard operations. For example, the *Code* dictates that all important decisions be put to a vote. My success as a captain depends largely on the crew's performance, and if they have a voice they tend to buy in. Let me tell you, tyranny and dictatorship simply don't work, even on a pirate ship. You've got to respect your crew, and in turn they will respect you and work hard. The *Code* fosters respect. Savvy?

Morgan

Speaking of the crew, any time you put a bunch of buccaneers together, there is bound to be some friction. That's why the *Code* insists that crew quarrels be settled on shore. This keeps fighting to a minimum while we're at sea, where distractions and unrest can seriously interfere with the mission. It also provides assurance that disagreements will be dealt with in due time. I've found my sailors are willing to set their differences aside temporarily because they trust me to give them an opportunity to settle 'em with cutlasses when we're in port.

Roberts

It also gives the crew time to cool down. I once spent two weeks circling *PS Irish Rogue* in the open ocean to avoid landfall because I knew emotions were running too high. By the time we landed at Martinique, the crew could scarcely remember what they'd been fighting about.

Morgan

Perhaps the most important article in the *Code* is the Right of Parlay. It states that anyone seeking Parlay will be granted an audience with the captain, so it provides a direct path of communication to the top of the onboard hierarchy. Of course, once you've said your piece, the captain may decide to make you walk the plank, so you've got to be smart about it, but the key is that a captain needs to be accessible to his crew—and even to his opponents. I call it my "open hatch" policy, and it has truly made me a better listener.

PA

What about worker compensation? The Code has an interesting approach to that, right?

**On the high seas of business,
it's important to set up environments
that empower our subordinates to take
the initiative and be creative,
rather than squashing enterprise by
bringing them up on charges of treason
and making them walk the plank
for their acts.**

Roberts

We considered putting everyone on salary, but I think we came up with something a little more effective in terms of motivation. According to the *Code*, the booty is distributed in equal portion among the crew. Like the right to vote, this ensures buy-in by every member of the crew. Each pirate's reward is directly proportional to the team's performance, so there is a strong incentive to pull together, to deal with conflict rather than letting it fester, and to really work as an IPT—integrated pirate team.

Morgan

Of course, superior performers earn an extra share, lost limbs are compensated appropriately, and the captain and other officers get a little extra. But I think everyone agrees this is only fair. And if they don't, they can bring it up with Davy Jones—just a little pirate humor.

PA

Very droll.

Roberts

It is also worth pointing out that the *Code* is more of a guideline than a law. We're pirates, after all, and laws aren't exactly our forte. So we maintain a bare minimum set of requirements, thus enabling—in fact, demanding—that our crews use their own creativity to implement their own solutions. It facilitates flexibility, which (as Cap'n Morgan said) is one of the keys to sea power.

Why are we so successful as pirate captains? Well, it's simple. Morgan and I create an environment that encourages and rewards those who are creative and take initiative. Natural selection is alive and well on the high seas. Failure to be creative and failure to be flexible will eliminate you from the Sweet Trade—and ultimately from the gene pool. How many stories d'ye hear about unsuccessful pirates or sea captains of the Spanish Armada? None, and you know why? Because they failed. Their bodies and their ships are in Davy Jones' locker—and no one remembers 'em.

PA

Good point. Do you have any final advice for our readers?

Morgan

We invite them to internalize and benefit from the best practices identified during our years before the

mast. How does *The Pirate's Code* of minimum requirements apply to their businesses? On the high seas of business, it's important to set up environments that empower our subordinates to take the initiative and be creative, rather than squashing enterprise by bringing them up on charges of treason and making them walk the plank for their acts. Our new consulting practice, Scallywag Management, LLC, stands ready to help interested enterprises get to the next level, as it were.

PA

Gentlemen, I thank you for your time and for sharing your insights with us. May yer sails stay full and yer powder dry.

Morgan

Our pleasure, me hearty. A following sea to ye as well.

Roberts

Now hand over that Rolex.

The authors welcome comments and questions. Contact Quaid at quaidc@nima.mil and Ward at daniel.ward@rl.af.mil.

From Approved J&A to Contract Award in 16 Weeks

An Alpha Contracting Success Story

Steven Liss ■ Cathy Lambert ■ Alan Li ■ Shailesh Parmar

Early in 2004, the advanced crew served weapon team completed the award of a \$94 million development contract using an alpha contracting approach in a total time of only 16 weeks from approval of the justification and authority (J&A) document on Jan. 8, 2004, by Claude Bolton, Army acquisition executive, to contract award on April 30, 2004. Meeting this aggressive schedule was a significant accomplishment for the ACSW team.

The ACSW system, slated to serve as the common close support weapon system for the unit of action (U of A), entered the system development and demonstration (SDD) acquisition phase as part of the U of A in December 2003. The XM307 25mm ACSW is a core complementary system to the U of A, intended to support U of A vehicle-mounted applications on both manned and unmanned platforms as a remotely fired weapon system. Other planned potential applications for the ACSW include ground-mounted and pintle-mounted applications.

In fiscal year 2003, the ACSW program successfully transitioned from the objective crew served weapon advanced technology demonstrator, the predecessor program on which the ACSW is based. ACSW's key capabilities include the successful technology demonstration of the 25mm air bursting munitions, warheads, recoil management, and fire control required to increase the lethality of the XM307 over the systems it is targeted to replace (the M2 .50 caliber machine gun and the MK19 40mm grenade machine gun).

Keys to Success: Lessons Learned

The ACSW team identified several lessons learned. Two stand out as most important.

Firing an XM307 25mm weapon from a HMMWV vehicle



First was the crucial nature of planning—not simply planning as an overview of what milestones and events need to happen, but planning to discuss and address every aspect of how, when, and where alpha contracting negotiations take place.

Second was the absolute necessity for teamwork. We had a common enemy—the calendar—and a primary team goal—to build a great system at a fair price to meet or exceed customer expectations, while ensuring that the contractors made a fair profit. We had to relinquish some old ideas. We wouldn't succeed if we sat down on opposite sides of the table as "us" the government and "them" the contractor.

Planning

Prior to the signing of the J&A document, our procurement contracting officer authorized the discussion of how to potentially conduct an alpha contracting process with

Primary author **Liss** is the lead systems engineer and project officer for the advanced crew served weapons team at the Armament Research Development and Engineering Center. **Lambert** is a program control specialist with General Dynamics Armaments and Technical Products in Burlington, Vt. **Li** is division chief, advanced crew served weapons under product manager crew served weapons. **Parmar** is deputy chief, advanced crew served weapons under product manager crew served weapons.

our prime contractor, General Dynamics Armaments and Technical Products (GDATP), Burlington, Vt., and major subcontractors: General Dynamics Ordnance and Tactical Systems in Marion, Ill.; Raytheon in El Segundo, Calif.; and Kaman-Dayron in Orlando, Fla. All parties involved identified integrated product team (IPT) members for each subsystem of the ACSW. The subsystems were systems engineering, program management, weapons, ammunition, and fire control. Integrated logistics support, safety, packaging, and test and evaluation were included as components of the systems engineering team. Com-

key milestones, and deliverables clearly identified. At the start of each week, the full ACSW IPT team met to establish daily schedules and deliverables. We established full team and component meeting times, including times for government-only and contractor-only meetings. These meetings were necessary because although an alpha contracting process is fully open, there must be opportunities to discuss issues without the presence of the other party in a contract. These brief meetings allowed issues to be raised and dealt with on a non-attribution basis.

Teamwork

Full team buy-in was essential every step of the way, so the team jointly developed the work breakdown structure (WBS) and statement of work (SOW), and members participated side by side in the development of the contractor's basis of estimate (BOE). Work requirements were tailored to match the contractor capabilities and the critical customer needs, achieving many areas of joint cooperation and eventual cost savings. A hidden benefit of this process was reduced risk. A key aspect of teamwork was involving our DCMA and DCAA representatives as active team members. This was critical to maintaining milestones; obtaining knowledge of the contract; achieving early buy-in and required approvals; and identifying issues with the WBS, SOW, and BOE.

The government personnel spent most of the first nine weeks away from home, either traveling to the prime contractor or subcontractor locations. Subcontractors spent much time working jointly with the prime contractor, as alpha-type discussions were occurring company to company as well as between industry and government. Prime contractor personnel also traveled to subcontractor sites and worked long hours to coordinate the outputs from daily discussions.

Finance

Another key lesson learned is the value of good financial planning and open communication about financial goals. Using the program office estimate as a starting point, we established a rough annual budget for each component team. This budget consisted of direct charges only. The award fee was separately negotiated later, but by developing the budget without fee, an award fee "not-to-ex-



XM307 25mm Weapon.

ponent IPT teams consisted of representatives from the program office (Project Manager Soldier Weapons); technical support (Armament Research, Development and Engineering Center and Army Research Laboratory); contractor and subcontractor representatives; and the Defense Contract Management Agency (DCMA) and Defense Contract Audit Agency (DCAA) representatives.

An alpha contracting process requires a very high level of team dedication and long hours of work, both at home station and on the road. We made sure, well before the start of the process, that all IPT team members were aware of, and supported, the extensive time and travel demands that would be made of them.

Our team schedule for the alpha contracting process was organized by week with responsible organizations,

**We had to
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the government
and "them" the
contractor.**

Key Lessons Learned

- There's no substitute for planning. Don't enter into an alpha contracting effort without planning all aspects of people, places, time, and travel required.
- Have a realistic financial plan and share that with your contractors. It makes no sense to ask a contractor to plan a program you can't afford.
- Conduct at least one Tiger Team-type review.
- Use the IPT team to the fullest, empowering and trusting them to get the work done.
- A hardworking, dedicated team is key. Our team put in long hours, worked very hard, and endured Vermont weather that reached -15° F. (This occurred on the day of our planned outdoor demonstration. Yes, we held it anyway.)
- Set up a list of critical deliverables from the process and stick to them. At times we worked until close to midnight to avoid slipping a weekly or daily milestone.
- Set up a formal process for conflict resolution and use it.
- Set up a process for team discussions with formal or informal team facilitators. There simply is no time for teams to wander off into interesting technical discussions that might solve a problem in year three of your program.
- If you enter an alpha contracting process with the attitude that the government is on one side and the contractor on the other, that each side is wary of or seeking to take advantage of the other—you have already failed.
- The strength of teamwork in fostering an alpha contracting process cannot be overstated. If you think of government, contractor, and support organizations as one team, you're on the road to a successful alpha contracting process.
- Have some fun. Working together on an intense daily basis created some great personal and professional relationships, and we all agreed that however demanding, this was one of the most rewarding experiences of our careers.

ceed" range was, in effect, negotiated at the beginning of the process. Those dollars were no longer available to address technical issues, and scope was reduced to meet the cost constraints.

Our team experience leads us to recommend up-front negotiation of the total fee, with the understanding that if the scope is reduced to meet cost objectives, then the fee may be reduced proportionately. Using a budget without fee allowed the team to concentrate first on technical goals, criteria, and costs, and later on award fee, award fee criteria, and award fee evaluation plans. This further simplified and compartmentalized the process. The total expected program cost, then, consisted of the budget for each component team by year, an estimate reserve for award fee, and a reserve amount to assist with the iterative budget process to follow. Based on the developed budgets, WBS, and SOW, each component team developed rough order-of-magnitude estimates to complete its portion of the project. The full IPT review approach was used to ensure there was no duplication of effort by the different component teams and that each team's efforts complemented those of the others.

Weekly Deliverables

The importance of establishing weekly deliverables as distinct, measurable events and documents is another key to alpha contracting success. After the deliverables for each week were completed, we found, however, that there was no substitute for a full IPT team review. This ensured that the deliverables met the overall goals and were satisfactory enough to support moving to the next week or phase in the process, and that everyone agreed that the work reflected the best effort possible. This weekly gut check let everyone know that the IPT team fully supported what was being produced. At critical times during

the process, weekly or even daily deliverables were broken down even further, with component teams submitting technical input or cost estimates at specific times during the day. This effort was crucial because any slip in the weekly milestones would have resulted in slippage of the award date.

Conflict Resolution

An alpha contracting process shouldn't be undertaken without a formal process in place to handle conflict. Our team established a process for raising technical and program management issues to the systems and program management teams. Our plans included the use of a formal decision-focus tool to organize these discussions.

Team Organization and Rules of Engagement

Each component team used one team member as an informal facilitator. The role of facilitator (which rotated among team members) was to keep discussion relevant, keep the team focused on the weekly deliverable at hand, and guide the discussion. The team facilitator enforced the "20-minute rule," which stated that if a team found itself discussing the same topic without progress for 20 minutes, the facilitator should stop the discussion, assign the topic to a "parking lot," and move on. "Parked" topics were addressed later or discussed with the full IPT or other component team(s) as required.

Data Collection

During the alpha contracting process, the teams made extensive use of an online integrated data environment (IDE), which expedited the sharing of complex data files; extensive estimates; and the evolving SOW, WBS, and integrated master schedule documents. IDE use and access was especially critical when the component teams met

with the subcontractors at different sites. It also augmented the flow of large contracting documents between the government and prime contractor. In addition, using the online coordinated pricing systems of the prime and subcontractors greatly enhanced both the speed and fidelity of the cost estimates and, eventually, the signing of the BOEs by contractor, technical, and DCMA representatives.

Tough Calls

The program management and systems engineering teams, in addition to serving as overall facilitators of the process, needed to make tough calls on program technical scope. The first iterations of the WBS- and SOW-generation process, combined with the first set of ROMs (rough orders of magnitude), quickly indicated that the perfect solution to all the potential technical issues wasn't going to be affordable. Two different areas of the ACSW program were significantly de-scoped to accommodate the budget. The teams also made tough calls concerning the basic budget profile allocation to each technical area. Cutting each component team by a straight line percentage didn't make sense at several points in the process. The right decisions were made only after careful consideration of the required deliverables to the U of A and the expected system maturity. The teams often had to make decisions very quickly to avoid impacting the continuity of WBS, SOW, and BOE generation.

Perhaps the toughest call for the program management team came near the end of the SOW generation process. The entire program had been generated and was considered by the full IPT to be the best technical effort required to conduct the critical components properly and meet the U of A deliverables. The program was within the overall budget allocation for the entire program, but it wasn't within the yearly budget allocation. Further reduction in scope or delay of development would result in a broken program. The program management team decided that the yearly deltas would be manageable within PEO Soldier. This last decision was the key to proceeding with an affordable program that met all the critical technical objectives.

Two-Phased Approach: Technical and Contracts

We conducted our alpha contract discussions by organizing work into two informal phases. The first was the technical phase, in which the WBS, SOW, and BOEs were generated, reviewed, and approved. Documents for the formal pricing certification and contract generation and award process came out of this phase to support the sec-

Another key lesson learned is the value of open communication about financial goals and good financial planning.

ond—contracts—phase. In week nine, as alpha contracting transitioned from the technical to the contracts phase, the leadership also shifted from our program managers and systems engineers to our procurement contracting officer and contracts manager.

During the technical phase (weeks 1 through 9), all emphasis was placed on completion of technical objectives under the technical budget, without complicating the situation with fee levels. The technical phase concluded with a Tiger Team review at which upper management from PM Soldier Weapons, GDATP and its subcontractors, and independent technical reviewers were briefed on the alpha process, generated documents, expected exit criteria, contract deliverables, and the master schedule. The review was critical to obtaining buy-in from both sides and provided the authority to proceed with formal pricing toward contract award. The review also provided an independent evaluation with fresh eyes to catch any item overlooked and foster use of best practices.

The contracts phase (weeks 9 through 16) included the pricing of a very complex proposal that covered four years of effort at a cost of \$94.0 million. A four-part award fee plan was implemented consisting of program management, technical performance, deliverables, and cost saving criteria. The program management component, an evaluation of earned value and risk management, is weighted more heavily toward the beginning of the system design and development (SDD) phase. The technical performance award fee is concentrated on the performance data submitted for the critical design review and the results of the government-conducted development testing (DT) and limited user testing (LUT). Deliverables are heavily weighted toward the end of SDD when the contractor delivers the DT/LUT hardware. Award fee is also earned through the contractor's efforts on cost saving; the contractor can earn a percentage of contract costs saved over the course of the contract as profit by finding more efficient ways to conduct the proposed contracted efforts.

As a result of the alpha contracting, the contract was awarded, as originally planned, on April 30, 2004, without one day's slippage in schedule.

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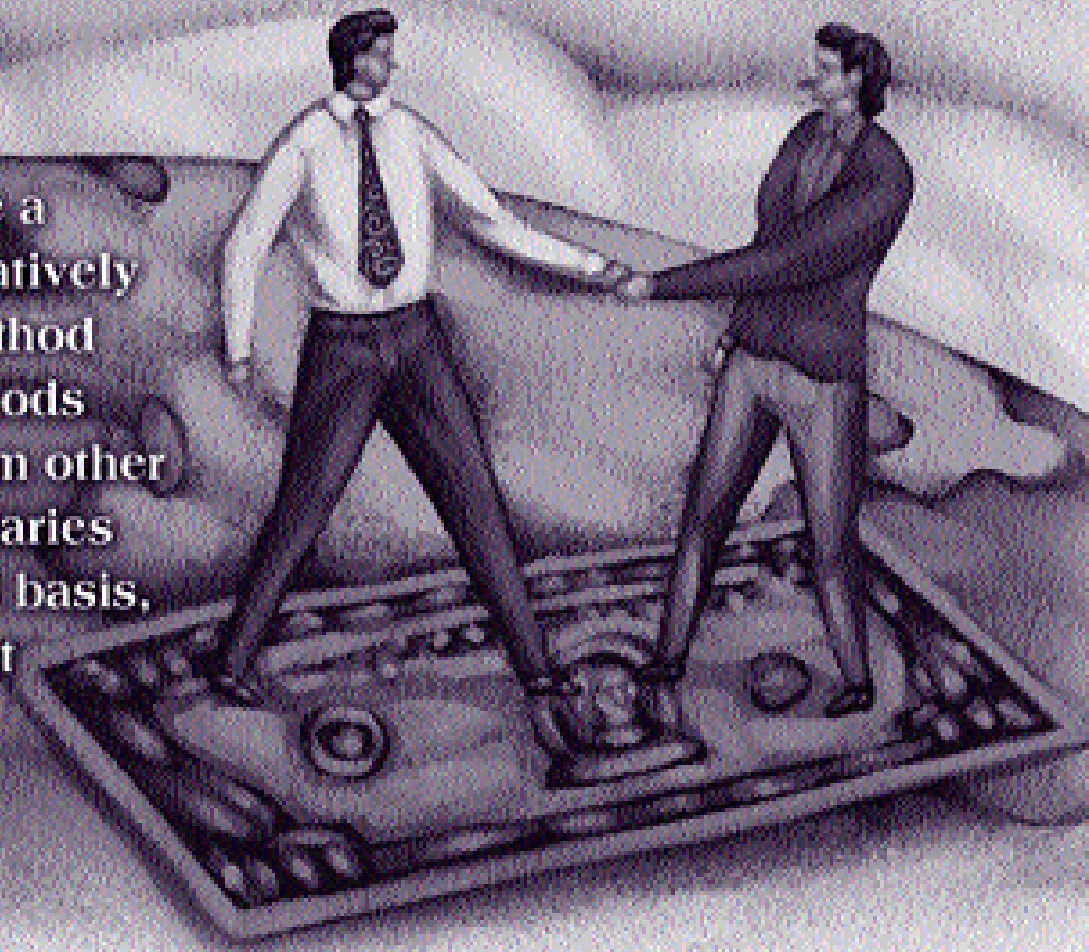
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Acquisition and Cross-Servicing Agreements

The First Words in International Logistics Support

R. Hayden Hurst

ACSAs provide a simple and relatively hassle-free method of acquiring goods or services from other countries' militaries on a reciprocal basis, with repayment by exchange or cash.



Much has been written about the need for the United States to change the way it fights and to become as agile and responsive as possible. It is indisputable that a key part of that change must address logistics—how we acquire and supply our troops. The problem, however, is that changing the methods of supply and sustainment is often a long, costly, and difficult process. Acquisition and cross-servicing agreements (ACSAs) provide a partial solution: rather than bringing your food and fuel with you, pick it up wherever you are.

The ACSA provides a simple and relatively hassle-free method of acquiring goods or services from other countries' militaries on a reciprocal basis, with repayment by exchange or cash. ACSAs have provided support to the field during exercises like Bright Star, have enabled the United States to provide C-130 airlift to The Netherlands to transport relief supplies in the aftermath of a hurricane, and are essential components of the logistics strategy for coalition support in operations Enduring Freedom and Iraqi Freedom. ACSA growth has been of the best kind: it grows in popularity as its ease of procuring what's needed now becomes better known. If professionals talk logistics, professionals need to add ACSA to their vocabulary. It provides a key means by which commanders in the field are fully supported, while substantially reducing

Hurst is a contractor for JIL Information Systems and supports the ACSA program in AT&L/International Cooperation/Planning and Analysis.

sustainment requirements; in addition, vulnerability of logistics lines of communications can be substantially reduced.

ACSA has its roots in 1980s Europe, where it was a response to the requests of NATO nations participating in exercises for a reprieve from ever-present foreign military sales (FMS) paperwork and charges used to procure basic training supplies. Congress passed legislation enabling the U.S. military to enter into agreements with European militaries for cooperative logistics support of a life-support and combat-support nature—items like food, petroleum, and “dumb” munitions. This legislation formed the basis of the ACSA program.

As the program succeeded in Europe, it grew. Legislative changes included revocation of the geographic restriction and a broadening of the program as commanders saw the benefits of ACSA. Today 79 ACSAs exist—a relatively impressive number for a program that had only eight such agreements in 1990. Seventy-six are with countries ranging from longtime cooperative partners such as Australia and every NATO member except Iceland, to newer agreements with nations such as Armenia, the Dominican Republic, Mongolia, and Afghanistan. The remaining three are with NATO Maintenance and Supply Agency; Supreme Headquarters, Allied Powers, Europe; and Allied Command Transformation.

The appeal of ACSAs is easy to understand: they are low-maintenance—only one agreement is required per country or international organization; they are revised only when about to expire; and they provide an easy framework for establishing additional cooperative documents that address implementation concerns and questions. With the continued success of the ACSA program in the global war on terrorism, out-of-date guidance has been revised, standardized, and streamlined.

How an ACSA Works

The ACSA order is a form in which the side requesting support provides an initial statement of need. The first step, therefore, is for that side to determine what it needs. The law and Department of Defense directive indicate that ACSA may be used for logistics support, supplies, and services (LSSS): in other words, ACSA can be used to acquire spares or medical aid, but you can't use it to get a fighter aircraft or other major end-items.

Once the need has been determined and initial coordination with the potential supplier completed, the ACSA order is filled out. It specifies, among other things, what is required, the organization making the request, and the proposed method of payment (cash-based or exchange-based, where one type of LSSS is exchanged for another). The request is then transferred to the potential provider,

How to Find Out More About ACSA

The Office of the Director for Logistics for the Joint Staff and the Office of the Director of International Cooperation (under the Office of the Under Secretary of Defense (Acquisition, Technology and Logistics)) have the primary Joint Staff and OSD responsibilities for program review and guidance. Both are committed to continuing ACSA's evolution into a critical part of supporting coalition operations.

ACSA involves participants from the operational, logistics, legal, fiscal, and policy arenas, and it is touched upon by the Services, combatant commands, components, OSD, and the State Department. For these reasons, guidance cannot be found in one location. The following are helpful in learning more:

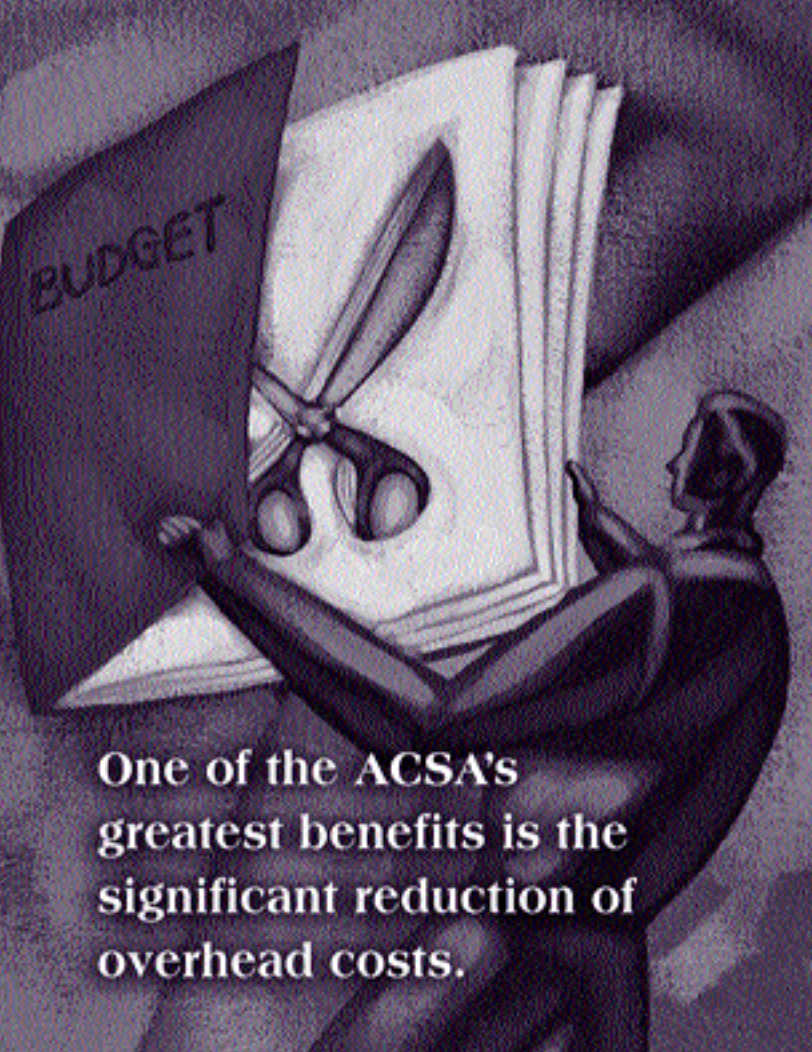
- DoD Directive 2010.9 “Acquisition and Cross-Servicing Agreements,” updated in April 2003, provides official DoD policy on ACSA.
- CJCS Instruction 2120.01 “Acquisition and Cross-Servicing Agreements,” published in April 2004, complements the DoD directive and provides implementation-level guidance.
- Volume 11A, Chapter 8 of the Financial Management Regulation “International Acquisition and Cross-Servicing Agreements,” dated December 1999, provides financial guidance on processing ACSA transactions.
- Title 10, United States Code, Section 2341-2350, provides the legal rationale for the ACSA program.

who reviews it to determine whether or not it is possible to comply. There is never any obligation under an ACSA agreement to provide a number or value of transactions, and a transaction may be declined for any reason. (However, declining a routine request may lead to the foreign partner's declining a future need—ACSA is reciprocal.) If the request is approved, the order is countersigned; the items requested are delivered or provided; and the participants have a specified period of time (one to three months, depending on the agreement) from the billing date to reconcile the account.

Three Methods of Payment

Cash—ACSA allows for three different types of payment. The first option is a standard cash transaction: if the United States acquires \$40,000 worth of food from another nation, we owe that nation \$40,000. This option is by far the most prevalent, accounting for more than 90 percent of all ACSA transactions.

Replacement-in-Kind—RIK says that if we acquire \$40,000 worth of food, we can repay the nation we got



One of the ACSA's greatest benefits is the significant reduction of overhead costs.

ACSA or FMS?

One of ACSA's greatest benefits is the significant reduction of overhead costs. The requestor doesn't pay additional fees but instead pays what the provider's forces would pay—within reasonable limits: even though performing an appendectomy may be free for your own troops, it is still acceptable to charge for the time and equipment if such support is provided under an ACSA. For some countries, this means that under ACSA, there is no FMS surcharge.

This doesn't mean that countries with an ACSA never pay FMS surcharges. Authorizing law and DoD guidance on the subject emphasize that ACSA can only provide logistics support, supplies, and services, and should be used only in the following general cases: wars or other conflicts; peacekeeping or humanitarian missions; training and/or exercises; or "unforeseen circumstances." So an ACSA order may be the better alternative to gain on-the-fly support for a time-critical mission against a terrorist group, but FMS is the choice when a country wishes to procure a tank or has a constantly recurring refueling request. The existence of an ACSA with a country does not bind either side to conduct all transactions through ACSA; compliance is encouraged through a requirement that the provider's stocks cannot be artificially increased in anticipation of ACSA orders—in other words, you can't factor "planned" ACSA orders into your re-supply requests.

it from with \$40,000 worth of food. This option is particularly useful in cases where both forces are deployed in separate operations. The United States can provide rations to a nation in one operation and receive rations from that same nation in a different operation or geographic location.

Equal-Value-Exchange—The final (and most complicated) option is EVE: if we acquire \$40,000 worth of food, we can repay with, for example, \$40,000 worth of fuel. This option often leads to cooperative endeavors that serve both sides, so it's beneficial to nations that may not have the economic power to pay for required support.

A transaction not repaid using RIK or EVE reverts to a cash-only basis after a year. A year may seem a significant lead time, but it is reasonable for contingency support where a provision of spare parts one day may not be repaid with security services, for example, until four months later.

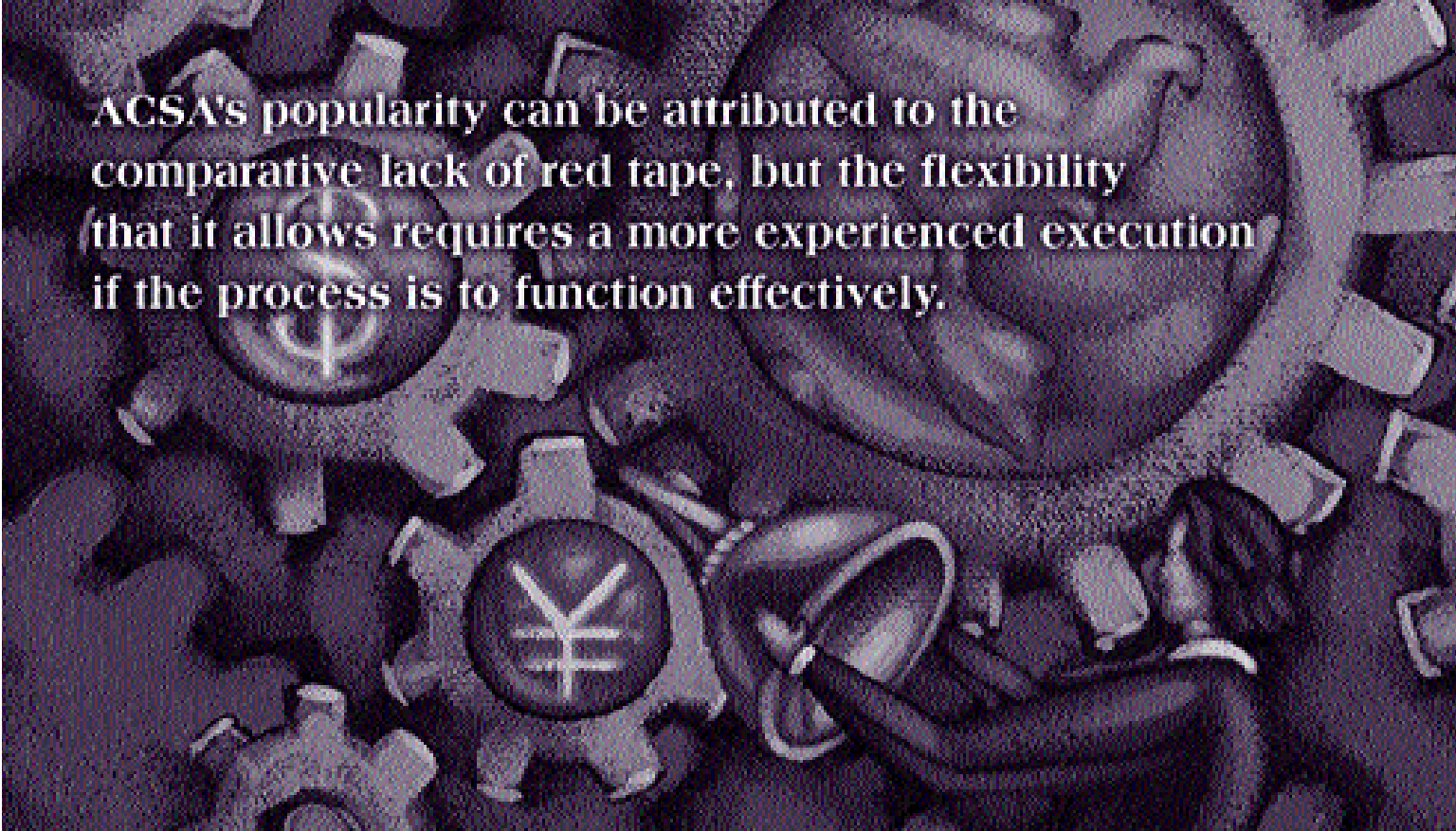
Coordination with U.S. providing and receiving organizations is essential. If you direct an organization to provide support and are considering RIK or EVE repayment, it is important to ensure that the unit wants and can receive the support being offered in return.

ACSA and FMS both provide key services in the operational community and shouldn't be seen as competing with each other. Any successful logistics support strategy for a major undertaking should always take into account both ACSA and FMS as ways of providing support and will often include both ACSA orders and FMS cases as a means of addressing all logistics needs.

Getting a New ACSA

ACSA's focus on operations support means that it is needed in many different countries, some of which may not have ACSA agreements. If a query of the appropriate command's legal or logistics branches indicates that a particular country doesn't have an ACSA and is not yet eligible to negotiate one, then the director for logistics of the appropriate combatant command should be asked to begin the process to declare that country "ACSA-eligible." This process involves a legal and policy review of the proposed country by the command, the Joint Staff, the Office of the Secretary of Defense, and the Department of State before a required 30-day notification of the proposed country to Congress. The entire process usually takes four to six months.

If a country doesn't have an agreement but *is* eligible to negotiate one, then a similar request should be made to



ACSA's popularity can be attributed to the comparative lack of red tape, but the flexibility that it allows requires a more experienced execution if the process is to function effectively.

the appropriate combatant command's director for logistics. That combatant command will prioritize the country and negotiate the agreement from an approved template before passing it to the combatant command, the Joint Staff, OSD, and the Department of State for a final legal, fiscal, and policy review. When the agreement is approved by all appropriate organizations, the agreement is then approved for signature. This process usually takes four to six months also.

A year timeline is not acceptable for a time-critical agreement that can affect imminent operations. The appropriate operational commander should notify appropriate personnel in the combatant command, Joint Staff, or OSD if operational effectiveness is being hampered by the lack of an ACSA. While some problems (such as the refusal of the other country to negotiate an ACSA) cannot be avoided, ACSA's link to operational effectiveness has made higher-level personnel more willing to assist in reducing the time needed for the typical coordination process where reasonable.

ACSA and Financial Management

ACSA straddles a difficult line: it was designed to provide logistics support in a timely, flexible, and efficient manner; however, it must do so while retaining fiscal responsibility. ACSA bookkeeping is complicated by the RIK and EVE options, which provide a commonsense option for rapid logistics support but make for numerous questions when performing accounting due diligence. Such questions as the cost of logistics support provided and

how to enter RIK and EVE transactions should be addressed and answered in accordance with specific Service or combatant command guidance before undertaking and approving such transactions.

This potential difficulty doesn't mean that ACSA should be a vehicle of last resort; it simply means that ACSA must be recognized as the complex financial instrument that it is and supported accordingly. ACSA's popularity can be attributed to the comparative lack of red tape, but the flexibility that it allows requires a more experienced execution if the process is to function effectively, particularly when EVE and RIK are involved. Effective ACSA use is a powerful ally in the goal of logistics support; inefficient ACSA can lead to a nightmare of questions and unpaid bills.

New Developments

In recent months, a key initiative in the evolution of ACSA is the development of a Web-enabled ACSA automation system that should provide at least a partial solution to many of the above problems by standardizing cross-command transactions, enabling centralized transaction and tracking, and providing a consistent methodology for processing RIK and EVE transactions. With these added capabilities, the ACSA will become an even more effective instrument to support the warfighter.

The author welcomes comments and questions and can be contacted at richard.hurst.ctr@osd.mil.

Unique Identification of Tangible Items

Gaining in International Acceptance

LeAntha Sumpter

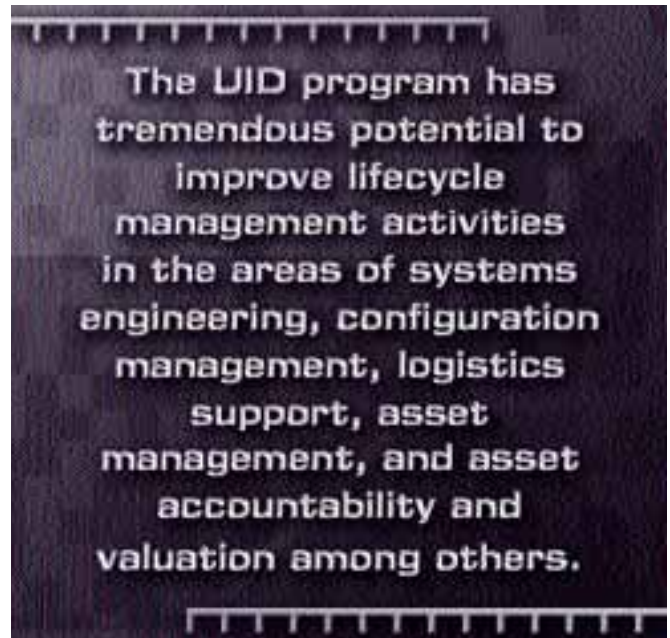
In 1998, the General Accounting Office documented concerns with the Department of Defense's management of its inventory of equipment. GAO found that DoD's inventory exceeded its war reserve or current operating requirements but lacked key spare parts (particularly aviation spares). This, GAO concluded, resulted primarily from a lack of adequate accountability over material shipments or effective monitoring of defective spare parts. Recognizing the need for improvement, DoD's logistics community had actively advocated the use of various bar-coding schemes for several years to improve visibility and configuration tracking of parts.

DoD needed a way to identify tangible assets individually that would be globally unique and unambiguous, have the ability to ensure data integrity and data quality throughout life, and support multi-faceted business applications and users. This approach became known as unique identification. UID requires the placement of a two-dimensional data matrix on every item DoD acquires as an end item as well as those embedded items, components, or sub-assemblies that are serially managed by DoD; critical items; and items that are spared/repaired by DoD. Unique item identification provides the basis for improved parts marking and data capture and has tremendous potential to improve life cycle management activities in the areas of, among others, systems engineering, configuration management, logistics support, asset management, and asset accountability and valuation.

Through a series of policy memoranda, Michael Wynne, acting under secretary of defense (acquisition, technology and logistics) (USD (AT&L)), established and then refined the specific UID requirements. These memoranda, along with implementation details and the historical record of UID integrated product team and program office activities, are available on the program Web site at <www.acq.osd.mil/dpap/uid>.

Early Adoption

The aerospace sector has been a strong advocate for automated data capture using direct part marking technologies, including the Data Matrix ECC 200 Symbolology



(or 2-D data matrix). Within this sector, the engine manufacturers have become not just early adopters, but leaders. Led by the engine manufacturers for both defense and commercial applications, the Air Transport Association agreed to recognize an ISO [International Standards Organization] 15434-compliant 2-D data matrix using text element identifiers and the "DD" format code as an equivalent mark to their own. This broad acceptance triggered an aerospace engine sector consolidation to the UID construct as the single marking approach for both commercial and defense engines, starting with the prime contractor and flowing to all 3,400 of the sector's suppliers.

In addition, Australia, Canada, and the United Kingdom have taken steps to embrace a UID approach.

Contractual Requirements and Data Submission

The first element of UID implementation is actually placing the correctly formatted life mark on the item. This may be done by direct part marking in the form of dot peen, laser etch, chemical etch, or other techniques. Where

Sumpter is program manager for UID and special assistant to the acting under secretary of defense (acquisition, technology and logistics).

practical, the mark may appear on a data plate or label as long as it can withstand normal wear and tear, including exposure to solvents or other chemicals.

To implement UID, the program office needed a means of getting not just the mark itself, but also the pedigree data that serve as the "birth record" for each item for which a UID is required. The UID requirement was realized in the issuance of the Second Interim Rule, DFARS 252.211-7003, published in the *Federal Register* on Dec. 30, 2003. The interim rule established a number of requirements for contractors to furnish unique item identifiers and additional item identification data, and specifically to provide the government's acquisition cost of items to be delivered under a DoD contract. The interim rule

specified that contractors provide unique item identification or a DoD-recognized equivalent for all items delivered with an acquisition cost of \$5,000 or more. PMs are responsible for identifying items requiring unique identification, including embedded subassemblies, components, and parts, regardless of dollar value.

A final version of this rule is likely to have been published by the time you read this article and should be reviewed against the interim rule for any changes.

Near-Term Impacts on the Program Manager

The use of the UID changes data capture, storage, use, and utility across the board. To adequately address the





Department of Defense

Unique Identification of Items

The Policy - The Power it Enables - The Technology it Requires

Unique Item Identifier (UID)

A UID is:

- A globally unique, unambiguous item identifier
- Permanent through life
- Created by concatenating a string of specific data elements
- Stored within a 2-D matrix
- A means of creating and utilizing life cycle data

A UID is not:

- A physical method of communicating data, such as radio frequency identification (RFID) tags, contact memory buttons, linear bar codes, or 2-D data matrices
- A replacement for the national stock number
- Intelligent stand-alone data that contain information about an item

Data elements and their data qualifiers*:

UID Construct #1[†]
MFR DCVA5
SER 786950
DCVA5786950
AC EO Serial No.

UID Construct #2[‡]
EID (12V)194532636
Orig. Part No. (1PI)1234
Serial No. (S)786950
UN1945326361234786950
AC EID Orig. Serial Part No. No.



*This example uses ATA two element identifiers.
[†]This example uses MH10 E-2 data identifiers.
[‡]If the interpreter chooses to mark the concatenated UID as a discrete data element on the item, the component data elements must also be marked on the item as discrete data elements, in addition to the concatenated UID.

Applications of UID

Among the applications either enabled or enhanced by the use of the UID are:

- Failure reporting/analysis and targeted repair (reactive and predictive)
- Recall or latent defect resolution
- Maximizing capability while minimizing logistics
- Reliability studies to determine best equipment available
- Tracking and redirecting as necessary en route
- Planned maintenance scheduling
- Item repair
- Supplier performance tracking
- Parts (end items and spares) tracking
- Logistics support.

business process changes and to enable a smooth transition, *every PM* is required to develop a UID implementation plan for submission to his or her component acquisition executive for approval; and for ACAT 1 programs, the component acquisition executive will forward it to the USD (AT&L) program manager for unique identification.

PMs and their support staff must understand the true costs and benefits associated with UID and the significant benefits to be gained through accurate and reliable automated data capture. Recent data from a major contractor suggest that a full 4 percent of workforce hours are spent manually transcribing part information. UID will significantly reduce this time and simultaneously increase data accuracy and reliability.

Near-Term Impacts on the Contractor

For some contractors, marking with the 2-D matrix required by UID policy and the latest version of MIL-STD 130 may represent their first foray into high capacity automatic data capture. For others, it may simply mean adding the 2-D matrix to existing direct part-marking techniques. Infrastructure impacts may need to be addressed with contractor management and the government PM. The Defense Contract Management Agency has been given the responsibility for reviewing and approving contractor requests for facility-wide or corporate approaches to UID. This is in concert with the concept of single process initiatives, which provide a means for approval to perform a function the same way across programs within a facility or a corporation. This is a significant benefit to the contractor and government where the potential exists for differing direction from programs/customers that could drive up costs and prolong production schedules. For example, if two customers request differing packaging, the costs of materials and storage will almost certainly be more than if the customers could use a single packaging approach.

Benefits to the Acquisition Community

For the acquisition community within DoD and where contractor logistics support is provided, the technology provides an automated approach to data capture and a means for traceability throughout the life of an item. As the data are captured and linked to in-service data sources, there will be access to a broad range of reliable data for engineering analysis, logistics support decision making, valuation, and even operational decision making.

It is true that operational and maintenance processes need to be modified to conform to an automated data capture capability. It is also true that we already capture much of the product identification data today. The difference is the speed and accuracy with which the data are captured. Today, the operator/maintainer has to read and write down product data that may have been vibro-etched or stenciled onto a part, then he/she must enter the information manually into a database. By the implementation of a standard data structure and mark, the operator/maintainer will use an image capture device to read the 2-D data matrix quickly and accurately, then the data can either be stored or transmitted to the database. The result is faster, more accurate data capture.

The Future of UID

As more and more items meet the UID requirements, business processes will be modified to capture precise data and provide a more accurate picture of individual item history and configuration. We expect that UID will mature as did the universal product code and that a few years after introduction, the payoff in the use and analysis of the data will be even more profound than the data capture quality. (Consider for a moment how accurate item-level history of maintenance, repair, operational use, and current configurations could be leveraged to improve operational readiness and effectiveness while decreasing the required retraining and logistics burden.)

In the short term, a primary focus is on marking the items and electronically submitting the pedigree data through wide area workflow. We are working concurrently with the acquisition, finance, and logistics communities to determine how UID marking and data capture can contribute to functional processes. The long-term future of UID will be determined by the extent to which UID becomes a factor in knowledge-enabled acquisition and logistics. Continued internationalization of the UID approach for tangible items in both the corporate and defense communities will improve and enhance our ability to leverage its use across industry and military applications.

Questions and comments should be addressed to robert.leibbrandt@osd.mil. For more information on UID, visit www.acq.osd.mil/dpap/uid.

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Common Criteria: A Prime Factor in Information Security for the DoD

Kathy Malnick



**NOW MANDATORY FOR THE
DOD IS THE USE OF
INFORMATION TECHNOLOGY
PRODUCTS THAT HAVE
BEEN INDEPENDENTLY
EVALUATED AND
CERTIFIED.**

Is your vital information secure? How do you know? Are you sure? There are several ways to increase confidence in the security of your vital information. The data could be moved to a non-accessible location. A security firm could be hired to install, update, and monitor the system. But perhaps the easiest method, and one that is now mandatory for the DoD, is the use of information technology products that have been independently evaluated and certified. While this sounds like a great idea, how does one find such IT products?

The answer is that certified products are listed on the National Information Assurance Partnership (NIAP) Web site at niap.nist.gov/cc-scheme.

The National Institute of Standards and Technology (NIST) and the National Security Agency (NSA) established the NIAP to evaluate information technology product conformance to international standards, namely the Common Criteria (CC). The program, officially known as the NIAP Common Criteria Evaluation and Validation Scheme (CCEVS) for IT Security, is a partnership between the public and private sectors. The program was implemented to help consumers select commercial off-the-shelf (COTS) IT products that meet their security requirements and to help manufacturers of those products gain acceptance in the global marketplace. One of the program's main objectives is to improve the availability of evaluated IT products.

Department of Defense Policies

The DoD mandated the use of evaluated IT products in October 2002, with the issuance of DoD Information Assurance Directive 8500.1, which stated that "all IA [Information Assurance] or IA-enabled IT hardware, firmware, and software components or products incorporated into DoD information systems must comply with the evaluation and validation requirements of National Security Telecommunications and Information Systems Security Policy Number 11 [NSTISSP #11]." This thrust DoD and its vendors into the world of CC product evaluations—the subject of NSTISSP #11. The DoD and its vendors share responsibility for compliance with Directive 8500.1, in-

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**THE COMMON CRITERIA ARE
A SET OF FUNCTIONAL AND
ASSURANCE SECURITY
REQUIREMENTS DEVELOPED
TO PROVIDE A COMMON
INTERNATIONAL EVALUATION
BASELINE FOR IT PRODUCTS
AND SYSTEMS.**



cluding the provisions for independent product evaluations. Such evaluations require both procurement officers and vendors to understand the purpose of CC evaluations and the effort it takes to earn product certification.

Common Criteria Overview

Simply put, CC product evaluations are designed to ensure the DoD is procuring products that have been independently verified to meet their security claims. In greater detail, the CC are a set of functional and assurance security requirements developed to provide a common international evaluation baseline for IT products and systems. A full description of those requirements can be found in the International Standards Organization standard, ISO/IEC 15408.

CC product evaluations are conducted by accredited independent test labs known as Common Criteria test labs or CCTLs. For the United States, the National Voluntary

Laboratory Accreditation Program grants laboratory accreditation and the NIAP CCEVS oversees the CCTLs, which verify a vendor's product security claims using artifacts/proof supplied by the vendor along with the labs' own independent tests. The level of effort and the required vendor proof are based on a scale of assurance levels. Typically, the vendor chooses the evaluation assurance level according to client needs.

An evaluation requires vendors to supply a lab with a set of security claims in the form of a security target, the product to be evaluated, and documentation appropriate for the selected evaluation assurance level. The security target and the evaluation evidence can be developed by the vendor or a hired consultant. Either way, it takes time to prepare the documents adequately.

Once the vendor has supplied the accredited lab with the required materials, the lab conducts the evaluation. If the lab discovers issues during the evaluation, vendors are required to resolve them. The evaluation issue resolution cycle continues until all issues are resolved and the final set of results is submitted to the NIAP CCEVS. Following the NIAP CCEVS validation of the results, the vendor receives a certificate for the particular version and configuration of the product evaluated.

The Driving Forces of Common Criteria

The United States is a leader in the area of CC—in fact, the only country in the world with national regulations requiring CC evaluations. Nineteen other nations currently recognize the importance of the CC and with it the significance of independently certifying the security features and functions in IT products.

NSTISSP #11

NSTISSP #11 took effect in July 2002, and since then, all new IT product purchases for use in national security systems must be evaluated and validated under the Common Criteria. In July 2003, a deferred compliance guidelines annex was added to this policy. The guidelines state that acquisitions made prior to July 2002, are exempt from NSTISSP #11, but those products should be used with care and replaced with validated products as soon as is "practical." The guidelines further state that "no blanket or open-ended waivers ... will be authorized, but a Deferred Compliance Authorization (DCA) may be granted on a case-by-case basis." The guidelines go on to explain that DCAs are "applicable only to the acquisition of a specific COTS product for a specific application within the IT enterprise of an organization," but they do not "constitute blanket approval for future acquisitions of the same product." Deferrals will be "reviewed and approved only by the heads of federal departments or agencies, or major subordinate organizations within a department or agency."

Directive 8500.1

Following in the footsteps of NSTISSP #11, DoD Directive 8500.1 and DoD Instruction 8500.2 included provisions and guidance for CC evaluations as part of their direction for information assurance within the DoD. Responsibility for ensuring these policies were enforced was also assigned within the policies.

Directive 8500.1 was instituted in October 2002. Its three main tenets state that all IA or IA-enabled products incorporated into DoD information systems must comply with NSTISSP #11; products must be satisfactorily evaluated and validated prior to purchase or as a condition of purchase; and purchase contracts must specify that validation will be maintained for subsequent releases of the product.



**THE DOD MUST
UNDERSTAND THAT CC
EVALUATIONS AND THEIR
SUBSEQUENT MAINTENANCE
ARE NOT TRIVIAL TASKS:
THEY TAKE WEEKS OR
MONTHS TO COMPLETE.**

Of course, the preferred course of action is to have products evaluated prior to purchase, but evaluated products for certain applications are simply not yet available. Fortunately, the “condition of purchase” clause addresses this issue.

This directive places the burden on the heads of DoD components to ensure purchase contracts reflect the proper product evaluation and validation requirements.

Instruction 8500.2

The DoD reinforced Directive 8500.1 and provided instruction on how to execute it in February 2003, with Instruction 8500.2.

There are two key elements to this policy. First, if an approved protection profile (PP)—a statement of security requirements that addresses existing threats in specific technology areas—exists, purchases are restricted to respectively: validated products that match that existing PP; products submitted for validation with a security target written against that PP; or other U.S.-recognized products evaluated under the international Common Criteria Recognition Arrangement (CCRA).

PPs are typically used to let product vendors know what security functionality they must provide to address government and DoD security needs. It is important to note the PP requirements in DoD 8500.2 because the federal government and NSA have identified 10 key technology areas for which they are developing PPs. The areas for which PPs exist or will soon exist are operating systems; firewalls; wireless technologies; Web browsers; intrusion detection devices; databases; public key encryption; biometrics; virtual private networks; and tokens. If a DoD product purchase that falls under DoD 8500.1 fits into one of these technology areas, the DoD procurement officer should be certain his or her vendors work with their chosen CCTL to locate the relevant PP.

If no approved U.S. government PP exists, the acquiring organization must require, prior to purchase, that vendors provide a security target that describes the security attributes of the products. In addition, vendors must also submit their products for evaluation at the appropriate CC assurance level as determined by a DoD information systems security engineer (ISSE) and the appropriate designated approval authority (DAA).

The other key element of Instruction 8500.2 is the inclusion of definitions for generic “robustness” levels and the assignment of “baseline levels” of IA services to those robustness levels, depending on the value of the information and the environment in which the information is used. Robustness level descriptions help the ISSE and DAA determine at which level of CC assurance a product must be evaluated. This information is passed on to the

vendor for use in developing an evaluation services contract with a CCTL.

The ISSE and DAA should also consider the following when selecting the evaluation assurance level: the value of the assets being protected; the risk of those assets being compromised; the resources of those who might try to compromise the assets; and the “robustness requirements, mission, and customer needs.”

Instruction 8500.2 also augments key points from Directive 8500.1. Products available “under multiple-award schedule contracts or non-DoD Government-Wide Acquisition Contracts awarded before July 1, 2002, must be evaluated when and if a version release of the product is made available under the contract.” Simply stated, this means that products that are just now being received by the DoD under contracts awarded before July 1, 2002, must be evaluated and validated under the CC.

The instruction also states that “although products that have not satisfactorily completed evaluation may be used, contracts shall require ... [that] evaluations ... be satisfactorily completed within a specified period of time.” This statement gives contract officers the task of ensuring the purchase contract includes provisions requiring vendors to complete the CC evaluation. Vendors cannot simply submit their products for evaluation and then not complete the process. Vendors can work with their CCTL and the DoD to determine a reasonable period of time for the product evaluation, which could be any number of months depending primarily on product complexity, vendor evidence preparedness, assurance level chosen, and the lab’s familiarity with the technology.

Finally, the instruction states that the original contract must specify that “product validation will be kept current” where use is anticipated for subsequent versions of that product. CC certificate maintenance is another task that requires effort and planning on the part of the vendor because CC certificates apply to a specific version and configuration of a product. The requirements for maintaining that certificate across future versions of the product are described in a document entitled “Assurance Continuity: CCRA Requirements,” issued in February 2004 by the international body responsible for maintaining the Common Criteria. You can obtain a copy of this document from any CCTL or the NIAP CCEVS.

DoD contract officers should ensure their vendors are aware of the evaluation completion and certificate maintenance clauses in their contracts so that products do not fail to meet and maintain the CC certification requirements for continued use within the DoD.

As with Directive 8500.1, the heads of DoD components are entrusted with the responsibilities to ensure DoD in-

formation systems employ solutions in accordance with the DoD 8500.2 sections describing product evaluations.

Public Law 107-314

Further emphasizing the importance the federal government and DoD are placing on product evaluations, public law includes provisions for product evaluations and the often-sought-after waivers to such policy requirements.

Subtitle F: Information Technology, Section 352 of Public Law 107-314, passed in December 2002, directs the secretary of defense to establish a policy to limit the acquisition of information assurance technology products to those products that have been evaluated and validated in accordance with appropriate criteria, schemes, or programs. Such criteria or schemes include the NIAP CCEVS and the internationally developed CC.

While experienced vendors will state that acquisition policy requirements can sometimes be waived, the waiver clause in Public Law 107-314 authorizes the secretary of defense to provide such waivers only for U.S. national security purposes. Therefore, this law makes it difficult to obtain waivers to the DoD acquisition policies requiring CC evaluations.

DoD's Responsibility

Clearly, independent product evaluations are important to both the federal government and the DoD, as NSTISSP #11, DoD 8500.1, DoD 8500.2, and Public Law 107-314 confirm. Such evaluations allow the DoD to have confidence that the products it purchases meet the security claims made by the product vendors. While the bulk of the work for obtaining these evaluations falls to the vendor, the DoD is responsible for ensuring that products are evaluated and validated in accordance with the contract requirements stated in the DoD’s own policies. The DoD is also responsible for assisting the vendor with the selection of the assurance level for the evaluation since that assurance level is chosen based on the information security needs and the application of use within the DoD. The DoD must also understand that such evaluations and their subsequent maintenance are not trivial tasks: They take weeks or months to complete depending on the evaluation assurance level chosen, the preparedness of the vendor to supply the required evidence, and the complexity of the product under evaluation.

Common Criteria evaluations play an important role in protecting DoD information. For this reason, procurement officers, contract officers, and DoD vendors should familiarize themselves with the criteria and the evaluation process.

The author welcomes comments and questions. She can be contacted at malnick@criterionlabs.org.

It's Quitting Time

New Year Resolutions for Program Managers

Maj. Dan Ward, USAF

Happy 2005, everyone! As a new year dawns, people across this great land are practicing the time-honored tradition of making resolutions they firmly intend to keep ... at least until January 4. In the spirit of reform and transformation, I humbly offer for your consideration the following list of *Things To Quit in 2005*.

Quit sawing with paintbrushes

This resolution points out the importance of matching tools and talent to the job at hand. The best paintbrush in the world makes a terrible saw. As much as some people and organizations hate to admit it, human beings are seldom interchangeable. For example, all engineers are not equally gifted in every activity or discipline. Some are better suited to particular work than others. Similarly, some processes are appropriate for Project A but not for Project B. The one-size-fits-all approach may work for t-shirts or socks (though often enough it doesn't), but taken too far, it may serve up the wrong person/process/tool for the job.

The point is to focus on the actual talents, traits, and procedures that a project requires, rather than simply to rely on certifications, credentials, and management models, as if all engineers or accountants were identical or as if waivers were never necessary. I may have painted a great picture with that brush last year, but if this year's mission is to cut logs, I'd better go find a saw.

Quit insisting on perfection

G.K. Chesterton famously observed, "If a thing is worth doing, it is worth doing badly." That is to say, if a thing is worth doing, it is simply worth doing, even if we aren't as good at it as we might like to be. An inability to perform perfectly is no excuse for not performing at all. I am not advocating sloppiness—except when the only alternative is to do nothing.

It's often said that "good enough is the enemy of the best." We ought not settle for adequate when excellent is called

for, and I am glad the Air Force has identified "excellence in all we do" as a core value. However, the best is sometimes the enemy of the good enough, and an insistence on bestness may have a negative mission impact because of the time, effort, and resources required to get there.

Perfectionists are some of the most frustrated and unhappy individuals around because perfection is so rare. If perfection is the only thing that satisfies, satisfaction will be elusive. And quite frankly, perfection is often unnecessary. What many of our customers need is something that works well (if not perfectly), and they need it soon. They can wait for the bells and whistles later—a



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scenario that the spiral development model is well suited to address. So spiral away, and forget the old school, Big Bang theory of delivering 100 percent solutions tomorrow when our customers need 80 percent today.

Quit reading all your e-mail and answering all your phone calls

If your inbox is anything like mine, it attracts its share of messages that simply don't need to be read. Go ahead and delete them. While you're at it, quit answering the phone every time it rings, and quit going to meetings that don't have agendas or objectives. As a matter of principle, make it a point to ignore some percentage of the dings, beeps, and squeaks that clamor for your attention each day.

Just because someone calls, e-mails, or invites you to a meeting doesn't mean you have to answer, read, or attend. The person in charge of your day ought to be you (or your boss), but all too often we tend to delegate that responsibility to anyone who happens to stumble across our contact information. If you're in the middle of an important task, let your voicemail handle an untimely call. My philosophy at home is that I have a phone for my convenience, not anyone else's. I'm paying the bill, after all. So if I don't want to interrupt my family dinner, I let the answering machine get it, and I return the call—if it's worth returning—when it is convenient for me. Similarly, I contend that I know best whether right now is a good time to interrupt my work for a phone call. So far, I have not run across an issue that caused the world to end because of a five-minute delay.

Trust your e-mail inbox to faithfully store new messages while you wrap up whatever meaningful activity you are currently engaged in. E-mail may get delivered in seconds, but it doesn't have to be read that quickly.

Quit drinking coffee out of a fire hose

Tom Demarco wrote a fascinating book titled *Slack*, which is aimed at debunking "the myth of total efficiency." Focused primarily on knowledge workers, DeMarco argues that slowing down and intentionally creating downtime actually increases productivity. Other writers have addressed similar approaches to "the tyranny of the urgent," so this concept is not entirely without precedent. DeMarco observes, "Organizations sometimes become obsessed with efficiency and make themselves so busy that responsiveness and net effectiveness suffer." Simply put, there is a difference between being busy and being productive.

Somewhere between working 40 hours and working 80 hours, efficiency and effectiveness drop off. Parkinson's

law states that work expands to fill the time allotted. If work is expandable, it is also (up to a point) compressible. If I must get something done by 5 p.m., I inevitably find a way to get it done. On the other hand, if I know I have to stay until 7 p.m. anyway, I find my hours feel just as full, even when I don't necessarily produce much more.

Some things are meant to be sipped and savored, rather than gulped and chugged. And sometime the quickest path forward involves throttling back a little, slowing down, and getting out of the firehose's stream. Don't let this year go by without making time to read, to think, to explore, to play, to learn a new skill. Have some fun, get some exercise, catch your breath—and then see if your overall effectiveness doesn't increase.

Quit focusing on technology and money

Technology and funding are important aspects of a PM's job, no question. But however interesting and valuable a particular technology or budget line may be, its value is orders of magnitude below that of the people on your program team. PMs certainly need to be technically astute and financially savvy, but their primary focus needs to be on the people who make up the team.

**Forget the old school
Big Bang theory of delivering
100 percent solutions
tomorrow when our customers
need 80 percent today.**

This focus has at least two dimensions. One is the care and feeding of your program team, and that includes awards and recognition as well as a day-to-day awareness of the team's challenges, issues, and achievements. The other dimension is the team members' professional development, which can be stunted if the PM doesn't delegate an appropriate level of responsibility and activity to each individual.

The people part of a PM's job has few clear-cut solutions. For that matter, it often has few clear-cut problems, which makes it even harder. Sad to say, many PMs choose to focus on the easier, more concrete technical and financial tasks to the detriment of both the team and the program. The PMs who instead focus on taking care of their people and helping them grow, usually find their technical and financial challenges get much easier.

Quit making improvements

The German word *Schlimmbesserung* does not have a direct English equivalent, but roughly translated it means

2005 Reading List

AS THE FUTURE CATCHES YOU

Juan Enriquez

A poetic and prophetic look at the political, ethical, economic, and technical implications of the imminent revolution in genomics

BOYD

Robert Coram

A riveting biography of the most influential military thinker of the recent past, Air Force Col. John Boyd

FASTER

James Gleick

Examination of the "acceleration of just about everything" in today's world

JUST FOR FUN

Linus Torvalds

The fascinating story of Linux, as told by its creator

LOVE AND PROFIT

James Autry

A collection of insightful, human essays about leadership and business

ORBITING THE GIANT HAIRBALL

Gordon MacKenzie

An enlightened and enlightening primer on creativity, written by the former "Creative Paradox" of Hallmark Cards

RE-IMAGINE

Tom Peters

Fast paced and hard-hitting, Peters once again sounds the call for excellence in an age of change

THE HACKER ETHIC

Pekka Himanen

Traces the development of the work ethic from pre-Reformation Europe through today's open source developers

THE TIPPING POINT

Malcolm Gladwell

Illuminates the process of contagion from epidemics and crime to fashion trends and political ideas

THE UNFINISHED REVOLUTION

Michael Dertouzos

A clear, comprehensive argument for where the Information Technology revolution should be headed

"improvements that make things worse." Aside from the obviously bad improvements we may encounter (like accidentally breaking a knob off the device you were trying to repair), many a *Schlimmb* is actually quite subtle: for example, taking a team's dynamic, creative approach to a problem and turning it into a repeatable, checklist-driven process—then forcing the original team to use the watered-down checklist, no deviations allowed. The acme of subtle non-improvements is when a team's goals are focused on repeating the past with only small gains, rather than challenging them to seek new heights.

**Just because someone calls,
e-mails, or invites you to a
meeting doesn't mean you have
to answer, read, or attend.**

Management über-guru Tom Peters constantly rails against an over reliance on a kaizen methodology and its insistence on continuously pursuing small, incremental improvements. Instead of minor improvements, Peters proclaims "the destruction imperative" and dedicates a whole chapter in his book *Re-Imagine* to this concept. As he puts it, "Mediocre successes may be just fine ... for mediocre times. But these are not ... mediocre times." That is true for just about every enterprise we encounter these days. Improvements are simply not adequate. What we need is creative destruction.

It's a brand new day

Perhaps one of the reasons the New Year's Resolution tradition has persisted in spite of our frequent failure to keep the resolutions we make, is that everyone craves a goal. Without an explicit, forward-leaning, important, and exciting goal, we tend to default into survival mode, where getting through the day intact becomes our sole objective. That's not exactly a formula for meaningful success.

So make sure you and your team have some goals and resolutions for the new year. Post them somewhere prominent. Discuss them. Act on them.

And whatever else you're quitting, make this the year you don't quit on your resolutions.

The author promises to read e-mailed comments and questions. He can be contacted at daniel.ward@rl.af.mil.

Integrating Business and Engineering Strategy Through Modular Open Systems Approach

Cyrus Azani ■ Col. Kenneth Flowers, USA

The Modular Open Systems Approach is an integrated business and engineering strategy to maintain the superiority of U.S. military forces within tightening budget constraints and the unprecedented rate of technological change. MOSA makes possible the effective application of business practices and successful engineering of systems through exploitation of technological change and by providing the capability to easily and effectively reconfigure and integrate systems into integrated and interoperable joint warfighting systems of systems. Leveraging the commercial industry investment on new technologies, practices, and products results in a faster response to technological change. Adaptive and agile open and modular architectures for systems and systems of systems facilitate the effective integration of systems into larger meta-systems. Generally speaking, MOSA supports program teams in the acquisition community to:

- Reduce development cycle time and product support costs
- Design for affordable reconfiguration, modernization, and change
- Effectively integrate and/or retrofit earlier increments with later increments within an evolutionary acquisition context
- Develop agile, robust, and adaptive systems and integrated architectures needed for assembling a joint, network-centric, and reconfigurable force.

MOSA Policies and Directions

The main Department of Defense MOSA policy and directions are stated in DoD Directive 5000.1; an under secretary of defense

(acquisition, technology and logistics) directive dated April 4, 2004; and an instruction memorandum by the director of defense systems (AT&L) dated June 7, 2004.

DoDD 5000.1 directs all acquisition programs to employ MOSA as part of their application of systems engineering.

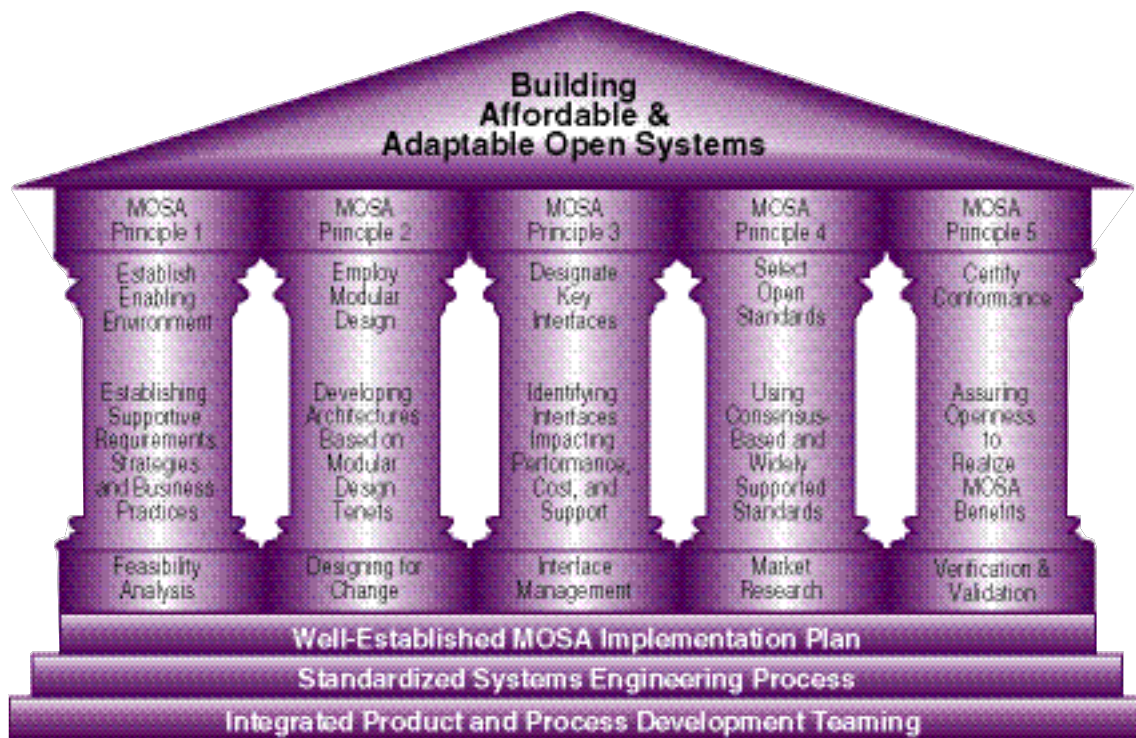
The USD (AT&L) memorandum directs Services to develop a coordinated business and technical approach to MOSA across their respective programs to progress toward joint integrated warfare.

It also designates the Open Systems Joint Task Force (OSJTF) as the DoD lead for MOSA and directs the task force to establish and chair the MOSA review team to synchronize MOSA implementation across the Services and DoD agencies to leverage open systems benefits across joint integrated warfare systems. It further directs all programs subject to milestone review to brief their MOSA implementation status to the milestone decision authority.

The director of defense systems instruction memorandum describes how requirements stated in the USD (AT&L) directive should be addressed for systems and systems of systems in the formal acquisition process. Based on the instruction, acquisition programs should address MOSA early in their program and acquisition planning and discuss MOSA implementation in the context of their overall acquisition strategy and, to the extent feasible, in their technology development strategy. The memorandum in-

The effectiveness of MOSA is largely determined by the degree to which it is an integral part of a sound systems engineering process.

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structs program managers to use either the MOSA program assessment and rating tool (PART), which is an adaptation of the Office of Management and Budget tool for rating programs across the federal government, or an equivalent method of assessment to generate objective data on MOSA implementation progress.

Planning for MOSA Implementation

MOSA implementation should be based on upfront planning and initiated early in the program and acquisition planning. The essential elements and the supportive technical and business practices needed to develop affordable and adaptable open systems are depicted graphically above. Needed are an integrated product and process development (IPPD) team approach; application of sound systems engineering processes; and development of a MOSA implementation plan that, at a minimum, addresses the following five fundamental principles (discussed in detail later):

- Identify and analyze capabilities and strategies that could most effectively be pursued by open systems design solutions
- Assess the feasibility of open systems design solutions
- Establish metrics/tools to assess MOSA implementation progress
- Use MOSA principles to develop an open architecture
- Establish a procedure to identify and resolve MOSA implementation issues and report the unresolved issues to Milestone Decision Authority.

The effectiveness of MOSA is largely determined by the degree to which it is an integral part of a sound systems engineering process. Programs and contractors are encouraged to use popular systems engineering standards

(EIA 632, ISO 15288, IEEE 1220, for example) as the foundation for applying MOSA. The preferred strategy for applying these standards and implementing MOSA is to employ an IPPD team composed of government and industry representatives and, at a minimum, including those who specify, design, build, test, operate, and maintain DoD systems. Team responsibilities include selecting standardized systems engineering processes and establishing a plan for implementing MOSA. Other responsibilities are overall coordination of MOSA-related activities and ensuring effective implementation of MOSA principles. The MOSA implementation plan is a roadmap with specific objectives, tasks, principles, and milestones for putting MOSA into practice.

Pinpointing MOSA-enabled Capabilities and Strategies

Identifying specific operational and performance capabilities and strategies that could be enabled by open systems design is an important MOSA planning activity. There are many acquisition strategies, operational capabilities, and performance requirements that lend themselves to the use of open systems in a program, among them:

- Evolutionary acquisition and spiral development
- Requirements that place great emphasis on long-term sustainment and affordability
- Capability to constitute and reconfigure functionally compatible forces and systems
- Seamless, high speed, digital information exchange among diverse warfighting elements
- Overarching capabilities for a mission area that form a system of systems
- Application of an integrated approach for adding future capabilities and advanced technologies with minimum

impact on existing systems

- Modular contracting strategies.

Open Systems Design Feasibility

The MOSA is not a panacea, and programs shouldn't blindly follow the concept. Programs should make a business case for implementing open systems solutions after carefully analyzing capabilities and strategies contained in capability development documents and their acquisition strategy to ensure they lend themselves to the development of an open architecture. They may use a dynamic business case analysis model and apply market research findings to evaluate the appropriateness and feasibility of open systems. Business case models should take into consideration evolving capability requirements and the changes in technology to evaluate the total life-cycle costs of designing the system as an open rather than a closed system. Programs should use market research and analysis to identify technologies, standards, and compliant products needed to develop an open system.

Tools to Assess MOSA Implementation Progress

Programs can either develop their own assessment tool or apply the MOSA PART to gauge their MOSA policy compliance. The MOSA PART is an analytic tool that evaluates responses to a set of interrelated questions to provide acquisition program executives with an objective, evidence-based assessment of the degree to which the MOSA has been implemented by programs. The degree of such compliance is presented in terms of a set of MOSA implementation questions or indicators related to each of the five fundamental MOSA principles. Besides indicators that measure the degree of adherence to MOSA principles, the tool also contains instructions for use; program assessment information; an introduction to MOSA; a section on definitions; and the assessment report and overall score generated in real time by the responses. The MOSA PART can be reviewed and downloaded at <www.acq.osd.mil/osjtf/html/whatsnu.html>.

A Closer Look at MOSA Principles

Principle 1—Establish an enabling environment

This principle lays the foundation for successful implementation of subsequent principles. To adhere to this prin-

DoD programs must address MOSA early in the program and acquisition planning processes to expedite and maximize MOSA benefits.

ciple, PMs must establish MOSA-supportive requirements; business practices; technology development, acquisition, test and evaluation; and product support strategies. PMs should also assign responsibility for MOSA implementation; ensure appropriate MOSA experience and training; conduct market research; establish MOSA-specific performance measures; and proactively identify and remove barriers or obstacles that can undermine effective MOSA implementation.

Principle 2—Employ modular design

Effective modular design is contingent upon adherence to four major modular design tenets that determine the degree to which modules are cohesive (contain well-focused and well-defined functionality); encapsulated (hide the internal workings of a module's behavior and its data); self-contained (do not constrain other modules); and highly binded (use broad modular definitions to enable commonality and reuse).

Principle 3—Designate key interfaces

To effectively manage hundreds—in some cases, thousands—of interfaces that exist within and among systems, designers should group key and non-key interfaces. Such distinction enables designers and configuration managers to distinguish among interfaces; between technologically stable and volatile modules; between highly reliable and more frequently failing modules; between modules that are essential for net-centricity and those that are not; and between modules that pass vital interoperability information and those with least interoperability impact.

Principle 4—Select open standards

In order to take full advantage of modularity in design, interface standards must be well-defined, mature, widely used, and readily available. Standards should be selected based on maturity, market acceptance, and allowance for future technology insertion. As a general rule, preference is given first to the use of open interface standards, second to the de facto interface standards, and finally to government and proprietary interface standards. Basing design strategies on widely supported open standards increases the chance of integrating future changes in a cost-effective manner.

Principle 5—Certify conformance

Openness of systems should be verified, validated, and ensured through rigorous and well-established assessment mechanisms, well-defined interface control and management, and proactive conformance testing. The PM, in coordination with the user, should prepare such validation and verification mechanisms as conformance certification and test plans to ensure that the system and its component modules conform to the external and internal open interfaces. This will enable plug-and-play of modules, net-centric information exchange, and reconfiguration of mission capability in response to new threats and technologies.

Identifying and Resolving MOSA Implementation Issues

The instruction memorandum stipulates that the MOSA implementation issues be identified and addressed through the integrated product team process and presented as issues to the MDA only when unresolved at a lower level. Examples of such issues are:

- Harsh environment within which a system must operate (e.g., excessive humidity or temperature extremes)
- Rigid requirements that call for design-specific solutions

- Absence of open standards or widely supported compliant products
- Very expensive test mechanisms
- Unforeseen performance or operational requirement changes that limit open systems development.

DoD programs must address MOSA early in the program and acquisition planning processes (at the concept and technology development phase) to expedite and maximize MOSA benefits. Concept studies should consider open systems implications on total ownership costs and development cycle time of alternative solutions. Moreover, if solutions call for commercial-off-the-shelf product use, system developers must ensure that the interfaces to such products remain open. Technology development projects should also, from the outset, identify the key interfaces between technology-embedded products to ensure continuing access to such technologies throughout the system life cycle.

The authors welcome comments and questions. Azani can be reached at cyrus.azani.ctr@osd.mil and Flowers at kenneth.flowers@osd.mil.



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An Online Student's Survival Guide

Rich Stillman

Online training is no longer the wave of the future. Around the country, most colleges and universities provide some classes on the Internet, and a few schools provide whole degree programs online. The Defense Acquisition University currently offers 22 online classes that are being provided to 4,000 acquisition professionals at any one time. In fiscal year 2003 alone, DAU enrolled a total of 57,171 online students who completed 1.47 million hours of online instructional time. That represents an 83-fold increase in just five years.

Most students find non-resident courses flexible, convenient, and enjoyable. They set their own pace online, taking lessons when it's convenient in an environment that works for them. Gone are the snippy instructors with endless, hard-to-read vugraphs and monotonous voices. It's a brave new training world.

Unfortunately, however, not all students are ready to make the leap from the classroom environment to the Internet. They miss the direct contact with their instructor, the interface with the other students, and the focused classroom setting. They become distracted, frustrated, and lost. Their results fall short of their expectations.

This article is designed to help students new to distance learning get a positive start in their training and online veterans to get more out of the learning experience. A word of caution is needed up front. Students are all endowed with dif-

ferent skills, temperaments, attitudes, and needs. All of the suggestions may not apply to a single student, but some of the suggestions should apply to all of the students.

Understand the basics

Are you a night owl or an early bird? E-learning can accommodate either preference. Plan on working on the course when your mind is clear and your energy level is high. That is when you learn best. It will take you longer to complete a lesson if you are fatigued. So working on the course in the early morning may be best for the early risers. Evening work may work best for the night people.

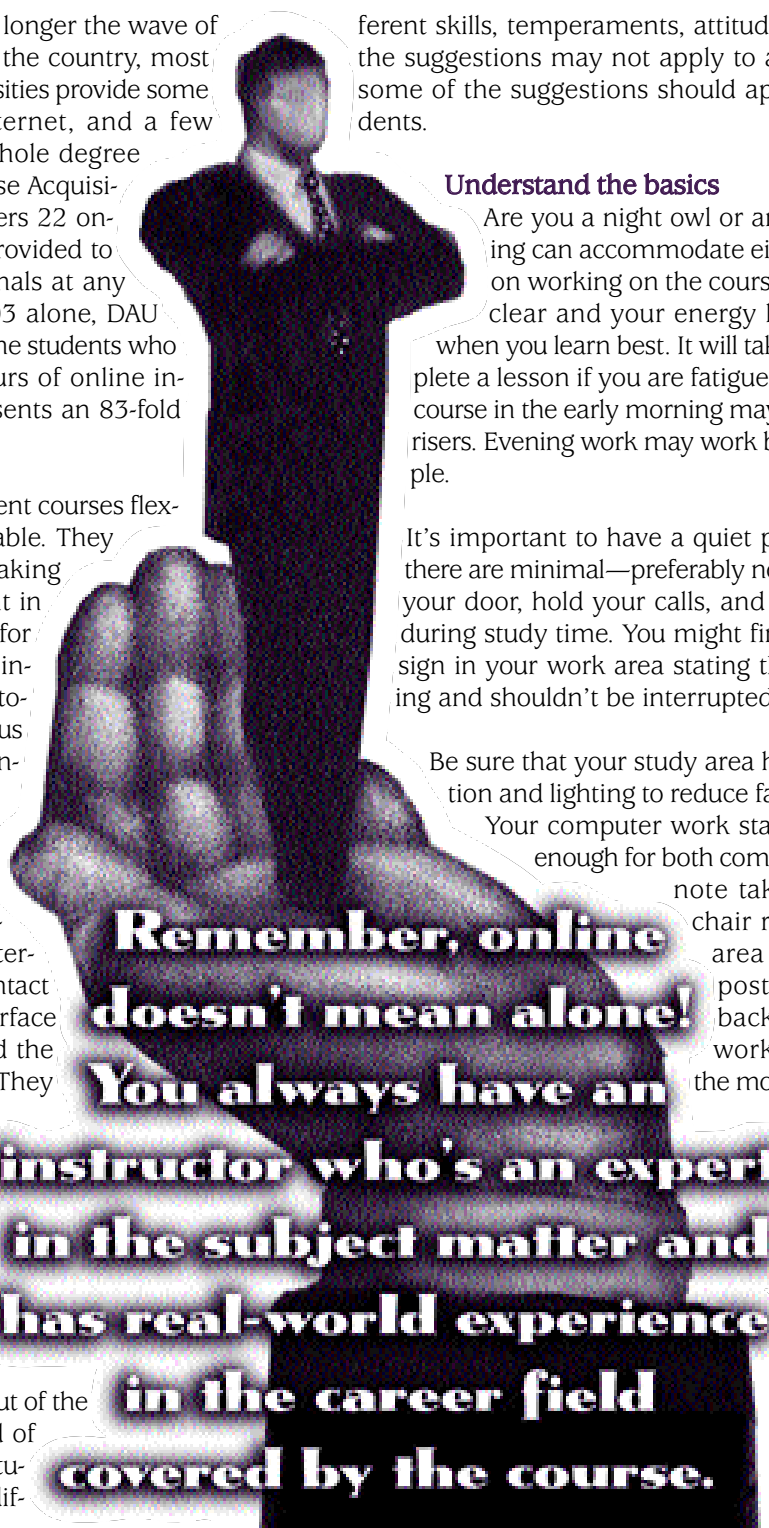
It's important to have a quiet place to study where there are minimal—preferably no—distractions. Close your door, hold your calls, and schedule no visitors during study time. You might find it helps to place a sign in your work area stating that you're in e-training and shouldn't be interrupted.

Be sure that your study area has adequate ventilation and lighting to reduce fatigue and eye strain.

Your computer work station should be large enough for both computer equipment and note taking. A comfortable chair rounds out the work area by improving your posture and reducing back stress. An efficient work place can help set the mood and improve your attitude for taking an online course.

Watch the watch

Everyone has many roles and responsibilities, from professional lives to personal commitments to spiritual obligations, all of which



Remember, online doesn't mean alone! You always have an instructor who's an expert in the subject matter and has real-world experience in the career field covered by the course.

Stillman is regional director of the DAU Boston Office. He is also an online instructor to over 500 students at all times.

require time and energy. So for many online students, there is a constant struggle to balance other obligations and still complete their courses.

All the DAU online courses come with a defined time limit within which students must finish the lesson materials and take all the tests. (Most classes allow 60 days to finish; some allow more or less time.) Many students struggle with completing their online courses on time; pleas for more time are among the requests most frequently received by DAU instructors.

Part of the problem is that students underestimate the time and effort it takes to complete a course, or they may be unclear on what is expected. Be sure you know how many modules or lessons are in the course, what type of material is in each module, and how the examinations function. Most instructors agree that new students should log into the course quickly and try a lesson or two to get a generalized feel for the total time that the course might take.

You also need to consider what is the best time of the day to be on the Internet. Depending upon the amount of traffic, certain times of the day provide faster download times than others. You may need to try different times and adjust your routine accordingly.

Noises, interruptions, and other distractions break concentration and increase the online study time. To fix that problem, some organizations authorize students to use computers in libraries or e-learning centers so that they get away from the hustle and bustle of the office. See if your organization has this arrangement. As a last resort, some students choose to work on their online classes from home, during their own time.

Seek professional help

Remember, online doesn't mean alone! You always have an instructor who's an expert in the subject matter and has real-world experience in the career field covered by the course. Your instructor can assist you in understanding the lesson material and take you beyond the online information by helping you connect the dots between theory and real workplace events.

DAU instructors are also responsible for helping students through administrative problems. Get to know your instructor early, and don't hesitate to contact him or her if you're having difficulty, need advice, or have questions. I usually encourage my students to send me an e-mail about why they are taking the class and their expectations. That opens up the communications channels and improves the experience. Interactivity with the instructor is often the key to a successful online program. It allows the instructor to share ideas, to suggest improvements, and to provide meaningful feedback. Contact your

instructor regularly, especially when you are having trouble.

Another source of help is only a phone call or an e-mail away—the DAU help desk (1-866-568-6924, DSN 655-3459, or dauhelp@dau.mil). The technical wizards at the help desk can assist you in solving computer, connectivity, and Internet access issues. They often work with your local computer support folks to resolve security and firewall blocks. If you're technology-challenged or not computer savvy, the good folks at the help desk can help get you started. They'll assess your computer, Internet connection, bandwidth, and plug-in requirements, and they can direct you to other student support products, like a glossary, online library, or frequently asked questions.

There may be times when nothing seems to work right and you get frustrated. If that happens, please remember that the Internet is a public place. When communicating with your instructor or the help desk, watch how you express your frustrations. Speak and behave as you were in a traditional classroom. You'll find that a little courtesy goes a long way when seeking assistance.

Make sure your support group is ... supportive

To be successful in an e-learning event, you need the support and understanding of your supervisor, co-workers, friends, and family. Your supervisor needs to know when you plan to study so that he or she can help in keeping your study time free of interruptions. DAU always sends supervisors a welcome e-mail when students start a new online course to alert them to the tasks ahead of their employees and to solicit their support.

Co-workers, friends, and family members are often the cause of interruptions. They want to see you. They compete for your attention. Yes, they are important people, but they may need a gentle reminder that you require quiet time to work on your course material. You may have to negotiate some consideration rules of the road to ensure online success. And since consideration goes both ways, you also need to be thoughtful of those around you. For example, if you are taking a course that uses audio feed, don't violate their air space with the sounds of your course. Use headphones.

Student-to-student interaction is an important social aspect of learning. Many students need to feel that connectivity with other people in any class, even online. If you are one of those learners, you might try to form a local study group. Depending upon the course, your instructor may even be able to help you locate people in your work setting who are also taking your course. The more interaction you have with other students, the better. Participating in an informal study group can extend your learning and increase your retention. If you're unfamiliar with the information being presented in class,

someone in the study group may have a good answer for you. (Keep in mind, however, that all your test attempts must be individual, unaided efforts.)

Get in sync with async

Most online training is done in the asynchronous mode. Literally, that means “not at the same time,” and its significance to you is that you can be working on lessons and taking tests even when your instructor is unavailable. It’s very convenient to have access to the course materials at any time of the day or night, and the flexibility of asynchronous interaction allows for reflective time.

The other side of async, however, is that you may not get immediate responses when you have questions.

Your instructor is a real person, not a computer programmed for instantaneous response. Depending upon when you send your e-mail, it’s possible that he or she won’t get back to you until the start of the next business day. Time zone differences and alternate work schedules can add to the delays. In addition, online instructors also teach classroom courses and are often away from the office on official travel. They do try to check their voicemail and e-mail even when they are traveling or otherwise busy, so please be patient and allow reasonable time for a response.

Be self-motivated

Learning in an asynchronous environment requires self discipline. You need to pace yourself, since the teacher won’t be setting the schedule. You don’t want to fall behind. It’s often helpful to make a plan of when you are going to work on the course, then stick to it as best as you can, whatever it is—every day, every other day, twice a week, or whatever. Just be sure that your plan is realistic. Balance is key: make sure it’s not so ambitious that you’ll burn out nor

so relaxed that you won’t finish the work within the course time limit.

Eat the elephant in small bytes

Most online classes were not designed for marathon eight-hour-a-day sessions, day after day. There’s just too much information to digest, and long, grueling sessions don’t support learning the information; instead they add to student fatigue and frustration. A couple of hours a day is generally all the online training that most students can absorb.

In addition, most instructors suggest that you take a break every 20 minutes or so—or sooner if you find that you are reading but not understanding or absorbing what’s on the screen. When you take a break, really take that break: get up, move around, take a walk, grab a bite to eat or a cup of coffee, relax and get away from your study area.

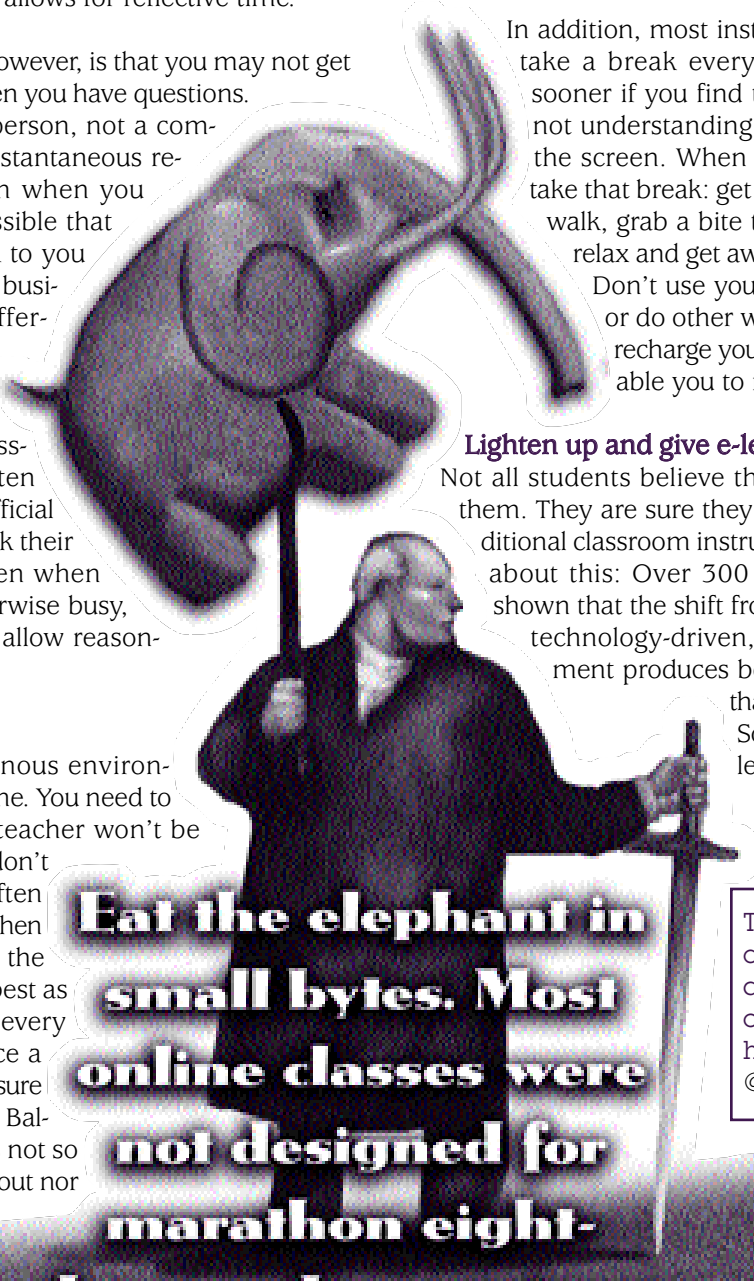
Don’t use your break time to pay bills or do other work. A break is meant to recharge your mental abilities and enable you to refocus on the lesson.

Lighten up and give e-learning a chance

Not all students believe that online training is for them. They are sure they can learn only from traditional classroom instruction. If that’s you, think about this: Over 300 empirical studies have shown that the shift from classroom training to technology-driven, individualized environment produces better test scores in more than 98 percent of students.

So give it a chance—online learning does work!

The author welcomes comments, questions, and new students for his online courses. Contact him at richard.stillman@dcu.mil.



Eat the elephant in small bytes. Most online classes were not designed for marathon eight-hour-a-day sessions, day after day.

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If you are interested, please contact the *Defense AT&L* Managing Editor (judith.greig@dau.mil) or the *Defense AR* Managing Editor (norene.taylor@dau.mil) or visit the guidelines for authors at <http://www.dau.mil/pubs/damtoc.asp> or <http://www.dau.mil/pubs/arq/arqtoc.asp>

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Statement Required by the Act of Aug. 12, 1970

Section 3685, Title 39, U.S.C.

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Effective Jan. 1, 2004, *Program Manager* changed its name to become *Defense AT&L*. *Defense AT&L* is published bimonthly at the Defense Acquisition University (DAU), Fort Belvoir, Va. 22060-5565. The university publishes six issues annually. The director of the DAU Press is Edward Boyd; the editor-in-chief is Collie Johnson; the managing editor is Judith Greig; and the publisher is the Defense Acquisition University Press. All are colocated at the following address:

**DEFENSE ACQUISITION UNIVERSITY
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9820 BELVOIR RD STE 3
FT BELVOIR VA 22060-5565**

Average Number of Copies Each Issue During the Preceding 12 Months

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In the News

AIR FORCE PRINT NEWS (SEPT. 2, 2004) REPORT SHOWS SPACE PROGRAMS IMPROVING

by Tech. Sgt. David A. Jablonski

WASHINGTON—Space programs are improving and cultural change is under way, according to a recent review of the May 2003 Task Force on Acquisition of National Security Space (NSS) Programs report.

In the 2003 findings, the task force had called for a one-year progress report. The results of that progress report were briefed Aug. 24.

Under Secretary of the Air Force Peter B. Teets released a summary of the task force findings to the media and highlighted efforts to facilitate change in space programs. The Air Force serves as Department of Defense Executive Agent for Space, and Teets is also director of the National Reconnaissance Office.

A. Thomas Young chaired the Defense Science Board and Air Force Scientific Board joint Task Force on Acquisition of NSS Programs, and he shared highlights of his findings in the one-year review.

Young praised what he called an extraordinary cultural change that took place in only one year.

“Overall, our reaction was quite positive,” he said. “We found some areas where corrective actions were effectively complete, and we found some areas that require significant attention. We recognized that there is a lot going on in the world of National Security Space. There are operational systems that we have to worry about every day. We did not expect to find all the areas completed, but we did expect to find all of them being treated seriously. So we were quite pleased with the progress we observed.”

In the 2003 report, the task force had recommended both near-term solutions to serious problems on critical space programs and long-term recovery from systemic problems.

The report was highly critical of space acquisition, stating that the erosion of the government’s acquisition management capabilities occurred over a period of years.

The task force concluded that without significant improvements, the government acquisition workforce is unable to manage the current portfolio of NSS programs or new programs currently under consideration.

The report also stated that the team found systemic problems in space acquisition. Their findings and conclusions identified requirements definition and control issues, unhealthy cost bias in proposal evaluation, a lack of budget reserves needed to implement high-risk programs on schedule, and an overall under-appreciation of the importance of appropriately staffed and trained system engineering staffs to manage space programs and technologies.

“They found some serious weaknesses in the acquisition activities and made some very insightful observations and, frankly, helped me to update the [acquisition] policy for National Security Space and implement some reforms,” Teets said. “While they may take a while to take hold, [the reforms] will really benefit the community in the long term.”

The root cause of the problems was the large collection of policies and procedures that were put in place in the 1990s and that had unintended consequences and a negative impact on NSS, Young said. He also said the biggest problem NSS faced until last year was that cost had replaced mission as the main focus.

“Mission success is back as the primary focus for NSS programs,” Young said. “It’s reflected in policy direction and leadership actions. Reversal of this process is quite striking. There’s no question in our minds that mission success is back in the proper place as the driver for the program. This is a cultural change. It is quite extraordinary.”

“There are thousands of engineers working on space programs,” Young explained. “And they’re all making some little decision that’s below the radar of this [report]. And if they think we want them to make that decision based on cost and not on mission success, they’re probably building more risk into the program than we wanted. The fact that this has turned around in a year is extraordinary.”

The continuing improvements demonstrated by the report reinforce the Air Force’s basic tenet that assured access to space is key to national security.

“We’ll never get each and every program just right,” Young said, “but we can do pretty well at the portfolio. In other words, I think that the probability of being able to get it right for the entire portfolio of national space programs is very high.”



In the News

AIR FORCE PRINT NEWS (SEPT. 10, 2004) **LOGISTICS TRANSFORMATION ROADMAP TAKES SHAPE**

by Master Sgt. Scott Elliott, USAF

WASHINGTON—In less than 18 months, Air Force officials are seeing the benefits of “eLog21,” the Service’s logistics plan for the new century.

“We’ve only just begun, and we’ve made great progress thus far,” said Lt. Gen. Donald J. Wetekam, deputy chief of staff for installations and logistics. “We’re more into it; there is more meat on the bone, relative to structure.”

Expeditionary Logistics for the 21st Century—eLog21—was introduced at the February 2003 Corona meeting of Air Force senior leaders. It outlines the logistics community’s plan for supporting the warfighter.

“Through our work in eLog21, we will for the first time have a fully integrated enterprise view of our logistics processes,” the general said. “Our enterprise approach links our supply, maintenance, and transportation processes to truly focus our support to an expeditionary force.”

Wetekam said logisticians will use state-of-the-art technologies to replace outdated systems and will use “lean” process improvements to eliminate waste.

“ELog21 is not about new technology, while that is certainly a critical enabler,” the general said. “It is about new ways to conduct business and, more important, the way we think about work.”

The Air Force is already seeing significant in-depot and phase-maintenance efforts.

At the Ogden Air Logistics Center’s F-16 Fighting Falcon wing shop at Hill Air Force Base, Utah, workflow days have been reduced from 64 to 27, and on-time delivery has improved by 67 percent. C-5 Galaxy depot maintenance at the Warner Robins ALC at Robins AFB, Ga., has been cut from 339 days to the low 200s, while workers at the Oklahoma City ALC at Tinker AFB, Okla., have cut KC-135 Stratotanker flow days from more than 400 days to about 200.

“I’m a process guy,” Wetekam said. “When you look at how we expend resources ... there is a much larger amount of waste than we recognize. That’s hard for some people to accept ... but the truth is, after 30 years in this

business, I’ve come to realize it’s true. It’s because we haven’t given our people the tools to identify the waste and tell them how to get rid of it.”

The lean portion of eLog21 will give airmen those tools, Wetekam said.

“We’ve been using lean, particularly in Air Force Materiel Command, with significant results,” he said. “We’re just starting to scratch the surface. The good news is we have a structure, [with] several pilot [programs] to expand it. The challenge ... is hitting the right balance—you need to build momentum and have successes, but you don’t want to outstrip your capability to manage change.

“It’s a tough balance,” he said.

Besides improving logistics processes, a key part of eLog21 is leveraging information technology through the Expeditionary Combat Support System.

“ECSS is an enterprise resource planning tool that will update many of our old legacy systems and integrate many of our resource planning activities in the logistics business,” Wetekam said.

Under ECSS, logisticians will register their information technology systems to get a handle on how much money is spent on the technology.

“It’s the first time we’ve made everyone register their systems and understand what their budgets are,” he said. “We’re doing that within the existing budget line, and that will be an important lever as well as we seek to improve our logistics capability.”

Purchasing and supply chain management is another waste-finding aspect of eLog21.

“Reforming our supply processes is absolutely crucial,” Wetekam said. “The idea is [to] build strategic sourcing agreements with our key suppliers and manage by commodity grouping. There’s potentially a great savings there, and it will allow us to significantly reduce our cycle times.”

Logisticians will not be the only ones working with lean process improvements, the general predicted.

“The principles we’re operating under apply to everything the Air Force does,” Wetekam said. “From the process-improvement standpoint, this is applicable to everything.”



AMERICAN FORCES PRESS SERVICE (SEPT. 14, 2004)

RADIO ID TAGGING AIMS TO IMPROVE MILITARY LOGISTICS

by Gerry J. Gilmore

MILWAUKEE—Across-the-board use of high-tech inventory-tracking tags for military shipments should benefit both warfighters and the bottom line, senior U.S. officials said here today.

That's why, beginning in January 2005, the Defense Department wants its suppliers to start using radio frequency identification technology for shipping containers, said Alan Estevez, deputy under secretary of defense for supply chain integration, at the National Defense Transportation Association's annual conference.

By 2007, Estevez said, the department will require suppliers to apply RFID tags to cases, pallets, and all packaging of commodities shipped to all DoD locations. The Defense Department, he noted, is simply mirroring newer inventory control systems already undertaken by private-sector giants such as Wal-Mart.

The Army now has \$100 million invested in radio frequency identification technology, said Army Brig. Gen. Charles W. Fletcher Jr., commanding general of the Military Surface Deployment and Distribution Command in Alexandria, Va., who also spoke at the conference.

Having the ability to track and account for all military inventories during shipment around the world, Fletcher observed, would be a huge force multiplier. "This gives us the ability to truly forecast [logistical] readiness," he explained, noting that surveys say many of today's military logisticians don't trust the current supply system. This is evidenced, he said, by the occurrence of multiple supply requisitions during wartime, which waste both time and money.

Fletcher said the Army is also working to integrate newer inventory- and shipment-tracking systems with joint warfighting doctrine. Harnessing technology such as radio frequency identification tags will improve the military's supply system, Fletcher explained. "That supports those soldiers, those sailors, and those Marines and airmen," he said.

ARMY BUSINESS INITIATIVE COUNCIL RECOMMENDATIONS (SEPT. 14, 2004)

Principal Deputy Assistant Secretary of the Army (Financial Management and Comptroller) Ernest Gregory, chair of the Army Business Initiative

Council (ABIC), reported in a Sept. 14 memorandum to principal officials of Headquarters, Department of the Army, on 52 initiatives reviewed by the ABIC Board of Directors for Cycle 8. The board recommended 18 initiatives for implementation within the Army or in conjunction with OSD and the other Services; determined that 18 initiatives were already in play; recommended that nine not be accepted for implementation; and recommended that seven be deferred pending further work.

The completed list of Cycle 8 approved initiatives follows:

RECOMMENDED FOR ARMY IMPLEMENTATION

Divest of Low Dollar Value Government Property in Possession of Contractors: This initiative seeks to establish management processes or policies to divest government furnished equipment with an acquisition cost of less than \$5,000 by giving the contractor the option to purchase the goods from the government or another source. Currently the Army does not maintain property accountability for items costing less than \$2,500. However, contractors must account for all GFE, regardless of the dollar value.

Improve Communication with the Acquisition Workforce: This initiative recommends establishing an integrated process team to address the concerns of, and provide support for, the acquisition workforce. The IPT will seek to revise or implement any guidance and policy changes to improve communication within the professional acquisition community and facilitate the way ahead.

Develop an Overarching Policy or Procedure to Leverage Sources of Advanced Technology: This initiative seeks to improve the transfer of technology between the National Laboratories and the Army by working with the Department of Energy to determine how to make the current process work more efficiently. Current business practices call for development and approval of a determination and findings statement for each and every transfer.

Evaluate Low-Cost Retrofitting to Accommodate Standardized Batteries: This initiative recommends evaluating legacy equipment for retrofitting to accept the best battery options or substitutions without adverse effect on equipment performance, maintenance, or life cycle costs. The intent is to reduce the number of different batteries required to be stocked in inventory, which, in turn, will help reduce the logistics tail.



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Establish an Acquisition Program Baseline for International Activities: This initiative recommends improving the visibility of program management activities by creating an acquisition program baseline for international programs. The APB will evaluate cost, schedule, and performance of foreign military sales systems acquisitions and include international programs in the Acquisition Information Management System. Separate methodologies and processes for determining cost, schedule, and performance of FMS acquisitions from domestic acquisition programs have limited the visibility of FMS systems acquisition data, impeding the Service acquisition executives' ability to make informed decisions.

Establish the Logistics Engineering Institutional Effectiveness Program: This initiative continues an effort between the Logistics Transformation Agency and the Combined Arms Support Command to develop and prototype processes that apply strategic business process reengineering methodologies to tactical-level logistics. Commercial industrial engineering sources and industry techniques are being examined for applicability, and those methodologies will assist the transformation efforts to identify, develop, and assess logistics improvement proposals.

Streamline/Consolidate Warehouse Functions and Associated Furniture: This initiative proposes to streamline/consolidate warehouse functions and furniture maintenance at the Installation Management Agency regional level or higher. Responsibility for replacement furniture is not centralized: Initial issue furnishings for new barracks are centrally funded and managed by the assistant chief of staff for installation management; replacement furnishings are currently managed at the installation level.

Promote Military In- and Out-Processing: This initiative proposes developing a comprehensive communications program that reinforces information on the availability of a newly updated Web-based military personnel in- and out-processing software module. Current in- and out-processing modules have had limited use; the new system is more user friendly and could reduce the number of installation-specific systems.

Share Practices Between Military and Civilian Education Programs: This initiative proposes a review of practices, procedures, and policies within the civilian and military education programs to enhance benefits for students and cost savings by leveraging lessons learned from each component. Sharing of practices between military and civilian Department of the Army education programs

could result in enhanced benefits for soldiers and civilians and savings for the government.

Relief from State Sales Tax Paid by A-76 Contractors: The intent of this initiative is to exempt A-76 contractors from paying state sales tax on supplies and material used in performing work for DoD installations. DoD is exempt from paying state sales tax. When an installation, under what is referred to as an "A-76 study," transfers a function from in-house to contract, the contractors who purchase supplies and material to perform the function must pay the state sales tax. This cost is passed on to the government in the contract, the result being a net reduction in DoD's buying power. The initiative will pursue two approaches: In some cases administrative relief will be sought from individual states to exempt A-76 contractors from paying the sales tax, and in other cases installations will purchase the supplies and materials directly and provide them to A-76 contractors as government-furnished material.

Determine and Streamline the Overlap of Functions/Staff in ACSIM, HQ IMA, HQ CSFC, and "G-1 Well-Being": This initiative proposes to review the different organizations with responsibility for well-being functions, which are currently shared among several different organizations. The intent is to identify duplicative functions and/or staff where they exist and propose a means to streamline all of these functions and offices.

RECOMMENDED FOR ACTION ACROSS DOD

Reduce Procurement Lead Time for Non-Commercial Item Acquisition: This initiative seeks to reduce from 15 days to no more than five days the time between publication of the synopsis of a proposed contracting action and the publication of the solicitation to which the synopsis refers.

Revise Guidance that Hinders Outsourcing of Copying Requirements: Existing guidelines require use of the Defense Automated Printing Service (DAPS) for high-speed copying requirements at a non-competitive rate. This initiative seeks to establish a pilot program at a CONUS location to determine if outsourcing of printing requirements is more cost-effective and efficient.

Revise the International Logistics Support Policy: This initiative seeks to permit field commanders to provide limited logistics support to allied nations supporting the United States in combined military operations. This would enhance mission accomplishment and improve international relations. U.S. units are currently prohibited from providing logistics support to troop-contributing na-



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tions without an acquisition and cross-servicing agreement.

Revise Acquisition and Cross-Servicing Agreements (ACSA): This initiative would seek authority to expand current legislation to provide a greater degree of flexibility in establishing ACSAs with nations and international organizations. Currently the United States cannot establish an ACSA with international organizations in which the United States is not a member, such as the European Union and the Economic Community of West-African States.

Develop a Common Logistics Operating Environment: This initiative seeks to identify, synchronize, and develop an overarching common logistics operating environment sustainment architecture to include condition-based maintenance, embedded health management, and anticipatory logistics business processes while ensuring current force and future force sustainment system interoperability. Without an overarching architecture, future business processes and emerging systems that would not be compatible with current processes and other emerging logistics systems could be introduced into a theater of operations.

Examine the Intermodal Load Building Requirements: This initiative would examine the distribution system for pallet-sized and smaller loads to optimize platform and container use and reduce repackaging and reconfiguration requirements. The goal is to achieve a holistic approach to multiple capabilities that impact deploy/sustain intermodal distribution operations.

Common Data Bank for Civilian Manpower and Personnel Information: This initiative proposes to introduce civilian manpower structure into the Defense Civilian Personnel Data System (DCPDS) that will result in standardized position-related (manpower) information in a single database and eliminate the manual input process into DCPDS. No single system providing timely and accurate position data currently exists within the Department of the Army.

AMERICAN FORCES PRESS SERVICE (SEPT. 15, 2004) **ARMY FIELDS FASTER TACTICAL RE-SUPPLY SYSTEM**

by Gerry J. Gilmore

MILWAUKEE—The Army is now using satellites to enable units to request needed supplies faster during wartime operations, a senior U.S. officer said here today. Under the new system, units on

the move would stop for about a half hour and employ satellite dishes to communicate their re-supply needs back through the logistical chain, Army Lt. Gen. Claude V. Christianson noted during a roundtable discussion at the National Defense Transportation Association conference. Christianson is the Army staff's logistics chief.

The new system, Christianson said, was successfully tested in May and June during exercises held at the National Training Center at Fort Irwin, Calif. An integrated wireless computer system, the general noted, enables tactical units to collaborate on their requirements to replenish needed items.

About a year ago, combat units in Iraq needed between five to eight days to transmit their logistics requirements into a national supply database, Christianson said. Today, he said, supply requests from Iraq are being transmitted, on average, in less than half a day. Use of commercial satellite technology, Christianson pointed out, is an important part of the new networked logistics communication systems.

Concurrently, noted Vice Adm. Keith W. Lippert, commander of the Defense Logistics Agency, outdated computer systems in the military supply system are being replaced with newer technology.

As DoD continues to implement new technologies across the military supply system, Christianson observed, this helps to provide real-time awareness for both forward-deployed military customers and vendors. "We'll be able to see down to the lowest level [on the battlefield]," Christianson concluded.

AMERICAN FORCES PRESS SERVICE (SEPT. 15, 2004) **TRANSPORTATION COMMAND CONTINUES "TO GET THINGS DONE"**

by Gerry J. Gilmore

MILWAUKEE—Upon receiving a high-level memorandum last year authorizing his command to reach out to improve the military's supply and transportation systems, U.S. Transportation Command's leader interpreted it in just one way.

Air Force Gen. John Handy recalled today at the National Defense Transportation Association annual conference that the memo gave him the license "to get things done." The September 2003 document had come from Defense Secretary Donald H. Rumsfeld. It designated TRANSCOM as DoD's distribution process owner.



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And the command, headquartered at Scott Air Force Base, Ill., *has* been getting things done. Handy noted that in mid-January, for example, a deployment and distribution operations center was set up in Kuwait and has greatly facilitated U.S. Central Command's supply and personnel distribution systems.

Improvements in communications and supply asset visibility, the general observed, enabled the recent turning back of 1,700 containers not needed by U.S. forces in the Persian Gulf.

In fact, he continued, an examination of supply and transportation operations has resulted in avoiding more than \$280 million in costs since January 2004.

That represents a lot of savings to taxpayers, reduced headaches for military logisticians, and improved customer service for warfighters, Handy noted.

This kind of transformation continues as a partnership, Handy asserted, noting that military logistics and transportation organizations and civilian contractors routinely team up to find joint solutions to thorny supply and transport problems.

Today, Handy said, one challenge is to incorporate more proven private-sector business practices and technology into the military logistics and transportation systems.

We're just now discovering how useful those practices can be in improving supply and transportation services to warfighters, he concluded.

NEW COUGAR HEV FOR MARINE CORPS

by Cpl. Shawn Vincent, USMC

Marine Corps Base Quantico, Va.—A new vehicle that was recently used in Operation Iraqi Freedom (OIF) II will soon be distributed throughout the Marine Corps.

The Cougar Hardened Engineer Vehicle, a versatile, multi-purpose vehicle, can be configured to complete a wide variety of mission requirements. The new HEV can serve as a mine-proof troop transport vehicle, a law enforcement special response vehicle, a weapons platform, or an escort protection vehicle. Fourteen were shipped to various bases in September 2004.

The user-friendly vehicle is designed to protect both the driver and crew from ballistic and mine-blast threats. The four-wheel drive edition seats four passengers, and the six-wheel drive edition seats 10 passengers.



The new Cougar Hardened Engineer Vehicle, which was distributed throughout the Marine Corps in September-October 2004.

Photograph by Joseph B. Murgo

"Currently, combat engineers and explosive ordinance disposal [personnel] lack the adequate organic battlefield transportation capability and protection to conduct independent missions," said Joseph B. Murgo, team leader, engineer support equipment/counter-IED systems, Marine Corps Systems Command (MCSC). "Now EOD and engineers will be able to maneuver with speed, mobility, and survivability equal with the ground maneuver forces within the Marine Air Ground Task Force (MACTF)."

Murgo said the Cougar HEV has an armored capsule designed to protect personnel, the engine, and transmission from both ballistic and mine-blast threats.

"The Cougar will withstand a 30-pound blast of TNT to either the front or rear axles as well as a 15-pound blast to the center portion of the vehicle," he said.

Murgo said Technical Solutions Group, Inc., is currently manufacturing the Cougar HEV for allied nations while also manufacturing a larger HEV called the Buffalo for the U.S. Army in support of operations in Iraq and Afghanistan.

Because OIF II and contingency operations in the Global War On Terrorism have created an immediate mission essential requirement for the Cougar HEV, I Marine Expeditionary Force initiated an urgent universal need statement in December 2003, to purchase 27 HEVs.

"The rapid procurement and fielding of the HEV is indicative of MCSC's responsiveness to the needs of the



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MAGTF and the individual warfighter,” said Maj. Robert C. Crum, public affairs officer, MCSC.

Murgo said the severity of unexploded ordnance and improvised explosive devices to operating forces and mine clearing teams has resulted in the loss of many lives.

“Many Marine Corps operating forces require adequate HEVs to negate these hazardous conditions and their effects,” Murgo said.

Murgo said the Cougar has ballistic protection for the radiator, fuel tanks, and battery compartments; and it is equipped with weapons ports, M240G mount, engineer/EOD tool storage, two spare tires, and a Nuclear, Biological and Chemical overpressure and filter system.

ARMY NEWS SERVICE (SEPT. 17, 2004) **SOLDIERS TO SEE TACTICAL NETWORK SOONER**

FORT MONMOUTH, N.J.—Soldiers may see the future of tactical network technology sooner, officials said, because the Army is proceeding under a revised acquisition strategy for the network.

Two industry teams that were each under separate contracts with the Army to develop the Warfighter Information Network-Tactical, known as WIN-T, have now combined forces.

Under the previous acquisition strategy, officials said, the future network solution would have been defined in late 2005 when the Army was scheduled to select one of the two contractors, General Dynamics or Lockheed Martin. Combining contractors establishes a single baseline for the WIN-T program rather than two possibilities as offered by competing WIN-T teams, according to Col. Angel Colon, the WIN-T project manager.

“This combined effort will allow us to settle the WIN-T network architecture within the next four months,” Colon said. “A single-baseline approach sets the conditions to incrementally provide capabilities to the current force.”

General Dynamics C4 Systems and Lockheed Martin Mission Systems were originally awarded contracts in August 2002 to conduct pre-system development and demonstration activities for WIN-T. The contracts called for the two teams to develop capabilities in parallel before selecting a single contractor immediately prior to production.

The new acquisition approach was authorized Sept. 10 by Acting Under Secretary of Defense (Acquisition, Technology and Logistics) Michael W. Wynne, the Defense acquisition executive for the program, according to Army officials.

“Soldiers will benefit from this combined effort because it opens the door for the latest in information technology to be fielded where real-time, quality information is most highly valued—with our deployed and combat-ready units,” Colon said.

“The single baseline approach also provides a single focus for other interdependent developmental efforts, including the Future Combat Systems and Joint Tactical Radio Systems,” said Don Keller, project director for WIN-T. “The Army will also benefit in the final product by incorporating the strongest features of each contractor’s design in a best-of-breed approach.

WIN-T is envisioned by G-6 to become the Army’s integrating communications network, keeping soldiers connected through a high-speed, highly secure wireless network that will deliver voice, data, and video.

WIN-T will be the Army’s tactical extension of the Global Information Grid, officials said. Under the new acquisition approach, General Dynamics will act as the prime contractor for WIN-T, and Lockheed Martin will provide complementary technical expertise and capabilities as a major subcontractor responsible for 50 percent of the effort.

(Information provided by the Fort Monmouth-based Program Executive Office for Command, Control and Communications-Tactical.)

AIR FORCE MATERIEL COMMAND NEWS SERVICE (SEPT. 23, 2004) **AIRBORNE NETWORK TAKES “WIRELESS” TO NEW HEIGHTS**

by Capt. Kelly George, USAF

EDWARDS AIR FORCE BASE, Calif. (AFPN)—Leaders at all levels can soon access information from their home stations, regardless of where they are in the world, thanks to an airborne local area network.

Engineers at the 412th Flight Test Squadron here and the Air Force systems networking program office at Gunter Annex, Ala., developed and flight tested the airborne system onboard the C-135 Speckled Trout.



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The LAN is designed to provide users aboard the Speckled Trout access to classified and unclassified Web sites and connection to their home-station networks while in flight worldwide. The eventual goal is to make the network infrastructure small enough to carry on any executive aircraft in a small suitcase, experts said.

The Air Force chief of staff flies on the modified C-135. Fully equipped with radio equipment, data links, and cryptographic sets, the aircraft serves a secondary role as a test bed for proposed command and control systems.

People here conducted local flight tests recently and tested the system again on a cross-country mission Sept. 20. They said they plan to continue operational testing with Gen. John P. Jumper and his staff onboard in the future.

"The primary objective [of these first tests] was to prove out the system in flight, to check the airworthiness of the equipment and see how it can handle varying temperatures and vibrations during takeoffs and landings, and to test its supportability throughout the flight," said

Capt. Dick Wong, 412th FLTS flight test engineer and test director.

Experts will eventually take the aircraft to locations worldwide to see how the system manages the handoffs with the satellites and maintains connectivity with the users' home-station networks, Wong said.

During initial testing, users sent e-mail, surfed the Internet, and accessed their home-station networks through the virtual private network, said Derick Catman, an engineer with the networking program office.

"[The network] allows users to be perceived ... as being physically located at the home station even though they are actually thousands of miles away," Catman said. "It allows access to items and things on the network that would typically be barred from outside access."

The signal must travel from the aircraft via an international maritime satellite terminal to a satellite in a geosynchronous orbit and down to two different ground stations located an ocean apart before finally arriving at the ground entry point at Gunter. However, the system still runs more than twice as fast as a typical dial-up modem connection, Catman said.

"The LAN capability that we have on this jet far exceeds anything out there in both the civilian and military markets," said Tech. Sgt. Dan Hoglund, an airborne communications evaluator and test conductor.

Although some of the other aircraft within the executive airlift fleet have similar network systems, much of the equipment is spread throughout the aircraft and is about 30-percent larger than the single rack developed for Speckled Trout, Capt. Julie Elenbaum said. She is the 412th FLTS test and engineering flight commander and program manager for this endeavor.



Air Force Master Sgt. Charles Brown tests the operational use of airborne Internet access during a test flight on a C-135 Speckled Trout at Edwards AFB, Calif. He is assigned to the 412th Flight Test Squadron at Edwards.

U.S. Air Force photograph by Air Force Capt. Julie Elenbaum



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"The eventual goal is to miniaturize the system even more to make it one small case for classified and one small case for unclassified," she said. "This will allow the capability to go on a larger variety of aircraft."

In this age of information warfare, it is vitally important to have this type of capability in the hands of the military's senior leaders no matter where they are in the world, Wong said.

Hoglund was on board the Speckled Trout on Sept. 11, 2001, with Gen. Henry H. Shelton, former chairman of the Joint Chiefs of Staff.

"I feel if we had this capability back then, our mission would have carried on to overseas," Hoglund said. "We had to come back only because our access to information was limited by our equipment and our location."

Elenbaum said she is proud of the work her team has accomplished because she knows it will make the customers more prepared to do their jobs.

"This is an office in the sky," she said. "The goal is to give them the same capabilities they would have in their offices back at the Pentagon or wherever else while en route to other locations around the globe."

COMMITTEE ON ARMED SERVICES PRESS RELEASE, UNITED STATES SENATE (OCT. 8, 2004)

SENATE AND HOUSE COMPLETE CONFERENCE ON RONALD W. REAGAN NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2005

Senator John Warner (R-VA), chairman of the Senate Armed Services Committee, and Senator Carl Levin, ranking member, announced today that the Senate and House conferees reached agreement on the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005. The bill authorizes funding for the Department of Defense and the national security programs of the Department of Energy.

"We remain a nation at war against terrorism, and we will win because of the extraordinary Americans who volunteer to serve the cause of peace and freedom. All Americans are in their debt, and they and their families deserve our unwavering support," said Warner. "I can think of no better way to honor the service and sacrifice of our servicemen and women and their families than to provide them with a higher level of pay and benefits

and to give them the equipment they need to carry out their critical missions on behalf of our nation. I think it is particularly fitting that this bill is named after President Reagan," Warner added.

"This bill improves the quality of life for our men and women in uniform, provides the equipment they need to perform their important and dangerous missions, and makes the investments we need to meet the challenges of the 21st century," said Levin. "I am especially pleased that this bill increases the active duty end strength of the Army and Marine Corps, and increases the benefits for our active duty, National Guard, and Reserve forces, and for their families," he added.

CONFERENCE REPORT HIGHLIGHTS

This conference report underscores the Committee's strong support for the men and women of the armed forces who are fighting so bravely in the global war on terrorism. The conference report includes a 3.5 percent across-the-board increase in pay for all uniformed service personnel. It creates a new healthcare benefit for reservists by authorizing TRICARE coverage for Reserve members who served on extended active duty. It authorizes a permanent increase in special pay for duty subject to hostile fire or imminent danger and for family separation allowances, and increases special pays for members of the National Guard and Reserve for enlistment and reenlistment.

The conferees agreed to authorize a multiyear procurement for 100 new aerial refueling aircraft, while prohibiting the lease of KC-767A tanker aircraft by the Air Force. They also agreed to require that any contract for the maintenance and logistics support for new aerial refueling aircraft be competitively awarded.

The conferees reached an agreement that will maintain the authority for the Department of Defense to conduct a round of base realignment and closure in 2005. Warner stated, "This top Administration priority is absolutely essential and necessary for 2005, to allow the Department to evaluate its infrastructure and to make smart decisions to support a well-postured 21st century military. We must complete this crucial process over the next year in order to reduce aging [and] excess infrastructure, provide resources for the military where they need it the most, and provide investment and development opportunities for the local communities that so strongly support our military forces."

In addition, the conferees:



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- Authorized a 3.5 percent across-the-board pay raise for all uniformed service personnel
- Authorized increases in active-duty end strength of 20,000 for the Army and 3,000 for the Marine Corps
- Authorized an increase in the Survivor Benefit Plan annuity that will be phased in over 3.5 years and, by 2008, eliminate the existing two tier system
- Approved permanent eligibility for up to 90 days of TRICARE coverage for Reserve members and their families prior to mobilization, and 180 days of transitional health benefits for Reserves, active duty members, and their families when the member separates from active duty service
- Authorized a new program of educational assistance to members of the Selected Reserve, providing varying amounts of aid depending on the length of time mobilized
- Authorized immediate concurrent receipt, without phase-in, of military retired pay and veterans' disability compensation for retirees who are rated at 100 percent disabled
- Included a provision that would expand criminal jurisdiction over federal employees and contractor personnel supporting the DoD mission overseas
- Removed the existing funding limitations on the military housing privatization authorities, which will allow the military services to continue to partner with the private sector to provide the highest quality housing for military members and their families in the shortest amount of time
- Authorized \$10 billion for ballistic missile defense, and provided additional funding for the ground-based mid-course missile defense segment.
- Established new benefits under the Energy Employee Occupational Illness Compensation Program Act to compensate energy employees for illnesses resulting from exposure to toxic substances at a Department of Energy facility; the provision would direct the Department of Labor to administer this new benefit program, which is intended to provide a simple, fair, and uniform workers compensation system
- Authorized an additional \$572 million for additional up-armored variants of the High Mobility Multi-purpose Wheeled Vehicle and \$100 million for wheeled vehicle ballistic bolt-on armor
- Authorized the secretary of defense to use up to \$500 million in fiscal year 2005 to train and equip Iraqi and Afghani military and security forces, and up to \$300 million in fiscal year 2005 for the Commanders' Emergency Response Program for small-scale humanitarian and reconstruction projects in Iraq and Afghanistan

- Required the secretary of defense to prescribe policies to ensure the humane treatment of prisoners detained in armed conflict and to report to Congress
- Authorized an additional \$46.9 million to field an additional seven Weapons of Mass Destruction-Civil Support teams (WMD-CST), for a total of 55 teams by the end of fiscal 05.

A full summary of the bill is available at <http://armed-services.senate.gov/press.htm>.

HEADQUARTERS MARINE CORPS PRESS RELEASE (OCT. 8, 2004) **DOD OFFICIALS EXPERIENCE OSPREY CAPABILITIES**

MARINE CORPS AIR STATION (MCAS) NEW RIVER, N.C.—An official party consisting of high-ranking members of the Department of



Secretary of the Air Force James G. Roche exits the rear of an Osprey from Marine Tiltrotor Test and Evaluation Squadron-22 before flying in the aircraft Oct. 8. Roche was part of an official party to fly in an Osprey and prior to departing the station thanked the personnel in the squadron for their accomplishments.

U.S. Marine Corps photograph by Marine Lance Cpl. Michael Angelo



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Defense, visited Marine Tiltrotor Test and Evaluation Squadron-22 here on Oct. 8 to fly in an Osprey and personally evaluate the aircraft.

Secretary of the Air Force James G. Roche, Chief of Staff of the Air Force Gen. John P. Jumper, and Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict Thomas W. O'Connell, all flew in and spoke of the Osprey.

Jumper arrived at MCAS and after being briefed went to Marine Aircrew Training Systems Squadron to fly an Osprey simulator.

"I've been trying to do this for about three years now so I've finally had a chance to do it," he said. "Everything I've read about the airplane has been outstanding. For a fighter pilot to be able to fly this, it is amazing. When it is in its fixed-wing mode, it handles just like any airplane."

Jumper, originally from Paris, Texas, went to the VMX-22 hangar and shortly after piloted an Osprey. He flew with other members of his official party and, upon landing, shared his thoughts of the aircraft.

"This gives us capability, speed, and access in ways we did not have before. We're looking forward to the continuing development of the airplane. It's doing superbly so far," he said.

O'Connell said the V-22 program is similar to the C-17 program.

"The C-17 was a troubled program; they thought it would never get off the ground, and today it is the gold standard in the workforce of our transports. I think the evolution of the V-22 program will be much the same. It will advance rapidly, new capabilities will be added, and there'll be new tactics, techniques, and procedures. It will be used at sea so it opens a whole new horizon for special operations."

Roche spoke of the positive aspects the Osprey can bring to the military.

"The software stability demonstrates that this plane can do things we haven't been able to do before that give advantages to our special operations. You'll also want to take a look at this plane as a long-range combat search and rescue asset. This plane will be able to advance on enemies without the sound you get from a regular heli-

copter. It will allow us to get down and get off the ground faster."

Roche closed the day with a brief statement regarding the unity demonstrated by the Marines and airmen from VMX-22.

"I'm really glad we participated in this program for the last two-and-a-half years, and I'm very pleased with the unbelievable cooperation between the Marines and airmen. As they work together, they start to learn from each other."

The officer-in-charge of the squadron's flight line division, Capt. John E. Sarno, from Williamsburg, Va., said having VIPs take the time to visit MCAS New River is very important, not only to VMX-22, but also to the Marine Corps, as this project is going to transcend all Services.

"The squadron is always more than happy to show everybody the Osprey and dispel those rumors and misconceptions that might still be out there from years past," said Sarno.

AIR FORCE PRINT NEWS (OCT. 13, 2004) HELMET UPGRADES ENHANCE AIR POWER

by Senior Airman Amaani Lyle

SPANGDAHLEM AIR BASE, Germany (AFPN)—F-16 Fighting Falcon pilots here can now look, lock, and launch on an enemy target in the blink of an eye.

Because split seconds can mean the difference between life or death for a pilot in combat, the 52nd Fighter Wing here adopted an advanced approach to high-tech man-machine interaction with the Joint Helmet-Mounted Cueing System.

The system provides an electronic interface allowing the helmet and jet to communicate, putting critical data less than three inches from a pilot's right eye.

Human retinal nerve impulses and eye movement can be faster than one-twenty-fifth of a second. Pilots quickly locate, track, identify, and lock onto airborne and ground-based targets at longer ranges and safer altitudes—all by simply looking at a target, said Staff Sgt. Terence Zelek, a life-support technician with the 23rd Fighter Squadron.

"By keeping their eyes pointed outside the cockpit, pilots will be better equipped to support the formation via visual lookout and to avoid potential midair collisions in



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crowded airspace,” said Lt. Col. David Youtsey, 52nd Operations Support Squadron director of operations.

Avoiding such collisions is part of what makes the nearly \$100,000 per system price tag money well spent, Youtsey said.

“Compared to the cost of a trained pilot, the cost of the [F-16], or the cost of many weapons that are used only once, the price is not an issue,” he said. “[With] more survivable air attack engagements or faster destruction of enemy ground forces during a close-air support mission, the benefits are easily recognized.”

Youtsey said the new system also pays dividends in training. “Our young pilots will learn the skills and tactics necessary to transfer to more capable aircraft,” he said. “The skills acquired via [the system] will support the fielding decisions and employment tactics of those future stealthy platforms in an even more networked and sensor-dense battlespace.”

One pilot said the ease of the helmet system makes the idea of returning to the “old-fashioned” system unappealing, but he also recognizes the importance of meticulous training, fitting, and assembly on the new system.

“Your head is connected to the end [of the cord] and inside the helmet,” said Capt. Kevin Lord, 23rd FS life-support officer and F-16 pilot. During an ejection or other mishap, “if the (system) is improperly connected, it could rip your head off.”

Three dedicated rides with an instructor, coupled with a regular flight schedule, should keep pilots proficient with the new equipment.

“When you know how to wear [the helmet] and it’s properly fitted, it’s awesome,” Lord said. “It’s first look, first lock, first kill and now we can track altitude, speed, and just about any information we need to keep the aircraft level and in our control.”



Air Force Capt. Kevin Lord demonstrates the Joint Helmet-Mounted Cueing System that is now used in 52nd Fighter Wing’s F-16 Fighting Falcons at Spangdahlem Air Base, Germany. The new system puts critical data less than three inches from a pilot’s right eye. Lord is an F-16 pilot with the 23rd Fighter Squadron.

U.S. Air Force photograph by Senior Airman Amacani Lyle



Career Development



FROM THE DEPARTMENT OF DEFENSE ACQUISITION EXECUTIVE AND SERVICE ACQUISITION EXECUTIVES

MEMORANDUM FOR ACQUISITION WORKFORCE

OCT 22 2004

SUBJECT: Acquisition Workforce Ethics Training

Our acquisition system depends on a fundamental and critical principle— that those who manage it are acting honestly and in the public interest. That is why “Acquisition Excellence with Integrity” was adopted as the number one goal for the acquisition workforce. While we are convinced that our acquisition workforce members consistently apply that principle, recent events have called the issue into question. Therefore, we are sending each of you this message to re-emphasize that nothing less than the highest standard of integrity is expected of every member of the acquisition workforce, and those who support them.

We should all re-examine our personal approach to integrity in all that we do each and every day. To assist us in our understanding of this important subject, the Defense Acquisition University produced an on-line course module for the workforce. We want you to take this module as part of your 40 hours of annual continuing education. It can be accessed by logging in at <http://clc.dau.mil> and selecting “Ethics Training for Acquisition, Technology and Logistics 2004” self-paced module.

We are all busy doing a great many important things to support the warfighter and to assist in transforming the business of Defense. We, the acquisition executives, are proud of all you do, and want you to continue to execute your responsibilities consistent with the highest ethical standards. That is acquisition excellence with integrity.

Claude M. Bolton, Jr.
Assistant Secretary of the Army
(Acquisition, Logistics and Technology)

Michael W. Wynne
Acting Under Secretary of Defense
(Acquisition, Technology and Logistics)

John J. Young, Jr.
Assistant Secretary of the Navy
(Research, Development, and Acquisition)

Marvin R. Sambur
Assistant Secretary of the Air Force
(Acquisition)



Space Professional Development

A Look Ahead

Gen. Lance W. Lord, USAF

PETERSON AIR FORCE BASE, Colo. (Sept. 24, 2004)—Earlier this summer, Under Secretary of the Air Force Peter Teets and I outlined for Congress our strategy to develop the professional space cadre the nation needs to acquire and operate future space systems. We in Air Force Space Command (AFSPC) have an aggressive career field tracking plan, matched with an educational plan, to move spacepower forward. Here's an overview of our first steps.

First, we've identified every individual who qualifies as a "space professional," and then created a method to record and track the unique experience that differentiates him or her from all other Air Force specialties. Congress initially focused solely on the officer corps, but we quickly expanded the definition to include a total force ensemble of enlisted members and government civilians, as well as Air Force Reserve and Air National Guard members.

Believe it or not, resolving who is and who is not included has been one of our toughest challenges in moving forward. At this point, we define "space professionals" as individuals from all specialties who research, design, develop, acquire, operate, sustain, or enhance our space systems. This includes a broad range of career fields such as communications, intelligence, maintenance, logistics, weather, and a host of others. A subset of this overall group is referred to as the "space cadre" and it consists of the scientists, engineers, program managers, and operators who are principally responsible for taking our military space systems from "concept to employment." This smaller group is the focus of our initial efforts, and so far we have identified nearly 10,000 members. As we continue to evolve, individuals from other career fields may well migrate into the cadre.

Along with identifying who is in the space cadre, we developed a process to track people's unique space expertise, based on nine distinct categories of "space experience codes" or SPECs. The nine SPECs are satellite systems; nuclear systems (e.g., ICBMs); spacelift; missile warning; space control; intelligence/surveillance and reconnaissance; kinetic effects (e.g., ballistic missile de-

"We are moving forward on the standup of a 'National Security Space Institute.' Our goal is that the institute will transform our existing Space Operations School into a DoD-wide center of excellence for space academic training."

—Gen. Lance W. Lord, USAF
Commander
Air Force Space Command



fense); space warfare command and control (e.g., AOCs); and a general category for all other space experience. To date, we have evaluated more than 7,000 active duty officer and enlisted records and documented each individual's history of space experience codes along with his or her current level of certification.

The next step involved development of a space education continuum specifically targeted to members of the space cadre and offered at recurring points throughout their careers. Similar to PME, these courses are designed to prepare people for progressively higher levels of responsibility. By periodically bringing members of the cadre together, the space education continuum will also serve to help nurture a stronger sense of "space culture," which was a particular area of concern for the 2001 Space Commission. So far, the catalogue of courses includes Space 100, Space 200, Space 300, and Advanced Space Training for our various operational space systems.

To tie all of these education and training initiatives together, we are moving forward on the standup of a "National Security Space Institute." Our goal is that the institute will transform our existing Space Operations School into a DoD-wide center of excellence for space academic training. In addition, we will partner with a consortium of civilian institutions of higher learning to leverage their existing academic expertise in the areas necessary to develop our space professional community.

We already have space professionals integrated and bringing space capability to the combatant commanders and combat air forces. Approximately 135 individuals have graduated from the Space Weapons Instructor course at Nellis Air Force Base, Nev. They are integrated throughout the Air Force providing space expertise in and out of theater. We have roughly 500 additional people who have experience with space integration work in-theater, and we have sent more than 1,600 personnel from AFSPC



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to the theater for operations Enduring Freedom and Iraqi Freedom.

That is where we have been and where we are going. We have taken the initiative to step forward smartly, but nothing happens overnight. We have still got a great deal

of work ahead of us, and it will take everyone's help. Space systems and capabilities are integral to our success in fighting today's battles and the linchpin to all planning and execution for success in tomorrow's battles. The contribution of every member of the space professional development community is vital to our success.

AMERICAN GRADUATE UNIVERSITY OFFERS COURSE IN PERFORMANCE-BASED SERVICES ACQUISITION

Under pending changes to the Federal Acquisition Regulation, agencies will have to provide written justifications for issuing service contracts that are not performance-based, firm fixed-price vehicles.

The goal is for agencies to set forth statements of work or statements of objectives that are descriptive enough to allow contractors to set credible pricing, performance, and payment metrics. While agency guidance is in the works, it is up to the contractor to ensure the performance-based acquisitions they compete for are well-defined, well-negotiated arrangements that minimize risk and ensure return on investment.

American Graduate University offers a Performance-Based Services Acquisition course to help contractors and agencies frame agreements that result in exceeding user expectations. Why attend this course? Go to <http://www.agu.edu/courses/534> for a full agenda and course description.

American Graduate University is an accredited academic institution and a DAU strategic training partner. Performance-Based Services Acquisition fulfills National Contract Management Association (NCMA) requirements for Certified Professional Contracts Manager (CPCM), Certified Federal Contracts Manager (CFCM), and Certified Commercial Contracts Manager (CCCM) credentials. For more information call (866) 273-1736.

DAU AND NDIA TO SPONSOR DEFENSE SYSTEMS ACQUISITION MANAGEMENT COURSE OFFERINGS FOR INDUSTRY MANAGERS

DAU and the National Defense Industrial Association will sponsor offerings of the Defense Systems Acquisition Management (DSAM) course for interested industry managers Feb. 7-11, 2005, at Pointe South Mountain Resort, Phoenix, Ariz.; May 9-13, at the Pan Pacific Hotel, Vancouver, BC, Canada; and July

18-22, at the Hyatt Regency, Long Beach, Calif. DSAM presents the same acquisition policy information provided to DoD students who attend the Defense Acquisition University courses for formal acquisition certification. It is designed to meet the needs of defense industry acquisition managers in today's dynamic environment, providing the latest information related to:

- Defense acquisition policy for weapons and information technology systems, including discussion of the DoD 5000 series (directive and instruction) and the CJCS 3170 series (instruction, and manual)
- Defense transformation initiatives related to systems acquisition
- Defense acquisition procedures and processes
- The planning, programming, budgeting, and execution process and the congressional budget process
- The relationship between the determination of military capability needs, resource allocation, science and technology activities, and acquisition programs.

For further information see Courses Offered under Meetings and Events, at <http://www.NDIA.org>. Industry students contact Christy O'Hara at (703) 247-2586 or e-mail to cohara@ndia.org. A few experienced government students may be selected to attend each offering. Government students must first contact Bruce Moler at (703) 805- 5257, or e-mail Bruce.Moler@dau.mil, prior to registering with NDIA. Online registration is available at: http://register.ndia.org/interview/register.ndia?PID=Brochure&SID=_1CW0YYQ5H&MID=502B.

DEFENSE ACQUISITION UNIVERSITY DISTANCE LEARNING COURSES

Seventeen exclusively online courses are currently provided by the Defense Acquisition University. Ten more courses that are a combination of distance learning and resident training are also offered. These hybrid courses usually consist of online (Part A), followed by resident or local offerings (Part B). For hybrid courses, attendance in the classroom portion is dependent on successful completion of the distance learning portion, and completion of both parts is required to obtain full credit for career field certification. A list of the



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DAU DISTANCE LEARNING COURSES

ACQ 10	Fundamentals of Systems Acquisition Management
ACQ 201A	Intermediate Systems Acquisition, Part A
BCF 102	Fundamentals of Earned Value Management
BCF 103	Fundamentals of Business Financial Management
BCF 209A	Acquisition Reporting Course, Part A
BCF 211A	Acquisition Business Management, Part A
CON 104A	Principles of Contract Pricing, Part A
CON 110	Mission Support Planning
CON 111	Mission Strategy Execution
CON 112	Mission Performance Assessment
CON 237	Simplified Acquisition Procedures
CON 260A	The Small Business Program
FE 201	Intermediate Facilities Engineering
IND 103	Contract Property Systems Analysis Fundamentals
IRM 101	Basic Information Systems Acquisition
LOG 101	Acquisition Logistics Fundamentals
LOG 102	Systems Sustainment Management Fundamentals
LOG 201A	Intermediate Acquisition Logistics, Part A
LOG 203	Reliability and Maintainability
LOG 235A	Performance Based Logistics, Part A
PMT 250	Program Management Tools
PMT 352A	Program Management Office Course, Part A
PQM 101	Production, Quality and Manufacturing Fundamentals
PQM 201A	Intermediate Production, Quality and Manufacturing, Part A
SAM 101	Basic Software Acquisition Management
SYS 201A	Intermediate Systems Planning, Research, Development and Engineering, Part A
TST 101	Introduction to Acquisition Workforce Test and Evaluation

27 courses currently conducted wholly or in part through distance learning is shown to the left.

For course requirements and other related course information, consult the *DAU 2005 Catalog* at <<http://www.dau.mil/catalog/default.aspx>>.

OFPP LAUNCHES ACQUISITION CENTER OF EXCELLENCE (ACE) FOR SERVICES WEB SITE

On Nov. 18, 2004, the Office of Federal Procurement Policy launched the online Acquisition Center of Excellence for Services, an online central clearinghouse for public- and private-sector service contracting best practices, policy and guidance, e-tools, as well as education and training opportunities. The center was established collaboratively by the OFPP, Defense Acquisition University, Federal Acquisition Institute, civilian agencies and industry representatives, associations and organizations, in accordance with the Service Acquisition Reform Act, Section 1431(b).

Visit the ACE for Services Web site at <<http://www.acqnet.gov>> and <<http://www.acc.dau.mil/ace>>.

FIVE NEW CONTINUOUS LEARNING MODULES POSTED TO DAU WEB SITE

The DAU Continuous Learning Center <<http://clc.dau.mil>> is pleased to announce the availability of five new continuous-learning modules:

Ethics Training for AT&L 2004—Ethics in the Era of Partnering

This two-hour module reinforces the most important legal-ethics standards governing interaction between government acquisition personnel and DoD's contractors. Secretary of Defense Donald H. Rumsfeld and Michael Wynne, acting under secretary of defense, appear in the overview and summary of the module respectively, to stress the importance of this training in assisting DoD to maintain the confidence and support of the American people.

Areas addressed include conflicts of interest; gratuities from contractors; the Procurement Integrity Act; job-hunting for a position with private industry while still employed with the federal government; restrictions on "post-government" employment of a former federal employee or officer; and ethical problems that can arise when both government and contractor personnel work in common spaces on common goals as a single "team." This module is scenario-based and interactive. The student will be put in the shoes of the government employee



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facing the ethical dilemma and will be required to deduce an ethically correct way to resolve the problem.

Market Research

Market research is more important than ever in the Department of Defense acquisition process. Government agencies are moving towards greater outsourcing of products, services, and technologies, and the DoD is no exception. As this trend accelerates, DoD procurement personnel need to employ commercial practices that are commonplace in the private sector. Effective market research reduces acquisition costs and cycle times, and promotes expanded access to advanced technologies. This module is an overview of market research for contracting officers, contract specialists, program managers, system engineers, logistics personnel, and functional leaders.

Analysis of Alternatives

The Air Force Office of Aerospace Studies created an "Analysis of Alternatives (AoA) Continuous Learning Module (CLM)" to present the process used by the Air Force to conduct an AoA in support of requirements development and systems acquisition. Although this module has an Air Force flavor, the information is beneficial to all DoD acquisition personnel. AoAs are prepared to help justify the need for starting, stopping, or continuing an acquisition program. The AoA module consists of an introduction, nine lessons, and a summary.

Sealed Bidding

The "Sealed Bidding CLM" is designed to provide the federal procurement professional with a better understanding of contracting for supplies and services using the sealed bidding process. This CLM covers pre-solicitation concerns; procedures for soliciting bids; methods for receipt and correct handling of bids; procedures to correct common mistakes in bids; and selection of the correct contractor for award. It enables the procurement professional to expand upon the material on the sealed bidding process presented in CON 110 and review sealed bidding concepts for application on the job.

Buy American Act

The purpose of the Buy American Act (BAA) is to provide preferential treatment for domestic sources of non-manufactured articles, manufactured goods, and construction material. The BAA continuous learning module is intended to demystify FAR Part 25 and DFARS 225 by providing explanatory materials and practical examples to clarify the main issues. This will enable con-

tract specialists or contracting officers to successfully navigate their way through all but the most unusual issues.

To access the modules, log in to the DAU Continuous Learning Center <<http://clc.dau.mil>>, select the "Learning Center," and then select the "Course Information & Access" link. To launch a module, select the name from the list. You may also browse DAU continuous learning modules by going directly to the module listing.

APPOINTMENT OF ARMY SENIOR REGIONAL ACQUISITION OFFICIALS

To promote diversification and broaden the acquisition knowledge of the Army's acquisition senior leadership, Army Lt. Gen. Joseph Yakovac, military deputy to the assistant secretary of the Army (acquisition, logistics and technology), has appointed senior regional acquisition officials (SRAOs) for designated regions. The SRAOs, according to Yakovac's Oct. 20 memorandum, will coordinate with senior acquisition leaders to ensure that all Army Acquisition Corps (AAC) captains and majors assigned to their regions receive a professional development plan that includes rotation through several areas of concentration in the acquisition career field. SRAOs appointed are as follows:

- Maj. Gen. Michael Mazzucchi, Fort Monmouth, N.J.
- Brig. Gen. Patrick O'Reilly, Warren, Mich.
- Brig. Gen. Paul Izzo, Picatinny Arsenal, N.J.
- Brig. Gen. Roger Nadeau, Military District of Washington North (Areas north of the Potomac River)
- Brig. Gen. Stephen Reeves, Military District of Washington South (Areas south of the Potomac River)
- Brig. Gen. Samuel Cannon, Redstone/Huntsville, Ala.

Additionally, U.S. Army Acquisition Support Center (ASC) regional directors, in coordination with regional account managers, will develop and implement the civilian component of the regionalization process. The ASC regional directors are:

- Maxine Maples-Kilgore, Regional Director, Southern Region
- Kelly Terry, Regional Director, Northeastern Region
- Eileen Reichler, Acting Regional Director, National Capital Region (NCR)

The ASC point of contact for this policy is Army Maj. Andrea Williams, (703) 805-1248 or e-mail andrea.williams@us.army.mil.



DAU DEVELOPS MULTI-LEVEL APPROACH TO VANISHING WORKFORCE CRISIS

Pamela E. Oxendine

According to a Department of Defense report, more than half of the DoD acquisition, technology, and logistics workforce will be eligible to retire by the year 2005. In an effort to avert the potential crisis, Michael Wynne, acting under secretary of defense (AT&L), and the Defense Acquisition University are developing strategic workforce plans to identify and attract DoD candidates for future employment. One such initiative is a pilot program at Wright-Patterson Air Force Base to be implemented by DAU.

The goals of the program are to educate high school students about the DoD through speakers, a mentor program, and job shadowing; to encourage them to pursue careers in the AT&L career field; and to recruit college students to co-op at Wright-Patterson, providing them the opportunity to enroll in selected DAU courses. The emphases of the program are not only to educate a new workforce, but also to enhance DoD's ability to retain the young people as employees after they complete the co-op and graduate from college.

High School Pilot Program. A new business tech prep program "Procurement, Acquisition, Logistics and Supply Chain Management" (or PALS) introduces high school students to acquisition and logistics career fields as part of their general business studies. The curriculum was developed by a collaborative team of secondary and post-secondary educators coordinated by Sinclair Community College, and a consortium of business and government entities: Boeing Corporation; Columbus Chamber of Commerce; DAU; Dayton Power and Light; Defense Logistics Agency; Defense Supply Center Columbus; Dick Lavy Trucking; Excel Technology; Jarrett Logistics Systems; Limited Brands Logistics Services; Lockheed Martin; Neilson Enterprise; The Learning Center; and Wright-Patterson Air Force Base.

DAU will be visiting high schools this year to get the word out about PALS. Students interested in the PALS program should contact their high school counselor or Bob Sheehan, tech prep liaison, Sinclair Community College, at (937) 512-5161.

College Pilot Program. The college pilot seeks to find junior and senior college students who are interested in gaining co-op experience in an acquisition career field

at Wright-Patterson. Funding for the program will be available for the 2004-2005 academic year. Co-op opportunities will be available initially in engineering, contracting, logistics, program management, and financial management. As the program expands, a wider variety of co-op opportunities will be offered. Students will be able to take DAU courses during their junior and senior years in college, and upon graduation, they will become Level I certified in an acquisition career field.

DAU is partnering to explore course equivalencies with Sinclair Community College, Edison College Wright State University, the University of Dayton, Clark State University, Central Michigan University, Wilberforce University, and Embry-Riddle Aeronautical University. The goal is to make it possible for college students to receive college credit for DAU courses.

DEFENSE ACQUISITION UNIVERSITY, NAVY COLLEGE, AND NAVAL POST-GRADUATE SCHOOL CREATE SYNERGY IN DEFENSE MANAGEMENT COURSES

Tom Edison

In March 2003, the San Diego, Calif., campus of the Defense Acquisition University moved into its refurbished classroom facilities at the Fleet Anti-Submarine Warfare (ASW) Training Center, Point Loma, Calif. Shortly thereafter, DAU began forging training relationships. In approximately 17 months, the DAU campus has partnered with the Fleet ASW Navy College at Point Loma and the Naval Postgraduate School (NPS) in Monterey, Calif., creating a defense management educational triad that is meeting or exceeding the academic and training needs of the military and civilian communities in San Diego.

The first partner in the educational triad, DAU, provides a varied curriculum of defense acquisition training in 13 career fields to its military, civilian, and industry acquisition, technology, and logistics customers. In fiscal year 2005, the DAU San Diego campus will offer a total of 275 courses at sites throughout the West Region, which includes 13 western states and the Pacific Rim. Approximately 125 courses will be offered in San Diego, an increase of over 50 classes from fiscal 2004.

The second triad partner is the NPS, which conducts day-long courses in executive master of business administration (EMBA) and master of science in systems engineering (MSSE) graduate programs in its video-conferencing-equipped, dedicated classroom in San



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Diego. The NPS currently conducts three classes of EMBA at ASW Point Loma with a total of 44 students enrolled. The first MSSE class in San Diego began in September 2004, and has 31 students enrolled.

The third partner of the educational triad, the ASW Navy College at Point Loma, provides evening educational programs through contracts, memoranda of understanding, or agreements of services between the Navy College office and accredited local colleges and universities. San

Diego City College and National University currently provide undergraduate courses in sociology, English, history, education, business, and mathematics/statistics to the local Navy active duty and civilian population. The two colleges use the same classrooms that NPS and DAU use during the day.

DAU, NPS, and Navy College have found the right mix of student accessibility, staff support, resource availability, and leadership focus to establish a synergy that allows them to deliver an impressive array of defense management education and training.

Officially opening the San Diego campus at a ribbon cutting ceremony in January 2004, Frank J. Anderson, DAU president, said, "About two years ago, Michael W. Wynne, acting under secretary of defense for AT&L, asked that DAU look at ways to team and partner so that we leverage the dollar invested in learning. It is a lot better for the DoD community when we can create a facility that can be used by more than one DoD organization. So I am really excited about what has happened here in San Diego."

Edison is logistics and sustainment academic chair, DAU West Region, San Diego, Calif. For more information, contact Tom Edison at tom.edison@dau.mil or 619-524-4815.



Executive master of business administration students take part in video-conferenced instruction at the Fleet ASW Training Center, Point Loma, Calif.

Photograph by Tom Edison

OVERVIEW OF USD(AT&L) CONTINUOUS LEARNING POLICY

Acquisition personnel in Defense Acquisition Workforce Improvement Act (DAWIA) billets who are certified to the level of their position must earn 80 continuous learning "points" to meet Continuous Learning Policy requirements issued by the USD(AT&L) on Sep. 13, 2002. Continuous learning augments minimum education, training, and experience standards. Participating in continuous learning will enhance your career by helping you to:

- Stay current in acquisition functional areas, acquisition and logistics excellence-related subjects, and emerging acquisition policy
- Complete mandatory and assignment-specific training required for higher levels of DAWIA certification
- Complete "desired" training in your career field
- Cross-train to become familiar with, or certified in, multiple acquisition career fields
- Complete your undergraduate or advanced degree
- Learn by experience
- Develop your leadership and management skills.

A point is generally equivalent to one hour of education, training, or developmental activity. Continuous learning points build quickly when you attend training courses, conferences, and seminars; complete leadership train-



Career Development

ing courses at colleges/universities; participate in professional activities; or pursue training through distance learning. Continuous learning points are assigned to distance learning courses <<http://clc.dau.mil>> based on their academic credits or continuing education units. Other activities such as satellite broadcasts, viewing a video tape, listening to an audio presentation, or working through a CD-ROM or Internet course can earn continuous learning points on a 1 point per 1 hour of time devoted to that activity. On-the-job training assignments, intra- and inter-organizational, rotational, broadening, and development assignments may also qualify toward meeting the continuous learning standards.

ACQUISITION CORPS ELIGIBILITY—ARE YOU READY FOR ACQUISITION AND LOGISTICS EXCELLENCE?

As the DoD transforms, the expectations and opportunities for acquisition professionals will increase by order of magnitude. To prepare for advancement to levels of greater responsibility and authority, acquisition professionals should demonstrate exceptional analytical and decision-making capabilities, job performance, and qualifying experience. Earning membership into the Acquisition Corps is a critical step in preparation for acquisition leadership. Per the Defense Acquisition Workforce Improvement Act (DAWIA), Acquisition Corps eligibility requires meeting all of the following standards:

- Minimum grade of Major or GS-13
- Acquisition Professional Development Program (APDP) Level II Certification
- A bachelor's degree at an accredited educational institution
- Four years of acquisition experience
- At least 24 semester credit hours (or the equivalent) of study from an accredited college or university in the following disciplines: accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management; or at least 24 semester credit hours (or the equivalent) from an accredited college in the individual's career field and 12 semester credit hours (or the equivalent) from such an institution from among the disciplines listed here, or equivalent training as prescribed by the secretary to ensure proficiency in those disciplines.

Acquisition Corps eligibility is a prerequisite for serving in a Critical Acquisition Position (CAP). CAPs are posi-

tions of significant responsibility, primarily involving supervisory or management duties in the DoD acquisition system. CAPs vary in scope and span of control, but must be filled by corps members. For more information on acquisition corps eligibility and certification, browse the AT&L Knowledge Sharing System (AKSS) Web site at <<http://deskbook.dau.mil/jsp/DawiaTraining.jsp>>.

DEPARTMENT OF DEFENSE EDUCATION GATEWAY

The Department of Defense Education Gateway (EduGateway) Web site at <<http://akss.dau.mil/jsp/DoDProfessionalTraining.jsp>> provides general information about science, mathematics, and engineering (SME) educational programs sponsored in whole or in part by the Department of Defense. Sponsored and funded by the director of defense research and engineering, the site was originally intended to display information only about programs with science, mathematics, or engineering content. The Web site is now open to any and all genuine educational efforts supported by the Department that knowledgeable members of the DoD family wish to report.

NEW SYSTEMS SUSTAINMENT MANAGEMENT FUNDAMENTALS COURSE

The Defense Acquisition University is pleased to announce a new life cycle logistics course focusing on Sustainment. LOG 102, Systems Sustainment Management Fundamentals, is an online Life Cycle Logistics DAWIA Level I certification course. LOG 102 contains materials on supply chain management (SCM) principles, applications, enabling technologies, quality management, and environmental impacts, inventory planning, supplier sourcing, maintenance role in the supply chain, enterprise business environment, performance-based support, public private partnering, reducing total ownership costs (RTOC), distribution, and best commercial practices for weapon system sustainment. The course consists of 20 modules, which will take approximately 23 hours to complete. Students must have completed ACQ 101 prior to registering for LOG 102, and will have 60 days to complete the course once they are registered.

Register for this exciting new course at the DAU Student Services Web site at <<http://www.dau.mil/registrar/apply.asp>>.



Career Development



SFAE-CM

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
ACQUISITION, LOGISTICS AND TECHNOLOGY
103 ARMY PENTAGON
WASHINGTON, D.C. 20310-0103

AUG 4 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Regionalization of Army Acquisition Corps (AAC) Assignments



Applicability. This policy applies to all assigned AAC captains and majors.

Proponent. The proponent and responsible agency for this policy is the U.S. Army Acquisition Support Center (ASC).

General. The purpose of this policy letter is to provide guidance on the professional development of AAC officers—primarily captains and majors. It provides for standardization of professional development across the AAC so that every officer has the opportunity to grow into positions of increasing responsibility and positively support the Global War on Terrorism, America's Homeland Security, and the Army's Campaign Plan.

Beginning in July 2004, the AAC will launch a new approach to developing its officer corps. This concept is called "regionalization assignments." Under this new initiative, each designated region will have a Senior Regional Acquisition Official (SRAO) responsible for developing assigned officers. I will appoint a SRAO as my representative in each region to coordinate and work with our acquisition leaders to ensure solid rotation plans to develop our junior and field grade officers. Assigned officers will rotate between several different areas of concentration in order to receive the diversity of experience required to become successful AAC leaders. Once assigned to their respective regions, officers can expect to be stabilized for at least 48 months. Officers assigned to non-regional positions can expect approximately 24 months of stabilization, and will be provided the same opportunities for diversified experiences within their current assignments.

The following regions have been identified as test beds: Warren, MI; Picatinny Arsenal, NJ; Fort Monmouth, NJ; National Capital Region; and Redstone Arsenal/Huntsville, AL. These regions will determine the feasibility of the regionalization concept and our ability to fully implement this concept in other locations. The SRAO in each region will identify a Regional Account Manager (RAM) to work with the Acquisition Management Branch Distribution Manager, U.S. Army Human Resources Command (HRC), and ASC to ensure proper tracking of each officer's assignment. The RAM is the primary account manager for each respective region and is responsible for consolidating all regional requisitions.

Effective immediately, professional development will become a key component of junior and field grade AAC Officer Evaluation Reports (OERs) and corresponding Individual Development Plans (IDPs). The SRAO will develop and manage assignments for rotating captains and majors, which will broaden their acquisition experience within the officers' assigned regions. The SRAO will forward all officer rotation plans to Human Resources Command (HRC) for career overview; and all officer rotation plans will be forwarded through HRC to me for review.





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While each officer's situation is different, I encourage the rotation of captains and majors between 18 and 24 months so that they gain experience in diverse areas such as contracting, testing, program management, information technology, research and development, and financial management. As much as possible, rotations should take place within the officer's assigned organization. For those occurrences where such career-broadening experiences are not available, I expect the SRAO in each region to coordinate assignments between organizations to ensure robust professional development of the next generation of AAC leaders.

All AAC captains and major will incorporate this guidance into their OER support forms and IDPs. This policy is directive in nature, but allows considerable flexibility for innovative approaches to enhancing the professional development of our AAC officers, while minimizing cost and turbulence to the officers and their families, their assigned organizations, and the U.S. Army.

My ASC point of contact for this policy is Major Andrea Williams, commercial 703-805-1248, DSN 655-1248, or e-mail: andrea.williams@us.army.mil.

JOSEPH L. YAKOVAC
Lieutenant General, GS
Military Deputy to the Assistant Secretary of the
Army (Acquisition, Logistics and Technology)

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Career Development

The Defense Acquisition University (DAU) Introduces New Web Site on

Rapid Deployment Training (RDT)

Check out DAU's RDT course offerings at:

http://www.dau.mil/performance_support/RDT.asp

Defense Acquisition University - Rapid Deployment Training - Microsoft Internet Explorer provided by Defense Acquisition Univer

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	<u>Corrosion Prevention</u> Corrosion Prevention with Mr. Wynne
	<u>DoD 5000</u> DoD 5000 Acquisition Policy Revision Skip Hawthorne
	<u>JCIDS 3170.01c</u> JCIDS 3170.01c CAPT. Keith Bowman USN Joint Staff
	<u>Unique ID Mandatory on DoD Solicitations</u> Unique Identification (UID) is a mandatory Department of Defense (DoD) requirement on all solicitations issued on or after January 1, 2004. DAU has developed UID program training that is available at UID Program Training and/or via on-site presentation by e-mail.

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ACQUISITION,
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MEMORANDUM FOR: SEE DISTRIBUTION

SEP 3 2004

SUBJECT: Update to Policy for Unique Identification (UID) of Tangible Items

Applying UID to existing items in inventory and operational use is based on the value proposition that UID provides a joint data capability that enables achievement of focused logistics and performance-based logistics strategies, strategic acquisition, and asset visibility to support combat operations. This policy update approves the use of the Electronic Serial Number (ESN) as a UID-equivalent, announces the approved Issuing Agency Codes to be used for the Commercial and Government Entity (CAGE) code and the Department of Defense Activity Address Code (DoDAAC), and addresses other specific UID implementation issues detailed in Attachment A. This policy update also forecasts the requirement to apply UID to existing items in inventory and operational use in Attachment B.

I understand there are physical and time/resource issues relating to the implementation of the UID policy to some tangible items. Therefore, I am encouraging an evolutionary approach that will allow resolution of these issues. To begin this evolutionary implementation, I request that the Component Acquisition Executives (CAEs) direct preparation of model program plans on a number of mission-critical warfighting and combat support systems for submission to the DoD UID Program Manager by November 2004. Development of these plans should take an evolutionary approach and assume use of trigger events to mark items in quantity. I also request that the CAEs direct all program and item managers to begin planning for the application of the UID to the Department's existing legacy items in inventory or in operational use.

All plans should target FY2007 as the point by which: (a) all existing serialized assets should be entered in the UID registry, and (b) UID marking capabilities have been established for all existing items and embedded assets such that marking can commence as applicable equipment is returned for maintenance. Program offices that have already initiated UID planning include the AH-64 Apache, UH-60 Blackhawk, CH-47 Chinook, C-17 Globemaster III, B-1B Lancer, V-22 Osprey, and the Program Executive Officer, Ammunition. I request that all program and item managers plan and establish a goal to complete UID marking of items and all embedded assets within existing items by December 31, 2010, using the planning guidelines included in Attachment B. It is recognized that programs will have different levels of completion by 2010 because fielded items will not be removed from service for the sole purpose of UID marking.

To support this objective, I also request that the Army, Navy, Air Force and Defense Logistics Agency CAEs develop and present to me by January 2005, plans to develop infrastructure, modify Automated Information Systems (AIS) and propose exempted systems that will be phased out of inventory prior to UID implementation. My expected outcomes for FY 2005 are as follows:

- Plans for programs will be developed and required resources identified.
- OSD UID budget guidance issued by April 2005.
- AIS and depot roadmaps for key data systems developed and necessary infrastructure identified, in coordination with the Joint Forces Command and the Transportation Command, as required. The Deputy Under Secretary of Defense (Logistics and Materiel Readiness) and the Director, Defense Procurement and Acquisition Policy will provide staff assistance to the CAEs in this effort.
- Army, Navy, Air Force and Defense Logistics Agency UID Acquisition Manager appointed.



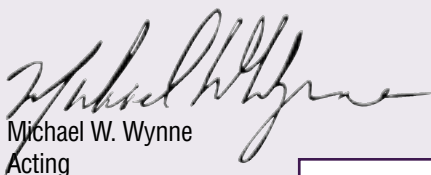
Policy and Legislation

I have requested that the Director, Defense Contract Management Agency (DCMA) lead the development of facility-wide or corporate Single Process initiative strategies with DoD's top 30 suppliers of supplies and equipment, and collectively with aircraft engines and avionics sector suppliers. DCMA will use block changes to expedite UID implementation working with the Components. As part of this process, the DCMA Director will have the authority to grant near-term extensions on UID implementation if such extensions are consistent with the implementation schedules of the negotiated corporate/facility strategies. I have asked the Director, DCMA to lay out the specifics of this approach for discussion with the CAEs by November 2004. I have also asked DCMA to take the lead in developing a UID Quality Assurance Plan for implementation across DoD.

The DoD UID Program Management Office will accomplish the following:

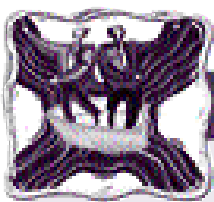
- Develop guidance for trigger events (i.e., a change in an item's ownership, status, location, identity or program alignment).
- Develop guidance for the use of "virtual" UIDs for items in operational use and inventory (e.g., establishing UIDs in DoD information systems but deferring the physical item marking until a "trigger event" such as maintenance or overhaul occurs).
- Develop a refinement to the Department's unique identification registry concept of operations working with the Office of the Under Secretary for Personnel and Readiness, Office of the Assistant Secretary of Defense (Networks and Information Integration), Office of the Joint Chiefs of Staff (J-4 Logistics), and Office of the Joint Chiefs of Staff (J-8 Force Structure, Resources and Assessment).
- Develop a standard approach to capture legacy item UID data elements.
- Explore the feasibility of a paperless Government Furnished Property management approach working in partnership with the Defense Contract Management Agency and the AT&L Director, Property, Plant and Equipment.
- Finalize milestone criteria for program reviews working with the Director, Defense Systems.
- Engage the Joint Aeronautical Commanders Group and the Joint Ordnance Commanders Group to help refine the ultimate UID policy for legacy items currently in inventory and operational use.
- Continue to partner with the General Services Administration to develop a UID roadmap for federal-wide application.
- Ensure RFID and UID data and process integration.
- Work with the Assistant Deputy Under Secretary of Defense (Maintenance Policy, Programs and Resources) to integrate and implement UID requirements in depot-level maintenance functions involving the major repair, overhaul, or complete rebuilding of weapon systems, end items, parts, assemblies, and subassemblies; and manufacture of parts.
- Integrate with the Office of the Deputy Under Secretary of Defense (Installations and Environment) to develop a data policy that integrates the data structure for tangible assets with the data structure for real property assets.
- Write a Management Initiative Decision to integrate Department-wide unique identification efforts.
- Finalize the Government Furnished Property UID policy by October 2004 and legacy policy no later than December 2004.
- Provide templates for companies to use.
- Ensure that tangible property acquired using the Government Purchase Card is entered into the UID registry.

Current UID information and the latest version of the **DoD Guide to Uniquely Identifying Items** are available at <http://www.acq.osd.mil/uid>. Policy questions or comments may be addressed to Mr. Robert Leibrandt by telephone at (703) 695-1099 or by e-mail at robert.leibrandt@osd.mil.


Michael W. Wynne
Acting

Attachments
As Stated

Editor's note: View the distribution and attachments to this memorandum at http://www.acq.osd.mil/uid/2004_09_03%20policy%20update.pdf.



Policy and Legislation



ACQUISITION,
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THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-3010

SEP 23 2004

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Defense Acquisition System Safety

On July 3, 2003, the Secretary of Defense established the Defense Oversight Council (DSOC) and tasked them with the goal of reducing DoD mishap and accident rates by 50% in two years. Subsequently, the Strategic Planning Guidance (SPG) was modified to institutionalize this goal. We can contribute substantially to meeting SPG guidance by following an informed and structured risk assessment and acceptance process, which manages and minimizes system safety risks throughout the acquisition process. Our intent is to design safety into our weapons systems, not add it afterwards as an operational consideration.

Therefore, in order to increase the emphasis on system safety within our acquisition process, I direct addressees to ensure that:

- a. Program Managers (PMs), regardless of the Acquisition Category of their programs, integrate system safety risk management into their overall systems engineering and risk management processes.
- b. PMs use the government and industry Standard Practice for System Safety, MIL-STD-882D, in all developmental and sustaining engineering activities.
- c. PMs ensure the DoDI 5000.2 requirement to integrate the Environmental, Safety, and Occupational Health (ESOH) risk management strategy into the systems engineering process is incorporated in the Systems Engineering Plan.
- d. PMs identify ESOH hazards, assess the risks, mitigate the risks to acceptable levels, and then report on the status of residual risk acceptance decisions at technical reviews and at the appropriate management levels in the Program Review process in accordance with MIL-STD-882D.

I need your help to implement these actions to integrate system safety risk management more effectively into our acquisition process. Active collaboration between system safety and acquisition communities as we execute our programs will help achieve the goals the Secretary of Defense has established. It will also save lives, preserve assets, and enhance our overall warfighting capability by increasing readiness through system safety improvements.



Michael W. Wynne
Acting



Editor's note: View the distribution to this memorandum at <http://akss.dau.mil/servlet/ActionController?screen=Policies&Organization=21&Career=10>.



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THE UNDER SECRETARY OF DEFENSE

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SEP 23 2004

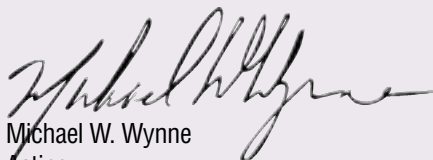
MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY
(ACQUISITION, LOGISTICS AND TECHNOLOGY)
ASSISTANT SECRETARY OF THE NAVY
(RESEARCH, DEVELOPMENT AND ACQUISITION)
ASSISTANT SECRETARY OF THE AIR FORCE
(ACQUISITION)
DIRECTOR, DEFENSE LOGISTICS AGENCY
PRESIDENT, DEFENSE ACQUISITION UNIVERSITY

SUBJECT: Product Support Boundaries

I applaud your recent and ongoing efforts to implement innovative product support strategies to improve readiness and reduce costs. Your efforts are demonstrating a measurable impact on equipment availability in Iraq, material availability across the DoD, and our product support cost structure.

Your efforts also identified areas where we needed to adjust policy and employ international standards to ensure individual weapon system support strategies fit within our overall support structure for the joint force and coalition operations. We addressed those areas through a series of policy memoranda and standards endorsements over the past two years. For easy reference, the Total Life Cycle Systems Management (TLCSM) Executive Council summarized those memoranda into a single reference document, "Product Support Boundaries," as attached.

I hope you and your program offices will find the attached helpful as we continue to transform our weapon system support structure. The "Product Support Boundaries" is available on the Defense Acquisition University Logistics Community of Practice website at <http://acc.dau.mil/log>. I also would welcome any feedback you have on this reference document. Please provide any comments or suggestions to Mr. Lou Kratz at Lou.Kratz@osd.mil.


Michael W. Wynne
Acting

Attachment
As stated

Editor's note: View the attachment to this memorandum at http://acc.dau.mil/simplify/ev.php?ID=54169_201&ID2=DO_PRINTPAGE.





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THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-3010

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMEN, JOINT CROSS-SERVICE GROUPS

OCT 14 2004

SUBJECT: Policy Memorandum Two—BRAC 2005 Military Value Principles

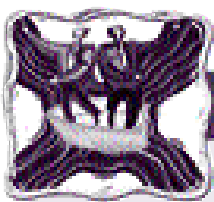
The Department has determined that the most appropriate way to ensure that military value is the primary consideration in making closure and realignment recommendations is to determine military value through the exercise of military judgment built upon a quantitative analytical foundation. The quantitative analytical foundation is built by the Joint Cross-Service Groups and Military Departments applying the BRAC selection criteria to rank the facilities for which they have responsibility. The exercise of military judgment occurs through the application of principles. Limited in number and written broadly, the principles enumerate the essential elements of military judgment. The Military Departments and the Joint Cross-Service Groups shall use the attached principles when applying military judgment in their deliberative processes.

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

Attachment:
As Stated

Editor's note: View the attachment to this memorandum
at <http://www.dod.gov/brac>.





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ACQUISITION,
TECHNOLOGY AND
LOGISTICS

OFFICE OF THE SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON, D.C. 20301 - 1000

OCT 29 2004

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Proper Use of Non-DoD Contracts

Each year billions of Department of Defense (DoD) dollars are spent using non-DoD contracts to procure supplies and services. In many cases this represents an effective way to accomplish acquisitions in support of DoD's mission. For this reason, the use of non-DoD contracts is encouraged when it is the best method of procurement to meet DoD requirements. However, recent DoD and General Services Administration Inspector General reports identified several issues associated with the Department's use of non-DoD contracts for the acquisition of certain supplies and services. Non-DoD contracts may not be used to circumvent conditions and limitations imposed on the use of funds, nor are they a substitute for poor acquisition planning.

Military Departments and Defense Agencies must establish procedures for reviewing and approving the use of non-DoD contract vehicles when procuring supplies and services on or after January 1, 2005, for amounts greater than the simplified acquisition threshold. This requirement applies to both direct (i.e., orders placed by DoD) and assisted acquisitions (i.e., contracts awarded or orders placed by non-DoD entities, including franchise funds, on behalf of DoD), using DoD funds. These procedures must include:

- evaluating whether using a non-DoD contract for such actions is in the best interest of the DoD. Factors to be considered include:
 - satisfying customer requirements;
 - schedule;
 - cost effectiveness (taking into account discounts and fees); and
 - contract administration (including oversight);
- determining that the tasks to be accomplished or supplies to be provided are within the scope of the contract to be used;
- reviewing funding to ensure it is used in accordance with appropriation limitations;
- providing unique terms, conditions and requirements to the assisting agency for incorporation into the order or contract as appropriate to comply with all applicable DoD-unique statutes, regulations, directives and other requirements (e.g., the requirement that all clothing procured with DoD funding be of domestic origin); and
- collecting data on the use of assisted acquisitions for analysis.

This new policy satisfies the requirements of Section 2330(b)(1)(C)(ii) of Title 10, United States Code as amended by Section 801 of the National Defense Authorization Act for Fiscal Year 2002. Section 801 requires advance approval to buy services via use of a "contract entered into or a task order issued, by an official of the United States outside of the DoD." Although Section 801 applies only to the procurement of services, we are applying this requirement to supplies in order to achieve consistency and discipline in the DoD acquisition process. The Defense Acquisition Regulation Council will issue coverage for the Defense Federal Acquisition Regulation Supplement that is consistent with the requirements of this memorandum.



Policy and Legislation

The use of multiple award contracts must be consistent with the requirements of Section 803 of the National Defense Authorization Act for Fiscal Year 2002 (Competition Requirements for Purchase of Services Pursuant to Multiple Award Contracts); Federal Acquisition Regulation (FAR) Part 8.002 (Priorities for Use of Government Supply Sources); FAR Part 17.5 (Interagency Acquisitions under the Economy Act); FAR Part 7 (Acquisition Planning); and DoD Instruction 4000.19 (Interservice and Intragovernmental Support).

While the Program Manager or requirements official has primary responsibility to ensure compliance with this policy, success will not be achieved without a team approach and specific support from the financial management and contracting communities. For example, the financial management community shall: (1) ensure the program manager or other appropriate individual has certified that the procedures established by the Military Department or Defense Agency have been followed and (2) ensure that funds are available and appropriate for the procurement action.

Please ensure widest dissemination of this memorandum and the procedures you establish. It is imperative that when non-DoD contracts are utilized to meet DoD requirements, they are utilized properly. The point of contact on this matter is Mr. Michael Canales. He can be reached at (703) 695-8571 or via e-mail at michael.canales@osd.mil.

Robert J. Henke
Principal Deputy Under Secretary
of Defense (Comptroller)

Michael W. Wynne
Acting Under Secretary of Defense
(Acquisition, Technology and Logistics)

Editor's note: To view the distribution to this memorandum, go to <http://www.acq.osd.mil/dpap/specificpolicy/index.htm>.



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UNDER SECRETARY OF THE AIR FORCE WASHINGTON

MEMORANDUM FOR SEE DISTRIBUTION

SEP 20 2004

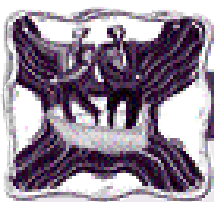
SUBJECT: Revitalizing the Software Aspects of Systems Engineering

REFERENCE: Air Force Software-Intensive Systems Strategic Improvement Program (AFSSIP) memo dated 13 Jan 2004

In multiple programs across our acquisition communities, we have recognized systems engineering challenges over the past few years, and have taken steps to improve the implementation and effectiveness of our systems engineering processes.

This policy memorandum is intended to improve the efficiency and effectiveness of our acquisition processes and software management. These processes are applied as an integral part of our systems engineering and capability acquisition processes. To support our overall agile acquisition objectives, we expect you to address, as a minimum, the following software focus areas throughout the life cycle of your acquisition programs beginning with pre-Milestone/Key Decision Point A activities:

1. **High Confidence Estimates:** Estimate the software development and integration effort (staff hours), cost, and schedule at high (80-90%) confidence.
2. **Realistic Program Baselines:** Ensure cost, schedule, and performance baselines are realistic and compatible. Ensure the baselines support the disciplined application of mature systems/software engineering processes, and ensure software-related expectations are managed in accordance with the overall program's expectation management agreement. The program budget must support the high confidence estimates for effort (staff hours), cost, and schedule.
3. **Risk Management:** Continuously identify and manage risks specific to computer systems and software as an integral part of the program risk management process. Ensure the risks, impact, and mitigation plans are appropriately addressed during program and portfolio reviews.
4. **Capable Developer:** Identify the software-related strengths, weaknesses, and risks; domain experience; process capability; development capacity; and past performance for all developer team members with significant software development responsibilities. Consider this information when establishing program baselines and awarding contracts, and throughout program execution.
5. **Developer Processes:** Ensure the entire developer team establishes, effectively manages, and commits to consistent application of effective software development processes across the program.
6. **Program Office Processes:** Ensure the program office establishes and employs effective acquisition processes for software, is adequately staffed, and consistently supports the developer team in the disciplined application of established development processes.
7. **Earned Value Management Applied to Software:** Continuously collect and analyze earned value management data at the software level to provide objective measures of software cost and schedule. The Earned Value Management System should support and be consistent with the software effort and schedule metrics.



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8. **Metrics:** Employ a core set of basic software metrics to manage the software development for all developer team members with significant software development/integration responsibilities. Guidance for the core metrics is provided in the enclosure. Programs are encouraged to implement additional metrics based on program needs.
9. **Life Cycle Support:** Address sustainment capability and capacity needs during the system design and development phase, and balance overall system acquisition and sustainment costs. Ensure you plan, develop, and maintain responsive life cycle software support capabilities and viable support options.
10. **Lessons Learned:** Support the transfer of lessons learned to future programs by providing feedback to center-level Acquisition Center of Excellence (ACE) and other affected organizations. Lessons learned information includes original estimates and delivered actuals for software size, effort, and schedule; program risks and mitigation approaches; and objective descriptions of factors such as added functional requirements, schedule perturbations, or other program events that contributed to successes and challenges.

These focus areas will be incorporated as appropriate in your Systems Engineering Plan, Integrated Program Summary, or acquisition plans. We also expect you to address these focus areas as applicable during Acquisition Strategy Panels and PEO portfolio reviews. PEOs may tailor the implementation of these focus areas as required and the appropriate Acquisition Executive will be notified of all tailoring.

Sample language and additional guidance will be available in November 2004 in an Air Force Software Guidebook. Our POCs are Mr. Ernesto Gonzalez, SAF/AQRE, 703-588-7846, Ernesto.Gonzalez@pentagon.af.mil, and Maj Mark Davis, SAF/USAL, 703-588-7385, Mark.Davis2@pentagon.af.mil.

MARVIN R. SAMBUR
Assistant Secretary of the Air Force (Acquisition)



PETER B. TEETS
Undersecretary of the Air Force



Attachment:
Guidance for Core Software Management Metrics

Editor's note: View the distribution and attachment to this memorandum at <http://www.safaq.hq.af.mil/ACE/>.



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ACQUISITION,
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OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-3000

September 13, 2004



MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF THE ARMY
(POLICY AND PROCUREMENT), ASA(ALT)
DEPUTY ASSISTANT SECRETARY OF THE NAVY
(ACQUISITION MANAGEMENT), ASN(RDA)
DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE
(CONTRACTING), SAF/AQC
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, ARMY CONTRACTING AGENCY
DEPUTY DIRECTOR FOR LOGISTICS OPERATIONS (DLA)
DIRECTORS, DEFENSE AGENCIES

SUBJECT: Requirements for Service Contracts

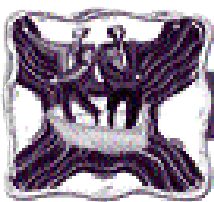
Contracts for services awarded on a cost-reimbursement or time and materials (T&M) basis usually require significant government vigilance during contract performance to ensure the government receives good value. This memorandum provides guidance on the assignment of contracting officer representatives, as well as the need for revisiting the contract type before reissuing such contracts. The need for this guidance was specified in a recent Department of Defense Inspector General review on "Contracts for Professional, Administrative, and Management Support Services" (DoDIG Report D-2004-015, October 30, 2003).

You should consider the need for increased vigilance and government oversight during the acquisition planning phase of contracts for services that are planned to be issued on a cost-reimbursement or T&M basis. To assist with contract oversight on such contracts, you should appoint contracting officer representatives (COR). Any such appointments must be done in writing in accordance with Defense Federal Acquisition Regulation Supplement (DFARS) 201.602-2. Some specific tasks for CORs on T&M contracts would be to verify the appropriateness of the categories of labor used, and the reasonableness of the number of hours worked and materials used.

When personnel prepare the requirements for a follow-on contract to an existing cost-reimbursement or T&M contract for services, they should work with the contracting officer to determine if any portion can be broken out and ordered on a fixed-price basis. The experience gained on the prior contract may serve as a basis to reasonably price similar future efforts on a fixed price basis. Finally, there is a statutory preference for the use of performance based specifications, which clearly define desired outcomes, as an additional step that facilitates using fixed-price contracts. Fixed-price contracts result in significant cost savings and efficiencies for the Department, including the need for less oversight.

If you have any questions on this matter, please contact Mr. William C. Timperley at william.timperley@osd.mil, telephone (703) 697-8336.

Deidre A. Lee
Director, Defense Procurement
and Acquisition Policy



Policy and Legislation

DEFENSE FEDERAL ACQUISITION REGULATION SUPPLEMENT CHANGE NOTICE 20040917 (SEPT. 17, 2004)

DoD published the following interim and final DFARS rules in the *Federal Register* on Sept. 17, 2004:

Interim Rules

Consolidation of Contract Requirements (DFARS Case 2003-D109)

Places restrictions on consolidating two or more separate requirements into a single solicitation and contract. Requires agencies to include the following in acquisition strategies that involve consolidation of requirements with a total value exceeding \$5,000,000: (1) the results of market research; (2) any alternatives that would involve a lesser degree of consolidation; and (3) a determination by the senior procurement executive that the consolidation is necessary and justified. This change implements Section 801 of the National Defense Authorization Act for Fiscal Year 2004, and is intended to ensure that decisions regarding consolidation of contract requirements are made with a view toward providing maximum practicable opportunity for small business concerns to participate in DoD procurements.

The *Federal Register* notice for this rule is available at <http://www.acq.osd.mil/dpap/dfars/changes.htm>.

Personal Services Contracts (DFARS Case 2003-D103)

Provides authority for DoD to enter into personal services contracts for health care at locations outside of medical treatment facilities (such as military entrance processing stations), and for services to be provided by individuals outside the United States that directly support the mission of a DoD intelligence or counter-intelligence organization or the special operations command. This change implements Sections 721 and 841 of the National Defense Authorization Act for Fiscal Year 2004 and enables the award of contracts for specialized services that would be impractical for DoD to obtain by other means.

The *Federal Register* notice for this rule is available at <http://www.acq.osd.mil/dpap/dars/dars/fdregs/2003d103.txt>.

Quality Control of Aviation Critical Safety Items and Related Services (DFARS Case 2003-D101)

Establishes requirements for quality control in the procurement of aviation critical safety items and the modification, repair, and overhaul of those items. Specifies

that the design control activity is responsible for qualifying and identifying aviation critical safety item suppliers and products. This change implements Section 802 of the National Defense Authorization Act for Fiscal Year 2004 and is intended to ensure flight safety.

The *Federal Register* notice for this rule is available at <http://www.acq.osd.mil/dpap/dars/dars/fedregs/2003d101i.txt>.

Final Rules

Acquisition Plans—Corrosion Prevention and Mitigation (DFARS Case 2004-D004)

Adds corrosion prevention and mitigation to the areas that agencies must address in acquisition plans. This change implements Section 1067 of the National Defense Authorization Act for Fiscal Year 2003, which requires DoD to prevent and mitigate corrosion during the design, acquisition, and maintenance of military equipment.

The *Federal Register* notice for this rule is available at <http://www.acq.osd.mil/dpap/dars/dars/fedregs/2004d004f.txt>.

Definition of Terrorist Country (DFARS Case 2003-D098)

Removes Iraq from the list of terrorist countries subject to a prohibition on DoD contract awards. This change is a result of the president's May 7, 2003, determination to suspend all sanctions against Iraq that apply to countries that have supported terrorism.

The *Federal Register* notice for this rule is available at <http://www.acq.osd.mil/dpap/dars/dars/fedregs/2003d098f.txt>.

Indian Incentive Program (DFARS Case 2002-D033)

Finalizes, with changes, the interim rule published on Oct. 1, 2003 (DFARS Change Notice 20031001), regarding the Indian Incentive Program. The program permits incentive payments to contractors, and subcontractors at any tier, that use Indian organizations as subcontractors. The interim rule expanded the program to include contracts for commercial items and to permit incentive payments for subcontracts awarded to Native Hawaiian small business concerns. The final rule revises the incentive clause prescription to require inclusion of the clause in all contracts and subcontracts exceeding \$500,000. The rule implements DoD Appropriations Act provisions, and is intended to provide maximum practicable opportunity for Indian organizations and Native



Policy and Legislation

Hawaiian small business concerns to perform under DoD contracts.

The *Federal Register* notice for this rule is available at <<http://www.acq.osd.mil/dpap/dars/dars/fedregs/2002d033f.txt>>.

Berry Amendment Changes (DFARS Case 2003-D099)

Finalizes, without change, an interim rule published on May 13, 2004 (DFARS Change Notice 20040513), to implement statutory provisions that permit exceptions to domestic source requirements in limited situations. The exceptions apply to the acquisition of (1) food, specialty metals, and hand or measuring tools needed to support contingency operations or to fulfill other urgent requirements; and (2) waste and byproducts of cotton or wool fiber for use in the production of propellants and explosives.

The *Federal Register* notice for this rule is available at <<http://www.acq.osd.mil/dpap/dars/dars/fedregs/2003d099f.txt>>.

DEFENSE FEDERAL ACQUISITION REGULATION SUPPLEMENT CHANGE NOTICE 20040930 (SEPT. 30, 2004)

DoD published the following changes and proposed changes to the DFARS on Sept. 30, 2004:

Final Rule

Extension of Partnership Agreement—8(a) Program (DFARS Case 2004-D015)

Extends, from Sept. 30, 2004, to Sept. 30, 2005, the expiration date of a partnership agreement between DoD and the Small Business Administration. The partnership agreement permits DoD contracting officers to award contracts to eligible 8(a) Program participants on behalf of the Small Business Administration. The *Federal Register* notice for this rule is available at <<http://www.acq.osd.mil/dpap/dars/dars/fedregs/2004-D015f.txt>>.

Proposed Rule

Patent Rights—Ownership by the Contractor (DFARS Case 2001-D015)

Proposes to add a DFARS clause on patent rights under contracts awarded to large business concerns for experimental, developmental, or research work. The proposed clause is substantially the same as the clause presently found at FAR 52.227-12, Patent Rights-Retention by the Contractor (Long Form). The clause at 52.227-12 was proposed for deletion from the FAR in a proposed

rule published in the *Federal Register* on May 28, 2003, since DoD is the only agency that uses the clause.

The *Federal Register* notice for this rule is available at <<http://www.acq.osd.mil/dpap/dars/dars/fedregs/2001-D015p.txt>>.

Technical Amendments

Updates the list of DoD contracting activities and the payment office for contracts with Canadian contractors.

The *Federal Register* notice for this rule is available at <<http://www.acq.osd.mil/dpap/dars/dars/fedregs/techamend20040930.txt>>.

NEW POLICY FOR MATERIEL RELEASE, FIELDING AND TRANSFER NOW AVAILABLE

The May 1, 1995 version of Army Regulation 700-142, *Materiel Release, Fielding and Transfer*, has been revised and is now available on the U.S. Army Publishing Directorate Web site <<http://www.usapa.army.mil>>. The publication date is July 26, 2004, with an effective date of Aug. 26, 2004. DA Pam 700-142, *Instructions for Materiel Release, Fielding and Transfer*, has also been revised and is published on the same Web site. The publication and effective date of the new DA Pam 700-142 is Aug. 2, 2004.

The major changes include removal of procedural instructions and publishing them in DA PAM 700-142; updates to both the applicability and exemptions paragraphs; updates to the responsibilities paragraphs; addition of a new release process to support urgent requirements; identification of program managers as total life-cycle system managers; establishment of the materiel release tracking system; and introduction of the total Army fielding system.

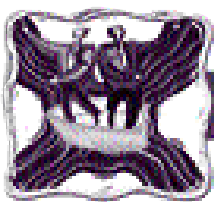
(Larry Hill/SAAL-LP/DSN 664-7450/larry.hill@saalt.army.mil)

DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 14, 2004)

DOD PUBLISHES DEFENSE ACQUISITION GUIDEBOOK

Acting Under Secretary of Defense for Acquisition, Technology and Logistics Michael Wynne today approved provisional release of the *Defense Acquisition Guidebook*.

The new guidebook is designed to serve as a companion to the revised acquisition policy documents, DoD Directive 5000.1 and DoD Instruction 5000.2, released in May 2003. Those documents established the policy



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framework for translating mission needs into stable, affordable, and well-managed programs.

Release of the guidebook fulfills the department's earlier commitment to design a transformed acquisition system and supporting policy that will foster efficiency, flexibility, creativity, and innovation. The guidebook is an interactive, Web-based capability designed to provide the acquisition workforce and their industry partners with an online instant reference to best business practice as well as to support policy, statute, and lessons learned. While the policy documents released last year explain what acquisition managers are required to do, the just-released guidebook complements those documents by proposing how.

Defense acquisition professionals will be able to use the reference to review discretionary best business practices and then tailor practices to the particular needs of their program. The electronic guide moves the acquisition workforce further along the path of e-business. Workforce members will also be able to employ the guidebook to access the Defense Acquisition University's AT&L Knowledge Sharing System (AKSS) and many of the university's other resources.

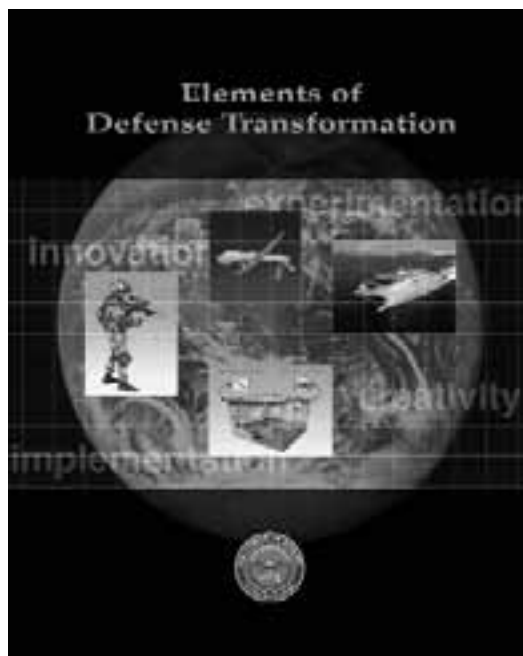


The *Defense Acquisition Guidebook* is now available on the Internet at <<http://akss.dau.mil/DAG>>.

OFFICE OF FORCE TRANSFORMATION PUBLISHES *ELEMENTS OF DEFENSE TRANSFORMATION* (OCT. 13, 2004)

Transformation is a key component of the U.S. defense strategy and will affect everyone in the Department of Defense as the department seeks creative, innovative solutions to the challenges faced at home and abroad.

Elements of Defense Transformation, published Oct. 13, 2004, by the Department of Defense Office of Force Transformation, provides an understanding of the key elements of defense transformation. The brochure seeks to answer some fundamental questions. What is defense transformation and what is its scope? Why is transformation so urgent? In general, how will defense transformation be accomplished? What is the Department's force transformation vision for the future, and what is needed to support this vision? What are the primary senior leadership roles and responsibilities for implementing the force transformation strategy? What are some of the key force transformation issues requiring additional investment in the years ahead? How can we measure the effectiveness of our force transformation process?



Download the brochure from the Office of Force Transformation Web site at <<http://www.oft.osd.mil/library/library.cfm?libcol=6>>.



Policy and Legislation

AMERICAN FORCES PRESS SERVICE

(OCT. 22, 2004)

DOD ISSUES 'GREEN' PROCUREMENT POLICY TO BENEFIT ENVIRONMENT

Sgt. 1st Class Doug Sample, USA

WASHINGTON—The Defense Department issued a new procurement policy this week urging employees and military to “buy green.”

The new “green procurement” policy requires the department’s civilian and military personnel to purchase products and services that benefit the environment, said Alex Beehler, DoD’s chief of environmental safety and occupational health, in an Oct. 21 interview with the Pentagon Channel and American Forces Press Service.

He noted that products such as recycled office supplies and lubricants, and biomass-produced goods such as energy, are among the types of purchases the policy requires.

Biomass uses agricultural and organic wastes to create renewable energy such as electricity and industrial process heat and steam, Beehler explained. According to Energy Department statistics, biomass was the leading source of renewable energy in the United States last year.

Beehler said the green procurement policy is the latest endeavor by DoD to forge its reputation as being a good environmental steward. That reputation, he added, stretches back some 30 years and includes myriad DoD recycling programs. In fact, the first recycling policy developed by DoD was under Defense Secretary Donald H. Rumsfeld’s first term in 1976. Like that policy, Beehler said, this new policy is “intrinsically the right thing to do.

“It’s the right thing to do toward our environment, toward the mission, toward making the lives of our civilian and military employees and families much better by having a safer, better Earth.”

Beehler said there is no requirement under the policy to purchase green products that “cost more, are scarce, or have other limitations.”

However, he added that consideration should be given to those items that over the long term would produce more cost savings or improved efficiency. He said training will be provided to help those directly involved in the purchasing process to identify green procurement items.

The training will also help raise the awareness of procurers to buy green, he added, “so that it becomes incorporated into their daily operations to look at pursuing green procurement opportunities wherever they realistically exist.”

The department plans to develop a catalog that will show DoD procurement officers and employees where they can find and purchase green products, he said.

Beehler said that for now, DoD is focusing on implementing the new policy, not enforcing it. Plans call for an environmental management system that will monitor compliance through “environmental audits and environmental contracting to make sure that the policy is successfully implemented,” he added.

Beehler, who has worked in the environmental field for 20 years, said the new policy underlines DoD’s commitment to the environment. He pointed out that environmental programs in the past were committed to making sure things didn’t get worse and to reducing the waste and the pollution that had already occurred.

“In the beginning, that made perfectly good sense,” he said. “But as time has evolved and as our programs have matured, we really need to do a lot more.”

He said the time has come “to go beyond environmental compliance,” and that the focus now should be on “improving the environment rather than just protecting it.”

The new policy, he said, “will empower each individual to have a vital stake in improving the environment.”

FROM THE OFFICE OF INTERNATIONAL COOPERATION, OUSD(AT&L) **CALL FOR FY06 COALITION WARFARE PROJECT PROPOSALS**

OUSD(AT&L) International Cooperation is accepting proposals for the FY2006 Coalition Warfare (CW) Research, Development, Testing & Evaluation (RDT&E) Program. The CW initiative is a defense-wide effort to assist combatant commanders, Services, and DoD agencies in integrating coalition-enabling solutions into existing and planned U.S. programs. The program focuses not only on near-term interoperability-enhancing solutions, but also on early identification of coalition solutions to long-term interoperability issues. For more information including access to the Coalition Warfare Management Plan, please visit the Coalition Warfare Web site at <http://www.acq.osd.mil/ic/cwp.html>.



Conferences, Workshops & Symposia

PRECISION STRIKE WINTER ROUNDTABLE & WILLIAM PERRY AWARD LUNCHEON (JAN. 26, 2005)

The Precision Strike Association will present the 2004 William J. Perry Award at its Winter Roundtable meeting on Jan. 26, 2005, in the Crystal Gateway Marriott, Arlington, Va. The Winter Roundtable clarifies defense policy and strategies and affords the precision strike community the latest thoughts from the Congress. PSA's Perry Award, named after the former secretary of defense, is presented annually to the public or private sector for outstanding leadership or technical achievements resulting in significant contribution to precision strike systems. Register online at <http://register.ndia.org/interview/register.ndia?#January2005>.

FY05 USAF ACQUISITION COMMANDERS CONFERENCE (FEB. 2-3, 2005)

The Single Managers Conference previously scheduled for Oct. 5-7, 2004, was cancelled and has been replaced by the USAF Acquisition Commanders Conference. This event will be held Feb. 2-3, 2005, at the Doubletree Hotel Westshore, Tampa Fla., and will be chaired by **Dr. Marvin R. Sambur**, assistant secretary of the Air Force (acquisition), and **Blaise Durante**, director, acquisition integration, Office of the Assistant Secretary of the Air Force (Acquisition). The Web site link is: <https://afmc-dr.wpafb.af.mil/Events/Event.asp?RevID=123>.

If you have any questions about the USAF Acquisition Commanders Conference, please contact either Ruth Thompson at DSN 787-7972 or Maj. VanDusen at DSN 426-5227.

2005 TACTICAL WHEELED VEHICLES CONFERENCE (FEB. 6-8, 2005)

The 2005 Tactical Wheeled Vehicles Conference will be held Feb. 6-8, 2005, at the Monterey Conference & Portola Plaza Hotel in Monterey, Calif. This annual seminar has historically brought the military services, industry, prime contractors, subcontractors, and their suppliers together to discuss present and future wheeled vehicle requirements for all Services. It has afforded an atmosphere for open discussions between the customers and the suppliers based on the needs of the military users. This conference is the only one held an-

nually that is specific to the military's tactical wheeled vehicle community.

The information presented is valuable to program managers, engineers, planners, and marketers. In addition, open discussions will be invaluable to DoD planners and program managers. Register at http://register.ndia.org/interview/register.ndia?PID=Brochure&SID=_1D00RC2RA&MID=5530.

21ST ANNUAL NATIONAL LOGISTICS CONFERENCE & EXHIBITION (FEB. 28-MARCH 3, 2005)

The 21st Annual National Logistics Conference & Exhibition will be held Feb. 28-March 3, 2005, at the Hyatt Regency Miami, Miami, Fla. The call for exhibits and the advance conference announcement will be mailed in the near future and will be available for viewing at the National Defense Industrial Association Web site <http://register.ndia.org/interview/register.ndia?#January2005>.

If you have questions or would like to be added to the mailing list, please contact Phyllis Edmonson at (703) 247-2588 or via e-mail at pedmonson@ndia.org.

21ST ANNUAL TEST & EVALUATION CONFERENCE & EXHIBITION (MARCH 7-10, 2005)

The 21st Annual Test and Evaluation Conference and Exhibition will be held March 7-10, 2005, in Charlotte, N.C. The pace of technology is accelerating while the cycle times for fielding systems for national defense and homeland security have remained constant or, in some cases, have actually increased. Test and evaluation is at the core of this development process and must serve not only as a vehicle for discovery and a check and balance in the development process, but also as a catalyst to move emerging technology rapidly from the bench to the combat theater.

The commercial marketplace has significant experience in fielding new technology quickly and successfully. This forum will examine various methods being applied in the commercial sector to move technology forward that might be adaptable in the government sector. Various innovative methods being adopted by some defense and homeland security agencies will also be examined for potential application or adaptation to permit our nation to better defend its borders during these times of changing and increasing threats.

For more information on registration go to the National Defense Industrial Association Web site at http://register.ndia.org/interview/register.ndia?PID=Brochure&SID=_1D00RC2RA&MID=5910.



Conferences, Workshops & Symposia

4TH C4ISR INTEROPERABILITY TEST & EVALUATION (MARCH 29-31, 2005)

The International Test and Evaluation Association (ITEA) will sponsor the 4th Command, Control, Communications, Computers and Intelligence, Surveillance, and Reconnaissance (C4ISR) Interoperability Test and Evaluation Workshop in Oxnard, Calif., on March 29-31, 2005. Conference details and information on registration are on the ITEA Web site <<http://www.itea.org>> or call Christopher Weal at (805) 989-7947, e-mail christopher.weal@navy.mil.

DMSMS 2005: DIMINISHING MANUFACTURING SOURCES AND MATERIAL SHORTAGES CONFERENCE (APRIL 11-15, 2005)

The Diminishing Manufacturing Sources and Material Shortages (DMSMS) Conference is a unique opportunity for maintainers, designers, and program managers to update their knowledge of the latest tools, techniques, and policies for managing spare parts obsolescence. The Objective of DMSMS 2005 is to focus on the need for proactive DMSMS management to support the warfighter and to promote the use of DoD's newly developed DMSMS Center of Excellence. The conference will be held at the Gaylord Opryland, Nashville, Tenn., and will feature technical presentations, a poster session, an exhibitor hall, and a formal DMSMS training opportunity. The new DMSMS Fundamentals course will be taught the last day of the conference. For more information, go to <www.dmsms2005.utcd Dayton.com>.

DAU ALUMNI ASSOCIATION ANNUAL SYMPOSIUM (APRIL 19-20, 2005)

Mark your calendars now for the Defense Acquisition University Alumni Association (DAUAA) Annual Symposium April 19-20, 2005, at Scott Hall, Fort Belvoir, Va. This year's theme will be "Best Practices and Solutions for Rapid Acquisition, Technology and Logistics." Watch the DAUAA Web site at <<http://www.dauaa.org>> for information and on-line registration.

DEFENSE PROCUREMENT AND ACQUISITION POLICY, E-BUSINESS CONFERENCE (MAY 24-27, 2005)

The 2005 Defense Procurement and Acquisition Policy e-Business Conference will be held May 24-27, 2005, at the Rosen Centre in Orlando, Fla. Strategic Acquisition through electronic systems is the future, and e-Business is leading the journey to achieve this ideal. Hosted by the Office of Defense Procurement and Acquisition Policy, e-Business (DPAP, EB), the e-Busi-

ness Conference will focus on the approaches, strategies, and initiatives that will make this environment a reality. The conference will cover:

- **Enterprise Architecture**—a movement away from application silos
- **Portfolio Management**—an assessment of technical and functional capabilities supporting strategic acquisition
- **Transition Planning**—a plan to transform the acquisition domain from what is to what should be
- **Governance**—reflective of both procurement and acquisition processes and strategies.

Who should attend? Acquisition and procurement executives who oversee strategic plans and manage transformation policies. For future details on registering, watch the DPAP Electronic Business Web site: <<http://www.acq.osd.mil/dpap/ebiz/index.htm>>.

2005 ANNUAL INTERNATIONAL TEST & EVALUATION ASSOCIATION (ITEA) INTERNATIONAL SYMPOSIUM (SEPT. 26-29, 2005)

The ITEA Symposium 2005 will be held Sept. 26-29, 2005, at the Albuquerque Convention Center in Albuquerque, N.M. This year's event will provide a forum for addressing the issue of transformational test and evaluation, examining the topic from three perspectives:

- **Programs** that are or will be testing in the Joint Force and Coalition Battlespace
- **Methodologies**, processes, resources, tools, and limitations that enable or hinder our testing in the Joint Force and Coalition Battlespace
- **Lessons Learned**, including recommendations for the way ahead.

For more information on this event, check the ITEA Web site: <<http://www.itea.org>> or call (703) 631-6220.

8TH ANNUAL SYSTEMS ENGINEERING CONFERENCE (OCT. 24-27, 2005)

The 8th Annual Systems Engineering Conference will be held Oct. 24-27, 2005, at the Hyatt Regency Islandia, San Diego, Calif. The call for papers and the conference announcement will be mailed and will be available at <http://register.ndia.org/inter view/register.ndia?PID=Brochure&SID=_1D00RC2RA&MID=6870>. If you would like to add your information to the mailing list, please contact Phyllis Edmonson at (703) 247-2588 or pedmonson@ndia.org.



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DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 15, 2004)

Four Winners Selected for Modeling and Simulation Awards

Four winners have been selected for the sixth annual Department of Defense Modeling and Simulation (M&S) Awards. Ronald Sega, director of defense research and engineering and chair of the DoD Executive Council presented the awards at a ceremony in the Pentagon Oct. 15. The awards recognize achievement during 2003 in support of DoD M&S objectives. Sixty-eight nominations were received from across DoD. The winners for each category are:

Acquisition-Simulation & Analysis Facility Joint Unmanned Combat Air System (J-UCAS) Simulation Team, Advanced Computational Analysis Directorate (ASC/HP), Wright-Patterson Air Force Base, Ohio

Team award for demonstrating exceptional technical innovation in the development and integration of the J-UCAS simulations.

Analysis-Integrated Intelligence, Surveillance, and Reconnaissance Architecture Development Team, National Security Space Office, Chantilly, Va.

Team award for performing groundbreaking work in completing a detailed assessment of space and airborne ISR architectures in support of military operations, homeland security, and counter-terrorism.

Training-Battle Command Training Branch/ LVC Team, III Corps G3, Fort Hood, Texas

Team award for exceptional technical competence and determination in creating the Warrior Skills Trainer, identifying and developing federation requirements while integrating the virtual and constructive toolkit that allowed deploying units and soldiers to learn and practice critical convoy and ambush tasks.

Cross-Function-Simulation Testing Operations Rehearsal Model (STORM) Team, U.S. Army Test & Evaluation Command, Operational Test Command, Fort Hood, Texas

Team award for development, enhancement, and use of STORM for testing the Army's new and emerging weapon and information systems while also providing commanders and their staff with realistic, cost-effective digital battle command and control training.

The National Training Systems Association sponsors a corresponding set of M&S awards for industry, academia, and non-DoD government practitioners in support of DoD M&S. For information and a list of the non-DoD award winners visit the NTSA Web site at: <http://www.trainingsystems.org/nomform.cfm> >. For more information on the DoD M&S awards visit: <http://www.dmsomil/public/community/awards/> > or contact the Defense Modeling and Simulation Office at (703)824-3426 or pao@dmsomil.

DMSO DESIGNATED AS DOD'S LEAD STANDARDIZATION ACTIVITY FOR MODELING AND SIMULATION

The Defense Standardization Program Office recently designated AT&L's Defense Modeling and Simulation Office (DMSO) as the lead standardization activity (LSA) to manage the modeling and simulation standards and methodologies (MSSM), DoD's newest standardization area. This milestone marks further recognition of the growing importance of standards in making modeling and simulation (M&S) more interoperable to support an increasingly wider array of DoD operations and missions, including transformational changes presently taking place in the operating forces and acquisition communities.

MSSM became DoD's newest standardization area in April of 2004. As LSA, DMSO is responsible for approving DoD standardization documents in the MSSM area, adopting nongovernment standards for DoD use, and commenting on standardization documents from other defense standardization program (DSP) areas that affect M&S. DSP policies foster broad community participation in the development and adoption of defense standards. In addition to the participating and reviewing organizations identified in the DSP, DMSO will be working with the Office of the Secretary of Defense, the military services, and other DoD components to establish a cadre of reviewers sensitive to the M&S requirements of the acquisition, training, analysis, and operational communities. The DSP process also allows for participation from industry and academia.



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In response to end-user and M&S community input, over the coming months DMSO expects to adopt several non-governmental M&S standards for the department. Adoption of the documents will list them in the Department of Defense Index of Specifications and Standards (DODISS) and acquisition streamlining and standardization information system (ASSIST) databases. Listing a standard in the DODISS makes it available to be cited in contracts and other acquisition and procurement documents.

DMSO will also work in partnership with the M&S organizations of each of the Services to support standards that they wish to propose for full coordination within DoD. In addition to the development and adoption of M&S standards, DMSO, as LSA, represents the M&S community as a review activity for standards in other areas that impact M&S activities, such as information technology and communications standards.

The availability of DoD-adopted M&S standards will facilitate the incorporation of M&S capabilities into the global information grid and their use as tactical decision aids and in support of acquisition programs and test events. The goal of the M&S standardization program is to ensure that M&S standards are in place to support the current and projected needs of the user communities—operating forces, training, acquisition, and research.

For more information, contact the DMSO standardization program by e-mail at ms_standards@dms.mil or through the DMSO Web site at <http://www.dms.mil>.

AIR FORCE SPACE COMMAND NEWS SERVICE (SEPT. 1, 2004) ANNUAL PROGRAM HONORS PIONEERS

by Staff Sgt. Jennifer Thibault, USAF

PETERSON AIR FORCE BASE, Colo. (AFPN)—Air Force Space Command (AFSPC) officials here welcomed six more pioneers into the Air Force Space and Missile Program Hall of Fame on Sept. 1.

The program recognizes individuals who played a significant role in the early history of Air Force space and missile programs.

"In keeping with our celebration of the 50 years of Air Force space and missiles, we've expanded our activities for the space and missile program," said Skip Bradley, AFSPC historian.

Specifically, this year's program included two additional events: a panel of retired senior AFSPC officers speaking on "operationalizing space," and a tribute to a retired enlisted airman for his contributions to developing the Air Force's intercontinental ballistic missile program.

The induction ceremony paid tribute to the largest number of new pioneers since the program began in 1997. The new pioneers are retired Lt. Gen. Kenneth W. Schultz, retired Col. Edward Blum, Rita Sagalyn, Wen Tsing Chow, William Troetschel, and Rodney Pratt.

Other milestones for this year's program are the inductions of the first female pioneer—Sagalyn—and the first Asian-born pioneer—Chow.

The honorees' contributions span a variety of fields, but all were instrumental in paving the way for current and future endeavors in the space and missile arena, officials said.

"We're recognizing the depth and breadth of these pioneers' contributions to the Air Force's space and missile programs," said Dr. Rick Sturdevant, AFSPC deputy command historian.

Retired Air Force Lt. Gen. Kenneth W. Schultz

Schultz managed the contract to develop the initial Air Force Space Plan. He initiated acquisition of significantly improved re-entry systems for the Minuteman, Polaris, and Poseidon weapon systems; and he revitalized important measurement programs supporting ballistic missile programs. He also led design and development of the Minuteman III ICBM, the nation's first missile capable of carrying multiple independently targetable re-entry vehicles.

Retired Air Force Col. Edward Blum

Blum is responsible for the engineering and development of the Agena upper stage, the first successful spacecraft designed to serve a wide variety of on-orbit programs, beginning with the world's first reconnaissance satellite. He established the production line that turned out more than 260 Agenas used by Discoverer/Corona and other National Reconnaissance Office programs, NASA's Lunar Orbiter and Mariner interplanetary probes, and other space projects.

Rita Sagalyn

Sagalyn played a key role in establishing and executing a space science and technology program at the Air Force Research Laboratory. She designed an ion-attitude sen-



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sor for measuring spacecraft pitch and yaw that was tested successfully aboard several Gemini missions in the mid-1960s. She initiated and led many programs, including the chemical release, radiation effects satellite launched in 1990, spacecraft charging at high altitude, space-weather prediction, plasma and particle instruments on satellites, a compact environmental anomaly sensor for operational satellites, and an active charge control satellite-mounted system.

Wen Tsing Chow

During the 1950s, Chow managed the design, development, and production in quantity of the digital computer and all-inertial guidance system for the Atlas intercontinental ballistic missile. He formulated the design of the first all-solid-state, high-reliability, space-borne digital computer and established the basic systems approach to development and mechanization of guidance systems for ICBMs, space boosters, and manned spacecraft from Atlas, Titan, Saturn, and Skylab, through Minuteman and the space shuttle.

William Troetschel

Troetschel, a member of the Air Force's earliest satellite team, contributed to the establishment of an on-orbit operational control node at Sunnyvale for the relevant program offices in Los Angeles. The field office soon grew to become the Air Force Satellite Control Facility with operational responsibility for all Air Force space missions.

Rodney Pratt

Pratt was involved with design and development of the first satellite communication ground terminals for experimentation with the Echo 1 passive satellite. He conducted on-the-air, scientific experiments using the Initial Defense Satellite Communications Program series, Lincoln Experimental Satellites 5 and 6, the Tactical Communications Satellites, the Defense Satellite Communications System II series and the Air Force Satellite Communications system. He also accepted responsibility for the development of airborne terminal technology for future military SATCOM systems.

Before these six pioneers, 30 people have been inducted.

DEPARTMENT OF DEFENSE NEWS RELEASE (SEPT. 23, 2004) **DOD WINS 2004 E-GOV ENTERPRISE ARCHITECTURE AWARD**

The Department of Defense (DoD) accepted the E-Gov Institute's Award for Enterprise Architecture for "Leadership in Government Transformation" during the Institute's Enterprise Architecture Conference

held yesterday in Washington, D.C. The award recognizes the Defense Medical Logistics Standard Support (DMLSS) program.

In accepting the Institute's award, the DMLSS program manager, Air Force Col. Cathy Erickson, said, "It is an honor to accept this award on behalf of a dedicated team of professionals whose innovative thought and drive have helped us transform a medical logistics system into a state-of-the-art solution that meets the Department's evolving information technology needs." James C. Reardon, DoD military health system's chief information officer, said that "DMLSS is one of the premiere medical logistics systems in the world. It provides high-quality, cost-effective management of the military medical supply chain, biomedical equipment and facilities."

The E-Gov Institute selected DMLSS as a superior program that provides the common framework for medical logistics business processes within the department. Reardon also said, "This award recognizes the dynamic capabilities of the DMLSS product as well as excellence in the overall management of the program." As an example of its success, DMLSS has reduced order-to-receipt time from 20 days to less than 24 hours in 95 percent of orders. With implementation of just-in-time delivery processes, it also has reduced medical inventories in department supply depots from an average of 380 days to seven, with corresponding inventory reductions at military treatment facilities.

For more information about the program, visit the DMLSS Web site at: <<http://www.tricare.osd.mil/dmlss>>.

DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 5, 2004) **DOD SELECTS HISPANIC SERVING INSTI- TUTIONS FOR GRANTS**

The Department of Defense announced today plans to award 15 grants totaling \$3.969 million to 11 Hispanic Serving Institutions (HSIs).

These grants will be made under the fiscal 2004 DoD Historically Black Colleges and Universities and Minority Institutions Infrastructure Support Program. The grants will enhance programs and capabilities at these HSIs in scientific disciplines critical to national security and the DoD.

This announcement is the result of merit competition for infrastructure support funding conducted for the Office of Defense Research and Engineering by the Army Research Office. The fiscal 2004 HSIs program solicita-



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tion received 71 proposals in response to a broad agency announcement issued in April 2004. The Army Research Office plans to award seven instrumentation/equipment grants (ranging from \$37,000 to \$200,000) and eight research grants (ranging from \$240,000 to \$499,000) with performance periods of 12 and 36 months respectively.

Awards will be made only after written agreements are reached between the department and the institutions.

The list of recipients is available on the Web at: <http://www.defenselink.mil/news/Oct2004/d20041005grants.pdf>.

PEO AVIATION TEAMS WITH DAU TO FACILITATE DEVELOPMENTAL ASSIGNMENT AT DAU SOUTH REGION

James McCullough, dean of Defense Acquisition University, South Region (DAU-S), and Paul Bogosian, program executive officer for aviation, have signed a memorandum of agreement to facilitate a developmental assignment position between the two organizations.

The developmental assignment initiative is a result of both organizations' membership in the Huntsville Acquisition Learning Organization, a federation of seven major acquisition commands in Huntsville, Ala. HALO promotes career-long learning and cultivates a motivated and agile acquisition, technology, and logistics workforce to extend the concept of learning beyond the classroom.

Steve Cosgray, a procurement analyst from the Apache Project Office, was selected to participate in the 18-month developmental assignment. Cosgray brings a wealth of experience from the field, and DAU-S benefits from having a highly qualified functional expert for 18 months with current real-life experiences to assist with course reengineering, research, teaching, and outreach.

At the conclusion of the developmental assignment period, PEO Aviation can expect a returning employee who will be better prepared to assume greater responsibilities and to contribute functionally and strategically to the organization.

For information on developmental assignments within DAU-S, e-mail Dr. Jerry Davis, associate dean for outreach and performance support, at jerry.davis@dau.mil. Information regarding the Huntsville Acquisition Learning Organization may be found at <http://acc.dau.mil/halo>.

(Keisha Vanleer/DAU-S/(256)722-1027/keisha.vanleer@dau.mil)

DEFENSE ACQUISITION UNIVERSITY WINS BEST AWARD

Each year the American Society of Training and Development presents its prestigious BEST awards to recognize organizations that demonstrate enterprise-wide success or achievement as a result of employee learning and development. BEST is an acronym for "Building talent, Enterprisewide, Supported by the organization's leaders, fostering a Thorough learning culture."

This year, 84 private- and public-sector organizations from nine countries competed for distinction as the BEST. After a panel of learning and development experts judged the entries, 24 organizations earned the 2004 BEST distinction for their ability to apply learning as a strategic goal and championing a learning culture.

On Oct. 5, 2004, at the Washington, D.C. Kennedy Center, DAU was awarded 1st place among these top 24 organizations.

DAU is featured in the October 2004 issue of *T&D Magazine*. DAU's success in this rigorous competition with leading corporations is eloquent testimony to the dedication, technical excellence, and proven results of its faculty and staff.

PROGRAM EXECUTIVE OFFICE, ENTERPRISE INFORMATION SYSTEMS (PEO EIS) PRESS RELEASE (OCT. 24, 2004)

COL. LEE PRICE IS ARMY'S PROJECT MANAGER OF THE YEAR

Stephen Larsen

Army Col. Lee Price, the project manager for Defense Communications and Army Transmission Systems (PM DCATS) was named the Army's Project Manager of the Year for 2004 at the U.S. Army Acquisition Corps annual awards ceremony in Arlington, Va., on Oct. 24.

Assistant Secretary of the Army for Acquisition, Logistics and Technology Claude M. Bolton Jr., presented the award to Price before an audience filled with the Army's Acquisition Corps leadership, including Gen. Paul Kern, commanding general, U.S. Army Materiel Command; Lt. Gen. Steven Boutelle, the Army chief information officer (CIO/G-6); Lt. Gen. Joseph Yakovac Jr., military deputy to the ASA(ALT); and Kevin Carroll, the program executive officer, enterprise information systems (PEO EIS).

Price, as the Department of the Army's (DA) board-select PM DCATS, manages 121 projects with an annual



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budget of more than \$800 million. She oversees the projects of two DA board-select product managers, five assistant project managers, and a Special Projects Office totaling nearly 600 military, civilian, and contractor personnel in 14 global offices, many of them in Iraq and Kuwait.

"I'm honored by this award," said Price, "and I view it as validation of all the hard work that the PM DCATS team—including our soldiers, civilians, matrix employees, and contractors—has done to support joint warfighters. Being a project manager is the ultimate team sport, and I am constantly humbled by our team's ability to execute its many exciting projects."

Price has responsibility for executing programs supporting the president, combatant commanders, joint warfighters, and North Atlantic Treaty Organization and other allies. Projects include strategic Reachback communications for deployed forces; worldwide satellite ground systems; terrestrial microwave communications systems; radio systems for first responders; combat vehicle intercom systems; upgrading technical control facilities; relocation and upgrade of command center information systems; and providing a commercial information infrastructure to relieve tactical assets for U.S. and Coalition forces in Iraq and Kuwait, and U.S. Embassy personnel in Baghdad.

"I think there is no other PM shop that touches the global war on terrorism in more ways than PM DCATS," said Price.

PM DCATS is also responsible for communications at the highest level, installing and managing the Direct Communications Link—otherwise known as the Moscow Hotline—between President Bush and President Putin.

"We are also responsible for a similar link used for arms control, disarmament, and treaty verification purposes between the United States and the former Soviet Union countries of Belarus, Ukraine, and Kazakhstan," said Price.



Col. Lee Price, USA
Army Project Manager of
the Year, 2004

Selection as the Army's Project Manager of the Year completes a trifecta of sorts for Price, who in July 2004 was selected as one of the best program managers in the Federal Government by *Federal Computer Week* magazine, and in October 2004 was the first colonel to be featured on the cover of *Military Information Technology* magazine.

Contact Stephen Larsen (732) 427-6756 stephen.larsen@us.army.mil.

(Larsen is the Public Affairs Officer, for the Army's Project Manager, Defense Communications & Army Transmission Systems, at Fort Belvoir, Va.)

DEPARTMENT OF DEFENSE NEWS

RELEASE (OCT. 26, 2004)

TOP PERFORMANCES RECOGNIZED BY DOD SMALL BUSINESS PROGRAM

Acting Under Secretary of Defense for Acquisition, Technology and Logistics Michael W. Wynne today announced the presentation of awards recognizing achievements in the Department of Defense Small Business Program for fiscal 2003. Deidre Lee, director of defense procurement and acquisition policy, and Frank Ramos, director of DoD's office of small and disadvantaged business utilization, made the awards during the small business training conference in Temecula, Calif.

The Army received the top award among the military departments and major defense agencies, and the Pen-

tagon's Defense Facilities Directorate Contracting Office got the highest award among a field of 18 other defense agencies.

Other military departments and defense agencies recognized were Air Force, Defense Logistics Agency, National Geospatial-Intelligence Agency, and the Defense Advanced Research Projects Agency. Individuals who received awards were Sidney Allison, Naval Facilities Engineering Command; David Grove, Military Sealift Command; and Carol A. Singleton, Brooks City-Base, San Antonio, Texas.

Additional information on DoD's Small Business Program is available at <http://www.acq.osd.mil/sadbu/>.



Fall 2004 PEO/SYSCOM Commanders' Conference

Incorporating Systems Engineering into the Fabric of the Acquisition Process

Christina Cavoli

Reinvigorating Systems Engineering (SE) as a core concept into the daily business of the AT&L community is an idea that has been brought to the forefront this year, beginning with the Feb. 20, 2004, memorandum from Acting Under Secretary of Defense (Acquisition, Technology and Logistics) Michael W. Wynne. Wynne's memorandum stated that "application of rigorous SE discipline is paramount to the Department's ability to meet the challenge of developing and maintaining needed warfighting capability," and instructed that "all programs ... shall apply a robust SE approach that balances total system performance and total ownership costs."

Incorporating SE into the fabric of the procurement business is a tall order; while the benefits of such an approach are clear, creating a system that can train the workforce to implement such systems, establish precise metrics, and ensure a uniform understanding and consistent implementation of SE throughout the Services is a challenge.

Responding to this challenge, the 2004 PEO/SYSCOM Commanders' Conference was dedicated, for the first time, to a single theme: Systems Engineering. Keynote speeches, panels, workshops, and networking all focused on establishing a clear understanding of the scope and capabilities of SE. The conference expanded its reach by providing webcasts of keynote speeches and panels to the field.

Driving SE into Programs

The conference, held at the Defense Acquisition University, Fort Belvoir, Va., Nov. 16-17, began with a keynote presentation by Wynne. Using the terms "holistic thinking" and "peripheral vision," Wynne defined SE as a way of seeing things from the broadest perspective and a way

to better control a program. SE uses strategic management to focus on the big picture and define all the technical issues. In milestone reviews, said Wynne, "I see good and bad projects, and the difference is clear. SE has the important role of making programs run smoothly, effectively, efficiently. The converse is also true; it is easy to point out how a lack of SE is the main cause of cost overruns and system problems."

Wynne, in his keynote address to the conferees, addressed several challenges to implementing SE. Noting the difficulty of establishing metrics that can capture hard data on the returns of SE, he urged the audience to apply the discipline that comes with SE.

The third of Wynne's seven goals for the defense AT&L workforce, "systems integration and engineering for mission success," seeks to promote sound SE across the DoD acquisition community. Steps are being taken, Wynne told the conferees, to create an outreach and training program that will ensure proper implementation of SE in new programs. He encouraged program managers to "drive the SE concepts into programs."

Wynne predicted tighter budgets, higher scrutiny, and a faster pace for the future. "If the system can be designed correctly the first time," he said, "it saves a ton of money, but we have a low expectation that the first run will work. We need to change that and to expect a quality design on the first run." SE is the means for achieving this accountability.

Revitalization of SE

The Systems Commanders Panel, presenting "Supporting Revitalization of Government Systems Engineering," also noted areas of concern. Moderator Mark Schaeffer, OUSD (AT&L) principal deputy director for defense systems, and director, systems engineering, gave an overview of challenges: a lack of effective SE implementation, with no "forcing function" for PM or contractor SE activities; program teams incentivized by cost and schedule, not execution of disciplined SE; a lack of balance between the product and the process; an inconsistent focus across the life-cycle; and inadequate consideration of SE in life-cycle decisions for a program. Schaeffer also noted that a lack of common understanding on how to define SE, and disagreement about what creates a good systems engineer, also create imbalances.

To revitalize SE, DoD-wide SE policy and implementation guidance have been provided; monthly SE forums are



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held to ensure senior-level focus; DAU curricula are undergoing revision to include better SE training; and system-level assessments have been instituted to serve as an aid for program managers. The importance of exposing the whole workforce—not just systems engineers—to the tools and ideas of SE was also emphasized.

Getting Our Hands Dirty

Assistant Secretary of the Army (Acquisition, Logistics and Technology) Claude M. Bolton Jr., pointed out in his address that the workforce was not composed only of systems engineers, and most had yet to “get our hands dirty” figuring it out. While SE is already occurring, Bolton said it needs to be consistently deployed across the workforce. Standards have to be established, along with a universal metrics set. Training needs to be deployed at a consistent and appropriate level, he added, not just for systems engineers, but for the entire workforce.

Acquisition and Jointness

Navy Vice Adm. Robert Willard, Director, J-8, Joint Chiefs of Staff, addressed the conference with “Acquisition and Jointness.” Willard noted that the Joint Capabilities Integration and Development System (JCIDS) process, developed about a year ago, provides an analytical tool that helps deliver a product and is heavily reliant on the SE process. “JCIDS should not be perceived as an impediment to the process,” said Willard, “It is actually the influence of AT&L on the joint staff that put this process into place.” Willard encouraged the AT&L workforce to view JCIDS as a process that provides operations oversight and to work toward acquisition programs that are engineered for interoperability, capability requirements, and an eye for “jointness.”

From Platforms to Capabilities & System Solutions

Dr. Glenn Lamartin, OUSD (AT&L) director for defense systems and John Landon, acting deputy to the assistant secretary of defense for command, control, communications, intelligence, surveillance, and reconnaissance (C3ISR) and information technology (acquisition), presented a panel on feedback from the Overarching Integrated Product Team (OIPT) leaders. Commenting on the success of the IPT process, Lamartin also outlined challenges for the workforce. The focus is currently shifting from platforms to capabilities and system solutions. The complexity of programs continues to increase, and systems of systems create numerous interdependencies. The demand for network-centric operations drives higher levels of integration, and functional and physical interfaces continue to expand in number and complexity. Evolu-

tionary acquisition is institutionalizing constant change. The discipline of SE, Lamartin stated, is imperative for success in this environment.

Looking Left and Right

Landon, an OIPT leader for over eight years, encouraged the use of SE as a method of “looking left and right” to make a program successful and resolve problems. Various factors contribute to a changing environment: statutory and regulatory requirements, shifts in technology, changes in business climate, and a shift to net-centric and capability-based reviews. But effective use of IPTs, raising problems and issues early in the process, establishing measurable exit criteria, and working major issues within the system rather than outside the process, are all effective ways to successfully respond to the changing environment. “Stick to the rules of the road,” Landon said. “The OIPT leaders are there to be facilitators and bring people together to resolve problems.”

Industry Weighs In

Panel discussions explored other areas of SE. Representatives from Lockheed Martin, Raytheon, Boeing, and Northrop Grumman presented an industrial perspective during “Systems Engineering—Cooperation and Collaboration with Our Industry Partners.” The Networks Information and Integration Panel focused on “Net-Centricity: Intelligence and Information Sharing,” with a view on employing SE to create and improve systems.

At the conference close, Lamartin thanked attendees for bringing their observations and thoughts for discussion and debate. The conference provided an opportunity to work on creating a meaningful system for implementing SE into acquisition programs, said Lamartin, concluding, “It allowed us to bring together the providers and customers of SE in one place. Now it’s time to wrap up all that’s been discussed and put it into practice.”

Editor’s note: To review videos of the presentations and other conference information presented at the fall 2004 PEO/SYSCOM Commanders’ Conference, go to the official conference Web site at <http://www.peosyscom.com/>.

Cavoli is contributing editor, Defense AT&L.

1st Annual DoD AT&L Workforce Development Awards

Air Armament Center Takes the Gold

The first annual DoD AT&L Workforce Development Awards were presented to three organizations on Nov. 16 during the PEO/SYSCOM Commanders' Conference held at Fort Belvoir, Va. Acting Under Secretary of Defense (Acquisition, Technology and Logistics) Michael Wynne authorized the award in May 2004 as an annual event designed to recognize field organizations that have made a profound and lasting contribution to career-long learning and development of their employees. The award program also serves to capture best practices for other organizations to adopt.

"AT&L's success is all about people. The Workforce Development Award is a critical component of my vision—an agile, motivated workforce," said Wynne. "I am determined to create an environment where we can maintain a world class AT&L workforce. ... We must ensure that all of our field organizations are world-class learning organizations. Today we are recognizing some of our best learning organizations."

Twenty-two organizations were nominated for achieving excellence in fostering learning and development, to include mentoring, continuous learning, career counseling, job rotation and shadowing, executive coaching and leadership development. A panel of seven educators and professionals from academia, industry, and corporate learning institutions evaluated and scored each application. The three winners, Wynne noted, shared some common threads: a focus on employee development; a strategic approach to career learning; strong leadership, and appropriate resource allocation of time and money.

The **Gold** winner was the **USAF Air Armament Center (AAC)**, Eglin Air Force Base, Fla., for new and innovative workforce development initiatives such as the Air Armament Academy, Leadership Enhancement and Preparation Program, Training Days/Training Weeks Policy, along with active internship programs, job rotation, job shadowing, career counseling, and supervisor/leadership development has transformed AAC's culture into a strong learning organization.

The **Silver** winner was **Naval Facilities Engineering Command (NAVFAC)**, Washington Navy Yard, D.C. NAVFAC was commended for initiatives such as its Human Capital Strategic Planning Process, Establishment of a Facilities Engineering Career Field, and a College Credit Bank Transcript Service.

The **Army Program Executive Office for Simulation, Training, and Instrumentation (PEO STRI)**, Orlando, Fla., was the **Bronze** winner, recognized for initiatives such as total employee development (a paperless process that has reduced the use of DD Form 1556 from 2,100 a year to 50); Employee Development Plan, Leadership Education and Development Course, and Creativity Day Camp.

Congratulations to the 2004 Award winners. Their "best practices" will be highlighted in detail in the next issue of Defense AT&L magazine. In 2005, we anticipate many more applicants to compete for these awards. The guidelines for next year's competition will be posted on the DAU Web site in February 2005 at <www.dau.mil>.



Gold Winner—USAF Air Armament Center (AAC)



Silver Winner—Naval Facilities Engineering Command (NAVFAC)



Bronze Winner—The Army Program Executive Office for Simulation, Training, & Instrumentation (PEO STRI)

Michael W. Wynne

Acting Under Secretary of Defense (Acquisition, Technology and Logistics)

Presents Packard Awards



The Total System Support Partnership (USAF)



The Government-wide Purchase Card Team (USAF)



The DoD EMALL (Defense Logistics Agency)

On Wednesday, Nov. 17, 2004, Acting Under Secretary of Defense (Acquisition, Technology and Logistics) Michael W. Wynne presented the David Packard Award for Acquisition Excellence to three program teams at the annual Program Executive Officer/Systems Commander's Conference luncheon held at Fort Belvoir, Va. The Packard is given to Department of Defense civilian and/or military organizations, groups, and teams who have demonstrated exemplary innovations and best practices in the defense acquisition process. These awards, said Wynne, also reflect achievements that exemplify the goals and objectives established for furthering life cycle cost reduction and acquisition excellence in DoD.

The 2004 David Packard Excellence in Acquisition Awards were presented to:

1. The **B-2 Total System Support Partnership** between the Air Force B-2 Program Office and the Northrop Grumman Corporation
2. The **Government-wide Purchase Card (GPC) Team** of the Air Force 374th Contracting Squadron
3. The **DoD EMALL Team** at Defense Logistics Agency.

Complimenting the winners, Wynne stated that the winning teams each used new and innovative ways to expand the talents of their people, to extend the life of our materiel, and to stretch the purchasing power of every dollar. They were also able to demonstrate new ways to work with industry and to manage their projects as we head into the 21st century.

The conference agenda also included many key issues and recommendations for continuous improvement of the acquisition process. These were presented to the attendees for consideration at the conclusion of each conference. In the next edition of Defense AT&L, we will have a more detailed article on the David Packard Excellence in Acquisition Awards program.



Acquisition & Logistics Excellence

DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 28, 2004) **2004 PHOENIX AWARD WINNER ANNOUNCED**

Secretary of Defense Donald H. Rumsfeld announced today that **Combat Service Support Battalion 10**, Marine Corps Air Ground Combat Center is the 2004 winner of the Phoenix Trophy, DoD's highest award for field-level maintenance of weapon systems and equipment.

The award was made during an awards banquet held in conjunction with the 2004 DoD Maintenance Symposium and Exhibition in Houston, Texas. Bradley Berkson, acting deputy under secretary of defense (logistics and materiel readiness) and Dave Pauling, assistant deputy under secretary of defense (maintenance policy, programs and resources) presented the award on behalf of Rumsfeld.

In the year preceding Operation Iraqi Freedom (OIF), Combat Service Support Battalion 10, which traditionally provided maintenance in support of tenant units at Twentynine Palms, was given a new mission: direct combat service support, including direct maintenance, to all 1st Marine Division Units in the I Marine Expeditionary Force combat zone. During OIF, CSSB 10 executed its new mission flawlessly, essentially perfecting "maintenance on the move." It established 14 repair and re-

plenishment points between Kuwait and Baghdad, and dispatched more than 400 maintenance support teams to units that were unable to reach the repair and replenishment points.

It also distributed one million gallons of water, two million gallons of fuel, and nearly 2,000 tons of ammunition.

Also receiving Secretary of Defense Maintenance Awards in recognition of outstanding achievements in field-level military equipment and weapon system maintenance by organizations of the military departments were:

SMALL CATEGORY

- **Marine Heavy Helicopter Squadron 462**, Marine Corps Air Station Miramar, San Diego, Calif., United States Marine Corps
- **509th Munitions Squadron**, Whiteman Air Force Base, Mo., United States Air Force

MEDIUM CATEGORY

- **3rd Military Intelligence Battalion (Aerial Exploitation)**, Camp Humphreys, Republic of Korea, United States Army

LARGE CATEGORY

- **The USS Abraham Lincoln**, Everett, Wash., United States Navy
- **27th Maintenance Group**, Cannon Air Force Base, N.M., United States Air Force

DEPARTMENT OF DEFENSE NEWS RELEASE (NOV. 19, 2004) **DOD DISTINGUISHED CIVILIAN SERVICE AWARDS PRESENTED**

Secretary of Defense Donald H. Rumsfeld presented the department's highest civilian service award to six career employees at a ceremony held today at the Pentagon.

The 49th annual presentation of the Department of Defense Distinguished Civilian Service Awards were made to the following:

- **Frank J. Anderson**, president, Defense Acquisition University
- **Andrew Hoehn**, deputy assistant secretary of defense for strategy

- **Evelyn R. Klemstine**, program director, international programs division, Office of the Inspector General
- **Margaret Myers**, principal director, Office of the Deputy Chief of Information, Office of the Assistant Secretary of Defense for Networks and Information Integration
- **Michael A. Parker**, director, Army Chemical Materials Agency
- **Charles M. Smith**, chief, field support contracting, Army Field Support Command

The DoD Distinguished Civilian Service Award has no monetary attachment. It recognizes career employees at all levels for their exceptional achievement and honors performance characterized by extraordinary, notable, or prestigious contributions that impact the department as a whole.



AT&L Workforce— Key Leadership Changes

AIR FORCE PRINT NEWS (NOV. 17, 2004) SAMBUR ANNOUNCES RESIGNATION

WASHINGTON—Dr. Marvin R. Sambur announced his resignation Nov. 17 as the assistant secretary of the Air Force for acquisition. Sambur came to the Air Force in 2001 from private industry.

“Marv Sambur is a highly accomplished professional and a patriot who gave up a lucrative career to serve his country in a time of war. He led our acquisition team with innovation, creativity, and honor,” Air Force Secretary Dr. James G. Roche said.

“He took on the tough challenges and vastly improved our acquisition processes and structure. As a result of his leadership, our airmen are better equipped and employ the leading-edge transformational weapon systems essential to successfully counter the new threats that face us,” Secretary Roche said.

“Our nation, our Air Force and our airmen will benefit from his dedication and superior service for decades to come. America’s Air Force will miss him, and we wish him all the best,” Secretary Roche said.

Sambur is scheduled to depart Jan. 20 or sooner if his successor is confirmed.

DEPARTMENT OF DEFENSE PRESS RELEASE (SEPT. 23, 2004) GENERAL OFFICER ANNOUNCEMENTS

Secretary of Defense Donald H. Rumsfeld announced today that the president has made the following nominations:

Army Col. Robert M. Brown has been nominated for promotion to the rank of brigadier general. Brown is currently serving as the special assistant to the commanding general, United States Army Research, Development and Engineering Command, Fort Belvoir, Va.

Army Col. Walter L. Davis has been nominated for promotion to the rank of brigadier general. Davis is currently inbound as the commander, 20th Support Command (Chemical, Biological, Radiological, Nuclear and High Yield Explosive), Aberdeen Proving Ground, Md.

Army Col. David D. Halverson has been nominated for promotion to the rank of brigadier general. Halverson is

currently serving as the commander, United States Army Operational Test Command, Fort Hood, Texas.

Army Col. Nickolas G. Justice has been nominated for promotion to the rank of brigadier general. Justice is currently serving as the deputy program executive officer, Command, Control, and Communications (Tactical), Fort Monmouth, N.J.

Army Col. Michael J. Lally III has been nominated for promotion to the rank of brigadier general. Lally is currently serving as the commander, Defense Distribution Center, Defense Logistics Agency, New Cumberland, Pa.

Army Col. William N. Phillips has been nominated for promotion to the rank of brigadier general. Phillips is currently serving as the deputy program executive officer, Aviation, Redstone Arsenal, Ala.

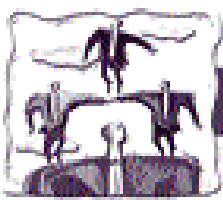
Army Col. Ricky L. Rife has been nominated for promotion to the rank of brigadier general. Rife is currently serving as the director of materiel, Office of the Deputy Chief of Staff, G-8, United States Army, Washington, D.C.

DEPARTMENT OF DEFENSE PRESS RELEASE (OCT. 1, 2004) GENERAL OFFICER ANNOUNCEMENTS

Lt. Gen. Benjamin S. Griffin, United States Army, for appointment to the rank of general and assignment as commanding general, United States Army Materiel Command, Fort Belvoir, Va. He is currently serving as deputy chief of staff, G-8, United States Army, Washington, D.C.

Major General Robert T. Dail, United States Army, for appointment to the rank of lieutenant general and assignment as deputy commander, United States Transportation Command, Scott Air Force Base, Ill. He is currently serving as director, J-3/4, United States Transportation Command, Scott Air Force Base, Ill.

Major General David F. Melcher, United States Army, for appointment to the rank of lieutenant general and assignment as deputy chief of Staff, G-8, United States Army, Washington, D.C. He is currently serving as director, program analysis and evaluation, Office of the Deputy Chief of Staff, G-8, United States Army, Washington, D.C.



AT&L Workforce—Key Leadership Changes

DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 29, 2004)

GENERAL OFFICER ANNOUNCEMENTS

Secretary of Defense Donald H. Rumsfeld announced today that the president has made the following nominations:

Army Brig. Gen. Vincent E. Boles has been nominated for promotion to the grade of major general. Boles is currently serving as commanding general/commandant, United States Army Ordnance Center and Schools, Aberdeen Proving Ground, Md.

Army Brig. Gen. Thomas P. Bostick has been nominated for promotion to the grade of major general. Bostick is currently serving as commander, Gulf Region Division/United States deputy to the director, Program Management Office, Operation Iraqi Freedom, Iraq.

Army Brig. Gen. Charles A. Cartwright has been nominated for promotion to the grade of major general. Cartwright is currently serving as program manager, Unit of Action, Hazelwood, Mo.

Army Brig. Gen. Robert E. Durbin has been nominated for promotion to the grade of major general. Durbin is currently serving as deputy director, program analysis and evaluation/director, Army Quadrennial Defense Review, Office of the Deputy Chief of Staff, G-8, United States Army, Washington, D.C.

Army Brig. Gen. David A. Fastabend has been nominated for promotion to the grade of major general. Fastabend is currently serving as director, concept development and experimentation, futures center, United States Army Training and Doctrine Command, Fort Monroe, Va.

Army Brig. Gen. Charles W. Fletcher Jr., has been nominated for promotion to the grade of major general. Fletcher is currently serving as commanding general, Military Surface Deployment and Distribution Command, Alexandria, Va.

Army Brig. Gen. Jerome Johnson has been nominated for promotion to the grade of major general. Johnson is currently serving as commanding general, United States Army Field Support Command, Rock Island, Ill.

Army Brig. Gen. William M. Lenaers has been nominated for promotion to the grade of major general. Lenaers is currently serving as commanding general, United States

Army Tank-automotive and Armaments Command, Warren, Mich.

Army Brig. Gen. James R. Myles has been nominated for promotion to the grade of major general. Myles is currently serving as commanding general, United States Army Test and Evaluation Command, Alexandria, Va.

Army Brig. Gen. Roger A. Nadeau has been nominated for promotion to the grade of major general. Nadeau is currently serving as commanding general, United States Army Research, Development and Engineering Command, Aberdeen Proving Ground, Md.

Army Brig. Gen. Jeffrey A. Sorenson has been nominated for promotion to the grade of major general. Sorenson is currently serving as deputy for acquisition and systems management, Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology), Washington, D.C.

DEPARTMENT OF DEFENSE NEWS RELEASE (NOV. 5, 2004)

GENERAL OFFICER ASSIGNMENT

The Chief of Staff, Army announces the following general officer assignment:

Col. (Promotable) Robert M. Brown, special assistant to the commanding general, United States Army Research, Development and Engineering Command, Fort Belvoir, Va., to deputy commander for systems of systems integration, United States Army Research, Development and Engineering Command, Fort Belvoir, Va.

INDUSTRY EXECUTIVE APPOINTED NEW ARMY SECRETARY

The Senate on Nov. 16 approved the president's nomination of Francis Harvey as the next Army secretary. Harvey, who was sworn in Nov. 19, was vice chairman of the board of directors for Duratek Inc., a Maryland company that specializes in treating radioactive, hazardous, and other wastes. Previously, for nearly three decades, he worked for Westinghouse Electric Corp., where he managed large staffs and multi-billion dollar budgets.

A former engineer and president of Westinghouse's Electronic Systems Group, Harvey also has technology experience that could prove helpful to the Army as it pieces together a complex networking system that will link all of its future weapon systems.



From Our Readers

Author Wayne Turk Hits the Mark

Response to Wayne Turk's articles "Ten Rules For Success As A Manager" (Defense AT&L, July-August 2004) and "Dear Wayne ... Advice from the PM Trenches" (Defense AT&L, November-December 2004) proved that reminders of the basics of workplace survival never come amiss.

Timely and Applicable

I recently read Wayne Turk's "Ten Rules for Success as a Manager" and was impressed with several items in his article:

1. It was timely—all managers need reminding occasionally of the basic rules.
2. His points are very applicable in all work places.
3. I compared his 10 rules to the rules used by my previous supervisors/directors, and the good ones practiced all 10 points; the poor ones missed the mark on at least half of them.
4. I have learned that Turk's third rule, "Tell them what you want done, not how to do it," is not practiced very widely in the Air Force. After reading all Air Force policy and instructions on risk management (what the Air Force wants done), I discovered over 200 pages of guidance documentation (how to do it). So much for just expecting results.

Mike Vajdos, P.E.
Brooks City-Base, Texas

Biting the Hand that Feeds

Wayne Turk's article "Dear Wayne ... Advice from the PM Trenches" should be provided to all military, DoD, and contractor periodicals. The advice is not just for PMs but needs to be read by all. I have seen several instances in just the past few months where engineers, senior leaders, and others could have profited by some of this advice—instances, for example, where e-mails were sent to large groups (including senior leadership and the trench workforce) that should never have been sent.

I do want to pass on a warning on the section "Reaching out a helping hand." While reaching out and helping others is a worthy practice, be aware of the possibility that some of those you choose to aid may use your efforts to improve their own positions and conveniently forget your input.

For example, you might regularly help out a colleague who has a hard time organizing material and putting reports together by creating the outline or rough draft of documents he or she is responsible for. After all, you say to yourself, everyone is supposed to be working as a team and the important thing is not to fail the customer. Next thing you notice is that the boss has appointed your colleague team leader, which is puzzling since you know the person can't complete a task unaided. Worst case, he or she gets recognition for superior work (your superior work) and maybe gets a raise, a bonus, or even a promotion. Your colleague accepts the accolades with no mention of how much of the credit is due to your help.

There's no good way to get out of this kind of situation. Quit helping your colleague and there's a risk that customer relationships will suffer and a good chance your colleague will find a way to place the blame on you. Tell your boss what's going on and risk being accused of sour grapes over your coworker's success. You may find your only option is to change jobs.

Turk's article brought back memories of my own hard-learned lessons. So read and heed: Reciprocal support is the only way to build a team—but make sure the emphasis is on the word "reciprocal" and that everyone really is operating as a team player.

Al Horton, Quality Manager
Edwards Air Force Base, Calif.



From Our Readers

"Doing Less" Grabs Attention

Dan Ward's article "Doing Less with More" (Defense AT&L, November-December 2004) rang true for many readers, and we received a record amount of correspondence. A selection follows.

High-dollars Can Hurt Innovation

Hopefully, senior leadership in the acquisition community will take the points that Dan Ward makes to heart. Since we both work in the research lab, we understand the innovation that occurs in a low-cost environment and the struggle to project our current contributions to the Air Force (in the form of officer performance reports) when we who work with only thousands of dollars are compared to officers in the program offices who are managing millions of dollars. In fact, I'm planning a permanent change of assignment to the system program office in April 2005, and that is one of the reasons. Although working in the lab as an engineer is very rewarding, I believe that many young officers feel the need to move away from innovation to management early in their careers to be competitive for promotions later on. Just another thought on how the Air Force focus on high-dollar programs may be hurting innovation by taking more experienced engineers away from developmental engineering jobs where the real innovation occurs.

Lt. Kenneth C. Bradley, USAF
Air Force Research Laboratory/Munitions Directorate

Satisfying a Political Agenda

Good article about overfunding. I also think the political and fiscal culture is a big cost growth driver. It seems sometimes large weapons programs exist to satisfy a political agenda rather than to efficiently meet a military need in the field. (Now there's a controversial article topic!)

Archie B. Clark III
Air Force Operational Test and Evaluation Center

Heavy Financing, Diminishing Returns

Dan Ward's article directly applies to software development efforts as well. Currently I am the technical lead for a software development effort that involves a very small team of bright people. As the software has been embraced by the community, I am noticing an unpleasant trend—managers who want to "grow the team" and heavily finance development to the point of diminishing returns.

Our team recently looked at another piece of software that in some ways resembles our own but is already in this heavily financed state. It has a budget of several million dollars and 60 full-time developers. Sadly, their result is less impressive than what our small team of three to four people has achieved. Why? Because the top technical lead no longer develops software. His full-time job is to run around and see what every other team is doing. He manages other "teams" with more "technical leads" whose members have meetings all the time to coordinate development activity. It goes on and on. The law of diminishing returns is in full force.

I don't think our managers understand that too big of a budget can really hurt development. They seem to be enamored with the idea of getting more money for development. It's almost like some kind of strange reward system where what's to be proud of is not what we are doing and producing but how much more money we can get for doing it.

Name withheld by request

Money for Problems not Leadership

Dan Ward's article is, quite simply, brilliant. That said, a counterpoint of innovation during peacetime is the Bunker Buster from Gulf War I. Although we were not fighting the battle just yet, it was developed prior to the kick-off of ops. It went from concept to reality in something like 90 days and was devastating to the enemy. I call it throwing money at problems rather than leadership. The most with the least—that is the Marine Corps mode of operations.

The command I'm with would support Ward's assertion that operators who define their requirements and push the limits of technology are more successful. Conversely, whenever we in the military "blindly" deal with vendors and their concepts, we find more often than not that they try to write our requirements for us and it just does not work. A robust market surveillance program and exchange of information, coupled with well-thought-out, validated requirements by our end-users, does in fact work. By the way, I would definitely consider my unit a low dollar figure "program" that has a high return on its "people-power" investment.

Capt. Brian T. Grana, USMC
Chemical Biological Incident Response Force



Acquisition & Logistics Excellence

An Internet Listing Tailored to the Professional Acquisition Workforce

Surfing the Net

Acquisition Community Connection (ACC)

<http://acc.dau.mil>

Policies, procedures, tools, references, publications, Web links, and lessons learned for risk management, contracting, system engineering, total ownership cost (TOC).

Acquisition Reform Network (AcqNet)

<http://www.arnet.gov/>

Virtual library; federal acquisition and procurement opportunities; best practices; electronic forums; business opportunities; acquisition training; excluded parties list.

Advanced Concept Technology Demonstrations (ACTDs)

<http://www.acq.osd.mil/actd/>

ACTD's accomplishments, articles, speeches, guidelines, and points of contact.

Aging Systems Sustainment and Enabling Technologies (ASSET)

<http://catt.bus.okstate.edu/asset/index.html>

A government-academic-industry partnership. Technologies and processes developed in the ASSET program increase the DoD supply base, reduce time and cost associated with parts procurement, and enhance military readiness.

Air Force (Acquisition)

<http://www.safahq.af.mil/>

Policy; career development and training opportunities; reducing TOC; library; links.

Air Force Materiel Command (AFMC) Contracting Laboratory's FAR Site

<http://farsite.hill.af.mil/>

FAR search tool; Commerce Business Daily announcements (CBDNet); Federal Register; electronic forms library.

Army Acquisition Support Center

<http://asc.army.mil>

News; policy; Army AL&T Magazine; programs; career information; events; training opportunities.

Assistant Secretary of the Army (Acquisition, Logistics & Technology)

<https://webportal.saaft.army.mil/>

ACAT Listing; ASA(ALT) Bulletin; digital documents library; ASA(ALT) organization; links to other Army acquisition sites.

Association of Old Crows (AOC)

<http://www.crows.org>

Association news; conventions, conferences, courses; Journal of Electronic Defense.

Commerce Business Daily

<http://cbdnet.gpo.gov>

Access to current and back issues with search capabilities; business opportunities; interactive yellow pages.

Committee for Purchase from People Who are Blind or Severely Disabled

<http://www.jwod.gov>

Information and guidance to federal customers on the requirements of the Javits-Wagner-O'Day (JWOD) Act.

Defense Acquisition University (DAU)

<http://www.dau.mil>

DAU Course Catalog; Defense AT&L magazine and Defense Acquisition Review journal; course schedule; policy documents; guidebooks; and training and education news for the Defense Acquisition Workforce.

DAU Alumni Association

<http://www.dauaa.org>

Acquisition tools and resources; government and related links; career opportunities; member forums.

DAU Distance Learning Courses

<http://www.dau.mil/registrar/apply.asp>

Take DAU courses online at your desk, at home, at your convenience.

Defense Advanced Research Projects Agency (DARPA)

<http://www.darpa.mil>

News releases; current solicitations; "Doing Business with DARPA."

Defense Electronic Business Program Office (DEBPO)

<http://www.acq.osd.mil/dpap/ebiz>

Policy; newsletters; Central Contractor Registration (CCR); assistance centers; DoD EC partners.

Defense Information Systems Agency (DISA)

<http://www.disa.mil>

Structure and mission of DISA; Defense Information System Network; Defense Message System; Global Command and Control System.

Defense Modeling and Simulation Office (DMSO)

<http://www.dmso.mil>

DoD Modeling and Simulation Master Plan; document library; events; services.

Defense Systems Management College (DSMC)

<http://www.dau.mil>

DSMC educational products and services; course schedules; job opportunities.

Defense Technical Information Center (DTIC)

<http://www.dtic.mil/>

DTIC's scientific and technical information network (STINET) is one of DoD's largest available repositories of scientific, research, and engineering information. Hosts over 100 DoD Web sites. Register for services.

Deputy Director, Systems Engineering, US(AT&L/O/SE)

<http://www.acq.osd.mil/io/se/index.htm>

Systems engineering mission; Defense Acquisition Workforce Improvement Act information, training, and related sites; information on key areas of systems engineering responsibility.

Director, Defense Procurement and Acquisition Policy (DPAP)

<http://www.acq.osd.mil/dpap>

Procurement and acquisition policy news and events; reference library; DPAP organizational breakout; acquisition education and training policy and guidance.

DoD Defense Standardization Program

<http://www.dsp.dla.mil>

All about DoD standardization; key Points of Contact; FAQs; Military Specifications and Standards Reform; newsletters; training; nongovernment standards; links to related sites.

DoD Enterprise Software Initiative (ESI)

<http://www.donimit.navy.mil/esi>

Joint project to implement true software enterprise management process within DoD.

DoD Inspector General Publications

<http://www.dodig.osd.mil/pubs/index.html>

Audit and evaluation reports; IG testimony; planned and ongoing audit projects of interest to the acquisition community.

DoD Office of Technology Transition

<http://www.dtic.mil/ott/>

Information about and links to OTT's programs.

Dual Use Science & Technology (DUS&T) Program

<http://www.dtic.mil/dust>

Fact sheet; project information, guidance, and success stories.

Earned Value Management

<http://www.acq.osd.mil/pm>

Implementation of Earned Value Management; latest policy changes; standards; international developments; active notebook.

Electronic Industries Alliance (EIA)

<http://www.eia.org>

Government relations department; includes links to issue councils; market research assistance.

Federal Acquisition Institute (FAI)

<http://www.faionline.com>

Virtual campus for learning opportunities; information access and performance support.

Federal Acquisition Jump Station

<http://prod.nais.nasa.gov/pub/fed-proc/home.html>

Procurement and acquisition servers by contracting activity; CBDNet; reference library.

Federal Aviation Administration (FAA)

<http://www.asu.faa.gov>

Online policy and guidance for all aspects of the acquisition process.

Federal Government Technology Transfer Links

<http://dtica.dtic.mil/t2/orgt2.html>

Manpower and Training Research Information System (MATRIS) project offers links to federal government tech transfer programs.

Federal R&D Project Summaries

<http://www.osti.gov/fedrnd/about.html>

Portal to information on federal research projects; search databases at different agencies.

Federal Research in Progress (FEDRIP)

<http://grc.ntis.gov/fedrip.htm>

Information on federally funded projects in the physical sciences, engineering, and life sciences.

Fedworld Information

<http://www.fedworld.gov>

Comprehensive central access point for searching, locating, ordering, and acquiring government and business information.

General Accounting Office (GAO)

<http://www.gao.gov>

GAO reports; policy and guidance; FAQs.

General Services Administration (GSA)

<http://www.gsa.gov>

Online shopping for commercial items to support government interests.



Acquisition & Logistics Excellence

An Internet Listing Tailored to the Professional Acquisition Workforce

Surfing the Net

Government-Industry Data Exchange Program (GIDEP)

<http://www.gidep.org/>

Federally funded co-op of government-industry participants, providing electronic forum to exchange technical information essential to research, design, development, production, and operational phases of the life cycle of systems, facilities, and equipment.

GOV.Research_Center

<http://grc.ntis.gov>

U.S. Dept. of Commerce, National Technical Information Service (NTIS), and National Information Services Corporation (NISC) joint venture single-point access to government information.

Integrated Dual-Use Commercial Companies (IDCC)

<http://www.idcc.org>

Information for technology-rich commercial companies on doing business with the federal government.

International Society of Logistics

<http://www.sole.org>

Online desk references that link to logistics problem-solving advice; Certified Professional Logistician certification.

International Test & Evaluation Association (ITEA)

<http://www.itea.org>

Professional association to further development and application of T&E policy and techniques to assess effectiveness, reliability, and safety of new and existing systems and products.

Joint Experimentation (JE) Program

<http://www.jfcom.mil/about/experiment.html>

The U.S. Joint Forces Command (USJFCOM)'s JE campaign plans support improvements in doctrine, interoperability, and integration for more effective use of military forces.

Joint Interoperability Test Command (JITC)

<http://jitc.fhu.disa.mil>

Policies and procedures for interoperability certification; lessons learned; support.

Joint Spectrum Center (JSC)

<http://www.jsc.mil>

Provides operational spectrum management support to the Joint Staff and COCOMs and conducts R&D into spectrum-efficient technologies.

Library of Congress

<http://www.loc.gov>

Research services; Congress at Work; Copyright Office; FAQs.

MANPRINT (Manpower and Personnel Integration)

<http://www.manprint.army.mil>

Points of contact for program managers; relevant regulations; policy letters from the Army Acquisition Executive; briefings on the MANPRINT program.

National Aeronautics and Space Administration (NASA)'s Commercial Technology Office (CTO)

<http://technology.grc.nasa.gov>

Promotes competitiveness of U.S. industry through commercial use of NASA technologies and expertise.

National Contract Management Association (NCMA)

<http://www.ncmahq.org>

"What's New in Contracting?"; educational products catalog; career center.

National Defense Industrial Association (NDIA)

<http://www.ndia.org>

Association news; events; government policy; National Defense magazine.

National Geospatial-Intelligence Agency

<http://www.nima.mil>

Imagery; maps and geodata; Freedom of Information Act resources; publications.

National Institute of Standards and Technology (NIST)

<http://www.nist.gov>

Information about NIST technology, measurements, and standards programs, products, and services.

National Technical Information Service (NTIS)

<http://www.ntis.gov/>

Online service for purchasing technical reports, computer products, videotapes, audiocassettes.

Naval Sea Systems Command

<http://www.navsea.navy.mil>

Total Ownership Cost (TOC); documentation and policy; reduction plan;

implementation timeline; TOC reporting templates; FAQs.

Navy Acquisition and Business Management

<http://www.abm.rda.hq.navy.mil>

Policy documents; training opportunities; guides on risk management, acquisition environmental issues, past performance, and more; news and assistance for the Standardized Procurement System (SPS) community; notices of upcoming events.

Navy Acquisition, Research and Development Information Center

http://www.onr.navy.mil/sci_tech

News and announcements; acronyms; publications and regulations; technical reports; how to do business with the Navy.

Navy Best Manufacturing Practices Center of Excellence

<http://www.bmpcoe.org>

National resource to identify and share best manufacturing and business practices in use throughout industry, government, academia.

Naval Air Systems Command (NAVAIR)

<http://www.navair.navy.mil>

Provides advanced warfare technology through the efforts of a seamless, integrated, worldwide network of aviation technology experts.

Office of Force Transformation

<http://www.oft.osd.mil>

News on transformation policies, programs, and projects throughout the DoD and the Services.

Open Systems Joint Task Force

<http://www.acq.osd.mil/osjtf>

Open Systems education and training opportunities; studies and assessments; projects, initiatives and plans; reference library.

Parts Standardization and Management Committee (PSMC)

<http://www.dscclia.mil/psmc>

Collaborative effort between government and industry for parts management and standardization through commonality of parts and processes.

Project Management Institute

<http://www.pmi.org>

Program management publications;

information resources; professional practices; career certification.

Small Business Administration (SBA)

<http://www.sbaonline.sba.gov>

Communications network for small businesses.

Small Business Innovation Research (SBIR) Program and Small Business Technology Transfer (STTT) Program

<http://www.acq.osd.mil/sadbu>

Program and process information; current solicitations; Help Desk information.

Software Program Managers Network

<http://www.spmn.com>

Supports project managers, software practitioners, and government contractors. Contains publications on highly effective software development best practices.

Space and Naval Warfare Systems Command (SPAWAR)

<https://e-commerce.spawar.navy.mil>

SPAWAR business opportunities; acquisition news; solicitations; small business information.

Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L))

<http://www.acq.osd.mil/>

USD(AT&L) documents; streaming videos; links to many other valuable sites.

USD(AT&L) Knowledge Sharing System (formerly Defense Acquisition Deskbook)

<http://akss.dau.mil>

Automated acquisition reference tool covering mandatory and discretionary practices.

U.S. Coast Guard

<http://www.uscg.mil>

News and current events; services; points of contact; FAQs.

U.S. Department of Transportation MARITIME Administration

<http://www.marad.dot.gov/>

Information and guidance on the requirements for shipping cargo on U.S. flag vessels.

All links current at press time. To add a non-commercial defense acquisition/acquisition and logistics excellence-related Web site to this list, please fax your request to Judith Greig, (703) 805-2917. DAU encourages the reciprocal linking of its Home Page to other interested agencies. Contact: webmaster@dau.mil.

Defense AT&L Writer's Guidelines in Brief

Purpose

The purpose of *Defense AT&L* magazine is to instruct members of the DoD acquisition, technology & logistics (AT&L) workforce and defense industry on policies, trends, legislation, senior leadership changes, events, and current thinking affecting program management and defense systems acquisition, and to disseminate other information pertinent to the professional development and education of the DoD Acquisition Workforce.

Subject Matter

We do print feature stories that include real people and events. Stories that appeal to our readers—who are senior military personnel, civilians, and defense industry professionals in the program management/acquisition business—are those taken from real-world experiences vs. pages of researched information. **We don't print** academic papers, fact sheets, technical papers, or white papers. We don't use endnotes or references in our articles. Manuscripts meeting these criteria are more suited for DAU's journal, *Defense Acquisition Review*.

Defense AT&L reserves the right to edit manuscripts for clarity, style, and length. Edited copy is cleared with the author before publication.

Length

Articles should be 2,000 - 3,000 words or about 10 double-spaced pages, each page having a 1-inch border on all sides. For articles that are significantly longer, please query first by sending an abstract.

Include a short biographical sketch of the author(s)—about 25 words—including current position and educational background.

Style

Good writing sounds like comfortable conversation. Write naturally and avoid stiltedness. Except for a rare change of pace, most sentences should be 25 words or less, and paragraphs should be six sentences. Avoid excessive use of capital letters. Be sure to define all acronyms. Consult "Tips for Authors" at <<http://www.dau.mil/pubs/damtoc.asp>>. Click on "Submit an Article to Defense AT&L."

Presentation

Manuscripts should be submitted as Microsoft Word files. Please use Times Roman or Courier 11 or 12 point. Double space your manuscript and do not use columns or any formatting other than bold, italics, and bullets. *Do not embed or import graphics into the document file*; they must be sent as separate files (see next section).

Graphics

We use figures, charts, and photographs (black and white or color). Photocopies of photographs are not acceptable. Include brief, numbered captions keyed to the figures and

photographs. Include the source of the photograph. We publish no photographs or graphics from outside the DoD without written permission from the copyright owner. We do not guarantee the return of original photographs.

Digital files may be sent as e-mail attachments or mailed on zip disk(s) or CD. Each figure or chart must be saved as a separate file in the original software format in which it was created and must meet the following publication standards: color and greyscale (if possible); JPEG or TIF files sized to print no smaller than 3 x 5 inches at a minimum resolution of 300 pixels per inch; PowerPoint slides; EPS files generated from Illustrator (preferred) or Corel Draw. For other formats, provide program format as well as EPS file). Questions on graphics? Call (703) 805-4287, DSN 655-4287 or e-mail vaeworkorders@dau.mil. Subject line: Defense AT&L graphics.

Clearance and Copyright Release

All articles written by authors employed by or on contract with the U.S. Government must be cleared by the author's public affairs or security office prior to submission.

Authors must certify that the article is a "Work of the U.S. Government." Go to <<http://www.dau.mil/pubs/damtoc.asp>>. Click on "Submit an Article to Defense AT&L"; scroll to the bottom of page 2; click on "certification form." Print, fill out in full, sign, and date the form. Submit the form with your article or fax it to (703) 805-2917, ATTN: Rosemary Kendrick. Your article will not be reviewed until we receive the copyright form. Articles printed in *Defense AT&L* are in the public domain and posted to the DAU Web site. In keeping with DAU's policy of widest dissemination of its published products, no copyrighted articles are accepted.

Submission Dates

Issue	Author's Deadline
January-February	1 October
March-April	1 December
May-June	1 February
July-August	1 April
September-October	1 June
November-December	1 August

If the magazine fills before the author deadline, submissions are considered for the following issue.

Submission Procedures

Submit articles by e-mail to judith.greig@dau.mil or on disk to: DAU Press, ATTN: Judith Greig, 9820 Belvoir Rd., Suite 3, Fort Belvoir VA 22060-5565. Submissions must include the author's name, mailing address, office phone number (DSN and commercial), e-mail address, and fax number.

Receipt of your submission will be acknowledged in five working days. You will be notified of our publication decision in two to three weeks.

<http://www.dau.mil/pubs/damtoc.asp>

