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A PUBLICATION OF THE DEFENSE ACQUISITION UNIVERSITY

Transformation and the Future at DLA

Defense AT&L Interviews
Vice Adm. Keith W. Lippert, USN
Director, Defense Logistics Agency

ALSO

Nine Technology Insertion Programs
That Can Speed Acquisition

It's About Time

Acquisition Excellence:
Testimony of the USD(AT&L)

Seven Deadly Sins of Project Management

Practical Tools for Managers of
Smaller Projects

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What to Expect

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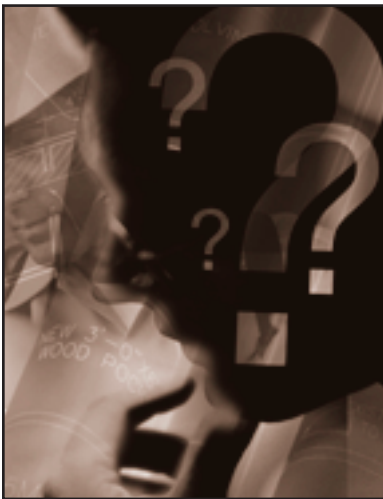
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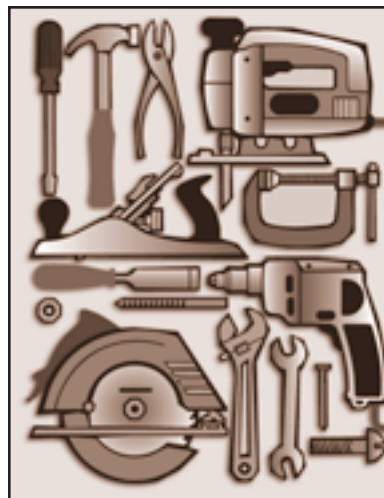
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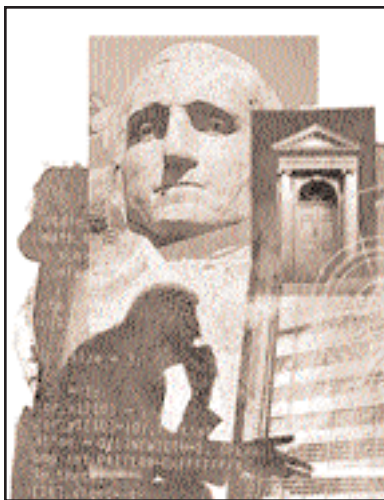
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Transformation and the Future at DLA

Vice Adm. Keith W. Lippert, USN, Director, Defense Logistics Agency

The Defense Logistics Agency, headquartered at Fort Belvoir, Va., is DoD's largest combat support agency, providing worldwide logistics support in both peace and wartime to the military services as well as several federal agencies and foreign countries as authorized. "Support" includes everything from millions of MREs [*meals-ready-to-eat*] to repair parts, jet fuel, uniforms, medical supplies, and more. As the DLA saying goes: "If America's forces eat it, wear it, maintain equipment with it, or burn it as fuel ... DLA probably provides it." This worldwide mission is performed by approximately 22,000 civilian and military personnel.

DLA doesn't limit activity to the military sphere: The agency recently proved critical in providing supplies to areas suffering in the aftermath of hurricanes Katrina and Rita, and the earthquake in Pakistan.

Navy Vice Adm. Keith W. Lippert has served as director of DLA for over four years, steering the organization through transformation and incorporating significant

changes to the way business is done. In early October 2005, he took time out to speak with Randy Fowler, director for the Center for Logistics and Sustainment at the Defense Acquisition University, about how DLA is responding to ever-escalating requests, and what is ahead for the organization.

Q

Even as a career-long logistician, I continue to be amazed at all the things DLA gets into. DLA must respond to unpredictable domestic events as well as support forces abroad. My first question is a two-part one: How was DLA able to support the disaster relief effort after Hurricane Katrina; and how can you do that while still meeting all the operational military missions, such as ongoing support for operations Iraqi Freedom and Enduring Freedom?

A

Let me put that question into the context of the overall mission. In the last four-plus years, from 2001 to this past fiscal year [2005], our sales have almost doubled. In 2001



No matter how you look at it, business has increased dramatically and for several reasons. One reason, obviously, is OEF, OIF, and the war on terrorism. But another big piece of it is that more and more, the customer is coming to DLA.

specifically, we did \$17 billion in sales; our projection for '06 is over \$34 billion. We just finished '05 with \$31.8 billion. Four years ago, DLA was getting about 30,000 requisitions a day; we're now getting 54,000 requisitions a day. To keep up with that volume of business, we are completing 8,200 contracting actions a day.

No matter how you look at it, business has increased dramatically—and for several reasons. One reason, obviously, is OEF, OIF, [*Operation Enduring Freedom, Operation Iraqi Freedom*] and the war on terrorism. But another big piece of it is that more and more, the customer is coming to DLA. When you put those factors together, you see sales going up at the rate they are.

So when Katrina came, and there was so much need all at once, we at DLA were thrust into it. We began preparations even before the storm approached land. The storm hit early in the week, and by mid-week, we were told that FEMA [*the Federal Emergency Management Association*] was asking for our help. The request was consistent with what DLA has always been able to do, since we are manned, organized, and fully capable of responding to surges for the military, and our activities go on 24/7. We resource headquarters here with what we call the DLA Logistics Operations Center. We're there to receive the requirements, figure out how we can best meet them, and then worry about distribution.

We deployed about 19 people to work positions in support of Katrina and Rita relief efforts. We had people in NORTHCOM [*U.S. Northern Command*], people down in Louisiana and Texas, and we deployed with the 82nd Airborne—all that was part of the whole relief effort. In many ways it was similar to what we would do in a war zone scenario.

The immediate problem centered around getting food to the people. We ended up providing 24.4 million MREs from stocks from all over the continental United States. We can provide support through 26 distribution networks worldwide: 19 here in the continental United States and seven overseas. All but one of them provided support to victims of hurricanes Katrina and Rita. As I sat there and watched things on television, I didn't feel good at all at what was happening until I saw the first convoy with MREs rolling in. On CNN, I watched Secretary Rumsfeld describe how to eat an MRE, and the next day on TV, I saw an 80-year-old man who was saying he was just fine because he had food and talking about the MREs. So it was very reassuring.

We issued the MREs from our stocks, which took us to a lower level of inventory than we would like. We took some risks, but we talked to the Services and worked with them. We put our three MRE producers on a 24/7 production basis; they are on that schedule right now [*early October*]

Vice Adm. Keith W. Lippert, USN

Director, Defense Logistics Agency

Vice Adm. Keith W. Lippert became the 14th director of the Defense Logistics Agency on July 20, 2001.



Before coming to DLA, Lippert was the commander, Naval Supply Systems Command and 41st Chief of Supply Corps since August 1999. From 1997 to 1999, he served as vice commander, Naval Supply Systems Command.

Lippert's sea duty tours include supply officer, *USS Queenfish* (SSN 651); assistant supply officer, *USS Simon Lake* (AS 33); and supply officer, *USS Canopus* (AS 34). Shore duty tours include assignments as assistant comptroller, commander Submarine Force, U.S. Pacific Fleet; operations research officer at the Navy Ships Parts Control Center, Mechanicsburg, Pa.; inventory analysis staff, Naval Supply Systems Command, Washington, D.C.; executive officer, Naval Supply Center, Jacksonville, Fla.; and director, Spares Programs and Policy Branch in the Office of the Deputy Chief of Naval Operations for Logistics. In 1990, Lippert rejoined the Naval Supply Systems Command as the deputy commander for financial management/comptroller, with budget responsibility for a worldwide multibillion-dollar supply system. While serving as comptroller he was also responsible for the Navy's successful inventory reduction program.

From July 1993 to July 1995, Lippert served as the commander, Defense General Supply Center, Richmond, Va. In August 1995, he became the first commander, Naval Inventory Control Point, with offices in Philadelphia and Mechanicsburg, Pa.

Lippert earned his commission through the regular Navy ROTC Program, graduating in 1968 from Miami University, Oxford, Ohio, with a bachelor of arts degree in mathematics. He also holds master's degrees in management and operations research (with distinction) from the Naval Postgraduate School. In 1994, Lippert attended the Senior Executive Program in National and International Security at the John F. Kennedy School of Government, Harvard University.

Lippert's personal awards include the Defense Superior Service Medal, three Legion of Merits, four Meritorious Service Medals, two Navy Commendation Medals, Navy Achievement Medal, and Submarine Supply Dolphins. He is the recipient of the Society of Logistics Engineers 1992 International Award for outstanding performance in financial management/inventory control.

and surging. Responding to Katrina didn't require a new contract. We simply exercised options in an existing contract to ramp the production up so that we could refill our supplies.

MREs are just one example of what we provided. We also provided ice, bottled water, generators, trucks, medical supplies, fuel for our people (Defense Energy played a big role in this), right on down the line of the type of commodities and requirements that were given to us. Right across the board, I just couldn't be more pleased to see the reactions of DLA to these crises and what we were able to do.

We will go over our lessons learned this month, and one of those lessons is that MREs were never designed for humanitarian relief; they were designed for use by warfighters. They have high calorie, high energy content, and certainly were never designed for an 80-year old man or a 5-year old child. So—assuming we're going to be involved in this sort of thing again—we're going to have to work with industry to design meals that are more appropriate for disaster relief in the United States. Those efforts have already begun. In fact, we provided almost 17 million commercial ready-to-eat meals for the hurricane victims, which were more appropriate for their nutritional needs than the MREs.



A follow-on question: Are you still there, and at what level of support?



We have obviously downsized. We still have a couple of people working with FEMA and in the NORTHCOM area, but most of our people have returned from deployment. *[All had returned by early November, after providing similar support for Hurricane Wilma.]* We have disengaged substantially. However, we are still getting requests for materiel. FEMA has requested 3 million more MREs, not only for current Katrina and Rita support, but also to stock up for the next crisis, whatever it is. That request is competing with all our other requirements worldwide, so the MREs won't be issued immediately, but they will be issued in a timely manner as the production continues to increase.



Let's talk about one of your favorite topics: transformation. I recall that about the time you came aboard, DLA was a command that faced quite a bit of customer dissatisfaction, declining sales and market position, lots of stovepiping within the organization. You seem to have turned that around, and from what I've read, a big part of the reason is the enterprise approach that you've taken. Would you explain how you've moved toward this enterprise approach.



I had an advantage coming in. I had been in DLA in the early 1990s, and throughout the '90s I was a customer, so I came in knowing both the capabilities and some of the weaknesses of the organization. One of the main criticisms was that it was taking too long for materiel to get to the customer.

The former chief of Naval Operations, Vern Clark, used to hold three- and four-star officer off-sites. Early on—maybe my second month here—I went to one. Clark was looking for ways to save money for the Navy as they were trying to recapitalize, and everybody was asked to write down the top ways Navy could save money. Number three on the list was to do away with DLA. Obviously, that got my attention!

One of the things I wanted to focus on was to reduce our costs and have materiel available much more quickly than we had in the past. And through a team effort, we have been able to reduce costs. Many things contributed. From an overseeing comptroller perspective, we had excellent front-end support. We set up metrics and goals, and we held people accountable. When 9/11 occurred, industry really responded to the challenge. I got phone calls from CEOs of companies, asking what they could do. Since we put all that together, back orders have hit the lowest levels in DLA's history. Our cost recovery rate, which is an indication of our costs, is at the lowest level it has ever been; we have fewer people at DLA now than we have ever had—yet sales have doubled. All of this has really improved the support for the warfighter. We can show statistically that as our back orders go down, full mission capability rates in the Air Force and Navy have improved. It has a direct impact.

Another effort we focused on was creating a strategic plan that meant something to this organization—meaning it was developed by the leaders of people in the organization, not just the director dictating what it was going to be. Part of that whole thing was to worry about transformation, and we now have 13 initiatives as part of this whole effort. One of the decisions was that instead of acting like little fiefdoms all over the world, we were going to act like one organization. It's very easy to say that, but very difficult to do it. You get into the human capital side of the scene. We hired an executive coach to help us work as one team. The strategic planning is the framework. We update it; we get all the input from people; and it has made a big difference in getting us to act as a corporation.

The biggest transformation is BSM—Business Systems Modernization. Our legacy system was designed in the 1960s and implemented in the 1970s. It should have been replaced maybe in the late 1980s. The system is written in Cobol and it's a batch type of system. When you com-



Vice Adm. Lippert (second from left) visits DLA's distribution center in Sigonella, Italy. Officially activated on April 1, 2004, the center was established to provide forward stock positioning support and enhanced physical distribution services in conjunction with an expanding regional customer base. DLA photograph.

pare that with world-class logistics or even any kind of company in the private sector, it was a dinosaur.

The agency, to its credit, started looking at this in 1999. We went into a concept demo in the year 2002, and it took much longer than we were anticipating. January 2005, we started rolling out 200,000 items a month, and we will continue at about that pace through full implementation.

There are all kinds of benefits. It pays itself by 2009. We will pass a financial audit for it for the first time in our history. The customer wait time goes down dramatically because it's a real-time as opposed to a batch-mode system. It forces you to have data integrity. It uses a construct that's form-based to meet the Department of Defense's main areas, so you have fewer people operating the system. Two years ago, if you and I had been sitting here talking, I couldn't have looked you in the eye and said, "This thing is going to work." But it is going to work. It's required cultural change, it's required reorganization of inventory control points, and it's required a lot of change in management training, so it's been a huge effort. It's a big step forward.

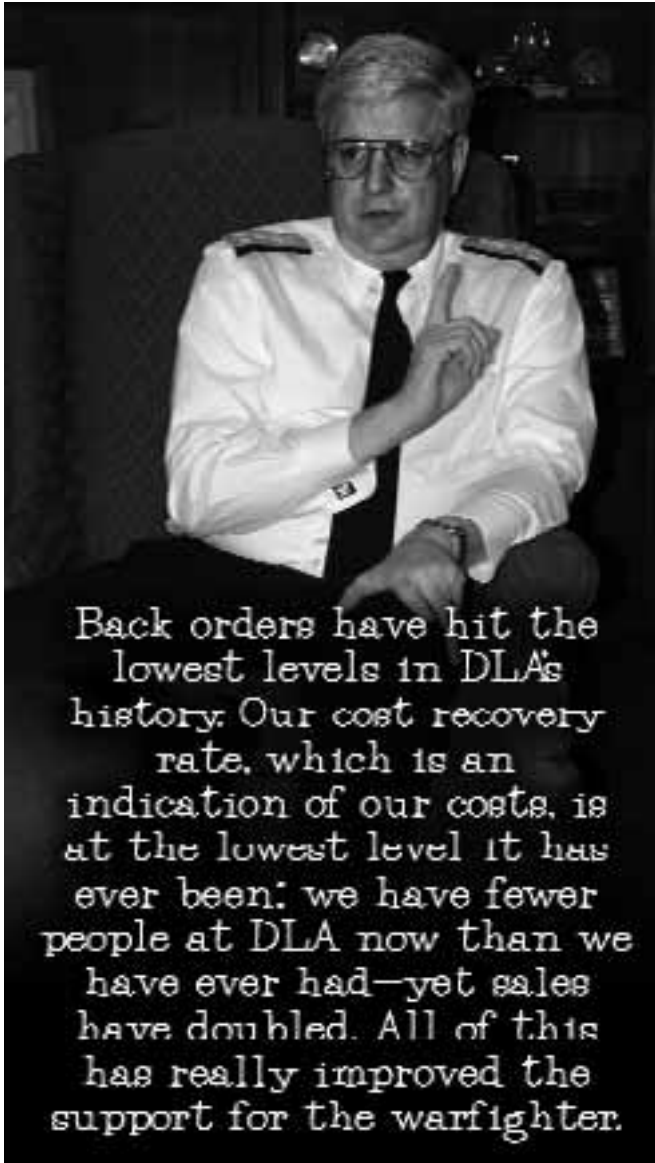


You talked about how BSM is integral to DLA transformation. What spin-offs might it have to a more widespread DoD transformation? Have the other components learned from watching you with BSM implementation?

A

We have worked with all the Services and shared lessons learned with them because we are farther along than they are, maybe because we started this whole transformation process earlier. Everything that we've done has shown us where the challenges are. We have funded interfaces to work with these new systems. There is much, much more to do. DLA can't wait for another Service that may have just started this process so that we all march together at the same pace; the decision I've made—and OSD has concurred—is to get this thing fully up and operating, and then we will go back and worry about the interfaces and make sure that everything works appropriately. As we go along, there will be more discussions on the right configuration and the optimum way to be doing all this stuff, but we have worked very hard with all the other Services to share lessons learned as we go.

A good example is that as part of our concept demo, we went to a commercial off-the-shelf procurement system. However, it didn't have the functionality we needed to award 8,200 contracts a day, so either we stayed with the legacy system we had, or we looked at new COTS systems. We expect to receive a solution from SAP [*a vendor of enterprise software solutions*] this month, and all our preliminary work with them has indicated that it's a very good, robust program. We are working with the Services, and if we are happy with the solution, the intent is to have it as part of a DoD-wide procurement system—at least at the wholesale level.



Q DLA has worked as hard as any logistics organization with which I'm familiar to build a customer-centric culture, and this is consistent with the principles of supply chain management, particularly the component regarding customer relationship management. DLA seems to have really emphasized customer relationship management.

A We're in the process of an interesting evolution. DLA was formed back in the 1960s as strictly a wholesale organization, meaning it bought common materials to put in warehouses and issued them to customers, and other than that there was very little interface. But even back in the late '60s and early '70s, we had people dealing with and working with customers. In the 1990s, a decision was made in this organization to be much more proactive with the customer. I think the Defense Management Review Decision [DMRD 902] that the Office of the Sec-

retary of Defense put out [in 1989] forced the issue because a lot of the buffer inventories of the era went away. DLA was given more responsibility, and if DLA was to be successful in this environment, a hands-off approach just wasn't going to work.

My predecessors set up DLA employees as liaison officers with all our combatant commanders and joint staff. As we speak, we have 102 customer support representatives with our major customers throughout the world. We have DLA Europe and DLA Pacific, and we recently stood up a DLA CENTCOM [U.S. Central Command]. About a year-and-a-half ago, we stood up a J4 [Joint Staff, Logistics] organization in DLA, which is our customer outreach. We have all these people I just mentioned—liaison officers, customer support reps, DLA Europe, CENTCOM, and Pacific—pulling together to make it work. Their purpose is to be with the customer, to be with the warfighter. They know what the customer requirements and thought processes are, and they report back to us so we can respond accordingly. I think this has also contributed quite a bit to the rate at which our sales are going up.

The second piece is that we have worked on a customer relations management. There's a whole science in the private sector that concerns itself with segmentation markets and producing unique solutions for customers. We are interested in that right now, and we're applying the lessons learned to our customers. As an example, we have already talked with the Army in the theater of southwest Asia, where there is the potential for DLA to be a one-stop shop for subsistence. Instead of just providing the food, DLA could also do the contracting for the preparation and service.

Q To continue the customer track, DoD's logistics customers really care about a few things: the ability of the system, the transparency of the system, and—maybe foremost—accountability for the delivery of that capability to the system. What you have done at DLA, "one-call resolution," is to make it easier for the customer to touch one point, one contact, and yet touch all the elements of DLA.

A It started off as a customer call center, and the original idea was to have people up 24/7 to answer high-priority questions from a worldwide perspective. That turned out to be such a success that it has now expanded into a contact center. A phone isn't the only way you can get in; e-mails are another good way of doing it.

We have a whole series of metrics to measure how quickly we're able to respond to a telephone call: what's the queue time; what's the customer satisfaction rating—and by the way, it is 95 percent. Calls are referred to people who are subject matter experts in different areas.

And there are other things we're working on. Certainly the asset visibility is worth mentioning. The first issue is to make sure that we have the materiel, then that we can see where it is all located. I think we are on track on that one. We have used active radio frequency identification tags for some years. Now everything of a certain size that leaves DLA's distribution centers for Operation Iraqi Freedom has RFID tags. The problem was that when containers got over there, some people knew how to read the RFID tags but other people didn't; and if they didn't know how to read them, we'd wasted our time putting them on. That led to the distribution process partnership with U.S. Transportation Command, which has helped with this asset visibility. As materials leave the continental United States, we have a big initiative to use passive RFID for everything being shipped to the theater. Soon our centers are going to have that capability. We are working with the customers right now to make sure we are all in sync on how this is going to be working in the future.

I should also mention the Integrated Data Environment or IDE, the idea being a browser that can go through the various databases in DLA and pull out the required information so we can get it to the customer. The main thrust of that is to go through an enterprise-integrated data environment so that we can interface with the other Services' databases also.



Can you expand on how your efforts on IDE are going to have a synergistic impact across all the Services, to include acquisition and engineering organizations?



We hope to have the first phase of the integrated data environment up this fall [2005] for our customers here at DLA to access the customer databases. Again, it's a browser that enables you to go into our data information, which is really centered on the asset visibility while in transit, and that's a great step forward.

The problem still is that I still see people in the DLA CENT-COM joint service deployment distribution operations centers tracking the material and having to go from one computer to another to get from the supply center to transportation. It's crazy! The idea is to create an enterprise-integrated data environment where you can sit at one computer and access all the databases you need. We are working the process with U.S. Transportation Command right now. We're reviewing their effort—primarily their transportation mode versus our asset visibility—and joining them together. The joint logistics board is looking at that as a business case and trying to expand it to the rest of the databases. It will be a huge step forward. The technology and the capability are there; we don't have to create this huge data warehouse that we used to worry about—you can look at the spare databases and just go

get the information. The discussions are going on. I'm cautiously optimistic that we will get there.



We've lived for almost a decade with the mantra that we need to manage suppliers, not supplies. I know that's been a principle at DLA. Can you comment on what this vision means for DLA and your customers?



Let me begin with efforts that started in the early 1990s with direct vendor deliveries of certain commodities, primarily subsistence items and pharmaceutical and medical items. Instead of following the traditional pattern—awarding the contract, getting the materiel, putting it in the warehouse, and issuing it to the customer—we awarded contracts to contractors and didn't involve the warehouse at all. Contractors were responsible for providing the type of materiel we wanted in a timely manner and performing from a surge perspective when necessary.

That program, which started off relatively small, has expanded dramatically. In fact in the subsistence area, with the exception of MREs, we have hardly any food in our warehouses at all. So by executing these types of contracts, our warehouse requirements have dropped dramatically. It's interesting from a food perspective. I have a personal view on that. I've been on several ships in my career, and the food was always supplied from warehouses. We'd be eating brands I'd never heard of in my life, and you always wondered what the devil you were eating, because it was certainly from the cheapest provider! Under the new method, in addition to getting the materiel in a timely manner, you can order the brands you want, and customer acceptance is much higher.

Another good example of this kind of contract is how we loaded out the *USS Comfort* [a Naval hospital ship] to the Gulf to support Katrina victims. We don't have medical and pharmaceutical materials in the warehouse; private companies have the contracts. They loaded up the *Comfort*, and she left quickly. We got some supplies to her, and we hit her again in Jacksonville and Pensacola, Fla. That materiel was there from the industries. It's industry's problem to deal with the shelf-life issues, so you get a great response from the warehouses and contractors. This is a good example of the management of a supplier. You award a contract that has performance requirements in it, including surge and emergency situations.

We have taken these types of contracts now and expanded them to many other types of commodities and classes of materials where it makes good business sense to do so. You start seeing things like performance-based logistics contracts that are coming out of DLA. We have what we call strategic supplier alliances. That means contracts that

Procurement Round Table 2006 Elmer B. Staats Young Acquisition Professional Excellence Award

(Nominations Due Jan. 31, 2006)

For the 10th year, the Procurement Round Table, in cooperation with the Senior Procurement Executives, will award \$5,000 to a young federal acquisition professional who has contributed significantly to acquisition operations or acquisition policy.

Noteworthy contributions to acquisition operations include extraordinary business leadership or team participation in the design, development, or execution of an acquisition program or project that furthers an agency's mission. Such contributions also include performance of any single task that merits special recognition because of its contribution to meeting an acquisition's cost, schedule, and performance goals.

Noteworthy contributions to acquisition policy include the development of a management policy, regulation, data system, or other task that significantly enhances the economy, efficiency, and effectiveness of an agency's acquisition system or the federal acquisition system.

To be eligible, candidates:

- Must have made a noteworthy contribution to acquisition operations or policy within 18 months of the due date for nominations
- Must have at least five years of civil or military service as a contracting officer, contract specialist, procurement analyst, or purchasing agent (1102 series)
- Must be no more than 37 years of age as of the due date for nominations.

Nominations must be submitted for the 2006 award by Jan. 31, 2006. Each nomination must:

- Be approved by the Head of the Contracting Activity
- Describe the candidate's accomplishments in detail (not to exceed three pages)
- Include a summary of the accomplishment (not to exceed 150 words).

The nominations should be submitted on signed letterhead (original and one copy) to: Procurement Round Table @ ESI International, Attn: Paul Denett, 901 N. Glebe Road, Suite 200, Arlington, Va. 22203. Questions may also be sent to Paul Denett: pdennett@esi-intl.com.

Editor's note: The Elmer B. Staats Young Acquisition Professional Excellence Award will be presented at the Federal Acquisition Institute's June 2006 Federal Acquisition Conference and Exposition, to be held in Washington, D.C.

are basically sole-sourced. The companies know we are going to go to them anyway. We award long-term contracts, and we throw in many performance requirements. We rate them in terms of cost reduction, production lead time, quality, on-time delivery; and they get a "report card" with a rating. It's beneficial all around: the companies get a long-term contract with minimal quantities, and we get a much better performance. So it becomes a win-win situation. We continue to try to expand these type of arrangements.

Q

DLA is a wonderful integrator in terms of medical supplies, food, water, those types of commodities, but when you look into the weapon systems area, logistics becomes more complex and challenging. I know that Maj. Gen. Daniel G. Mongeon, DLA's recently retired director of logistics operations, was seeking an increased role for DLA as a performance-based logistics product support integrator for these types of models. How do you see that potentially coming together?

A

We have already awarded a whole series of these types of contracts after doing a business case to convince ourselves that this is actually the right thing to do. Either we do it by ourselves or we partner with a Service, and we've had excellent results. We may have an associated response-time requirement, and we've seen significant results and improvements—to such a degree that when we got into the joint cross-Service group for supplying storage to Base Realignment and Closure efforts, one of the BRAC recommendations is that DLA is designated to award contracts for depot-level repairables. The idea is that you take the consumables and the depot-level repairables, and you can total the requirements with a certain company and go with one DoD contract. We're now challenged to perform in the same way for repairables as we do for consumables.

Q

You guys really are the combat support agency. That has been your mission statement before and for some time, but it is still so impressive how operationally driven you are. I didn't know this, but you are even providing a role when it comes to redeployments. Can you talk more about that?

A

The redeployments have been an interesting evolution. They are centered around our people in DLA Europe, DLA Pacific, and DLA CENTCOM, which is where our focus is right now: providing expertise along with the DLA contingency support teams that are in theater about what we should be doing with the materiel that is over there. Should it be sent back to the continental United States?



We have 102 customer support representatives with our major customers throughout the world. They know what the customer requirements and thought processes are, and they report back to us so we can respond accordingly.

Should it stay there? If it's going to stay, we have set up defense reutilization marketing offices over there. We have one in Iraq, we have one in Kuwait, and we're working on setting up one in Afghanistan. We've already redistributed a lot of the materiel that is over there to incoming troops or other troops that are remaining there so we get the best bang for the buck.

We are also demilitarizing some of the materiel there and selling it to the private sector. There are all kinds of issues, of course, because you are in another country. There are rules and regulations about transporting hazardous materials and selling materiel on the open market, so it may take time to get the right to do that, but all that effort is ongoing right now and it has been a huge success. You can imagine the amount of materiel over in Iraq and the effort that's being made to best utilize it.

Q *I want to ask now about people transformation, an important component of your transformation. What role does workforce development play in the overall DLA's transformation process?*

A It's a very interesting effort. The people who have worked on business systems modernization recognized very early on that the average age of a DLA employee is 40 years old. Those people have used the legacy system their entire professional life with DLA, and we are in the process of yanking it from them and saying, "Okay, here's a brand new way of doing things. Now get on with it." Well, their first reaction is an institutional resistance to change. We went through a lot of change management training. There's a very robust effort to incorporate change, and of course the training itself is highly conducive to the system. We've had some success with that.

I think the most difficult thing is dealing effectively with certain feedback. We have done corporate climate surveys here at DLA for years, and the surveys were telling us that we weren't communicating well with the workforce. There was a lack of trust in the leadership and management of the organization. We did another test, a survey called the Denison Model. The Denison Model takes a look at 1,000 companies in the private sector, gives them 60 questions that deal with internal and external focuses of the company—strategic planning, things like that—and then creates a database of the companies' responses. Your organization goes in and answers the same questions, and they tell you where you rate among everyone else. It's a percentile rate. When we did this at DLA, we were at the 98th percentile for GS-15 and above, but for GS-14 and below, we were at the 20th and 15th percentile. They were falling off the page.

What we learned is that we promote our civilians based on technical expertise, and we don't spend any time on how you manage, how you lead. What they end up doing is modeling themselves after people who have gone before them, who may or may not have been a success. What we had to do was start at the very top of the environment. We did 360-degree evaluations. Everyone took it—I've gone through it twice. We're now giving our management team leadership and management training. We have just started this whole process and I expect to see significant benefits.

Q *My last question is a personal interest one: How long have you been director of DLA? Is yours a record tenure for a director?*

A It's funny that you ask that because I am in my fifth year here, and my staff are telling me that this month I become the longest-serving director in DLA's history.

Q *So it is a record! Admiral, it has been a pleasure talking with you.*

Nine Technology Insertion Programs That Can Speed Acquisition

Sue C. Payton

Americans have consistently led in innovation,” states a CEO in Thomas Friedman’s *The World is Flat*. But times change, writes Friedman. A convergence of technologies and events is leveling the playing field, and “it is open to more people in more places on more days than anything like it ever before.” New players, he points out, “can move very fast to adopt state-of-the-art technologies,” and “there is simply nothing to guarantee it will be Americans or Western Europeans leading the way.”

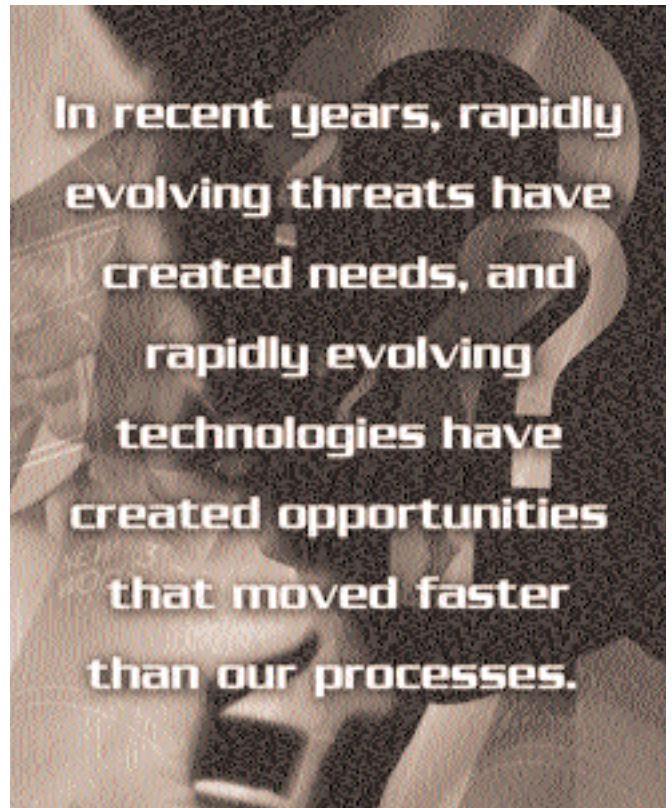
That message applies to our national security. U.S. forces have long had technological superiority, but nothing guarantees it. The Department of Defense must innovate faster than ever before because our adversaries have equal opportunities. To meet this challenge, several technology insertion processes have been consolidated at the Office of the Secretary of Defense, and they can do a lot to speed acquisition.

We’ve Come a Long Way

We are already seeing the world that Friedman writes about. In recent years, rapidly evolving threats have created needs, and rapidly evolving technologies have created opportunities that moved faster than our processes. In the words of Acting Deputy Secretary of Defense and Secretary of the Navy Gordon England, “The greater institutional risk for DoD is overreliance on traditional platforms and delaying the advent of new technologies and systems.”

We must be faster, and as England said, “It’s evident that DoD will need to improve continuously its processes for technology insertion into systems.”

We’ve built a good foundation. Over the last decade-and-a-half, DoD has strengthened technology insertion processes and created more, and they have made a difference. Before some processes existed, it often took a long time for technology to be widely used. Drones with cameras were used in Vietnam, and DoD pursued many unmanned aerial vehicle programs from 1975 to 1995, but most were cancelled. After establishment of one technology insertion process—the Advanced Concept Technology Demonstration program—UAVs [*unmanned aer-*



ial vehicles] saw widespread use in a relatively short period. Now these processes are hitting their stride—and they can do even more.

It is also significant that several complementary processes have been consolidated under one office, that of the deputy under secretary of defense (advanced systems & concepts). This office—Advanced Systems and Concepts—specializes in moving technology. For example, it focuses on mature technologies instead of less proven ones that often delay schedules and drive up costs. Moving technology forward is challenging. Some were skeptical about the Predator UAV because it didn’t fit old operational concepts. Advocacy helps technology insertion overcome obstacles and get funding, and that’s what this office does.

The office does some heavy lifting. Its technology insertion processes are not the only ones in defense, but the office does what most others do not—it focuses on joint

Payton is the deputy under secretary of defense (advanced systems & concepts).

needs and capabilities, spanning more than one Service or agency. In pursuing needed technologies, it reaches out and forms partnerships with DoD and non-DoD agencies, labs, universities, industry, and even other nations.

Moreover, these technology insertion processes feed every phase of acquisition, accelerating each one faster than would otherwise be the case. This is how it works.

Using R&D That's Already Been Done **The Independent Research & Development Program**

The Air Force needed a paint that, when photographed with a special camera, showed pressure distribution on aircraft models in wind tunnels. The results would help reduce aircraft development times. A search of an R&D database found a project that met these needs, saving time and an estimated \$10 million in developmental costs.

In pursuing a technology solution, there is often a good chance some aspect of R&D has been done by U.S. industry. The Independent Research & Development Program seeks to leverage industry's R&D, which is \$3 billion annually in the defense industry and nearly \$140 billion in U.S. industry. Companies voluntarily submit R&D project descriptions for inclusion in the independent R&D database, which offers a way to publicize abilities to potential DoD customers. The database has over 165,000 project descriptions, which are handled as proprietary information. Using existing R&D can avoid reinventing the wheel.

Using World-class Developments **The Foreign Comparative Testing Program**

U.S. Special Operations Command urgently needed a lightweight machine gun. Belgium's FN Herstal had one that seemed to fit the bill. The machine gun was successfully tested and was in the hands of U.S. forces in Afghanistan and Iraq in less than 12 months.

If U.S. industry has not developed it, the search turns to other nations. The Foreign Comparative Test program searches for world-class technologies, evaluates them for U.S. use, and if successful, they are transitioned to acquisition programs. Avoiding new development saves an average of 5.5 years in acquisition time. Such transitions have also enabled DoD to avoid an estimated \$6.1 billion in development and testing costs. These technologies can provide U.S. forces with new capabilities, as well as improve legacy systems. Once successfully tested, technologies can be licensed for U.S. production, creating dozens of new companies.

Moving Key Technologies out of Labs Faster **The Technology Transition Initiative**

In Iraq, a data mining tool searches multiple databases, helping Marines find battlespace information faster than

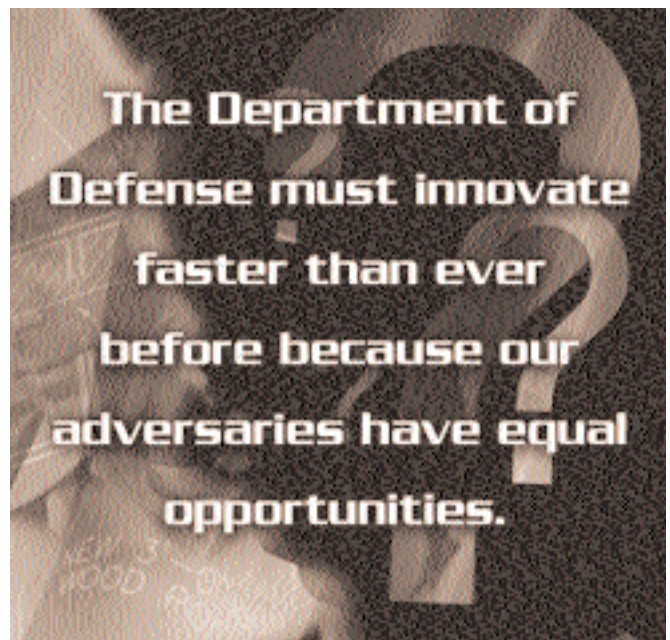
previously. The technology matured faster than the budgeting process could fund rapid fielding. The Technology Transition Initiative funded its testing and integration into the Marines' intelligence network, enabling fielding two years ahead of schedule.

Technologies develop rapidly today, but the budgeting process takes two to three years to fund transition from the lab to the field. Consequently, many technologies fall into "Death Valley" from obsolescence or lack of funding. The Technology Transition Initiative provides funds for selected technologies to rapidly complete transition requirements. Projects are nominated annually by Services, agencies, and combatant commands. Selections are based on a technology's warfighting value, joint use, feasibility of fielding in under four years, and a Service or agency's commitment to fund part of the cost and eventually procure the technology.

Achieving Milestone B Faster **The Advanced Concept Technology Demonstration Program**

Army Gen. Tommy Franks wrote that at the start of operations in Afghanistan in 2001, "America ... deployed military technology that hadn't even been imagined when I [was] with the 1st Cavalry troops in Desert Storm." Of the new technologies used in Afghanistan, 38 came from the ACTD program, initiated in 1994 when the acquisition process averaged 11 years to field a system.

The ACTD program provides a try-before-buy opportunity, and if successful, it can jumpstart the acquisition process. Based on a need, an ACTD introduces scientists to warfighters, and together they insert a technology into a concept, which is demonstrated in one to three years.



Where to Find More Information

Advanced Concept Technology Demonstration Program

<www.acq.osd.mil/actd/>

Advanced Systems and Concepts Office

<www.acq.osd.mil/asc/>

Defense Acquisition Challenge Program

<www.acq.osd.mil/cto/>

Defense Production Act Title III Program

<www.acq.osd.mil/ott/dpatitle3/>

Foreign Comparative Testing Program

<www.acq.osd.mil/cto/>

Independent Research & Development Program

<www.dtic.mil/ird/>

ManTech Program

<<https://www.dodmantech.com>>

Technology Transfer Program

<www.acq.osd.mil/ott/techtransit/>

Technology Transition Initiative

<www.acq.osd.mil/ott/tti/>

For example, an ACTD took the Predator UAV from concept to field in 30 months. If a technology works, it can start acquisition at Milestone B or be inserted into an existing program. It can also be left for warfighters to use. And ACTDs can help avoid unaffordable approaches. One ACTD was terminated after finding that it took an unaffordable number of aircraft to intercept ballistic missiles in flight, thus preventing DoD from spending \$400 million on this intercept system. For more information, visit <www.acq.osd.mil/actd/>.

Accelerating Joint Capabilities

The Joint Capabilities Technology Demonstration Program

“The rapidly changing international environment and the global war on terrorism require that we create joint capabilities more quickly,” states Air Force Gen. Richard Myers, former chairman of the Joint Chiefs of Staff. “However, the creation of such capabilities has often been slow and disruptive, as the Joint Defense Capabilities Study pointed out.”

To speed joint, as well as coalition and transformational capabilities, the Joint Capabilities Technology Demonstration Program was initiated. The program collaborates

with the Joint Capabilities Integration and Development System, in which combatant commanders determine joint needs early in resourcing efforts. JCTDs are launched to pursue such needs, using lessons from current operations. JCTD personnel will work closely with combatant commands to rapidly identify emerging needs and then with industry and Service and agency labs to expedite solutions. Normally, JCTDs will reach final demonstration phase in two years, demonstrating 50 percent of all projects by then, and will complete all demonstrations in three years. JCTD products will transition to joint acquisition programs.

Speeding DoD Technology to Private Sector Manufacturers

The Technology Transfer Program

During the Cold War, moving technology to industry was slow with few established processes. Today, technology transfer teams and mechanisms rapidly move lab technologies to the commercial sector. When anthrax attacks hit in October 2001, Army scientists began developing biological sampling kits, with a technology transfer team working concurrently to get a patent and a manufacturer. Upon completion of testing, the kit was in the hands of a manufacturer in a matter of months.

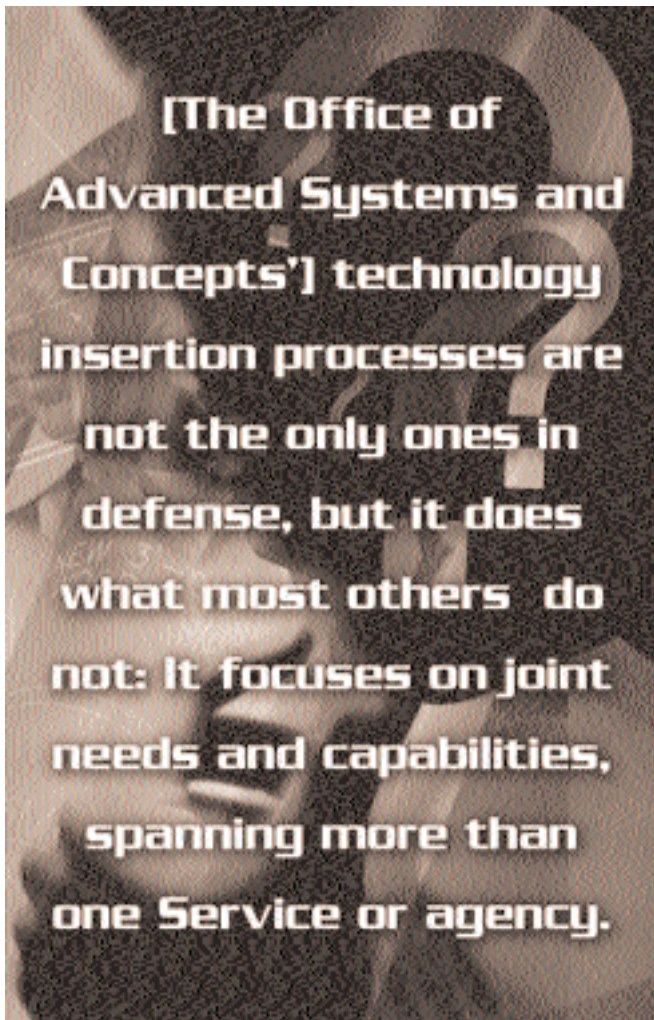
The Technology Transfer program moves DoD lab technology to industry so that it can be made for defense and—if possible—for the commercial sector, thereby lowering production costs even more. At each lab, technology transfers are facilitated by an Office of Research and Technology Applications and patent attorneys. They arrange agreements between labs and industry, enabling the two to work together on R&D projects. They also secure patent licenses, providing protection for companies producing the technology and revenue for labs and developers. Additionally, the program uses “matchmakers,” like Montana State University’s TechLink, to make lab technologies known to industry.

Faster, Better, and Cheaper Manufacturing

The ManTech Program

In 2003, the Air Force needed to surge production of Joint Direct Attack Munition kits, which convert unguided bombs into precision munitions. The ManTech program helped the manufacturer better coordinate suppliers, represented by several small and medium businesses providing 95 percent of the kits. As a result, suppliers averaged a 60 percent reduction in cycle time and a 25 percent productivity improvement.

The ManTech program improves industry processes, which results in systems that are more rapidly available, capable, and affordable. Some projects improve fabrication. One such project matured the fabrication of composites used in Super Hornet aircraft, enabling a 40 to 50 percent increase in range. Some improve enterprise-wide



processes. ManTech linked the military clothing supply chain, reducing inventories by \$77.9 million and cutting manufacturing lead times from over 90 days to under 14 days.

Speeding Production of Critical Technologies **Defense Production Act Title III Program**

A special tape is needed for second-generation superconducting to result in smaller and more efficient electrical production. This development could mean smaller ships, more compact directed energy systems, and other possibilities for defense and commercial industry. However, the tape is expensive and presently produced only in small quantities. An initiative is under way to increase production and lower costs, making second-generation superconducting available five to seven years earlier than otherwise feasible.

The Defense Production Act Title III Program assures domestic production of critical defense technologies when firms cannot meet military needs or delay production. The program provides incentives, like purchases or commitments to buy critical technologies. The program may also help install equipment or improve processes. Additionally, it may promote development of substitutes. Gen-

erally, the program seeks production in three areas: stronger and lighter structural materials, which can mean faster systems with greater ranges and payloads; advanced electronic materials leading to smaller, faster, and more reliable micro-electronic devices; and advanced electronic devices or components to enhance system performance.

An On-Ramp for Industry Innovation **The Defense Acquisition Challenge Program**

This program began in 2003 and is already having impact. At Camp Pendleton, Calif., Navy corpsmen or medics bound for Iraq and Afghanistan train on digitized mannequins that simulate a range of combat trauma. At Fort Campbell, Ky., troops in the 101st Airborne Division train for Iraq using virtual simulation. In Iraq, a spray-on technology is providing a better way of cooling electronics.

Anyone can have a good idea, and that is the premise of the Defense Acquisition Challenge Program. It provides the opportunity for anyone in industry or government to propose cost-saving technologies that improve a program's affordability, manufacturability, performance, or capabilities. The intent is to speed insertion of technologies in defense and reduce spiral development risks. The program also enables a broad range of companies to participate, thus expanding the defense industrial base. The program annually issues a Broad Agency Announcement (BAA) soliciting "challenges" and selects promising technologies for evaluation.

Leveraging the Advantages

A world of proliferating technological development is the challenge ahead—but DoD has a significant advantage. "A common problem for many individuals and organizations is how to speed up the rate of diffusion of an innovation," writes Everett M. Rogers, pioneer of diffusion of innovations theory. DoD has processes to do that, and DoD is using them to move technologies faster than ever before.

There is another challenge, one mentioned by England: DoD must continuously improve its technology insertion processes—and that brings us to a DoD advantage. The Department has a champion for such improvements as a result of the consolidation of these programs under the Office of Advanced Systems and Concepts, which continually refines and advocates changes for faster and more effective processes and ensures that the programs increasingly work together, leveraging off each other and promising greater speeds and efficiencies. Now it is a matter of using these advantages to their fullest because today—more than ever—speed counts.

Questions and comments should be addressed to cannette.beacham.ctr@osd.mil.

It's About Time

Maj. Dan Ward, USAF ■ Maj. Chris Quaid, USAF

As James Gleick observed in his book *Faster*, the pace of just about everything is accelerating and has been for some time. But while the pace of activity throughout the world is increasing, the DoD technology development community is often locked in processes and systems that operate on a Cold War-based timeline. And according to the 1986 Packard Commission report, that timeline was too slow even for Cold War forces.

A Brief History of Speed

Please pardon us as we bust it out “old skool” style for a moment. You see, the idea that we need to decrease the technology development timeline predates the Revolutionary War, so we understand if some readers are a little tired of hearing this refrain. Sadly, despite the vast consensus on the need for speed, progress in this area has been pokey, to put it politely.

But for any newcomers out there, here are a few comments on the topic of DoD development cycle times from the past 20 years (emphases added).

1986: “Many have come to accept the ten-to-fifteen year acquisition cycle as normal ... We believe that it is possible to *cut this cycle time in half*.” —Packard Commission Report

1986: “The most important way technology could enhance our military capability would be to *cut the acquisition cycle time in half*.” —Chairman of the Joint Chiefs of Staff

1994: “Deliver emerging technology to troops in *50% less time*.” —Federal Acquisition Streamlining Act (FASA)

1996: “*25% cycle time reduction* target for MDAPs [major defense acquisition programs] by 2000.” —DoD’s National Performance Goal

“An unreasonably long acquisition cycle ... is a central problem from which most other acquisition problems stem.”

Packard Commission Report, 1986

number of things that are *too slow, too sluggish, not agile enough, not fast enough*.” —Secretary of Defense Donald Rumsfeld

We could go on (and on and on), but we’re sure you get the picture. So given the amount of high-level focus on decreasing timelines for the past two decades, one might wonder how much progress we’ve actually made. Figure 1 on page 16—a 30-year snapshot of average development cycle times—answers that question.

We are having a hard time finding a 50 percent decrease ... or a 25 percent decrease ... or a noticeable reduction in time for any of the Services. We’d even settle for signs of the “fast-paced acquisition system” that Cohen asked for, but we just don’t see it. All three Services seem to be rising to a common level of slowness, while the U.S. automobile industry cuts its time by almost 75 percent. Of course, it’s not exactly an apples-to-apples comparison, but the point isn’t to beat or even match Detroit. The point is to demonstrate some sort of decrease.

As you’ll notice, the graph ends in 1998, which was eight years ago. Maybe things have greatly improved and nobody knows it, in which case we didn’t need to write this article. Sadly, our research indicates that not to be the case—the timeline trend has not improved. More significantly, nobody seems to be tracking, analyzing, and pub-

1997: “We need a *fast-paced acquisition system*.” —William Cohen, secretary of defense

1999: “*Reducing the time to develop ... systems is essential*.” —Gen. Lester Lyles, vice chairman of the Air Force

2002: “We still have an *acquisition system that takes years, and years, and years*, notwithstanding the fact that technology is changing in 18, 20, 24 months. We have a budgeting process that takes forever. We have any

Ward holds degrees in electrical engineering and engineering management. He is Level III certified in SPRDE, Level I in PM, T&E and IT. He is currently assigned to the Air Force Research Laboratory in Rome, N.Y. **Quaid** earned his master’s degree in business and is a PM certified Level 2 contracting officer’s technical representative. He has logged over 10,000 hours of space operations and presently serves on the Pentagon Air Staff for Space Radar.

lishing these metrics any more. That just might be the most disturbing thing.

Maybe There Was A Typo?

So we started thinking. Could it be someone accidentally added an extra “s” somewhere along the line and everyone started trying to reduce our timeliness instead of timelines? We’re pretty sure that’s not what happened, but the data do seem to support that hypothesis.

All joking aside, this is a really interesting—and by “interesting,” we mean “disturbing”—set of trends. Dr. Marvin Sambur, former assistant secretary of the Air Force for acquisition, used Figure 1 in a briefing, with this commentary: “As depicted by the solid black line, the auto industry was faced with a crisis in the early seventies. ... Japanese competition and consumer demand for new products drove down the [American] product cycle time.”

So, if competition decreased the auto industry’s cycle time, then perhaps the DoD doesn’t have enough competition. Or more pointedly, perhaps we don’t have sufficient competition in the right dimension.

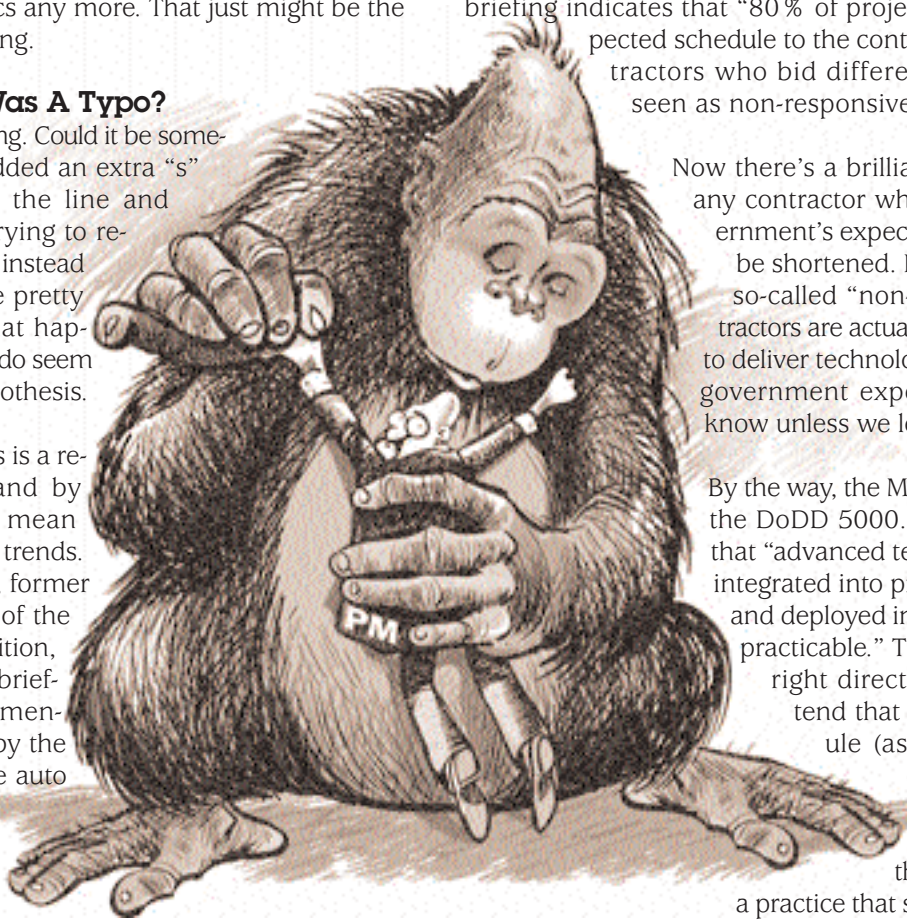
When we develop an airplane, for example, we judge its air-speed but not its development speed. In a competitive acquisition, the DoD tends to put all competitors on the same timeline and does not usually give points for early delivery. Over 90 percent of DoD contracts contain no schedule incentives, according to the Schedule Incentives Reinvention Team report. That means if a proposal hits the milestone—super. If they plan to deliver early—no big deal.

So we suspect development cycle times have not gone down in large part because there is no competitive pressure to drive them down. Surely there are exceptions to this, but the Schedule Incentives Reinvention Team

briefing indicates that “80 % of projects specify an expected schedule to the contractors—and contractors who bid different schedules are seen as non-responsive.”

Now there’s a brilliant idea: discount any contractor who claims the government’s expected timeline could be shortened. Is it possible these so-called “non-responsive” contractors are actually willing and able to deliver technology faster than the government expects? We’ll never know unless we let them try.

By the way, the May 2003 update to the DoDD 5000.1 guidance states that “advanced technology shall be integrated into producible systems and deployed in the shortest time practicable.” This is a step in the right direction, and we contend that dictating a schedule (as the DoD apparently does 80 percent of the time) violates this directive. That’s a practice that simply has to stop.



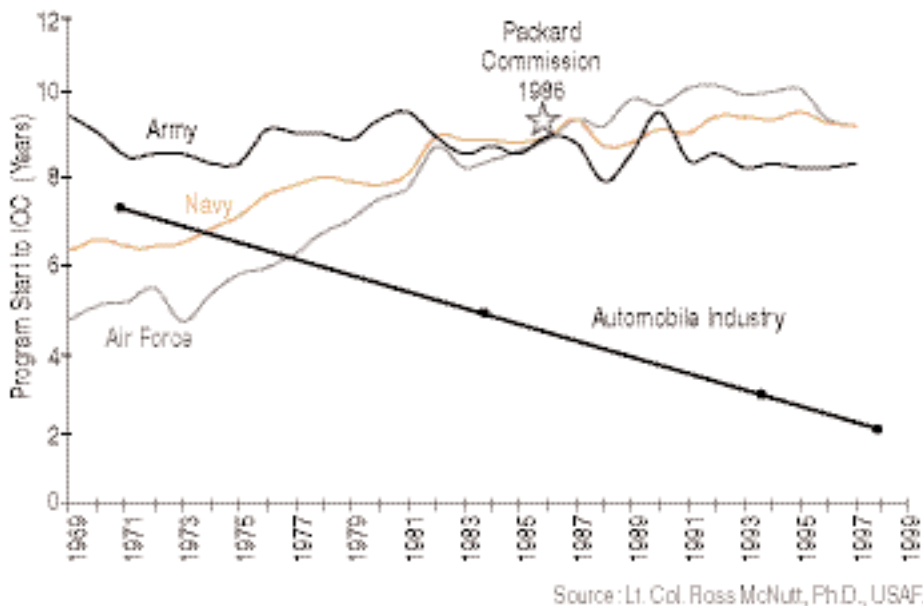
Cutting the DoD’s technology development cycle times may or may not be easy, but ... the alternative is to keep slow-dancing with the 800-pound status quo gorilla.

Can It Be Done?

Okay, we hope everyone is convinced by now that development cycle times are w-a-y too long. It’s painfully clear we need to move faster. The question is, are we asking too much? Can the work *really* be done any faster than it already is? Maybe this stuff has to take as long as it does.

Well, a few years back, there was a Lean Aerospace Initiative research project, sponsored by some school called MIT (never heard of it). Air Force Lt. Col. Ross McNutt, Ph.D., examined 320 defense projects (the results are to be found in his Massachusetts Institute of Technology doctoral dissertation “Reducing DoD Product Development Time: The Role of the Schedule Development Process”). The various project managers and program element monitors interviewed estimated the average project could be completed in 50 to 65 percent of the scheduled time—factors that were consistent across all size programs, all levels of technological advance, and all different types of systems.

Figure 1. Average Development Cycle Times



on reducing their development times have dramatically reduced their development times.” Does that surprise anyone? The MIT crew thought it was worth pointing out.

It gets better. Along with reducing development/acquisition time, these companies have also increased product quality, decreased development cost, and increased the number of products produced. Which brings us back to the Packard Commission’s observation that an unreasonably long timeline is the central problem from which other problems stem. Maybe that Packard group was really on to something. It’s too bad we didn’t listen.

Still not convinced? Recall Parkinson’s Law, which states that work expands to fill the time allotted. It’s the old “if you’ve got all day to do a project, it’ll probably take all day” idea. The thing is, Parkinson’s Law cuts both ways. It means work is also compressible, at least to a point. If you’ve only got an hour to finish that same project, you can probably pull it off, can’t you? Or is that just us?

But why limit the discussion to defense programs and automobiles? Let’s see what a few segments of the private sector are up to lately. Figure 2 shows what some industries have accomplished.

We didn’t collect these particular data; they came from that MIT project we mentioned. And we feel compelled to point out that we can’t quantify how long it took to get from “Old” to “Current.” Of course, given the 30-year DoD trend we saw previously, it really doesn’t matter how long it took the commercial world to do this. This trend is clearly not even *starting* in the DoD acquisition environment.

So let’s check out a few specific data points that went into that chart. The Boeing Company stated they cannot afford a new aircraft unless they can develop it in two-and-a-half years. Modifications of their commercial aircraft have to take less than 18 months. Hughes Aircraft Company recently designed and launched an entirely new spacecraft bus and payload in less than 26 months. Really? Yes, really. Moving on ...

Secret Speed Sauce

What’s the secret? How did the aircraft, automobile, spacecraft, and electronics industries do it? What do they know that we don’t know? This may sound obvious and redundant, but apparently “companies that have focused

The Irrelevance Of Ease

Some of us might be tempted to believe that if it was easy for the DoD to cut cycle times, we would have done it already. That would be incorrect. If it was *valued* we would have done it already. If people thought it was important, and if we really wanted to cut cycle time, we would have done it already. The truth is, we’re not even tracking cycle-time metrics.

We are not suggesting it would be easy to cut cycle times in half. We simply contend that ease or difficulty is entirely irrelevant. The DoD does difficult things all the time (and cutting development time is apparently not all that tough).

In reality, the DoD has not cut development time because we don’t really want to, despite the earlier statements from various officials. How do we justify that assertion? Quite easily—just look at the data again. All the data. Specifically, take the part about “companies that focused on reducing timelines reduced their timelines” and put it next to that other bit about how “contractors who bid different schedules are deemed non-responsive,” and “90% of contracts offer no schedule incentives.” Then add in the fact that we stopped collecting cycle-time data in 1998. Looks like a lack of desire, focus, will, and values to us.

Fast & Slow

“Hurry! Hurry! Go, go, go!”

“Where to, sir?”

“It doesn’t matter—they need me everywhere!”

Okay, time for a short note about what speed really means. The May 2003 *Harvard Business Review* tells a fable about a farmer pushing a cart full of apples. The farmer asks a passer-by how far away the market is. The reply: “The

market is an hour away if you go slow. If you go fast, it'll take all day."

That strange answer makes sense because the road was bumpy and the cart was full. If the farmer tried to rush to market, he'd spend all day picking up the apples that would inevitably bounce out of his cart. Does that sound like a familiar condition for a DoD program manager—very bumpy roads and very full carts?

Clearly, the objective in the fable (and in the real world) is to get to the market soon, and sometimes the fastest way forward is to take your time. Remember the tortoise who beat the hare in that famous race? So, while speed is indeed a virtue, being fast is not simply about quick movement. Deliberate and efficient forward movement, even if it seems slow in the short term, might be the fastest way to the finish line. The point is, there's a world of difference between being fast and being hasty. And now that we've cleared that up, back to the show.

Time To Get Our Game On!

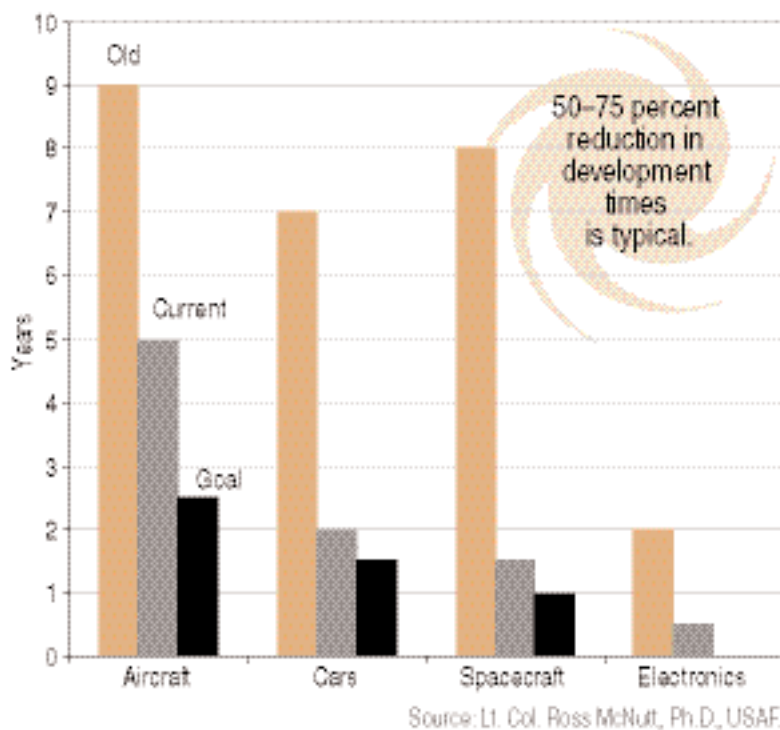
So far, we've seen that technology development needs to be done faster, probably on the order of half the time it currently takes. We've also seen it can be done faster, according to a significant number of smart people who know what's going on. Then we talked about what speed is and is not. The only remaining question, then, is "How?" What can be done to bring about this increased speed?

Submitted for your consideration are three concrete actions. Fail to proceed at your own risk.

The Goal: Set an aggressive goal (50 percent reduction sounds good to us) and mean it this time, doggone it! Yes, that's what we all thought the Packard Commission did in '86, and FASA did in '96, and everything else—but maybe we could try it again, just one more time. Action on the individual PM's level would be a nice first step. Or how about a DoD-wide initiative to reduce development time across the board? Yes, it's been tried before, but what if we launch a little psyops mission and tell the Air Force that the Navy is going much faster all of a sudden ... then tell the Army the Air Force is slashing schedules left and right ... and then tell the Navy the Army is kicking butt. It's amazing what inter-Service rivalry can do.

The Practice: Start generating, collecting, tracking, analyzing, and publishing cycle-time metrics. Then discontinue/disallow the practice of dictating schedules. At the very least, make it a rare exception to the soon-to-be newly established standard practice of seeking fast-moving, rapid-delivery contractors who set aggressive deliv-

FIGURE 2. Commercial Development Timelines



ery timetables. Introduce schedule incentives for some portion of the 90 percent of contracts that currently don't have any. Then make sure late deliveries and schedule slips are not tolerated, or at the very least, not ignored or rewarded.

The People: Remove, relocate, retrain, re-educate, or otherwise replace the people who are content with the status quo. That's an essential element of any significant organizational change, and it just might be the missing piece of the various timeline-reduction efforts of the past few decades. The DoD needs to stop tolerating people who assert the amount of time it currently takes to develop and deploy new systems is just fine or can't be shortened. Those who believe solving the timeline problem will introduce new problems are undoubtedly correct, but that doesn't mean we shouldn't solve the timeline problem anyway and then start fixing the new problems. It's time to find people who believe in speed and put them in charge. We've got a list of names, if anyone is interested.

Seriously, cutting the DoD's technology development cycle times may or may not be easy, but it is certainly possible. We can do it. We *need* to do it, even if it's hard. It will solve a whole host of problems. The alternative is to keep slow-dancing with the 800-pound status quo gorilla. And that's just not pretty.

The authors welcome comments and questions. They can be contacted at christopher.quaid@pentagon.af.mil and daniel.ward@rl.af.mil.

Testimony of
KENNETH J. KRIEG

Under Secretary of Defense (Acquisition, Technology & Logistics)
Before the United States Committee on Armed Services

Improvements and Excellence in Acquisition

Chairman Warner, Senator Levin, and Members of the Committee: Thank you for the opportunity to appear before you today to discuss acquisition excellence. During my confirmation hearing before this committee, I stated my commitment to guiding change; to integrity and to making objective, fact-based decisions consistent with good governance; and to maintaining a constructive dialogue with the committee. Today, I am providing additional insight into my philosophy and vision for improvements and excellence in acquisition, technology, and logistics.

My primary focus in acquisition, technology, and logistics (AT&L) is on the customer—the warfighter of both today and tomorrow. Customers expect our acquisition community to deliver the capabilities they need to defend America and its interests, not only today, but into the future. In doing so, we must also provide timely information and analysis to assist Secretary Rumsfeld in his efforts to balance resources against requirements. As stewards of the American taxpayer, those of us in the ac-

quisition community have a responsibility to wisely invest and manage the hard-earned tax dollars of our citizens to enhance and expand our national defense capability. To ensure that the American people stay informed, we must make sure that all Members, including this committee, are well informed of our efforts.

People

As I participate in the Quadrennial Defense Review (QDR) and other reviews, I am convinced that an integrated, strategic focus on people is a necessary and important requirement for improving acquisition outcomes and processes. Workforce capability is a reflection of the right quantity and the right skills and competencies. We have previously expressed our concerns about statutory reductions to the AT&L workforce. Workforce demands have increased significantly. Using 2004 constant dollars, the contract dollars have increased from \$118 billion in FY 1998 to \$241 billion in FY 2004, a 105 percent increase. Contracting actions over \$100,000, often our most complex, increased from 101,663 in FY 1998 to 160,388 in FY 2004, a 58 percent increase. The increasing use of interagency acquisitions has added further complexity. We need flexibility to have the right numbers of the right people with the right skills to support current and future warfighters. We will exercise these flexibilities to ensure resources are used wisely, with integrity, and with effective accountability.

Shortly after assuming my position, I immediately focused on improving our workforce initiatives. I am fostering a more integrated and strategic approach to AT&L workforce human capital planning, workforce initiatives, and training. I have initiated a comprehensive review of the AT&L workforce and will soon have in place (120 days after the QDR) a human capital strategic plan incorporating the National Security Personnel System (NSPS) and aligned with the QDR results and our analysis of

The foundation for all acquisition improvement efforts depends on a highly capable and qualified workforce that conducts the business of government in an atmosphere of transparency and integrity.

—Kenneth Krieg, USD(AT&L)
Sept. 27, 2005



the current AT&L workforce and evolving workload requirements (services, contingency operations, etc.).

The problem of an aging workforce is still very real and needs to be addressed. The average age of our civilian workforce is 46.7 years old, and the number of workforce members with 30-plus years of experience continues to increase. We face losing a significant amount of corporate knowledge, experience, and capability. I also have a specific concern about the impending talent gap created by a 10-year workforce drawdown. I am personally engaged and pushing hard to define processes and tools to assess workforce capability; and to tactically recruit, develop, and retain the right talent, with emphasis on smart execution and implementation.

Let me end my thoughts on workforce by saying that thoughtful human capital strategic planning and leadership development are critical for our future success. The foundation for all acquisition improvement efforts depends on a highly capable and qualified workforce that conducts the business of government in an atmosphere of transparency and integrity. To that end, I have initiated action to deploy performance management and multi-dimensional 360-degree feedback tools for the senior leadership team. Over 100,000 people have completed the online ethics module that we initiated this year, and I have made it mandatory that the remaining members of the acquisition workforce complete this training before the end of the year. Ethical behavior is a function of leadership. I have already met with my senior flag and Senior Executive Service officers to share my expectations and the expectations of the secretary [of defense]. As the secretary stated in his Sept. 7, 2005, department-wide memorandum entitled *Ethics and Integrity*, "Ethical conduct and integrity must be modeled by the department's leadership." I fully agree, and have sent this message to every member of the AT&L workforce.

Acquisition Process

Our nation currently has warfighters in harm's way, and we can not definitively predict who our next adversary will be or where the next conflict will occur. As a result, we need an agile, capability-based acquisition system that provides our primary customer—the warfighter—with the means to achieve victory regardless of whom we fight or where we fight.

I believe the Department has taken important steps to achieve that objective by implementing policy aimed at reducing acquisition cycle time while controlling cost. These new policies are streamlined and flexible and based on an evolutionary or phased acquisition approach. That approach mandates clearly stated requirements, developed in conjunction with the warfighter and the acquisition community; a thoughtful analysis of available alternatives; mature technologies; and independently assessed

costs. My intent, now and in the future, is to enforce these important disciplines while preventing requirements creep and ensuring overall affordability.

I should note as well that we have taken important steps that will help us to produce improved capability on time and within budget by re-energizing our approach to systems engineering. This critical discipline has always contributed significantly to effective program management at every level and will receive sustained emphasis during my tenure.

However, more must be done in the larger context of acquisition if we are to achieve success in the uncertain conditions we will face. Consequently, as part of our Quadrennial Defense Review, Acting Deputy Secretary [Gordon] England has directed me to review our acquisition and other business processes to ensure they are capable of meeting customer needs. While doing that, I have identified a number of key principles I believe we must follow to be effective that I would like to share with you.

- First, we must understand and define success in terms of the customer's success. In other words, we must be successful in the customers' eyes, not simply our own.
- Second, we must align authority, responsibility, and accountability—all conceived in a joint context—with associated standards. This will facilitate delegation of authority and decentralization of execution, while ensuring accountability consistent with identified standards.
- Third, we must base our decisions on authoritative data captured in a comprehensive management information approach linked not only to acquisition, but also to requirements and the planning, programming, budgeting, and execution system. This will help us to achieve insight and clarity, and honestly balance risks at the portfolio level to get the best value for the taxpayer.
- We must develop policy that allows even greater agility so we can acquire, mature, transition, and field advanced technology in ever shorter cycle times.
- Finally, we must accept forever the fact that our acquisition environment is in constant change, and our acquisition system must also change consistent with that dynamic. Change is not the exception, it is a constant that we must manage.

History has proven to us that those who respond to changing conditions survive and succeed, and those who don't will inevitably fail. I am very much aware of that fundamental lesson and will do all I can to develop an acquisition system capable of responding to the rapidly changing world we live in.

Interagency Acquisition

Besides QDR, there are several examples of the department examining its processes for interagency acquisition.

tions and acquisition of services. The department relies on "Interagency Acquisitions" and the assisting agencies (General Services Administration (GSA), National Aeronautics and Space Administration (NASA), Interior, Treasury) to meet many of our requirements for services and supplies. The department's recently issued policy in the area of interagency acquisitions is designed to ensure that interagency acquisitions are properly accomplished. The recent GSA Inspector General (IG) and DoD IG review of GSA's "Client Support Centers" has provided numerous lessons learned to the entire federal acquisition workforce in this area.

I recently issued a memorandum to the military departments and the other defense agencies requiring them to assess their compliance with the policy, and specifically with Section 803 of the Fiscal Year 2002 National Defense Authorization Act (NDAA) (competition requirements for contracts for services). The department will also evaluate the fees that we pay assisting agencies (Section 854, FY 2005 NDAA) for their support. We have developed on-line training, conducted on-site regional training with GSA and Defense Acquisition University, and established a Community of Practice online at <http://www.acq.osd.mil/dpap/specificpolicy/index.htm>.

We are committed to properly using interagency acquisitions to meet DoD requirements.

Services Contracting

In order to more effectively manage the significant expenditures being made in contracting for services, my staff is reviewing individual service acquisitions valued at \$2 billion or more. At the conclusion of the review, we will assess the effectiveness of existing policy and develop any necessary changes.

We are working to ensure the sound use of performance-based acquisition approaches; pricing techniques; and schedule, cost, and quality management. In addition, we are adopting a private sector best practice of applying a strategic approach to our contracts for services by developing a defense-wide strategic sourcing process. Pilot test programs include administrative clerical support services, wireless services, and medical services. We believe the strategic approach to acquiring services will enable the department to reduce total ownership cost, improve our ability to strategically address socio-economic goals, and employ more standard acquisition business processes. For example, this approach to administrative clerical support services is resulting in a strategy that is 100 percent set aside for small business with contracts planned to be available for use in early 2006.

Technology

Our current force enjoys a huge capability advantage as a result of the department's development of technologies

such as night vision, the Global Positioning System, and stealth; but the pace of technology development globally continues to increase. A stable research and development program is necessary to maintain a technology. Over time, potential adversaries will develop technologies to counter the current U.S. advantage, so continued technology refresh is critical. To meet this need, the department is refocusing its science and technology program to provide future disruptive and irregular capabilities such as hypersonic flight and weapons, oil independence, and nanotechnologies, to name a few. The recently established Research and Engineering Goals provide the framework to mature technology in specific areas of emphasis and to field the disruptive technologies of tomorrow.

Technology maturity is a factor in reducing program risk, thereby reducing near- and long-term program costs. We implemented Technology Maturity Assessments to assess if acquisition programs require more mature technology before entering the next phase. In addition, we have increased the number of demonstrations and prototypes, further ensuring adequate technology maturity and military utility by trying before buying.

While most programs use the traditional acquisition process, we have also established several alternate methods for transitioning technologies to meet emergent needs. For example, the Quick Reaction Special Projects (QRSP) program, which demonstrates technologies within one year and, most important, is able to respond to technological surprises encountered in the field. For instance under QRSP, the Urgent Testing and Evaluation Alternative Materials for Small Arms Protective Inserts (SAPI) production identified, developed, and evaluated additional qualified materials to allow manufacturers to increase their production rate for SAPI and enhance the warfighters' Interceptor Body Armor System.

The QRSP also supports the Combating Terrorism Technology Task Force (CTTF) and funded initial development of the Yuma Arizona Joint Experimental Range Complex, which is now used 24 hours per day. This test range provides a representative environment in which all technical and operational testing for the Department's counter improvised explosive device (IED) countermeasure development is conducted.

The Advanced Concept Technology Demonstration (ACTD) program is helping to establish an agile, rapid, and adaptive acquisition process. This program partners with science and technology producers to rapidly insert technology into the appropriate phase of the deliberative acquisition process, with the goal of providing on-ramps for acceleration. The new Joint Capability Technology Demonstration Program (JCTD) furthers this concept by developing and maturing technologies to support the



The F-117A Nighthawk Stealth Fighter attack aircraft was developed by Lockheed Martin. The Nighthawk is the world's first operational stealth aircraft.
Photograph courtesy Lockheed Martin.

Air Force Lt. Col. Rob Ament inspects his night-vision device in Jackson, Miss., before a rescue flight. The devices include night-vision goggles, a helmet mounting system, and a battery pack. Rescuers on HH-60G Pave Hawk helicopters used the equipment to locate people in New Orleans stranded by Hurricane Katrina.
U.S. Air Force photo by Senior Master Sgt. Elaine Mayo.



Army Staff Sgt. Lorenzo Johnson, Bravo Company, 2nd Battalion, 112th Armor, 56th Brigade Combat Team, 36th Infantry Division, examining his Global Positioning System receiver during a route reconnaissance patrol of Alternate Supply Route Boston in Iraq, on May 6, 2005. DoD photograph by Cpl. Brian A. Jacques, USMC.

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Sept. 27, 2005

Secretary Rumsfeld Publishes Top Legislative Priorities for FY 2007

(Oct. 8, 2005)



Flexibility in Preparedness

- Optimizing the Force to win the Global War on Terror
- Obtaining the best equipment available in the most expeditious manner to enhance readiness and capabilities
- Providing the Secretary of Defense with additional flexibility to structure our people (military, civil servants, and contractors) to meet emerging threats
 - Eliminating organizational redundancies
 - Streamlining management of the Department of Defense

Procurement Efficiency

- Rationalizing the Research and Development (R&D) and acquisitions processes to focus on emerging science and technologies
- Harnessing effective private-sector practices
- Controlling cost overruns
- Speeding the development and production of weapons
- Removing administrative requirements that impede the procurement process

Flexibility in Fiscal Management

- Obtaining enhanced ability to transfer funds in response to urgent needs

Efficiency in Information-Sharing with Congress

- Reducing burdensome, extraneous Congressional reporting requirements

Empowering Alliances

- Enhancing partnerships with federal agencies and states in order to prosecute the global war on terror and secure the Homeland
- Building partnership capacity of military or security forces to combat terrorism or engage in stability operations

unique needs of the joint community in an even more adaptive and responsive process.

ACTDs demonstrated their ability to rapidly insert technology in recent use by U.S. Northern Command (NORTHCOM) in responding to the Hurricane Katrina relief effort. NORTHCOM deployed products from two ongoing ACTDs: the Homeland Security/Homeland Defense Command & Control communication van. The communication van and an online information-sharing system provide a seamless voice and data communications capability between coordinating authorities. The communications suite can relay phone and video communications via satellite, providing immediate voice, data, and teleconferencing capabilities almost anywhere. On September 21st, the communication van was redirected and pre-positioned for needs arising from Hurricane Rita. Although the ACTD does not complete until FY 2006, the spiral development of this communication van is already transitioning, providing critical capabilities that might take years longer in the normal acquisition process.

Continued development of technology capability options requires innovation from a stable workforce of science, math, and engineering (S&E) skills. However, several trends show continued erosion of domestic S&E production to a point where the U.S. may no longer be the primary innovator in several areas crucial to national security.

To shore up this shortage in home grown technical talent, the department is actively engaged to institutionalize and expand the FY 2005 congressionally directed Science, Mathematics, and Research for Transformation program. The expanded program, called the National Defense Education Program, should increase the pool of U.S. scientists, mathematicians, and engineers eligible for security clearances, thereby building our future workforce and enhancing our future national security.

Industrial Policy

U.S. defense systems lead the world, and the U.S. industry that develops and builds them continues to be the most technologically innovative, capable, and responsive in the world. Although the American way of warfighting is evolving, the department expects that U.S. industry leadership will continue into the foreseeable future. The Defense Industrial Base Capabilities Study (DIBCS) series of assessments represent a strategic (15-20 years into the future) assessment that measures industrial base sufficiency against a new warfighting-focused, capabilities-based construct. The first round of DIBCS reports <<http://www.acq.osd.mil/ip>> identified 19 cases (less than 6 percent) where there was a potential U.S. industrial base insufficiency. My office is now reviewing the results of the assessments to determine how the department can best address the issues raised by the DIBCS assessments.

The department's research and development, acquisition, and logistics processes result in funding decisions that are normally sufficient to establish and sustain those industrial capabilities needed to secure the nation's defense. DoD research, development, and acquisition, and associated policies and program decisions, play the major role in guiding and influencing industry transformation by focusing market demand across a broad spectrum of industry segments to meet emerging and projected DoD requirements. First, the Department's weapons system acquisition policies and decisions shape the technological and programmatic focus of industry. Second, decisions made on defense firm mergers and acquisitions involving defense firms continue to shape the financial and competitive structure of the industry. Third, DoD evaluations and assessments of sectors or specific industry issues help identify future budgetary and programmatic requirements. Finally, the department incorporates industrial base policies into its acquisition regulations and strategies to promote competition and innovation.

The industrial base supporting defense, which includes an increasing number of nontraditional suppliers, is generally sufficient to meet current and projected DoD needs. Nevertheless, there are and will always be, problem areas that the department must address. The Annual Industrial Capabilities Report to Congress summarizes those industrial issues of most importance to the department and discusses DoD plans and actions to address those problems.

Conclusion

As you know, there are two significant reviews under way that will certainly provide additional insights and recommendations that will guide acquisition change in the future. One—the Defense Acquisition Performance Assessment Project (DAPA)—was initiated by the acting deputy secretary in June. This important review is being conducted through a federal advisory committee and includes not only senior officials from government, but also industry officials. Issues and solutions are being sought via public forums from a wide cross-section of interested parties, interviews with government and industry program managers, and collaborative teams of intermediate and senior members. The DAPA director regularly briefs the deputy secretary, the Service acquisition executives and me, as well as congressional staff members on the progress of the report. I look forward to reviewing the findings and recommendations when the report is submitted to the acting deputy secretary on Nov. 15, 2005.

As I mentioned before, I'm part of the Quadrennial Defense Review the department is undertaking. We're trying to do something different with this QDR than we've done in the previous two or three.

USD(AT&L) KEY PRINCIPLES



- We must understand and define success in terms of the customers' success. In other words, we must be successful in the customers' eyes, not simply our own.
- We must align authority, responsibility, and accountability—all conceived in a joint context—with associated standards. This will facilitate delegation of authority and decentralization of execution, while ensuring accountability consistent with identified standards.
- We must base our decisions on authoritative data captured in a comprehensive management information approach linked not only to acquisition, but also to requirements, and the planning, programming, budgeting, and execution system. This will help us to achieve insight and clarity, and honestly balance risks at the portfolio level to get the best value for the taxpayer.
- We must develop policy that allows even greater agility so we can acquire, mature, transition, and field advanced technology in ever shorter cycle times.
- We must accept forever the fact that our acquisition environment is in constant change, and our acquisition system must also change consistent with that dynamic. Change is not the exception, it is a constant that we must manage.

Duncan McNabb, who is currently serving on the Joint staff in J-4, is co-chairing QDR business practices with me. We are working business practices as part of strategy development. The work that Duncan and I have under way encompasses five broad business areas: (1) supply chain; (2) medical readiness and performance; (3) acquisition—not little “a,” or how you procure, but big “A,” thinking through demand and supply and then tying it to logistics over time; (4) strategic process integration, or tying planning to resource allocation and execution management; and finally, (5) corporate governance.

I should note that I was a junior member of the Packard Commission staff and am ever mindful of [David Packard's] direction that we ensure a tight relationship between the three department processes. I think what we have missed so far is the integration of requirements, acquisition, and resources—working together—to permit early and regular trade-offs between cost, performance, and schedule. Duncan and I are working hard to ensure that an effective and complementary relationship amongst those processes is clearly and permanently institutionalized.

In closing Mr. Chairman, thank you for the opportunity to testify before the Committee about our acquisition policies and processes, and, especially, our people. I would be happy to answer any questions you and the Members of the Committee may have.

Seven Deadly Sins of Project Management

Wayne Turk



The sins of project management don't necessarily correspond to the original sins, but they do meet the criteria of the Roman Catholic Catechism, which explains that "sin creates an inclination to sin; it engenders vice by repetition of the same acts. This results in perverse inclinations which cloud conscience and corrupt the concrete judgment. ... Thus sin tends to reproduce itself and reinforce itself."

To put it in blunt terms, when you start screwing up and making bad decisions, you have a tendency to screw up more in the same vein, and that ruins your management judgment and can have a serious impact on the project. We in the project management field aren't saints—or at least most of us aren't—but we need to learn not to be sinners in the field either. So let's look at the seven deadly sins of project management and how you can avoid them.

Sin #1: Failing to have good, stable requirements

Good requirements are the underpinning of any project. Bad requirements are one of a PM's worst nightmares. Without good requirements, you don't know if you are building the product that a user or client needs. Usually there are hundreds or even thousands of requirements for a project. With bad requirements, you are stuck with an impossible task. You end up guessing what is needed.

Requirements should be well written (see "Mission Possible ... With Good Requirements," *Defense AT&L* September-October, 2005), quantifiable, testable, and all the other adjectives that describe good requirements. Starting with good requirements and using a good require-

Everyone has heard of the seven deadly sins: pride, greed, envy, anger, lust, gluttony, and sloth. The list was supposedly developed by a 6th century pope, Saint Gregory the Great, and another man who became a saint, John Cassian. These sins are religion-based, of course, but there are also seven deadly sins in project management.

Turk is a retired Air Force lieutenant colonel and a manager with SRA International supporting National Guard Bureau information technology projects and distance learning classrooms. He has managed projects for DoD, other federal agencies, and non-profit organizations, and he is a frequent contributor to Defense AT&L.

ments management system are critical for project success (see “Requirements Management . . . A Template for Success,” *Defense AT&L*, March-April, 2005).

Requirements stability is a recurring dream for project managers. It is not going to happen for most projects; requirements change, but that change can be controlled, at least to a certain extent. As a PM, it is incumbent on you to minimize the changes to only those that are necessary. And when changes come, and they will, make sure that funding to pay for the changes comes also. Scope creep is the serpent that goes with the sin and will get you thrown out of the Garden of Success.

Sin #2: Trying to do the job without enough resources or a good schedule

This is directly akin to the sin of pride in the original seven sins. It may be an ego problem or it may be forced on the PM by outside agencies. If it is an ego problem, learn to be realistic. Talk to your team and find out what they believe can be done with the resources available and in the time available. Meeting the schedule and staying within budget are how the PM is graded as to real and perceived success. If you don't meet the schedule, even through no fault of yours or your team's, the project is deemed a failure. The same is true of over-running the budget.

Many projects are given a completion date by an outside agency or higher headquarters. You can achieve a better chance of success by developing a schedule using the completion date and working backwards to include all of the necessary actions. Decide if the schedule is realistic and can be made. If not, develop a realistic schedule. It then becomes the PM's job to sell the new schedule. Throwing money or resources at the project may help to resolve some schedule problems, but even that won't always help. With money tight, the chances of getting the extra funding are slim or none. (And as they say, Slim is on vacation.)

If you have a schedule that looks impossible, there might be ways to help to compress the work during the time available. One way is to make as many of the tasks as possible parallel rather than sequential. For example, it is sometimes possible in the software world to develop the software in modules. Admittedly, it is difficult and requires good coordination among the module developers, but work can proceed on multiple modules at one time with each module tested as it comes ready, and final integration testing at the end. This is just one example. Finding ways to compress a schedule is a challenge for your whole team. Ask their help and listen to their ideas.

Do your planning! Set up a posted schedule and track progress against that schedule. Use Earned Value Management to compare budget and schedule. Whatever the schedule and budget—plan, monitor, and replan.

Sin #3: No good, repeatable processes (a.k.a. continually reinventing the wheel)

Processes are the key to the puzzle. Knowing that things are done the same way every time gives the team and customer confidence that nothing is missed and that the results are trustworthy, useful, and usable. Don't reinvent when you can leverage on previously developed and proven work.

Begin with established standards and processes from your own organization. They are a good baseline. Look at other public and private sector processes. The Government Accountability Office can be a great source of information on government best practices. Which processes and products that you use will depend upon your project. Don't hesitate to talk to others with more experience. Get them to share their successes and what didn't work for them.

The Carnegie Mellon Software Engineering Institute has developed Capability Maturity Models and ratings for organizations. Their Web site is full of good information on processes and is worth reviewing: www.sei.cmu.edu.

There is a caveat: Processes are a good thing, but they are the *roadmap*, not the *destination*. Processes are based on history and don't always apply to present circumstances. There are always the unexpected and the unplanned. Innovation and original thinking are needed to resolve problems. But don't stray from the processes as a habit. That can get you in trouble.

There's another problem with processes. Some people and organizations get so caught up in the processes that they forget about results. Results are what PMs are paid for. So don't get so caught up in the processes that you forget your job—to end up with a specific product.

Sin #4: Not identifying risks and working to mitigate them

Risk management is a discipline for living with the possibility that future events may cause adverse effects. A good risk management process to identify and mitigate risks is a necessity. Risk management should be used to continuously assess what can go wrong in the project, determine which of the risks are most important, identify the potential effects or outcomes, and implement mitigation strategies to deal with them. Don't make it an exercise just to check the blocks. Use risk management to find those risks that could have a negative impact on the project, and diligently work to find strategies to overcome, bypass, resolve, or mitigate the risks. Schedule reviews on a regular basis as a tool for communication and review of risks. Otherwise unpleasant surprises are in your future.

Former DoD Transformation Head Dies at Age 63

Gerry J. Gilmore
American Forces Press Service



WASHINGTON, Nov. 14, 2005 – Retired Navy Vice Adm. Arthur K. Cebrowski, former director of DoD's Office of Force Transformation, died Nov. 12 at age 63.

Cebrowski had already experienced a highly successful military career when he was appointed by Defense Secretary Donald H. Rumsfeld on Nov. 26, 2001, to lead DoD's transformation efforts.

"Art Cebrowski is the perfect guy to promote and analyze our transformation efforts," Rumsfeld said in a DoD news release announcing Cebrowski's appointment.

Cebrowski was chosen for the position, Rumsfeld said, due to the admiral's vast military experience, strong credentials in joint operations and information technology, and grasp of cultural and technical issues involved in transformation.

"All of society is moving from the Industrial Age to the Information Age," Cebrowski said during an interview conducted shortly before he retired Feb. 1, 2005, as director of DoD's Office of Force Transformation. "Now the military is as well."

Transformation has taken hold across DoD and is here to stay, Cebrowski said in luncheon remarks to American Institute of Aeronautics and Astronautics members just before he stepped down as transformation chief.

For example, Cebrowski pointed out, the U.S. Army isn't going to jettison its new combat-brigade structure centered on the Stryker armored vehicle and go back to an old-style, division-based tactical force structure. Smaller, lighter military units like Stryker brigades pack a powerful punch and can be more quickly transported to global hot spots than heavy "legacy" armored divisions.

The armed services also have thousands of noncommissioned officers and junior- and mid-level commissioned officers who have combat experience under the new transformational doctrine, the admiral said.

"That changes the force," Cebrowski said. The department also has harnessed new technologies, he said, to greatly improve and expand its communications capabilities.

Cebrowski was born in Passiac, N.J., on Aug. 13, 1942. He graduated from Villanova University, located just outside Philadelphia, Pa., in 1964. He also secured a master's degree in computer systems management from the Naval Postgraduate School.

The admiral was a naval aviator who'd had combat experience in Vietnam and Operation Desert Storm and had commanded Fighter Squadron 41 and Carrier Air Wing 8. Cebrowski also commanded the assault ship *USS Guam*, the aircraft carrier *USS Midway*, and the *USS America* battle group. His joint assignments included service as the director for command, control and communications on the Joint Staff.

Cebrowski had also served in the Office of the Chief of Naval Operations as director of space, information warfare, and command and control. He retired from the U.S. Navy in October 2001 after serving as president of the Naval War College, in Newport, R.I.

The Office of Force Transformation works with other DoD office elements involved with policy, acquisition, technology and logistics to develop strategies and processes for force structure transformation.

Defense AT&L interviewed Cebrowski in the March-April 2004 issue. The interview can be found at <www.dau.mil/pubs/dam/dam_issues04.asp>.

DoD photograph.

Eighteenth International Defense Educational Arrangement (IDEA) Seminar



June 19-23, 2006
To be held in
Madrid, Spain

The Eighteenth International Defense Educational Arrangement (IDEA) Seminar will held in Madrid, Spain.

The seminar will be a theme-based format, to include an industry day, will provide for your individual participation, and will provide you information exchange and feedback.

The seminar is sponsored by IDEA, which consists of defense acquisition educational institutions in Spain, Sweden, Australia, the United States, the United Kingdom, Germany, and France.

Those eligible to attend are Defense Department/Ministry and defense industry employees from the seven sponsoring nations who are actively engaged in international defense education programs. Other nations may participate by invitation.

Invitations, confirmations, and administrative instructions will be issued after May 1, 2006.

Contact an IDEA team member for additional seminar information:

Comm (U.S.): **703-805-5196 or 5151**

E-mail: internationalseminars@dau.mil

Updated information can be found on our Web site: <<http://www.dau.mil/international/international.aspx>>

Here is one simple method of risk management.

Begin with risk assessment:

- Identify all (or as many as possible) of the potential dangers that will affect the project
- Assign specific responsibility for each risk to an individual or team
- Put the risks in a database or spreadsheet
- Assess the probability of occurrence and potential impact of each
- Rank/prioritize the risks.

Progress to risk control/mitigation:

- Identify techniques and strategies to mitigate the risks
- Implement the strategies
- Monitor the effectiveness of the strategies and update risk levels
- Report on the success/status on a periodic basis.

Sin #5: Wanting the latest and greatest

Here is another PM sin that directly parallels one of the original sins: Lust. PMs (and their customers) love technology and shiny new toys. They lust after them. Too often, an important project is started using a technology with no proven capability or with which no one on the team has had experience. People get sold on the new toys and technologies by vendors or by what they read of others' successes. This is prevalent throughout DoD and the government. It can be summed up with the sigh of despair that I have heard from my wife so often: "Boys and their toys!" (Though it's not just the boys who fall victim to the lust for the latest bells and whistles.) Look at new technologies, but remember that the leading edge of technology can often be described as the "bleeding edge."

At the other end of the spectrum are those who won't try anything new because of the risks and the fact that "we've always done it this way." It is the other side of the latest-and-greatest coin and just as much a deadly sin. Being totally risk averse and/or closed to new technology or new ways of doing things leads to stagnation and little or no progress.

Sin #6: Poor communication

Lack of communication can ruin a project. If the whole team doesn't know what is going on, they can be moving in opposite directions. That leads to wasted effort and rework. It is not just communication with the team, though. Make sure everyone who needs to know is aware of what is going on. Communicate up the chain, with your peers, and with your team. Your boss: Let him or her know what is happening with the project on a regular basis. Your team: Give them feedback on their work and on the project status and plans. Keep them informed about what is happening, what changes are occurring, and why. Others outside your organization: Keep them in the know.

One good way of sharing information is the interim (or internal) project review. Think about it before you groan, "Oh no! Not another meeting or report!" IPRs can be a wonderful tool. There are two types. One is the internal IPR for the team to share information with each other and the PM. The other is for the PM to share information with management and/or the customer(s). Make sure that you are prepared for the questions that will come up; otherwise you can look pretty foolish or lose your credibility.

Sin #7: Bad people management practices

Good project management requires good people management skills. New managers (and not-so-new ones) frequently have few, if any, people management skills and usually aren't trained in managing. Too often upper management believe that if people have great technical skills, then they can manage. Many projects fail because of the poor management skills of the PM. There is no need to go into bad management practices in detail. Everyone has seen them.

The things that make a manager good are evident. He cares about the job and the people. She is honest, sensitive, knowledgeable, patient, and self-disciplined. A good manager is an inspiration to those under her. He praises in public and corrects in private. Good managers get the mission accomplished without abusing their people. They don't ask others to do what they wouldn't do themselves. They're good communicators and listeners. All of these attributes should be common sense, but they are sometimes lost in practice by managers.

All is not lost for new or inexperienced managers, though. People management skills can be learned. DoD and other government agencies have training courses. Mentors are available. There are many books and articles on the subject. Take advantage of what's available. Learn both the technical and people side of project management. Then put theory into practice.

Don't Abandon Hope, All Ye ...

According to religious beliefs, violating the original seven deadly sins can send you to hell. Dante described the extremely appropriate and very nasty punishments for those sins in the *Inferno*. In the world of project management, committing any of the seven sins can put you in a different kind of hell with nasty punishments of its own. It's no place to be, and you can escape it. Avoid the seven deadly sins of project management, and you'll be on your way to PM heaven, not the fiery pit.

The author welcomes comments and questions and can be contacted at rwturk@aol.com.

Practical Tools for Managers of Smaller Projects

Brad S. Hierstetter

Regardless of career field or program affiliation, nearly all defense employees are project managers of sorts. After all, projects are unique endeavors of limited duration, directed at achieving a specific result. Some projects are large and complex; however, many are much smaller.

This article will introduce you to several practical project management tools that managers of smaller projects can effectively use to increase the likelihood that their projects will be successful. Most lend themselves nicely to a team approach, and none requires expensive or complicated project management software to implement.

Project Selection

As managers, we spend a fair amount of time analyzing the programs under our cognizance. In so doing, we conceptualize projects we think will improve our programs in some way. Sometimes our list of potential projects grows fairly long. Almost always, our ability to implement multiple projects simultaneously is hindered by the resource constraints so characteristic of today's defense environment. So how do we prioritize among these projects?

Selection Tool # 1: Project Aspect Comparison Grids

Project Aspect Comparison Grids allow you to examine the merits of potential projects based on multiple dimensions. Here's how to use this tool and to interpret the results:

- **Step 1:** Develop a list of project aspects that you consider to be important. The aspects that you choose will be subjected to a qualitative cost-benefit analysis. Be sure to clearly define and document each of your aspects.
- **Step 2:** Indicate the expected degree of costs and benefits associated with each project aspect by placing an "X" in the appropriate box in the grids that appear in Figure 1. In theory, an "X" placed on or above the shaded diagonal cells indicates a supportable rating for that particular aspect.
- **Step 3:** Prioritize by comparing the completed grids of each project.



Selection Tool # 2: Pairwise Ranking

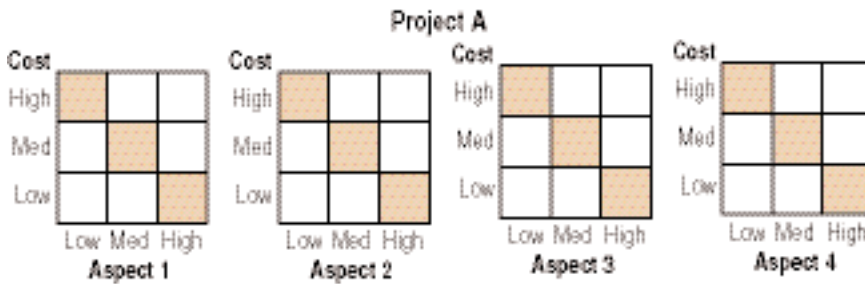
Pairwise Ranking can be used to order your potential projects or, for that matter, any list of options that you want to prioritize. Consult pages 108 and 109 of the *DAU Program Manager's Tool Kit* at www.dau.mil/pubs/misc/toolkit.asp for an explanation of how to use pairwise ranking. Be sure to develop (and document) a clear definition of project attractiveness when using this tool.

Project Planning

Now that you've selected which project you're going to pursue first, how do you increase the chances of completing this project successfully on the initial attempt (i.e., with little or no rework)?

Hierstetter, a naval logistician, holds a master's degree in management from the University of Management and Technology and is a certified Project Management Professional.

FIGURE 1. Project Aspect Comparison Grids



Use as many grids as necessary to accommodate all projects and associated aspects.

Planning Tool # 1: Approach/Customer Needs Alignment Aid

The Approach/Customer Needs Alignment Aid allows you to pinpoint and prioritize customer requirements. From there, you can select the project approach that best addresses your customer’s collective needs. Instructions for using this tool are embedded in Figure 2. Note, though, that the basic process consists of identifying as many customer needs as possible, quantifying how important each is to your customer, and determining how well each of the project approaches that you’re considering addresses your customer’s collective needs.

Planning Tool # 2: Approach/Potential Problem Alignment Aid

The Approach/Potential Problem Alignment Aid assists you in identifying things that could go wrong with your intended project approach and in modifying it in a fashion that best mitigates/eliminates the chances of these potential problems negatively impacting your project. Instructions for using this tool are embedded in Figure 3. The basic approach consists of identifying as many things that could go wrong with your intended approach as possible, quantifying the seriousness associated with each scenario (were it to be realized), and determining how well proposed modifications to your approach address the potential problems as viewed collectively.

Planning Tool # 3: Program Evaluation and Review Technique (PERT) for Estimating

The PERT estimation method allows you to quickly estimate project costs and durations. The formula is as follows:

$$\frac{\text{worst case estimate} + 4 (\text{most likely estimate}) + \text{best case estimate}}{6}$$

If you want your estimate to lean toward the conservative side, use a smaller number in the denominator.

Project Control

Now that you’ve defined your approach and begun to implement it, how do you track expenditures and progress against cost and schedule baselines?

Control Tool # 1: Cumulative Cost Curve

The cumulative cost curve, sometimes referred to as the s-curve, provides a graphical comparison between your project budget and your actual expenditures. Here’s how to create and interpret a cumulative cost curve:

- **Step 1:** Create a graph with the vertical axis labeled “dollars” and the horizontal axis labeled “time.”
- **Step 2:** Plot your budget data on the graph that you created in step 1 above.
- **Step 3:** As your project progresses, plot (in a different color) your actual expenditures on the same graph.
- **Step 4:** Choose a point in time to examine. If your actual expenditures line for that point in time lies *below* your budget line, then you’re under budget. If your actual expenditures line *overlaps* your budget line, then you’re within budget. If your actual expenditures line lies *above* your budget line, then you’ve exceeded your budget.

FIGURE 2. Approach/Customer Needs Alignment Aid

		APPROACHES
Customer need	Importance of need to customer	Approach 1 Type Approach 1 here.
Type customer need 1 here.	Rate high to low using the scale 10 - 1. 10 signifies that need is of utmost importance to customer. 1 signifies that need is of minimal importance to customer. Type rating here.	How well does Approach 1 address customer need 1? Rate high to low using the scale 10 - 1. 10 signifies that approach entirely addresses customer need. 1 signifies that approach minimally addresses customer need. Type rating here. *Importance of need 1 to customer multiplied by how well Approach 1 addresses customer need 1. Type product here.
Type customer need 2 here.	Rate high to low using the scale 10 - 1. Type rating here.	How well does approach 1 address customer need 2? Rate high to low using the scale 10 - 1. Type rating here. *Importance of need 2 to customer multiplied by how well Approach 1 addresses customer need 2. Type product here.
How well does each approach satisfy customer needs (viewed collectively)?		Type sum of starred boxes (“Importance”) that appear under the Approach 1 column.
Approach selection criteria:		Approach with the highest sum best satisfies customer needs (viewed collectively).

Repeat form as necessary to accommodate all needs and approaches.

On Your Way to the Top?

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DAU also offers fee-for-service consulting and research programs.

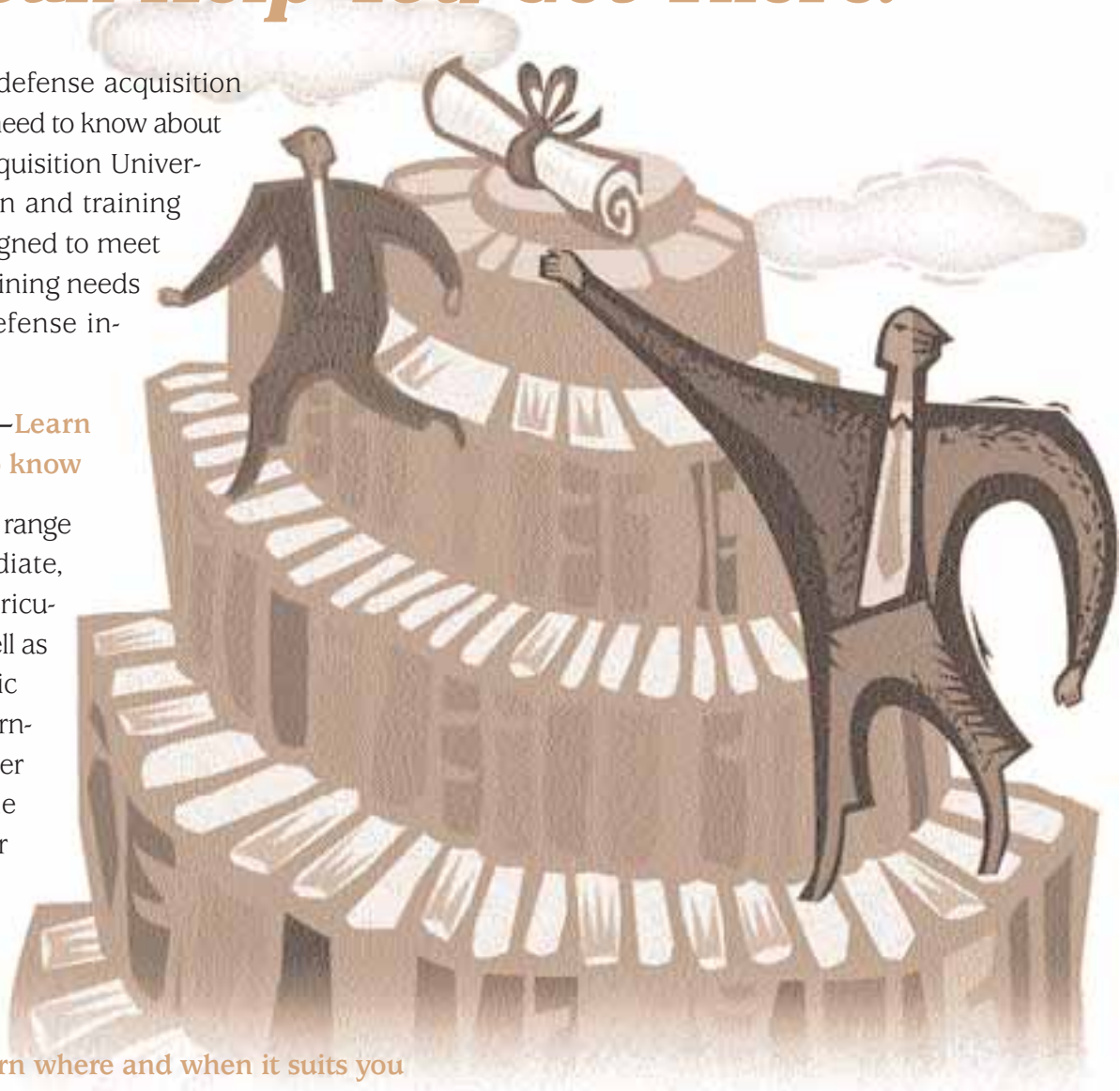


FIGURE 3. Approach/Potential Problem Alignment Aid

		CONCERN MITIGATION/ ELIMINATION ACTIONS
What can go wrong/concerns?	Seriousness (if realized)	Action 1 Type Action 1 here.
Type problem/concern 1 here.	Rate high to low using the scale 10 - 1. 10 signifies serious negative impact to project. 1 signifies minimal impact to project. Type rating here.	How well does Action 1 address problem/concern 1? Rate high to low using the scale 10 - 1. 10 signifies that action greatly mitigates or eliminates problem/concern. 1 signifies that action minimally addresses problem/concern. Type rating here. *Seriousness of problem/concern 1, if realized, multiplied by how well action 1 addresses problem/concern 1. Type product here.
Type problem/concern 2 here.	Rate high to low using the scale 10 - 1. Type rating here.	How well does Action 1 address problem/concern 2? Rate high to low using the scale 10 - 1. Type rating here. *Seriousness of problem/concern 2, if realized, multiplied by how well Action 1 addresses problem/concern 2. Type product here.
How well does each action address the problems/concerns (viewed collectively)?		Type sum of starred boxes ("Seriousness") that appear under the Action 1 column.
Approach selection criteria:		Approach with the highest sum best addresses the problems/concerns (viewed collectively).

Repeat form as necessary to accommodate all problems and potential actions.

Control Tool # 2: Basic Gantt Chart

For each project task/subtask, the basic Gantt Chart provides a graphical comparison between your baseline schedule and your actual, realized progress. You'll find instructions on page 119 of the *Program Manager's Tool Kit*.

Control Tool # 3: Earned Value Management

Sometimes, because of project size or complexity, it becomes difficult to ascertain—using only the cumulative cost curve and the basic Gantt chart—where your project stands with regard to cost and schedule baselines. By measuring work effort in terms of dollars, Earned Value Management provides an integrated perspective of both cost and schedule performance. At first glance, EVM may appear to be difficult to comprehend. The reality, however, is that EVM is composed of just three basic building blocks:

- **Actual Cost:** AC indicates how much you actually spent to do the work you actually accomplished (formerly referred to as Actual Cost of Work Performed).

- **Earned Value:** EV is the dollar value of the work that you actually did (formerly Budgeted Cost of Work Performed).
- **Planned Value:** PV is the dollar value of the work that you were supposed to do. In essence, it is your baseline plan or target (formerly Budgeted Cost of Work Scheduled).

Using these three basic building blocks, you can make a variety of calculations that provide insight into how well your project is progressing in relation to your cost and schedule baselines.

Here are some of the more useful EVM calculations:

- **Cost Variance:** CV is a comparison between how much you actually spent to do the work (your AC) and the dollar value of the work accomplished (your EV). You want your CV to be equal to or greater than 0. Calculation: $EV - AC = CV$.
- **Cost Performance Index:** CPI can be thought of as spending efficiency. You want your CPI to be equal to or greater than 1. Calculation: $EV/AC = CPI$.
- **Schedule Variance:** SV is a comparison between the dollar value of the work that you were supposed to do (your PV) and the dollar value of the work that you actually did (your EV). You want your SV to be equal to or greater than 0. Calculation: $EV - PV = SV$.
- **Schedule Performance Index:** SPI is essentially a measure of work efficiency. It provides insight into what portion of the planned effort you actually achieved. You want your SPI to be equal to or greater than 1. Calculation: $EV/PV = SPI$.
- **Critical Ratio CR:** CR is an overall measure of your performance. You want your CR to be equal to or greater than 1. Calculation: $CPI \times SPI = CR$.

Project Closeout

You've completed all of the steps in your project plan. Is your project finished? Yes and no. It's always a good idea to look back upon your project as it developed throughout its life cycle and to document lessons learned. This will provide you and your coworkers with a written record of issues that surfaced, insight into why they arose, and how they were resolved. The information can prove useful as you and your teammates move on to future project management endeavors.

Project management tools don't have to be overly complicated to be effective. Consider using some or all of the tools discussed in this article on the next small project assigned to you, and you'll increase the likelihood of successful completion.

The author welcomes comments and questions. Contact him at brad.hierstetter@navy.mil.

What to Expect When You Don't Know What to Expect

Overcoming Four Major Obstacles When You're the Unassuming New Hire

E. Sherie Kim

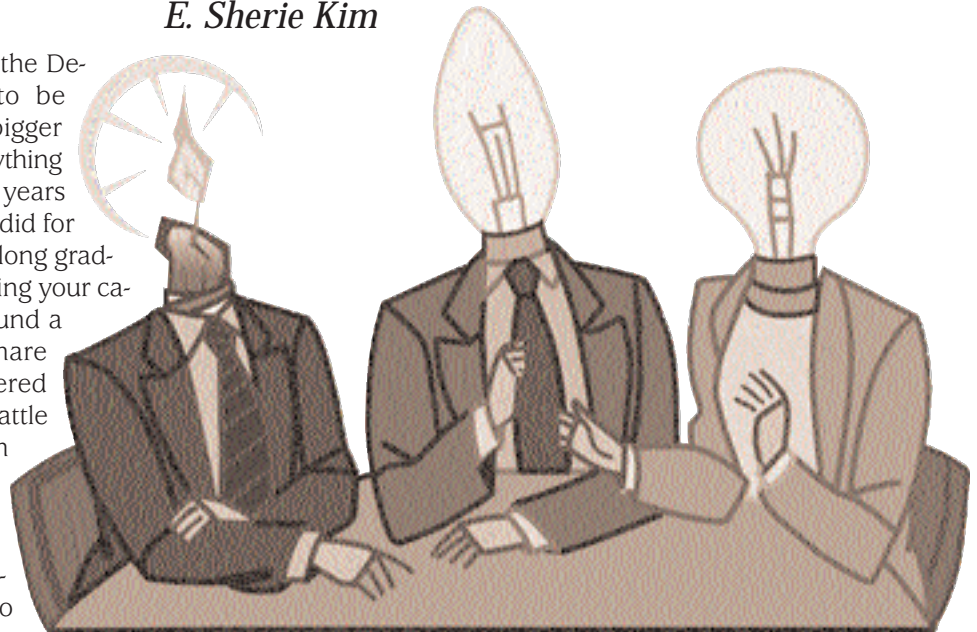
It's hard enough being new to the Department of Defense, but to be thrown into a project that is bigger and more complicated than anything that was attempted even five years ago can keep you up at night (as it did for me for two months). If you've not long graduated from college and are beginning your career (and even if you've been around a while), I have four obstacles to share with you that I recently encountered during a test event for the Army Battle Command System (ABCS), a system of systems. In case you're new to the acquisition workforce, a system of systems consists of individual systems that provide a similar function and are brought together into one overarching system to meet a particular need—and they're all the rage right now.

My experiences are in the test and evaluation field, but they are just as applicable to other projects that you'll be involved with in the world of defense acquisition. I hope they'll help prepare you for some of the challenges you may face.

Obstacle 1: But We've Always Done it This Way!

The way that test and evaluation is supposed to be conducted is so heavily imprinted in some heads that getting people to shift their thinking can lead to some serious arguments. When you're dealing with a system of systems, the number of people in this mindset multiplies drastically and can be overwhelming if nothing is done to get everyone thinking about the current situation and not just how things used to be done.

Of course, it's crucial to have experienced testers and evaluators. Without them, we'd never make it to a test event, much less an acquisition decision. We appreciated having past experience and expertise on the ABCS evalua-



Nothing about this test was typical, and it required everyone to shift from thinking about how things had been done in the past to how things needed to be done now to help the warfighter.

tion team, people who knew how T&E was typically done. However, nothing about this test was typical, and it required everyone to shift from thinking about how things had been done in the past to how things needed to be done now to help the warfighter.

We spent many days beating our heads against a closed door in a room where a few of us were hiding to escape the barrage of "But we always had access to this type of data!" and "These data were never classified before, so why are they now?" and similar cries. We needed people to apply what they'd learned in the past to our current situation. If people previously had access to a certain type

Kim is an analyst for the Army Test and Evaluation Command in Alexandria, Va., where she has worked for three years.

of data and now found themselves at a test where only certain individuals could view the data, it did no good for them to point out repeatedly the way it was once upon a time. We needed a solution that would give people what they needed without compromising whatever rules were in place for the data access.

It turned out that the issue wasn't that some people were banned from viewing the data, but that only a certain number of people could be given access because of constraints with issuing user names and passwords. We found that a good solution was to allow the individuals without access to the data to sit with someone who did have access so that they could review them as well. It was a limitation of the test, but it was something that had to be accepted and worked around.

There will always be those who are resistant to change or to new methodologies. Step up to the plate, even if you're new, and help these individuals define what the problem is, then talk to people who can effect change. There will always be someone who will help you fix the problem or else tell you why the change can't be implemented and help you come to a compromise that you can relay to your team. It seems obvious, but many people don't take this step—and it's a step that can begin transforming you from "employee" to "leader," which isn't a bad thing to start doing at any stage in your career.

Obstacle 2: Didn't Anybody Write Anything Down?

ABCS had no formal documentation as a system of systems when we began planning for our T&E. There was no system of systems operational requirements document or capabilities production document, no system of systems test and evaluation master plan, no system of systems system evaluation plan. In other words, there was limited guidance as to what ABCS was required to do other than fulfill a capability to help commanders envision the battlespace. We knew that commanders needed friendly and enemy pictures, but we did not have a requirement for how long it should take to see friendly and enemy unit icons or to have an overlay updated.

It's a challenge to evaluate a system if you don't know what the requirements are and therefore have no evaluation plan. But don't get discouraged. Even if you find yourself in this situation, there are things you can do to get data for your analysis, even if you're not completely familiar with acquisitions. The ABCS team created a matrix that listed the data that we believed should be collected and the events we planned to use for the data collection. Given the changing T&E environment, we knew we were limited in how much data we could collect from an operational event when a unit is preparing for deployment. Therefore, we relied largely on answers from questionnaires provided to the soldiers at the end of the

Army Battle Command System: A System of Systems

ABCS helps commanders visualize the battlespace and consists of 11 systems that provide this capability:

- Advanced Field Artillery Tactical Data System
- Air and Missile Defense Planning and Control System
- All-Source Analysis System-Light
- Battle Command Sustainment Support System
- Digital Topographic Support System
- Force XXI Battle Command Brigade and Below
- Global Command and Control System-Army
- Integrated Meteorological System
- Integrated System Control
- Maneuver Control System
- Tactical Airspace Integration System

Although ABCS consists of 11 systems either seeking or having already received acquisition decisions, the system of systems itself has no acquisition decision. It is intended for use in theater by a division-sized Army unit.

test. Some questions required soldiers to write out their own answers (for example: "What ABCS capabilities did you find to be most useful?") while others were Likert-scale questions requiring answers such as "Strongly Agree" or "Disagree" to be circled.

Yes, it was difficult not having the typical documentation that usually accompanies a system. However, many of us felt that this limitation gave us the freedom to steer our evaluation the way we felt it should go, and coupled with some instrumented data that we had gathered, reading the soldiers' responses was an excellent way to determine whether or not the warfighters' needs were being met. Don't be afraid of not having enough information to conduct what would be defined as typical T&E. You already know enough to structure useful interviews or questionnaires, so start with what you know and work with your team to make it fit with the team's objectives.

Obstacle 3: What Does This Thing Do Anyway?

Chances are, you didn't sit down one day, open up a calculus textbook, read through it once, and then walk away with a profound understanding of mathematics. You probably attended a class for a semester or two in college, worked and re-worked problems, asked a lot of questions, and took a final examination that told you whether or not you truly had a grasp of calculus. It's no different for the end users of a system of systems and the system evaluators. Imagine how hard a system can be to learn if you have no prior knowledge of it. It can take months. But if

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you're busy preparing for multiple missions, you may not have months to train. You may not even have weeks. Add to that the difficulty of having to understand how your system fits into this system of systems concept, and you have the potential for one confused individual.

The ABCS evaluation team discovered just how critical training can be. Some soldiers failed to understand what the system of systems did and how it did it. Others expressed concern for the training they received: it was too short and could therefore only teach them what buttons to push, not why they were pushing them, which was what they were interested in learning. Still other soldiers received no training at all. The culprits? Time constraints as they prepared for deployment and a high soldier turnover rate in the unit, so soldiers who had been trained were replaced by soldiers with no knowledge of the systems. And the biggest problem? There's more riding on the soldiers' final exam than on a college calculus final. They have to take the system with them into war, and that's not an examination anyone wants to fail.

Beyond that, we as the T&E community must understand these systems, and trying to evaluate a system you're just seeing for the first time is a daunting task. The interfaces may be new to you, or there may be too many screens to look at to understand what the soldier is doing. Be prepared for training and evaluation constraints in your systems. The systems are being built to do more than can be imagined, and with that comes a level of complexity that can make both training and understanding systems for evaluation more difficult. It can be discouraging to have a system whose potential is not tapped because of training constraints, but develop a plan that helps your team work through this obstacle, not fight it. If you're new to the T&E community, this is your chance to develop a plan based on what we all learned in college: there's not enough time to learn everything there is to learn, so learn what you need to stay ahead of the competition.

Obstacle 4: Where is Everyone?

Do you sometimes find that you can't locate a particular person you need to speak with? Maybe it's a co-worker down the hall who seems to have disappeared when you need to have a question answered immediately for your boss. Or maybe you're in a group meeting and two of the six people who needed to be present didn't show up to work that day. This is typical when you work anywhere.

Now imagine this same scenario but at the system of systems level. You have everyone from testers, evaluators, program managers, developers, and representatives from other commands, agencies, and military units who need to talk to one another. Their schedules are varied and are usually already filled with other meetings and tasks. You can try to get everyone together for a teleconference, but for those who are of higher rank or in a higher position,

face-to-face meetings are often needed, which can get tricky with schedules and funding.

It's difficult to attack this logistical nightmare, as we found with the ABCS planning sessions. Systems of systems, by default, involve a lot of players, and we found that it was good to have one or two points of contact in our team to act as liaisons with the points of contact in the other groups. This kept the information consistent amongst all parties involved instead of having multiple people being told different things from different agencies who might not have yet received the most recent official word on the issue at hand. Of course, this didn't always work—nothing's perfect—but it was a good strategy to try to follow, and it minimized confusion in the masses. That exact strategy might not work for you because every situation is unique, so vary it as necessary to make it work for you.

Don't be afraid to take the lead and implement a strategy like this—or any other idea that you think could be beneficial if what's being done isn't working. If you're new to the field, find co-workers who you think are efficient leaders and model yourself after them. Talk to them about what you plan to do to help coordinate these large meetings and get their ideas. I started doing this for many different challenges that we had with ABCS and found that everyone enjoyed sharing their knowledge (not to mention a break from whatever they happened to be working on) and everyone was willing to teach me how to become a leader in the workforce. I took mental notes on the behavior, attitude, and language of technical directors, division chiefs, senior analysts, and even junior analysts so that I could better coordinate with everyone all of the many actions that we had to take. Remember, it's to us that the acquisition community is looking to shape its future over the next 20 years, so we need to jump at any chance to show how we can coordinate in the community, even if it's as seemingly minor as sending out an e-mail to everyone officially announcing an upcoming meeting.

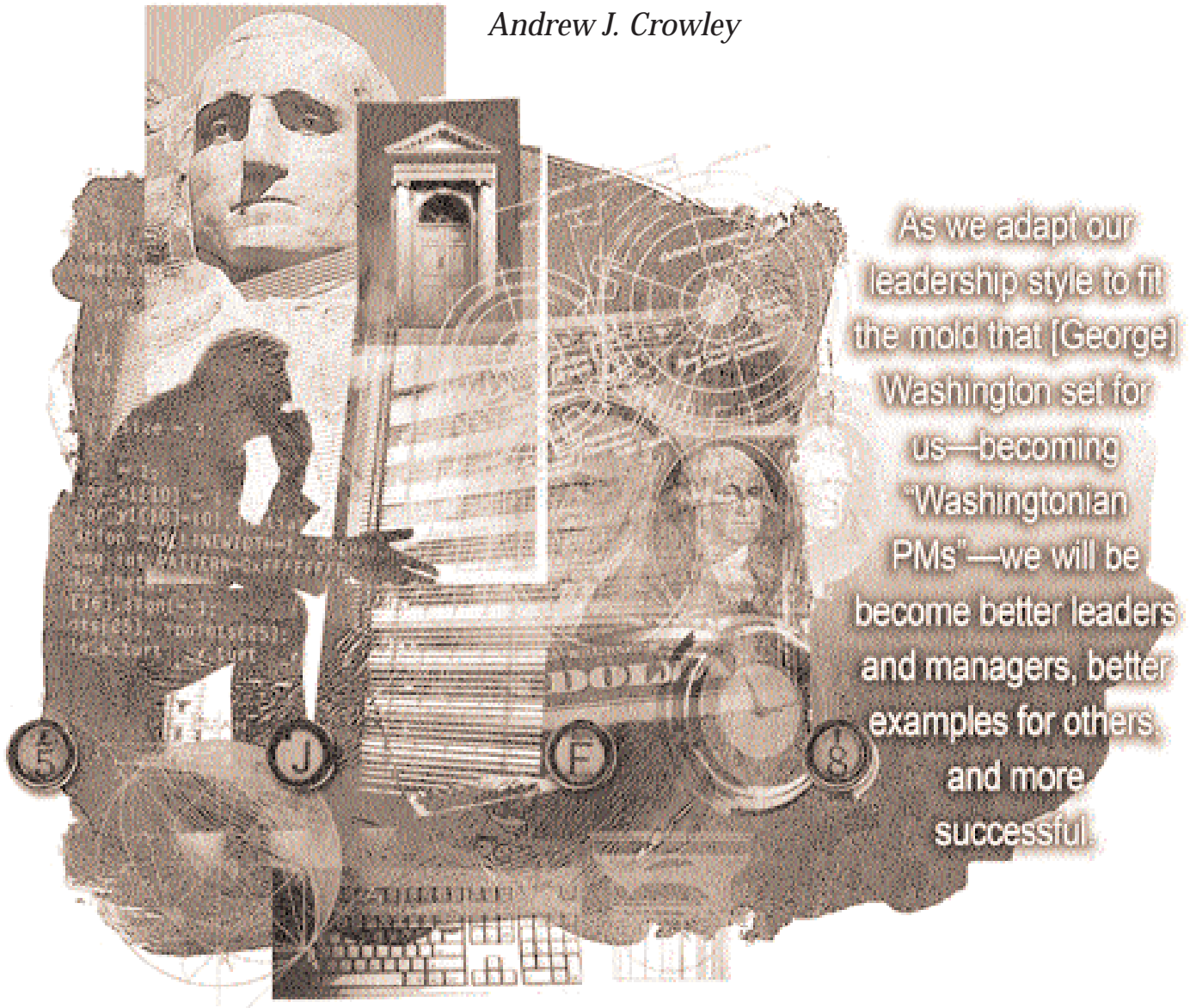
It's That Simple?

Perhaps you're thinking that this all sounds simple and obvious. However, not only do some people overlook these simple steps when they begin their careers, but they neglect them throughout the rest of their working lives too. So don't be afraid to take the lead in even the smallest areas if that's all you're comfortable starting with. It may be more than other people have done, and it will get you noticed by those who have it in their power to help you move up in your new career.

The author welcomes comments and questions. Contact her at sherie.kim@atec.army.mil.

Washingtonian Leadership in Project Management

Andrew J. Crowley



As we adapt our leadership style to fit the mold that [George] Washington set for us—becoming “Washingtonian PMs”—we will be become better leaders and managers, better examples for others and more successful.

“I don’t consider myself a basketball coach; I consider myself a leader who happens to coach basketball.” With these words, Duke University’s head basketball coach, Mike Krzyzewski, sums up the self-knowledge and self-understanding that a project manager might need to be a quality leader.

Defense AT&L has printed a number of articles discussing various aspects of project management and what it might take to be an effective project manager. We’ve read about

ethics, leadership styles, management styles, and even personality traits of a good PM. We often refer to the need for PMs to be good strong leaders, but what does this really mean? How does one become a strong leader? Moreover, whom can we look to as an example of what a leader should be?

As a fan of Revolutionary War history and an admirer of the men who ultimately became our founding fathers and framers of the Constitution, I’m interested to know who

Crowley is the coordinator of outreach and communications for the DAU knowledge-sharing systems. He has worked as a contractor at DAU since graduating from the University of Utah in 2004.

they were, what made them tick, what motivated them, and ultimately what made them great. One who can certainly figure in this discussion is George Washington, the man considered by some as the first great American leader.

There is much that we, as project managers, can learn from Washington.

I'm going to focus on three of Washington's traits to illustrate how we can use his example to better our understanding of leadership and help us become better leaders. First, it is important that we know how to respond to adversity. Second, it is paramount that we understand how to deal with our failures without accepting defeat. Finally, we must learn from past mistakes—both our own and those of the people who came before us. As we adapt our leadership style to fit the mold that Washington set for us—becoming “Washingtonian PMs”—we will become better leaders and managers, better examples for others, and more successful.

Adversity in Project Management: The Winds of Change

Adversity doesn't discriminate and really knows no bounds. Just as adversity in life can strengthen who we are as people, it can also strengthen us as leaders in project management. Adversity can come in the form of a difficult team member or client, or even something as simple as a power outage or computer crash on the eve of a due date. Regardless, the project manager must be ready to adapt to the adversity thrown his or her way and press forward, regardless.

This certainly happened to George Washington over the course of his career and specifically during the Revolutionary War, where he was leading the charge in the fight for colonist freedom. Of Washington's performance in capturing Trenton and Princeton after the embarrassing loss at Ft. Mifflin, Abigail Adams said, “I am apt to think that our later misfortunes have called out the hidden Excellencies of our commander in chief. Affliction is the good man's shining time.” This sums an ideal approach to adversity in project management. One must stand firmly as a leader and not let adversity impact one's resolve to finish the job. As we, as project managers, are faced with adversity, we must act as Washington did and take it as our chance to shine.

Failure in Project Management: A Key to Success

The second key Washingtonian trait that project managers should adopt and practice is the ability to fail but not accept defeat. The defeat at Fort Mifflin was difficult to swallow and downright embarrassing for Gen. Mifflin. He lost the faith of many of his soldiers and witnessed many defections. The British leaders watched

from afar as he retreated, and they celebrated his failure. Washington, however, was nowhere near ready to give up; he was a living, breathing example of the idea that success is getting up one more time than you fall down. Washington *did* get up and planned a calculated attack on Trenton and Princeton, N.J.—and came out victorious. How incredulous the British leaders must have been when they realized that he had not given up. This is what we must do as well. We know that adversity will come; we know it may cause us to fail; we know that monkey wrenches will be thrown into our plans; but we also know that the ability to get up when we fall will show our team and our clients that we won't accept defeat—that we are true leaders.

Mistakes in Project Management: Learning Not to Repeat History

Finally, as project managers and leaders, we would be remiss if we didn't learn from the mistakes of the past. One of the observations that Washington made when he invaded Princeton was that the British commanders had misplaced their troops in a manner that would not allow them to properly defend the town if invaded. The first thing that Washington did when he took command of Princeton was to place his soldiers in the correct locations to defend the city. As project managers, we will have the benefit of drawing on previous projects we've worked on ourselves or witnessed, and our ability to leverage our past experience working for other project managers will be paramount to our success as leaders of projects when we are finally given the opportunity.

A common piece of wisdom—almost a cliché—that can be repeated in any number of contexts is “Those who do not learn from history are doomed to repeat it.” This especially applies to project management. Projects are often set up so that when they're over, the PM and the team can go back and list lessons learned so as to not repeat mistakes the next time around.

Responding to adversity, accepting failure but not defeat, and learning from past mistakes—all will enable a project manager to be more Washingtonian in belief and practice, and will ultimately make him or her a more effective leader. To paraphrase Krzyzewski, we should all aim to be leaders who happen to do whatever it is we do ... and that is especially true in project management leadership.

The author acknowledges the help of David McCullough's 1776 for some of the facts and quotations in this article.

The author welcomes comments and questions and can be contacted at andrew.crowley@dau.mil.

Web-enabling the Integrated Framework Chart

Bill Hechmer ■ Bill Bahnmaier

The Integrated Framework Chart is familiar to members of the acquisition, technology, and logistics community as a job performance support, training, and reference aid for Defense Acquisition University courses and defense acquisition professionals. The IFC is a subsystem of the AT&L Knowledge Sharing System (AKSS) and serves as a pictorial roadmap of most key activities in the system's acquisition process defined by DoD Series 5000 regulations. About 20,000 copies are distributed annually to acquisition professionals.

The Web-enabled Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management Framework Chart (known by the short title "IFC") can be found at <http://akss.dau.mil/ifc/>. The Web-enabled version represents a new gateway to policy, guides, and other knowledge resources. By selecting various parts or elements of the Web-enabled IFC, the user can drill down to a particular activity block that is linked to a template or knowledge object containing pertinent acquisition information about that activity.

Navigating the Web-enabled IFC

On the main IFC home page, users will encounter a linked version of the framework chart. Navigational tabs are provided above the chart:

The screenshot shows the AT&L Integrated Framework Chart website. The main content area displays a large, detailed flowchart representing the acquisition process. The chart is organized into several horizontal layers, with boxes representing different activities and subtasks, connected by lines. Below the chart, there is a list of key elements and a footer with contact information.

Key Elements:

- 1. Capability Development Cycle/Capability Integration & Development (CID/CI)
- 2. Acquisition Management (AM) Processes
- 3. Planning Processes, Analysis and Execution (PA&E) Processes

Footer:

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Integrated Framework Chart Home Page

- **IFC Home**—links to the front page of the site.
- **Decision Support System View**—provides a way to select enlarged views of the chart horizontally across each systems view. Selecting this view highlights the linear sequential processes and subtasks within those processes so that the both the beginning and end state

Hechmer is the project manager for the AKSS, the Defense Acquisition Guidebook, and the IFC; and the knowledge project officer for the Program Management Community of Practice. **Bahnmaier** is a retired Marine and a retired DAU professor of defense acquisition management. He currently volunteers at DAU and is president of the DAU Alumni Association.

of each subprocess can be defined, delineated, and explained in the content library.

- **Phase View**—allows users viewers to bring up larger vertical views of the IFC to more clearly read elements from that perspective. Selecting this view allows the user to specify a particular phase in the acquisition life cycle process and view the subprocesses that should be executed in parallel for each acquisition element. The user can easily see the requirements that must be coordinated across diverse elements at the beginning and end of each phase of the acquisition process.

In the Decision Support System and Phase views, users can click within the view to further enlarge subsections of elements on the chart. Once on the enlarged sections, each element on the chart is linked to a template with related resources applicable to that particular element. Once in any of the above partial views, there is a “you are here” icon with red arrows that will allow a user to navigate to adjoining views in order to see other areas.

- **Library View**—provides an alphabetical listing of all element topics on the IFC, and each is hot-linked to the template that is accessed from the corresponding graphical view. Selecting this view allows the user to go directly to the information page for any specific term in the IFC. This quick link is designed to allow easy access to direct reference information while providing access to the phases and processes. The user can then always have access to the contextual relation of the term in the IFC.
- **Back of Chart**—takes users to a page-by-page view of the information printed on the back of the IFC. This information includes a description of many of the processes, references, and definitions involved in the defense acquisition decision support systems depicted on the front of the chart. The intent is to eventually Web-enable (with appropriate links) the back in a manner similar to the front of the chart.
- **Printable Version tab**—launches the PDF files for either the front or back of the IFC.

For those who are already familiar with the AT&L Integrated Framework Chart, the various sections are also hot-linked to the enlarged views directly from the image on the home page of the site.

The Web-enabled version [of the Integrated Framework Chart] represents a new gateway to policy, guides, and other knowledge resources.

At the top of the screen, [Contact](#), [FAQ](#), [Help](#), and [New User](#) hotlinks provide users with online support.

Evolution of the Web-enabled IFC

Version 5.1 of the IFC, deployed in July 2005, was a usability test model intended to allow acquisition workforce field users to use the system and provide comments to DAU regarding usability of the graphics, linkages, and knowledge provided. Certain minor changes were made to both the JCIDS process and the PPBE [Planning, Programming, Budgeting, and Execution] process after the release of Version 5.1. These changes were

incorporated in Version 5.2 of the IFC fielded by DAU in late August 2005 and followed by an updated Web-enabled Version 5.2 model in October 2005.

Templates

Selecting any element from the enlarged view will launch a “template” (knowledge object) view inside the Acquisition Community Connection (ACC). Templates provide users with applicable information on mandatory policy, data from the Defense Acquisition Guidebook, related definitions, links to other guides, available examples, available training materials, communities of practice, answers to “Ask a Professor” questions, and more. One of the additional items in each template is a link to a preset search capability that leverages a concept-based search tool used on the AKSS.

The template pages have been seeded with “Add my Knowledge” links to knowledge resources, enabling members of the ACC to suggest additional resources. Such contributions, when approved, will show up on the bottom of the appropriate template page. Detailed instructions for suggesting contributions to the ACC can be found at <https://acc.dau.mil/contribute>.

Bottom Line

The IFC is a knowledge tool for the DoD Acquisition Workforce and defense industry acquisition managers. The Web-enablement process is an attempt to make this knowledge more comprehensible and accessible in an easily maintained database. Users are invited to contribute examples, best practices, references, presentations, related links, and other information on any IFC topic or subtopic. Suggestions for enhancing the presentation or corrections to any of the related knowledge objects should be made to the Help Desk at issc@dau.mil or (703) 805-3459.



In the News

AMERICAN FORCES PRESS SERVICE
(SEPT. 21, 2005)

DOD ADOPTS NEW BUSINESS PRACTICES TO MANAGE SUPPLY CHAIN

Samantha L. Quigley

WASHINGTON—The Defense Department is adopting a more customer-focused approach to acquisition, technology, and logistics, the department's top AT&L official told a group of more than 300 industry leaders at the National Defense Industrial Association's September luncheon on Sept. 21.

"The customers ... expect us to prepare and provide the capabilities they will need to defend America and her interests, not just today, but into the future," Kenneth J. Krieg told the group.

He identified AT&L's customers, or stakeholders, as the secretary of defense, Congress, and the taxpayers who "wisely invest their hard-earned money in their nation's common defense."

To serve all of these stakeholders well, Krieg said, AT&L must adhere to some basic principles, including making decisions based on facts, aligning authority and responsibility, balancing the costs of various choices, and building processes that have both agile performance and strong oversight.

"As we incorporate these basic principles into our daily routine, we also are mindful of how business in the Department of Defense is changing," he said. "And it is changing very dramatically. Our job is less about moving paperwork and more about moving knowledge. It is less about bending metal and more about integrating systems. It is about joint and integrated endeavors."

To meet the challenge, he said, AT&L is developing a new set of business practices affecting five broad areas: supply chain, medical readiness and performance, acquisition, ordinary and strategic process integration, and DoD corporate governments.

In the review of these areas, Krieg said, three overarching guidelines are being applied: being responsive to customers, ensuring decisions are made based on facts and at the appropriate level, and redirecting work efforts. All of these are geared toward achieving effectiveness and efficiency, he said.

For example, he noted, technology such as item-unique identification and radio frequency identification that allow the tracking of both products and procedures will help to attain those goals. "The key to future success lies in working smarter, not just harder," Krieg said.

He cited performance-based logistics, or PBL, as one way to give DoD's stakeholders the best value on the roughly \$80 billion the department spends annually on supply-chain activity.

"PBL helps us to work more efficiently and gather data and facts we need to measure success and uncover roadblocks to achieving our goals," he said. "Even more important, we're able to factually report those successes to our stakeholders and work together to remove those roadblocks."

Also, Krieg said, he intends to introduce Lean Six Sigma techniques, a widely used business strategy, to further streamline AT&L's practices. Lean Six Sigma emphasizes speed and efficiency in improving business processes and transactions.

"I intend to use its principles to consider the effectiveness and efficiency of the administrative processes of acquisition documentation," he said, "allowing our staff to streamline their procedures and free their time to focus on other customer needs." He added that AT&L will seek to apply Lean Six Sigma techniques to its business activities.

"In an era where people are devoting more and more hours to their work," Krieg said, "it's not sensible to further increase the time ... we spend. Instead, we must increase the efficiency of our business products."

AMERICAN FORCES PRESS SERVICE
(SEPT. 27, 2005)

OFFICIALS REPORT ACQUISITION IMPROVEMENT GOALS TO CONGRESS

Donna Miles

WASHINGTON—There is no quick solution to overhauling the defense acquisition system to make it more responsive to warfighter needs and taxpayer interests, Acting Deputy Defense Secretary Gordon England told the Senate Armed Services Committee. "This is just hard work," he said.

But two major initiatives under way are expected to provide a roadmap to doing just that, England and other defense officials involved with the projects said during a full-committee hearing on the need for improvements to defense acquisition processes and organizations.

In his opening statement, committee chairman Sen. John Warner (R-Va.) noted that the state of the armed forces,



which are equipped with “the best weapons systems in the world,” demonstrates that the acquisition system is “doing some things right.”

The goal, he said, is to improve its efficiency and capabilities to prepare for the future.

England outlined two efforts focused specifically on that objective. For the first time, the Quadrennial Defense Review, due to Congress in February 2006, will address not only military capabilities, but also the business practices and acquisition processes required to achieve them, he told the committee.

The QDR process dovetails with the Defense Acquisition Performance Assessment, a top-to-bottom review of DoD’s acquisition programs that England ordered in July. That project aims to get to the bottom of why, despite decades of study and reforms, the acquisition system still suffers from widespread perceptions that weapons systems cost too much and take too long to develop, retired Air Force Lt. Gen. Ronald Kadish, project chairman, told the senators.

Four public hearings, with input provided “from many people inside and outside the process,” as well as a thorough review of previous acquisition studies have so far identified “more problems than solutions,” Kadish acknowledged.

But Kadish expressed optimism that the review—which covers aspects of the process including requirements, organization, legal foundations, decision methodology, oversight, and checks and balances—will result in system-wide improvements.

In directing the review, England ordered a clear recommendation for what the acquisition structure should look like, with a clear alignment of responsibility, authority, and accountability.

He also set a timetable for the effort, requesting a report and action plan by mid-November, with a goal of reporting it to Congress by late November.

Kenneth Krieg, under secretary of defense for acquisition, technology and logistics, said improvements adopted will honor DoD’s obligations to two groups. “Our primary customer is the warfighter, who expects us to provide ... the best equipment possible,” Krieg said. The other is the taxpayer, “who expects us to wisely spend

their dollars.” [Read Krieg’s Senate testimony in its entirety beginning on page 18.]

Achieving this balancing act is critical to provide the United States the capabilities needed to win the war on terror and prepare for future security challenges, the panel members told the committee. But it will demand cooperation between the Defense Department and Congress, and it won’t come easily, they agreed.

“Achieving a satisfactory acquisition process will be a significant challenge to this country,” Kadish said. “I’m convinced we can do better.”

Navy Adm. Edmund Giambastiani, vice chairman of the Joint Chiefs of Staff, affirmed his personal commitment to the effort. “We owe our best effort to our men and women in uniform,” he said.

PICATINNY ARSENAL NEWS RELEASE (SEPT. 27, 2005) TROOPS COULD HAVE NEW PICATINNY- DEVELOPED SMART ARTILLERY MUNI- TION BY MARCH

PICATINNY ARSENAL, N.J.—U.S. military troops in Iraq and Afghanistan could have a significantly more accurate howitzer-fired munition by March, following successful demonstration of the Army’s first fully autonomous guided projectile, Excalibur, at Yuma Proving Ground, Ariz., on Sept. 15.

Officials from the Army Project Manager for Combat Ammunition Systems located at Picatinny say the 155mm guided Excalibur round, known as the XM982, is more accurate than any currently available. A total of 165 Excalibur rounds have been contracted for \$23 million.

A special team headquartered here is managing the development effort.

The demonstration brings the program a step closer to fulfilling an urgent request to put Excalibur in soldiers’ hands by early 2006.

The projectile’s accuracy is better than 10 meters, officials said, a figure that represents a huge improvement over existing munitions. Excalibur will be used in Army and Marine Corps howitzers, to include the M109A6 Paladin, the M777 Lightweight 155 Howitzer, and the Future Combat Systems Non-Line-Of-Sight Cannon.



In the News



Excalibur: On target with devastating effects.
U.S. Army photograph.

“Excalibur will reduce collateral damage, increase survivability of friendly troops, and accomplish the mission more efficiently,” according to Col. Ole Knudsen, the project manager who oversees Army combat ammunition development programs.

Knudsen called the Sept. 15 demonstration “a tremendous success.”

“Excalibur has been proven at the system level to meet its precision and lethality objectives,” he said.

The demonstration consisted of firing an Excalibur projectile from a Paladin 155mm self-propelled howitzer at a target 15 kilometers away.

Eyewitnesses said the munition detonated successfully within seven meters of the target.

The round was set to activate in “height of burst” mode using an enhanced portable inductive artillery fuze setter.

During flight, the projectile “de-rolled” successfully, deployed canards, acquired GPS signals, calculated the navigation solution, and maneuvered itself to the target, which it then destroyed.

A cooperative effort between the United States and Sweden, the program is managed by the Program Executive

Office for Ammunition with the support of the U. S. Army Armament Research, Development and Engineering Center.

Raytheon Missile Systems and BAE/Bofors Defence Systems formed a contractor team that is designing the munition.

Subcontractors include General Dynamics, Honeywell, KDI Precision Products, Interstate Electronics Corporation, and EaglePicher Technologies.

For more information, contact Frank Misurelli at fmisure@pica.army.mil.

ARMY NEWS SERVICE (SEPT. 28, 2005) **ARMY DEMONSTRATES FUTURE COMBAT SYSTEMS**

Steve Harding

FORT BELVOIR, Va.—The Army initiative to transition to a new modular force took a step forward last week with the first comprehensive public demonstration of several Future Combat Systems technologies at Aberdeen Proving Ground, Md.

The demonstrations included flights of unmanned aerial vehicles and live firings of the 120mm Breach-Loaded Mortar, 120mm Light-Weight Cannon and, via video feed from Yuma Proving Ground, Ariz., the 155mm Non-Line-of-Sight Cannon.



The events also included in-the-field demonstrations of the Stryker Leader-Follower, the Small Unmanned Ground Vehicle, and the Manned Ground Vehicle Chassis Testbed.

Reporters, congressional staffers, and senior military and industry leaders watched the demonstrations Sept. 21. They also viewed static displays that included the Non-Line-of-Sight Launch System, Intelligent Munitions System, and Unattended Ground Sensors, among others.

“No Longer Just Drawing-board Concept”

The systems showed the lethal power, speed, and survivability capable of supporting a modular force of 43 brigades, designed to rapidly deploy for any combat operation, officials said.

In his remarks to reporters, Army Secretary Dr. Francis J. Harvey said the presentations of FCS component systems were “a clear demonstration that the Future Combat Systems program is no longer just a drawing-board concept.”

And while Harvey noted that the combination of the Army’s modular-force initiative and the FCS program forms the basis of the Service’s future-combat-force strategy, he pointed out that FCS is not being implemented solely to equip a future force.

Army Spiraling FCS Technologies

“The Army is taking full advantage of FCS technologies as they are developed in the near term, and expeditiously putting them into the hands of soldiers,” Harvey said. “We are inserting advances in active protection, networking, unattended sensors, precision munitions, and unmanned aerial and ground vehicles into the current force as soon as they are ready.”

One of the most impressive demonstrations at Aberdeen, judging by guests’ enthusiastic response, was that of the unmanned RQ-8 Fire Scout UAV. The diminutive helicopter took off, flew a preset search pattern over APG’s Phillips Army Airfield and then landed, all by remote control. Built by Northrop Grumman Corp., the Fire Scout can carry a variety of sensors, and is currently under joint operational testing by both the Army and Navy.

iRobot Awes Crowd

Equally popular with onlookers was the Packbot Explorer, built by iRobot Corp. of Burlington, Mass. Compact and man-portable, the small tracked vehicle is an outgrowth



An unmanned aerial vehicle operator prepares the Class I UAV for takeoff during the Future Combat Systems demonstration Sept. 21 at Aberdeen Proving Ground, Md. The UAV is man-portable and can be fitted with a variety of sensor packages.

U.S. Army photograph by Steve Harding.

of earlier variants that are already in service in both Afghanistan and Iraq.

Remotely guided by a technician, the small camera-carrying robot demonstrated its ability to climb stairs, maneuver over and around obstacles, and flip itself back upright after taking a tumble. Company representatives also displayed larger variants capable of carrying a broader range of sensors.

Ground Vehicle Shows Speed, Agility

At the other end of the FCS size spectrum is the Manned Ground Vehicle Chassis Testbed, which demonstrated its agility and speed during circuits of a small test track at APG’s Perryman Test Range. A small vehicle with a very low silhouette and an innovative—and quiet—track system, the MGV is the developmental prototype of the common platform for FCS’s eight manned vehicle types, including both the Non-Line-of-Sight Cannon and Non-Line-of-Sight Mortar.

The prototype platform is lighter and faster than vehicles it is meant to replace, giving the modular force the capability to quickly deploy to any trouble spot with equipment that is agile and lethal on the ground.



NLOS Cannon Shows Firepower

During firepower demonstrations, participants viewed live firings of the Non-Line-of-Sight Cannon and Non-Line-of-Sight Mortar via a video link.

Mounted in a turret similar to the one intended for the fielded system, the breach-loaded mortar fired several rounds in quick succession. The Non-Line-of-Sight Cannon also fired several times, though from a much greater remove—it was firing at Yuma Proving Ground in Arizona.

Among the static displays drawing the most attention from visitors was the Non-Line-of-Sight Launch System, a joint venture of Lockheed Martin and Raytheon. Essentially a multiple-launch rocket system in a small, portable container, each NLOS-LS contains 15 vertical-launch rounds. The containers also house tactical fire-control electronics and software for remote and unmanned operations.

Sensor Network to Link Battlefield

“What we’ve seen demonstrated here is nothing less than the future of ground combat,” said Army Chief of Staff Gen. Peter J. Schoomaker during a post-demonstration news conference. “These systems and the technologies they incorporate will allow the Army to remain the world’s dominant land power well into the 21st century.”

The delivery of the first FCS systems will mark the introduction of the next generation of combat systems and sensors and of a network that will for the first time link all the sensor pictures gathered across the modern battlefield, said Brig. Gen. Charles Cartwright, the Army’s unit-of-action program manager.

What that means for soldiers and joint forces, he said, is that all units and all systems at virtually every level will benefit from vastly greater situational awareness and coordination of operation planning and execution.

FCS Purpose: Support Modular Forces

As impressive as the FCS demonstrations were, their demonstrators were quick to point out that the FCS program supports the Army’s larger vision of building modular forces that will play a key role in joint operations.

“The overall purpose of the FCS family of systems is, quite simply, to provide an organization that is mobile,

agile, and protected, and that provides the joint combatant commander a multitude of options that [he or she] doesn’t have today,” said Al Resnick, director of requirements integration at U.S. Army Training and Doctrine Command.

“If you go back and look at the Army’s mission-needs statement when it started down the path toward FCS, you see that the Army had—and still has—a critical need to be able to take units, like brigades, anywhere at any time and have them be combat-capable when they get there,” said retired Lt. Gen. Dan Zanini, the FCS deputy program manager for SAIC, Inc., which, with Boeing, is lead FCS system integrator. “The Army also needs the ability to dominate across the full range of military operations, from peacekeeping to full-out combat, and FCS will allow it to do that.”

Team Effort Keeps FCS on Schedule

The 18 platforms that make up the FCS family of systems are the work of some 23 prime and more than 345 other contractors, a communal effort that Cartwright called the basis of the program’s continuing success.

“The best of American industry is involved in this program,” he said. “Every major Department of Defense contractor is part of this program, and they’re all pulling together as a team.”

One of those team members, Boeing Company FCS Program Manager Dennis Muilenburg, noted in remarks to reporters that “the major proof of that teamwork is that we are 27 months into a complex systems-development demonstration phase, and we are right on cost, right on schedule, and meeting all the performance requirements.”

Fielding to be Staggered

Staying on schedule is important, Cartwright noted, since the Army intends to field each of the FCS constituent systems as it becomes ready.

“The Army is converting all its units to a modular organization,” Cartwright said. “To be complete, that organizational design is waiting for the FCS systems and technologies to be delivered to the warfighters. The Army chief of staff asked us not to wait until the end of the program to deliver all the systems, but to deliver the technologies as they became available because the organizational design was already in place.”



Systems Already Saving Lives

Schoomaker pointed out that FCS-generated technologies—most notably the portable Packbot robot—are already saving soldiers' lives in Afghanistan and Iraq. "Spinning out" other technologies as they mature will both enhance current-force units' combat capabilities and reduce soldiers' risks, he said.

Harvey said the insertion of selected FCS technologies into the current force, coupled with the ongoing development and fielding of FCS's range of constituent systems, will allow the Army to confront and defeat a learning, adaptive enemy across the entire range of military operations.

"Our modular formations, continuously enhanced by the insertion of FCS technologies, will ensure our soldiers and leaders have the capabilities they need to win decisively when and where the nation calls," he said.

Harvey: FCS Funding Vital

Given the vital importance of FCS to the Army's current and future capabilities, Harvey said, "it is critical that we keep the FCS program intact, and that it is not fragmented with the associated changes in funding."

Reductions in FCS funding could jeopardize the Army's combat capabilities, he said.

"Modernizing without the complete FCS program complicates management, could sacrifice capabilities, decreases integration, and increases costs," Harvey said. "Ultimately, changes to the program will cause greater development and life-cycle costs, and will push full fielding of the FCS further down the road at a time when our soldiers need it most."

Restructuring Reduces Costs

Schoomaker added that a restructuring of FCS last year reduced the program's cost from \$34 billion to \$25 billion, and that over the past several years the Army has terminated some 120 other programs to free up funding for FCS and help move the current force into brigade-based modular units.

"The fact of the matter is the nation's got to invest in its Army and it's got to do it on the strategic timelines that are required to develop and present these capabilities," Schoomaker said. "Can we afford not to do it?"

Steve Harding writes for Soldiers Magazine at Fort Belvoir, Va.

AIR FORCE PRINT NEWS (SEPT. 30, 2005) SMALL DIAMETER BOMB CERTIFIED FOR OPERATIONAL TEST, EVALUATION

Capt. Louis Ruscetta, USAF

EGLIN AIR FORCE BASE, Fla.—19! 23! 35! 37! 20! No, that's not a football audible at the line of scrimmage, but the accomplishments of the Small Diameter Bomb Program: the number of months—19—from the system design and development contract award to the first production contract award; the number of months—23—from development award to the start of operational test; the number of successful weapon drops—35—in the number of tests—37; and the design life of system hardware in years—20—for the small-diameter bomb weapon system.

The small-diameter bomb is a 250-pound class munition, providing the warfighter with a four-fold increase in weapons per aircraft station. It can penetrate more than 13 feet into a target and can be accurate from up to 70 miles away. The bombs are delivered in single reusable aluminum weapon containers or loaded on a miniature munitions carriage. The carriages allow the weapons to be loaded straight from the container onto the F-15E Strike Eagle with no preparation or double handling. It also gives the pilot the ability to simultaneously drop multiple bombs at multiple targets, while significantly reducing collateral damage.

Maj. Gen. Robert W. Chedister, weapons program executive officer and Air Armament Center commander at Eglin Air Force Base, Fla., certified the bomb ready to enter operational test and evaluation Sept. 20.

"This certification culminates a year of unprecedented developmental test success and is a testament to the talents and spirit of Team Eglin," said Thomas Robillard, Air-to-Ground Munitions Systems Wing director.

During bomb testing, Chedister challenged Eglin airmen to meet the Air Force Chief of Staff's mandated September 2006 date for the small diameter bomb.

"Every involved organization stepped up to the boss's challenge and delivered, allowing us to exceed schedule and performance expectations," Robillard said.

To help achieve this success, more people were added to the SDB program office. The 46th Test Wing provided flexible scheduling, other test programs delayed missions to give needed range time, and many organiza-



EGLIN AIR FORCE BASE, Fla.—A small-diameter bomb drops toward its target. The small-diameter bomb program began operational testing in October 2005 and will continue the evaluation phase through spring 2006. U.S. Air Force photograph.

tions picked up the bomb program office's share of the administrative duties—all facilitating its record-setting schedule.

“The SDB Program Office is frequently the benefactor of Air Force Materiel Command accolades, but SDB success is a Team Eglin win,” said Col. Dick Justice, Miniature Munitions Systems Group commander. “Without broad (AAC) support, and an outstanding product delivered by the Boeing Company, schedule and performance success would have been impossible.”

The bomb enters operational testing in October and will continue the evaluation phase until spring 2006. Royal Air Force Lakenheath, United Kingdom, is scheduled to receive the first shipment of the weapon following testing.

Ruscetta is with the Miniature Munitions Support Group at Eglin.

AMERICAN FORCES PRESS SERVICE (SEPT. 30, 2005) PENTAGON RENOVATION CONTINUES ON SCHEDULE

Sgt. Sara Wood, USA

WASHINGTON—Renovation of the second wedge of the Pentagon is nearly completed, keeping the program on schedule and even slightly under budget, the program's director said here

Sept. 29. Wedge 2 will be completed and occupied by the end of November, and work already has started on the first section of Wedge 3, said Kenneth Catlow, director of the Pentagon Renovation and Construction Program Office. By the end of 2005 or early 2006, the second section of Wedge 3 will be vacated to prepare for construction, which will shut down the River Terrace, he said.

The \$1 billion project started in the early 1990s and involves a complete overhaul of the interior of the Defense Department headquarters. The building is being renovated in five wedges. Wedge 1 was almost complete when a hijacked commercial airliner slammed into the Pentagon on Sept. 11, 2001, Catlow said. The plane struck that section, so it had to be rebuilt while construction continued on Wedge 2, he explained.

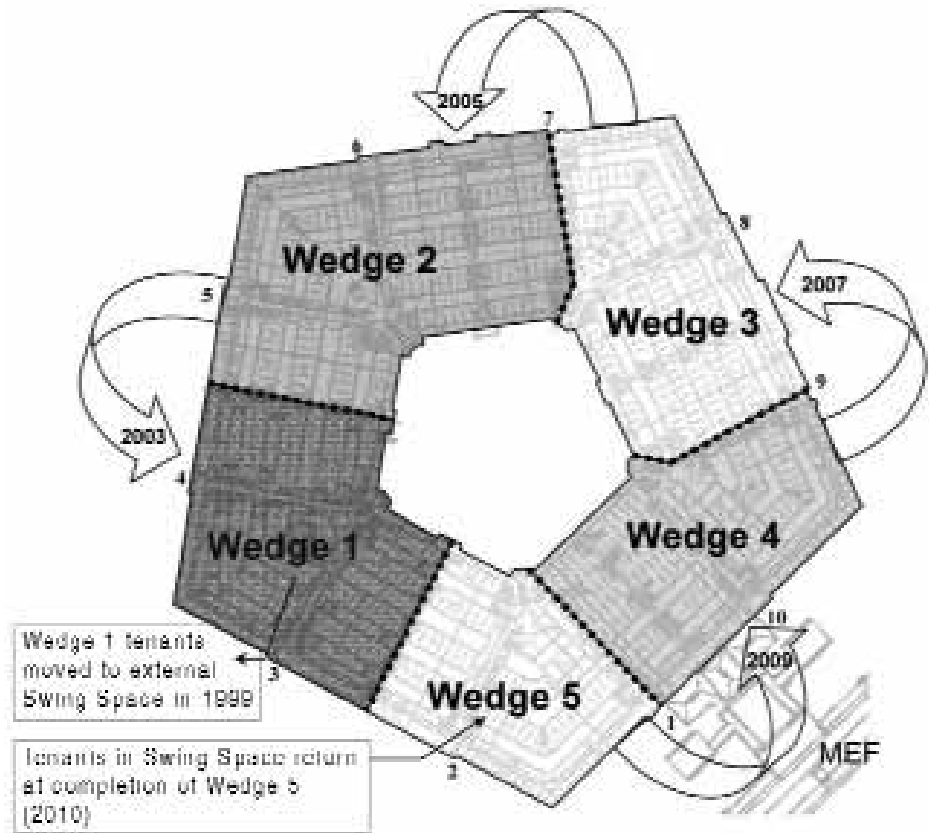
Different contractors were handling the two sections at that time, so work was completed quickly, Catlow said. “Within a year after the plane hit the building, we had people back, sitting in the building exactly where the plane came in,” he said.

On an average day, about 2,000 construction and information technology workers are working on the renovation in the Pentagon, Catlow said. Also, 400 people work in management of the program, he said. The goal of all these employees, he said, is to make the transition as smooth as possible for the people moving into and out



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Wedges 2-5 constitute a phased design/build renovation of 4 million square feet of space in the Pentagon. The project brings all remaining unrenovated areas of the building into compliance with modern building safety and fire codes. Work includes removal of all hazardous materials, replacement of all building systems, addition of new elevators and escalators to improve vertical circulation, and installation of new security and telecommunications systems. Renovated spaces will be modern, efficient, and flexible. The project, under way since September 2001, is on an accelerated schedule for completion in December 2010, four years sooner than originally planned.



of the newly renovated and soon-to-be-renovated sections.

“We work really hard to take care of all those customers,” he said. “Our people are absolutely phenomenal.”

Moving people poses a serious challenge, especially because the people who work in the Pentagon are often the most senior from every military department, Catlow said. There is always concern about maintaining the mission, and there is sometimes tension, but his staff has been successful at managing the transitions, he said.

Catlow recently had a chance to brief acting Deputy Defense Secretary Gordon England about the renovation program, and he said that meeting gave him a lot of validation for his work.

“If the deputy secretary of defense tells me that he’s hearing nothing but good about what the program’s doing—which is what he told me personally—then I think we’re being successful,” he said.

The renovation is making the Pentagon a more modern, efficient office environment, Catlow said. Utilities usage has gone down significantly in the remodeled sections,

and reliability of technology systems has been increased, he said.

“We’ll have a much more reliable facility—a much more work-friendly environment—when we’re done,” he said. “It’ll be a modern, safe, code-compliant office and command center for the Department of Defense. And that’s worth what it costs to get it done.”

Catlow said he and his staff members take pride in the work they’re doing on the Pentagon, because they know it’s an investment in the future of the military.

“I feel like we’re renovating this building for the American soldier, because that’s what the Department of Defense is all about,” he said. “What I’m doing here, in the Pentagon renovation program, is going to support those folks out in the field.”

Work on Wedge 3 is scheduled to be completed in October 2007. After that, Wedges 4 and 5 will be renovated, and the entire project is expected to be completed by December 2010.



AMERICAN FORCES PRESS SERVICE (OCT. 3, 2005)

PACE ISSUES GUIDANCE TO HELP MILITARY 'SHAPE THE FUTURE'

Jim Garamone

WASHINGTON—The war on terror underlies every word in the Chairman's Guidance to the Joint Staff. Marine Gen. Peter Pace, who took office as the 16th Joint Chiefs chairman on Sept. 30, issued the guidance so members of the Joint Staff would understand his priorities and focus on what he considers important in the coming years, said defense officials.

Pace reiterates in a number of places in the guidance that he considers the war on terror to be winnable, but it will be "a war of long duration."

Pace's guidance is subtitled "Shaping the Future." He said that while the emphasis must be on the war on terror, the U.S. military must be ready for any eventuality. Pace's priorities are concise and mutually supporting. At the top is winning the war on terror.

"Our enemies are violent extremists who would deny us, and all mankind, the freedom to choose our own destiny," Pace wrote in the guidance. "Finding this distributed, loosely networked enemy is the greatest challenge we face."

The U.S. will meet and beat the enemy on the battlefield, but that is not enough, he said. Building better economies, encouraging good government, and assisting governments as they live by the rule of law will help the world shape "an environment that precludes the flourishing of terrorism, much as a healthy body rejects the onslaught of disease."

The United States must harness all elements of national and international power to stop terrorists and stop young people from wanting to join jihadist organizations. "My military advice to our nation's leaders will favor recommendations that integrate and coordinate our efforts with the work of others fighting this war," Pace wrote.

"Through closer coordination within the Department of Defense and interagency (cooperation), we maximize the impact of our military power and build trust, synergy, and momentum."



His second priority is to speed up transformation processes within the military. Changing the old mindset is the most important aspect of this change. He wrote that at its heart, transformation "is a willingness on the part of the individual and the organization to embrace innovation and accept analyzed risk."

His third priority is to strengthen joint-warfighting capability. He said the U.S. military must transition "from an interoperable to an interdependent force." The fights in Afghanistan and Iraq have been more joint than any before, officials said. Still, much more can—and must—be done.

Pace said this move toward jointness does not mean a diminution of the Service cultures. "I want you to bring your Service perspective to the decision process," he wrote. "The strength

U.S. Air Force Gen. Richard B. Myers, center, 15th Chairman of the Joint Chiefs of Staff, congratulates U.S. Marine Corps Gen. Peter Pace, right, on becoming the 16th chairman of the Joint Chiefs of Staff, Sept. 30, 2005, during a ceremony held at Fort Myer, Va. Myers retired after 40 years of service.

DoD photograph by Tech. Sgt. Kevin Gruenwald, USAF.



of this staff, like the strength of the nation, lies in the articulation of multiple views. Individual Service perspectives brought together jointly, foster better solutions, which we then execute in a joint framework.”

His final priority is to improve the quality of life for servicemembers and their families. “Bringing our people home alive and intact is Quality of Life Job No. 1,” he wrote. “The best leadership, the most innovative tactics, the best equipment, and the best force protection are indispensable to this goal.”

AMERICAN FORCES PRESS SERVICE (OCT. 4, 2005) SPECIAL PANEL TO IDENTIFY FIXES FOR DOD'S ACQUISITION WOES

Gerry J. Gilmore

WASHINGTON—The U.S. military’s weapons-development and acquisition programs are broken and need big fixes, a senior Defense Department official said here Oct 3.

Capitol Hill legislators’ and senior Pentagon executives’ concerns about increased weapons costs, lengthy development times, and proper oversight and accounting of taxpayer dollars have prompted the department to conduct a top-to-bottom review of its entire acquisition process, the senior official told reporters at a Pentagon roundtable.

That review, the Defense Acquisition Performance Assessment Project, was directed by acting Deputy Defense Secretary Gordon England in July, the official said. The review’s recommendations are to be presented to Defense Secretary Donald H. Rumsfeld in November.

“I am authorizing an integrated acquisition assessment to consider every aspect of acquisition, including requirements, organization, legal foundations,” England wrote in a June 7 memorandum that outlined his philosophy for the review.

The review project will produce “a recommended acquisition structure and processes with clear alignment of responsibility, authority, and accountability,” England continued in the memo, noting, “Simplicity is desirable,” and “restructuring acquisition is critical and essential.” The U.S. military continues to receive the best equipment in the world, the senior DoD official said. The project seeks to identify and then implement ways to change the present acquisition system to more efficiently man-

age taxpayer dollars and better serve warfighters, he explained.

Retired Air Force Lt. Gen. Ronald T. Kadish, the former director of DoD’s Missile Defense Agency, chairs the DAPA project’s five-member primary panel. The project is also soliciting opinion from acquisition and defense industry experts from inside and outside the government, the official noted.

The official said the results from the project would be rolled into the upcoming Quadrennial Defense Review, which identifies what the military needs to accomplish its missions.

The panel is still collecting data and isn’t ready to announce recommendations, the official said. But, he noted, unlike the Packard Commission study of military acquisition processes that was conducted 20 years ago, many of this panel’s approved recommendations would be implemented.

AIR FORCE PRINT NEWS (OCT. 5, 2005) CAPABILITY ASSESSMENT HELPS AF PREPARE FOR FUTURE

Staff Sgt. C. Todd Lopez, USAF

WASHINGTON—Air Force leaders use a future capabilities assessment to assist in planning for 2025 and beyond.

More than 100 participants from the Air Force’s planning, operations, research, and development communities gathered Oct. 4 in Herndon, Va., to play out scenarios that may threaten the United States in years to come.

Together, those leaders discussed how the Air Force of the future will defend America against threats with the tools it has now. They also discussed what new tools the Air Force will need to fight future threats, said Col. Gail Wojtowicz, division chief for future concepts and transformation of the Air Force plans and programs directorate.

“We are looking at the 2025 time frame and asking what does the Air Force look like 20 years from now,” she said. “In the next 20 years, we don’t know exactly what it is we will be doing, but we know there are some challenges that we will have to focus on fixing.”

This year, those gathered at the assessment focused on two key areas the Air Force believes it can improve: long-



range strike capabilities and persistent intelligence, surveillance, and reconnaissance.

Long-range strike capability is the ability to reach out across the globe and hit a target. That could mean a gravity weapon used by today's aircraft, or it could mean use of a space weapon 25 years from now.

"Long-range strike is the key to everything for us," Wojtowicz said. "We don't do it as well as we'd like, but we do it better than everybody on the globe. If I want to do long-range strike against country X, today it may be a B-2 [Spirit] delivering a gravity weapon. Twenty years from now it may be a space weapon. So I am calling space command, and they are going to go ahead and put hardware on targets. Our challenge is we need to reach across different stovepipes in the Air Force."

Wojtowicz also said long-range strike could mean a computer attack on an enemy's command and control networks, or use of a high-powered microwave for the purpose of disrupting network systems.

Persistent intelligence, surveillance, and reconnaissance is the ability to monitor an enemy 24 hours a day with an unblinking eye. It is a capability the Air Force is going to need in the future and something discussed at the assessment.

"You are going to have to be able to stare in order to find the things we are looking for," Wojtowicz said. "If you can't find where the nuclear weapons are, if you don't have the eyes to do that, there is no way you can affect it later on."

During the assessment, participants were given scenarios to play out that involve finding nuclear weapons inside enemy territory. Persistent ISR may be one capability they discover they will need to locate that weapon.

Today, the Air Force has not fully developed persistent ISR that allows it to look deep inside enemy territory. Unmanned aerial vehicles that fly along a nation's borders cannot peer deep enough inside to see what the Air Force needs to see. In space, orbiting satellites' revisit rate is not enough to provide persistent ISR, and there are places where satellites cannot operate in a geosynchronous orbit.

One solution to providing persistent ISR includes balloons floating in "near space," an area about 18 miles

above the surface. That is significantly higher than where a UAV may fly, but not as high as a satellite.

"Currently what we have is weather balloons," Wojtowicz said. "You have things that look down [with] cameras or we can use them as a communications relay point. Something that high up gives you an incredible amount of range that you can see."

In the past, the future's capability assessment has been called a "war game." Today, it is more of a guided strategic discussion about the Air Force's future capabilities. Participants are challenged with any number of future wartime scenarios and will be called upon to find solutions to those scenarios.

"These are challenges we have to have our senior leaders address today, so we have the tools to affect these things 20 years down the road," Wojtowicz said.

AIR FORCE PRINT NEWS (OCT. 7, 2005) EDWARDS, DARPA EXPLORE NEW C-17 CAPABILITY

Christopher Ball

EDWARDS AIR FORCE BASE, Calif.—Soaring 6,000 feet above the sun-baked California desert, a pair of Edwards aircraft—a C-17 Globemaster III shadowed by a C-12 Huron observer aircraft—carried out an unusual mission with an even more unusual cargo recently.

The rear of the aircraft yawned open, and at the prompt of "five, four, three, two, one, green light," the loadmasters released the restraints and a 65-foot rocket slid out the back of the aircraft beginning its descent to the desert floor.

The rocket drop was a test mission—the first of a series dubbed the Falcon Small Launch Vehicle program. The program is a joint venture between the Defense Advanced Research Projects Agency and the Air Force. It is designed to develop a new method of putting a 1,000-pound payload into low-Earth orbit.

This first test was the successful drop of an inert version of a QuickReach Booster rocket filled with water to increase its weight to 50,000 pounds—about two-thirds the weight of an actual booster.

To compensate for the difference in weight and the center of gravity, the aircraft was put on autopilot at the moment of the release, said Maj. Landon Henderson, a 418th Flight Test Squadron test pilot.



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EDWARDS AIR FORCE BASE, Calif.—Crews load a 65-foot mock-up booster rocket onto a C-17 Globemaster III. The rocket will be used to test aerial launch capabilities for rockets.

U.S. Air Force photograph by Brad White.

“Fifty-thousand pounds going out the back is a pretty big change,” he said.

Henderson said this flight was doubly exciting for him. Not only was the mission “fun,” but it was also his final flight here.

The test vehicle is also the longest article ever dropped from a C-17.

Another unique aspect of this mission was the method of getting the test vehicle out of the C-17. In most air-drops, the cargo is strapped to pallets, and the whole package is ejected from the aircraft.

“For this test, a system of rollers was developed to guide the inert rocket out of the aircraft,” said Chris Webber, a 418th FLTS test project engineer. “This was quite an exciting event. It ended up going out very clean ... but there’s always that anticipation of the unknown.”

The Falcon SLV program is ultimately aimed toward affordable space lift. The current price of launching a rocket payload can be \$20 million or more. Completion of the Falcon project should reduce that price tag to less than \$5 million.

Dr. Steve Walker, DARPA’s program manager for the Falcon SLV, said the developing capability will give U.S. forces a huge advantage because of its affordability and flexibility.

The affordability of the system is enhanced by its simplicity, DARPA officials said. Since traditional rockets launch from the ground, a complicated and expensive rocket nozzle must be used to compensate for altitude variation.

“Because the rocket is launched at altitude, it takes advantage of higher performing and extremely simple nozzles, which can be optimized for the higher altitude condition,” Walker said. “Also, propane fuel can be self-pressurized at that altitude, so no turbopumps or pressure feed systems are required to force propellant into the combustion chamber.”

Another advantage to launching a satellite by air is the launch location and time is limitless. Currently, rocket launches are dictated by the location of launch facilities and many other factors including weather. By putting the system on a C-17, there is no limit to geographic location, and the aircraft can fly away from or above the weather.

“The Airlaunch rocket can be flown anywhere in the world in any unmodified C-17,” Walker said. “This capability can be used by other Services, especially the Army, to put tactical intelligence, surveillance, and reconnaissance satellites into low-Earth orbit. These tactical satellites could be used and controlled by combatant commanders, supplying the frontline warfighter with in-orbit ISR capability.”



This first test, dropping a mock-up rocket from 6,000 feet, was designed to test the safety of the release system, program officials said. Future drops will be at increasingly higher altitudes, ultimately testing the drop of a live rocket, which will launch at altitude after leaving the aircraft.

Ball is with the 95th Air Base Wing Public Affairs at Edwards.

AMERICAN FORCES PRESS SERVICE (OCT. 7, 2005) NEW SUPPLY-TRACKING SYSTEM GETS ITEMS TO TROOPS FASTER

Rudi Williams

WASHINGTON—Defense Department officials know they'll save taxpayers money with the new radio frequency identification tracking system. But, because of a lack of experience with RFID technology, experts don't yet know exactly how much money will be saved, a top logistics official said.

Further analysis is needed before officials can give a definitive estimate on the amount of savings they will reap with the system, Alan Estevez, assistant deputy undersecretary of defense for supply-chain integration, said during a recent interview in his office.

"Our most conservative estimate of what the department can save is about \$70 million in a five-year period," he said. "Our most optimistic estimate is about \$1.7 billion."

Estevez pointed out that the greatest savings wouldn't be in dollars. The true savings will come from an increase in military readiness. Ensuring that a multimillion-dollar aircraft isn't sitting idle on an aircraft carrier waiting for a part can produce enormous savings in terms of readiness. Also, a more streamlined system means there are fewer parts in the pipeline and less investment for DoD for the same or greater warfighting capability.

RFID tags are coded with radio waves. An RFID reader or antenna calls out with a radio wave looking for a tag embedded on an object. The tag sends back its RFID identification. The tags can be programmed to receive, store, and transmit such information as serial numbers, place of assembly, or personal information such as health care records.

Traditional bar codes will remain the dominant auto-identification technology in most mainstream applications for the foreseeable future, as that technology is fully

fielded, inexpensive, and provides redundant capability for data capture. But RFID technology is better suited for some applications. Estevez said RFID is especially valuable in "non-line-of-sight applications," such as when information is needed off a specific inventory object from the bottom of a stack and across a loaded warehouse.

"Most people use RFID and don't even think about it," Estevez said. Automatic toll-collection systems that don't require drivers to stop, ID badges that allow entry to a building just by waving them in front of a scanner, and cards that automatically deduct fees for mass-transit systems when they're placed near a reader all use RFID technology.

State transportation departments use the technology to monitor tollbooth traffic. Farmers use it to track cattle. RFID is also used in fuel pumps and convenience stores, airline bag tracking, library systems, and a host of other applications, Estevez said.

In addition to retail stores, Estevez said, major suppliers to DoD such as Lockheed Martin, Boeing, Raytheon, and GE, also use the technology.

Most Americans are familiar with bar codes and their role in inventory control. But scanners can miss bar codes, resulting in material being stuck in limbo. With RFID, the scanner does not need to be close to or physically touching an RFID tag to identify the material. The tag can be read from 15 to 30 feet away.

"If you have a hand-held [RFID] reader, you can find something by just walking around," Estevez said. "So it gives you better inventory accuracy of what you have in your facility. Some facilities have increased their inventory accuracy by upwards of 3 percent, which can be huge for someone not getting the part they're looking for because it's lost in this warehouse."

RFID technology also cuts down on the time it takes to account for material. A forklift driver can pick up a pallet full of tagged items, drive it past an RFID reader, and have a full accounting of what's on the pallet. The system can also be set up to automatically alert suppliers if an item is headed to the wrong destination.

"There's a lot we can do to improve our supply chain," Estevez said. "RFID is one tool to do that. So the work I'm doing is part of the overall program to improve our supply channel. We're doing this to make sure the men



and women, military and civilian, that we've deployed in harm's way get the support they deserve."

On Sept. 28, Estevez received the 2005 National Security Medal in recognition of his implementation of Radio Frequency Identification for use in military logistics (story on page 79).

AMERICAN FORCES PRESS SERVICE (OCT. 12, 2005)

DARPA AUTONOMOUS VEHICLE RACE PROVES WHAT'S POSSIBLE

Donna Miles

WASHINGTON—When five unmanned vehicles crossed the finish line last weekend after a 132-mile race through the Mojave Desert, they signaled more than just a technological breakthrough. "These vehicles haven't just achieved world records, they've made history," said Tony Tether, director of the Defense Advanced Research Projects Agency, as the DARPA Grand Challenge concluded in Primm, Nev. Four of the finishers crossed the finish line Oct. 8 and the fifth, the following day.

The DARPA Grand Challenge was the first race of its kind in which autonomous ground vehicles used nothing but onboard sensors and navigation equipment to steer themselves along the desert course in under 10 hours. And unlike traditional vehicle races that include mostly straights and curves, this race included tunnels, mountain switchbacks, lake beds, and on- and off-road stretches—similar to routes typical military convoys follow.

The race was the second Grand Challenge for DARPA. None of the competitors was successful during the last race (in March 2004), fueling some naysayers' doubts about the suitability of autonomous vehicles for long-range military missions. But following this year's successful race, Tether compared it to the Wright Brothers' first flight in Kitty Hawk, N.C., "proving it could be done."

Similarly, the DARPA Grand Challenge "demonstrated the possible," agency spokeswoman Jan Walker told the American Forces Press Service. Walker said the race demonstrated once and for all that autonomous vehicles are indeed capable of traveling long distances over difficult terrain at high enough speeds to be "tactically relevant."

The breakthrough represents a big step forward for battlefield technology that DARPA officials hope will have long-term benefit for U.S. troops. Five autonomous vehicles successfully completed the DARPA Grand Challenge, led by "Stanley," the Stanford University team's entry that finished the course in 6 hours, 53 minutes and 58 seconds, Walker said. The winning team of faculty and students from Stanford's School of Engineering in Palo Alto, Calif., modified a stock, diesel-powered Volkswagen Touareg sport utility vehicle with full-body skid plates, a reinforced front bumper, and a drive-by-wire system.

For their efforts, the team earned a \$2 million prize, which Tether presented during the closing ceremony. But defense officials call that a small down payment on what they consider the ultimate prize: fewer U.S. deaths on future battlefields.

Two robotic vehicles entered by teams from Carnegie-Mellon University—Red Team's "Sandstorm" and Red Team Too's "H1ghlander"—followed closely behind. The modified Hummers finished the course at 7 hours, 4 minutes, 50 seconds and 7 hours, 14 minutes, respectively. "KAT-5," a vehicle sponsored by Gray Insurance Company in Metairie, La., and named after Hurricane Katrina, completed the course in 7 hours, 30 minutes, 16 seconds.

The first four finishers entered the history books as the first ground vehicle robots to complete such a demanding course in under 10 hours. Stanley averaged 19.1 mph over the course; Sandstorm, 18.6 mph; H1ghlander, 18.2 mph; and KAT-5, 17.5 mph. Another vehicle, the Oshkosh Trucks 16-ton robot "TerraMax," finished the course Oct. 9, exceeding the time limit with an unofficial time of 12 hours, 51 minutes.

Tether called the finishes a major achievement for DARPA, DoD's lead agency for accelerating the development of promising new technologies and turning them over to others to develop viable applications. "The DARPA Grand Challenge is about fresh thinking and new approaches to the tough technical problem of developing a truly autonomous ground vehicle," Tether said. He expressed hope that the results would follow the course of the Wright Brothers' historic flight in Kitty Hawk.

"And just as aviation took off after those achievements, so will the very exciting and promising robotics technologies displayed here today," he predicted following the race. Walker said it's now up to the Services to de-



termine if they'll build on the technology showcased during the race.

Grand Challenge Program Manager Ron Kurjanowicz called the innovations demonstrated by the 23 teams that participated in the competition a testament to the nation's "heritage of ingenuity and resourcefulness."

The 23 finalists were among 195 teams from 36 states and four foreign countries that filed applications to compete. Over the past several months, the teams advanced to the final event by completing a series of rigorous tests that helped gauge their capability to finish the desert course.

"The competing teams have worked many hours to develop their vehicles, and this event demonstrates their vision, creativity, inspiration, and hard work," Tether said.

Unmanned systems are playing an increasingly important role in combat operations. Unmanned aerial vehicles such as the Predator and Global Hawk have carried out reconnaissance and surveillance missions in Iraq, and the Predator has performed precision air strikes. The Defense Department also is stepping up efforts to develop unmanned ground systems that would work together with manned systems to enhance the capabilities of U.S. forces and save lives.

During Operation Iraqi Freedom, for example, combat troops moved quickly toward Baghdad, followed by supplies and material. Protecting the supply lines was critical. In the future, officials said unmanned systems may be able to conduct resupply missions without using humans as drivers, and without requiring troops for protection.

While unmanned vehicle technology is advancing, most current models rely on a person to operate the vehicle remotely. Vehicles that don't require a human operator tend to move very slowly and have difficulty traversing terrain with minimal obstacles.

For unmanned ground vehicles to be truly useful to the military, officials said, they must be able to cross rugged terrain quickly and easily without needing human assistance—something the DARPA Grand Challenge proved possible.



Crowds view competitors before the start of the DARPA Grand Challenge, a race designed to spur innovation in autonomous vehicle design.

Photograph courtesy Defense Advanced Research Projects Agency.

Ultimately, Walker said, the technology showcased during the DARPA Grand Challenge could lead to autonomous vehicles capable of "taking people out of the driver's seat," particularly during dangerous missions.

DEFENSE LOGISTICS AGENCY NEWS RELEASE (OCT. 28, 2005)

TRANSFORMATION ROADMAP TO REVOLUTIONIZE AGENCY BUSINESS

FORT BELVOIR, Va.—The Defense Logistics Agency has provided a "roadmap" for its 13 transformational initiatives, which the agency believes will revolutionize the way the agency conducts business.

"The Transformation Roadmap captures, in a single, easily readable document, all the great things that are going on around the Defense Logistics Agency to change the business model," said Allan Banghart, director of Enterprise Transformation for the agency. The roadmap is provided publicly to allow agency customers and others an overview of each program and the "milestones" established, all the way through full implementation.

In his foreword to the roadmap, Defense Logistics Agency director Vice Adm. Keith Lippert comments, "No single program is transformational by itself. ... Delivery of all of the programs is necessary to lay the foundation from



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which we can achieve the full realization of transformation.”

The roadmap puts the programs into context as they relate to each other: the Defense Logistics Agency Strategic Plan, the Department of Defense Transformation Strategy, and the National Defense Strategy. Additionally, each of the programs has been linked to one or more of the four goals in the agency’s strategic plan.

Beyond its importance in supporting the agency’s strategic plan, it also advances Defense Logistics Agency’s contribution to the larger DoD strategy, including “continuous transformation.” The DoD strategy states that as a department, “we will continually adapt how we approach and confront challenges, conduct business, and work with others.” The roadmap addresses both agency and department objectives to ensure DLA is transforming to meet the challenges of supporting current and future needs of the warfighter. “We are modernizing every part of the business model from the point where we touch the customer, all the way back through the supply chain,” Banghart said. Banghart commended the outstanding work of all Defense Logistics Agency employees who continue to perform in their mission-critical positions and meet agency metrics and standards in the midst of

the transformation and the dramatically increased operational tempo.

The roadmap features the following programs and initiatives that will enable the Defense Logistics Agency to transform to meet tomorrow’s challenges:

- Customer Relationship Management
- Supplier Relationship Management
- Business Systems Modernization
- Business Systems Modernization Energy
- Distribution Planning and Management System
- Integrated Data Environment
- National Inventory Management Strategy
- Global Stock Positioning
- Executive Agent
- Product Data Management Initiative
- Workforce Transformation
- Reutilization Modernization Program
- Base Realignment and Closure.

Defense Logistics Agency provides supply support, and technical and logistics services to the U.S. military services and several federal civilian agencies. Headquartered at Fort Belvoir, Va., the agency is the one source for nearly every consumable item, whether for combat readiness, emergency preparedness, or day-to-day operations. Learn more about the agency at <<http://www.dla.mil/>>.

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Spotlight on DAU Learning Resources

DAU KNOWLEDGE-SHARING ASSETS TO SUPPORT THE CONTRACTING COMMUNITY

DAU offers a wealth of resources to the acquisition community within the framework of the DAU AT&L Performance Learning Model, described at www.dau.mil/plm/plm.asp. The PLM focuses on providing resources and maintaining a 24/7 presence for the workforce through online communities of practice and knowledge systems. Two collaborative resources that promote the 24/7 presence are the AT&L Knowledge Sharing System (AKSS) and the Acquisition Community Connection (ACC).

Acquisition, Technology and Logistics Knowledge Sharing System

The AKSS [www.akss.dau.mil](http://akss.dau.mil), formerly referred to as the Defense Acquisition Deskbook, serves as the single entry point for all AT&L resources and information and communicates acquisition improvement initiatives. The site contains links to mandatory and discretionary reference material; glossary and acronyms listings; the popular and legacy Ask A Professor™ function and database of frequently asked questions and professors' answers; news and publications; education and training; acquisition events; and other related Web sites. The AKSS leverages existing "golden sources" (a term used to refer to the original document owner, for example Washington Headquarters Services or the Hill Air Force Federal Acquisition Regulation (FAR) site). The AKSS serves as a repository for key policy and guidance information that is not readily available in a single site or location. John Hickok, director of knowledge sharing at DAU, emphasizes that "the vision of the AKSS is to serve as the gateway to the DoD 'enterprise' knowledge residing in the Office of the Under Secretary of Defense, the Services, agencies, and industry, so that it is accessible and shared to the maximum extent possible." The AKSS includes the Acquisition Community Connection and the Mission Support Contracting Community of Practice.

The Acquisition Community Connection

The ACC [www.acc.dau.mil](http://acc.dau.mil) is the collaborative arm of the DAU knowledge system that facilitates knowledge sharing and complements the AKSS. The knowledge-sharing cycle has four major steps: (1) knowledge draws members to the community; (2) total knowledge within the community increases; (3) knowledge sharing within

the community increases; and (4) knowledge creation is accelerated. The optimum goal is to connect practitioners with know-how across federal organizations and industry. While DAU supports the infrastructure and operation of the knowledge-sharing systems, several developments are the results of partnerships and provide a broader scope and increase audience relevancy. The ACC provides access to several career field communities of practice (CoPs) in addition to the Mission Support Contracting Community of Practice described below.

Mission Support Contracting Community of Practice (MSC CoP)

The MSC CoP [www.acc.dau.mil/msc](http://acc.dau.mil/msc) supports the contracting career field and is most active in establishing partnerships in support of legislative initiatives, emerging community developments, and internal development projects. On several occasions, legislative initiatives required the collection and dissemination of new policy information, training opportunities, and related learning assets with support and availability 24/7 to the contracting professional. This challenge is successfully implemented as shown by the continued expansion of the process and mission areas of the MSC CoP. An entire list of topic areas is available from the MSC CoP home page. The key to success is the involvement and support of interested parties—all Services, agencies, and industry. The key to successful deployment of a mission and process area is when the team comes together and shares ideas, experiences, visions, and plans for the growth and sustainment of the topic area. This provides a broader span of coverage to better serve the CoP's constituents. The Defense Acquisition University solicits your recommendations for the expansion of mission and process area topics as well as enhancement suggestions. If you're interested in sponsoring the development of a particular mission and process area, please contact msc@dau.mil.

Five of the more recent partnership process and mission area development efforts are:

- **Hurricane Katrina.** As the federal government was still assessing the destruction left behind by hurricane Katrina, DAU's Knowledge Sharing team was already eagerly at work developing a Hurricane Katrina Community of Practice (HK COP) [www.acc.dau.mil/katrina](http://acc.dau.mil/katrina). The goal was to develop a repository of ap-



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pliable information and resources to support the acquisition workforce in the relief effort. The topic areas include policy and guidance information, emergency acquisition resources, training materials, and other supporting resources.

- **Acquisition Center of Excellence for Services.** The Office of Federal Procurement Policy (OFPP), the General Services Administration (GSA), and DAU partnered in the development of the ACE for Services <<https://acc.dau.mil/ace>> as required by the Service Acquisition Reform Act. The goal was to provide a central clearinghouse of Service contracting best practices and guidance for both the public and private sectors. This development effort was supported by and included several agency and association team members. All agencies and participating associations were encouraged to share and leverage their specific best practices and lessons learned within the service contracting arena. The visions for ACE are to broaden and sustain the current service categories. This is a great opportunity to share your templates, best practices, and lessons learned, and to leverage the resources of other professionals.
- **Contingency Contracting.** The contingency contracting community of practice <<https://acc.dau.mil/contingency>> is increasingly more active and important in supporting the contingency contracting community worldwide. The goal continues to be providing a repository for learning assets, resources, and real-time information. To assist in building this knowledge repository, the community leverages class projects from the CON234 Contingency Contracting course with actual deployment and after-action reports. DAU currently has a multi-Service team restructuring the content and layout to better support the contingency community.
- **Proper Use of non-DoD Contracts.** The Defense Procurement and Acquisition Policy (DPAP), the General Services Administration, and DAU in partnership are currently conducting “Proper Use of Non-DoD Contracts” road shows. To support the effort after the road shows and to provide a resource vault, the CoP <<https://acc.dau.mil/usingnondodcontracts>> has proved to be an effective resource tool. The CoP includes a link to the DPAP Web site, which provides access to all Service-specific policy information. Also included is the GSA Federal Supply Services Center for Acquisition Excellence Virtual Campus, which provides access to online and classroom training as well as other learning resources to support its customer base.

- **Industry Feedback Forum.** Industry partners are encouraged to share their ideas and recommendations as well as provide support for the growth and expansion of the MSC CoP through the Industry Forum. The goal is to share experiences and resources between the private and public sectors.

The DAU knowledge-sharing goal is not to ensure that every member of our workforce knows everything. That's clearly impossible. The goal is rather to ensure that all members of the workforce know where to find the knowledge they need to perform better in support of the warfighter.

WORKFLOW PERFORMANCE LEARNING TOOLS (WPLT) TO SUPPORT THE ACQUISITION WORKFORCE

The objective of any WPLT is to simplify a specific task in a process and provide a tool that enables workers with the ability to perform a specific task more easily, quickly, and effectively. Our tool concept integrates formal learning assets and other aids into a comprehensive tool that not only supports the task but provides secondary training. Although a task or process may be complicated, the use of a WPLT should not. Generally, a complicated workflow process has the potential for being simplified with a well-planned, -developed, and -deployed WPLT resulting in a successful end product or outcome. As workers, we are too busy to focus on learning a new complex system; the focus should be on the required work task we are performing, not the system or tool we are using. DAU now offers two new WPLTs to support the logistics and contracting user communities.

Performance-based Logistics Toolkit

The PBL Toolkit, developed by DAU to assist program managers in designing and implementing PBL product support strategies, was launched in October 2005. It is accessible at <<https://acc.dau.mil/pbltoolkit>>. The Toolkit is aligned with DoD policy and provides program and logistics managers with a comprehensive set of resources and references for integrating PBL into the logistical support of a weapon system.

The Toolkit is based on a Web-based 12-step process model that guides users through the development, implementation, and management of PBL arrangements. Each step contains directions to support the successful completion of a key PBL implementation activity, identifies desired output, and brings together the best resources and materials applicable to each step of the process. Performance-based logistics is the DoD-pre-



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ferred product support strategy to improve weapons system readiness by acquiring a desired level of operational performance through capitalizing on integrated logistics chains and public/private partnerships. Its primary tenets are documentation of warfighter performance requirements as measurable metrics in performance-based agreements; designation of single-point accountability for performance with a product support integrator; and development of support metrics and accompanying incentives to ensure that the performance objectives are met. In short, PBL is buying performance, not transactional goods and services.

Pricing Support Tool

The objective of the Pricing Support Tool is to provide technical assistance, policy guidance, and refresher information primarily focused on assisting the contracting community in conducting cost or price analysis. This tool also describes analytical tools and techniques used in deriving fair and reasonable pricing. The target audience is contracting professionals who have completed DAU's basic and intermediate pricing courses. The Pricing Support Tool includes decision-tree technology for three types of pricing; commercial, modified commercial, and non-commercial. The Pricing Support Tool also includes descriptive text and special considerations about the three types of pricing models. The tool was launched in September 2005, and is available at <<http://pricingtool.dau.mil>>. To increase the visibility and awareness of the available DAU knowledge sharing resources and other learning assets, we offer the DAU Online Resources Tour, which is available from the DAU home page at <www.dau.mil> and <www.dau.mil/about-dau/virtual_tour/index.html>.

Contributed by Jeffrey Birch and Jill Garcia at the DAU Capital and Northeast Region campus, Fort Belvoir, Va.

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 at the following locations during fiscal 2006:

- Feb. 27–March 3, 2006, Orlando Rosen Centre Hotel, Orlando, Fla.
- May 1–5, 2006, U.S. Grant Hotel, San Diego, Calif.
- July 10–14, 2006, Colorado Springs DoubleTree Hotel and World Arena, Colorado Springs, Colo.

DSAM presents the same acquisition policy information provided to DoD students who attend the Defense Acquisition University courses for acquisition certification training. 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 Phyllis Edmonson at (703) 247-2577 or e-mail pedmonson@ndia.org. A limited number of experienced government students may be selected to attend each offering. Government students must 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?#September2005>>.

DEFENSE ACQUISITION UNIVERSITY 2006 CATALOG

The 2006 DAU Catalog has been posted at <<http://www.dau.mil/catalog>>. The version at this Web site is configured as a traditional .pdf file broken down by chapter and appendix as well as the catalog in its entirety.



Those interested may request a catalog on CD or in hardcopy (please specify) by contacting DAU's Student Services Office at student.services@dau.mil. Hardcopies are limited to one copy per request. Information in the hardcopy catalog is current as of Oct. 1, 2005. The catalog is updated online periodically throughout the training year, and new CDs are produced with each update. Currency of information contained in hardcopies and CDs should always be confirmed online.



Career Development

PROFESSIONAL SERVICES COUNCIL SIGNS PARTNERSHIP AGREEMENT WITH DEFENSE ACQUISITION UNIVERSITY

Donna Mandley

On Sept. 7, 2005, DAU President Frank Anderson signed a strategic partnership agreement between DAU and the Professional Services Council (PSC). PSC President Stan Soloway signed the agreement on behalf of the PSC.

PSC is the leading advocate on legislative and regulatory policies and practices that affect the government professional and technical services industry. The council represents more than 185 companies of all business sizes that provide services—including information technology, engineering, logistics, operations and maintenance, consulting, international development, scientific, environmental, and social sciences—to virtually every agency of the federal government. Its primary mission is to improve, expand, and protect the federal marketplace for services providers. PSC is an effective advocate on a full range of procurement policy, outsourcing, and business-related issues affecting professional services at the federal level. In addition to working with Congress, the association forges and maintains partnerships and collaborations with numerous federal agencies and components to identify practical solutions to strategic and business challenges facing the government.

Currently, DAU classes do not provide detailed information about Services' acquisition practices. To address that void, the goal of the DAU-PSC partnership is to promote understanding and improvement in services acquisition practices that will enhance government and contractor communication, collaboration, and effectiveness on government programs. The DAU-PSC partnership, which was coordinated by DAU's Industry Chair, Navy Rear Adm. (Ret) Lenn Vincent, will seek to identify key areas associated with the procurement and management of professional services for inclusion in DAU course offerings and other training opportunities.

More information on DAU's strategic partnerships with links to the educational and professional opportunities offered by such partnerships is available at <http://www.dau.mil/about-dau/partnerships.aspx>.

AIR FORCE PRINT NEWS (SEPT. 28, 2005) NEGOTIATION CENTER OF EXCELLENCE ESTABLISHED

Master Sgt. Mitch Gettle, USAF

WASHINGTON—Air Force officials announced the creation of a Negotiation Center of Excellence at the Air University at Maxwell Air Force Base, Ala. The center will spearhead the development and application of negotiation, collaboration, and problem-solving skills throughout the Air Force.

"More and more, negotiation training is important in the preparation of today's military leadership," said Maj. Gen. Robert J. "Bob" Elder Jr., Air War College commandant and Air University vice commander. "Negotiation skills are now a crucial part of the military's skill set."

As the center evolves, the Air Force will be able to refine a negotiation model that allows users to analyze negotiations as a distinct and manageable set of separately identifiable components. This model will give Air University students a tool to better understand, prepare, conduct, and evaluate negotiations of all types.

Having a common negotiation framework will also enable negotiation knowledge, techniques, and results to be organized, taught, and shared throughout the Air Force. This common framework allows the Air Force to learn from its negotiations—in essence, to develop and benefit from a corporate memory.

"My experience as a wing commander and during Operation Enduring Freedom in the Joint Special Operations Task Force–South has taught me that the ability to negotiate with a wide variety of stakeholders is vital to mission success," said Brig. Gen. Robert H. Holmes, Air Force director of Security Forces and Force Protection.

The center is the result of an innovative partnership between Air University and the Air Force General Counsel. Air University provides Air Force professional development, leadership, and management education and training. The Air Force General Counsel's office is recognized as a leader in the fields of negotiation, dispute resolution and conflict management.

Learn more about the new Air Force Negotiation Center of Excellence at <http://negotiation.au.af.mil/>.



ENTERPRISE TRANSITION PLAN AND BUSINESS ENTERPRISE ARCHITECTURE APPROVED

On Sept. 28, 2005, the Defense Business Systems Management Committee (DBSMC) approved the Department's Enterprise Transition Plan (ETP) and Business Enterprise Architecture (BEA v3.0). The DBSMC, chaired by the acting deputy secretary and composed of the Service secretaries and defense agency directors, is the senior-most governing body overseeing Business Mission Area transformation.

BEA v3.0 provides the architectural framework for a business information infrastructure for the Department of Defense (DoD), including business rules, requirements, data standards, system interface requirements, and the depiction of policies and procedures. The ETP serves as the roadmap to implement dramatic improvements of mission-critical business and financial management operations as defined in the architecture. This plan focuses on specific business priorities with measurable incremental outcomes over the next six to 18 months and beyond.

To learn more about these tools, as well as other major program initiatives under the purview of the Business Management Modernization Program, visit the BMMP Web site at <http://www.dod.mil/bmmp/>.

ARMY NEWS SERVICE (SEPT. 30, 2005) U.S. ARMY TO PROVIDE ROSETTA STONE® FOREIGN LANGUAGE TRAINING

The U.S. Army will make foreign-language training available at no cost to all active Army, National Guard, Reservists, and Department of Army civilian personnel worldwide through its Distributed Learning System's Army e-Learning, under the Program Executive Office Enterprise Information Systems. In the past, the high tempo of operations, limited resident school capacity, and the scarcity of contracted language training opportunities have worked against the Army's goal of fielding a force capable of engaging in basic communications with the local population in deployed areas. Now, with the help of Fairfield Language Technologies, creator of the computer-based language immersion program Rosetta Stone, the Army anticipates it will be able to significantly increase basic foreign language skill-level across the force.

"Critical foreign language capability and skills are increasingly important to our Army. Rosetta Stone provides

the Army with an immediate, interactive language training tool to train our soldiers, leaders, and civilians for operational deployments and professional development," Brig. Gen. James M. Milano, Director of Training, Army G-3/5/7.

"To provide U.S. Army personnel around the world with the language instruction they need, the Army sought a proven Web-based foreign language training tool that could teach speaking, listening, reading, and writing for a variety of target languages utilizing an immersion methodology," says Tom Adams, chief executive officer of Fairfield Language Technologies. "We're pleased that Rosetta Stone's philosophy, design, and effectiveness are providing the solution they were seeking."

Rosetta Stone provides 26 state-of-the-art language courses through Army e-Learning, including Arabic, Chinese (Mandarin), Danish, Dutch, French, Farsi (Persian), German, Greek, Hebrew, Hindi, Indonesian, Italian, Japanese, Korean, Pashto, Polish, Portuguese (Brazil), Russian, Spanish (Latin America), Spanish (Spain), Swahili, Swedish, Thai, Turkish, Vietnamese, and Welsh. These Web-based foreign language training courses teach reading, writing, speaking, and listening with immersion, completely without translation. Access to Rosetta Stone will be available within 30 days. Army Knowledge Online provides single sign-on access for Army e-Learning.

WASHINGTON AREA CORPORATE UNIVERSITY CONSORTIUM WACUC LEARNING EXCHANGES

Donna Mandley

On Sept. 29, 2005, DAU hosted the Washington Area Corporate University Consortium's fourth very successful session of learning exchanges for 2005. Jeff Parks of the Balanced Scorecard Institute and Dr. Arthur McMahan of the U.S. Army Management Staff College (AMSC), Ft. Belvoir, Va., were the keynote speakers. Both spoke on the Balanced Scorecard Approach and its impact on organizations today.

The Balanced Scorecard Approach, Parks explained, was a new approach to strategic management developed in the early 1990s by Drs. Robert Kaplan (Harvard Business School) and David Norton. It provides a clear prescription as to what companies should measure in order to "balance" the financial perspective. Parks then led a lively interactive discussion, defining for participants what the Balanced Scorecard Approach is and what it is not, what it looks like, and how it is developed.



Dr. Arthur McMahan, a quality assurance officer at the U.S. Army Management Staff College, Fort Belvoir, Va., speaks on the Balanced Scorecard Approach at the Defense Acquisition University Sept. 29. McMahan was an invited keynote speaker at the fourth gathering of the Washington Area Corporate University Consortium (WACUC).

DAU photograph by Sgt. Tamekwa Bournes, USA.

McMahan, as a quality assurance officer, manages the Balanced Scorecard process at AMSC and facilitates the improvement process with the AMSC Corporate Board. During his presentation, he discussed the journey as the AMSC links its strategic plan and Balanced Scorecard in a non-traditional academic setting.

McMahan calls the Balanced Scorecard a “living, breathing document that is constantly changing. ... It is also a great tool to measure our effectiveness,” McMahan said. “It helps us understand who we are, what we do, and how we do it. And, it allows us to measure what it is that we do. When fully deployed, the Balanced Scorecard transforms strategic planning from an academic exercise into the nerve center of an organization.”

Mandley is a management analyst with the Planning, Policy & Leadership Support Group, Defense Acquisition University, Fort Belvoir, Va.

DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 26, 2005)

DEPARTMENT OF DEFENSE AND OFFICE OF PERSONNEL MANAGEMENT ANNOUNCE NEW HUMAN RESOURCE SYSTEM

The Department of Defense and Office of Personnel Management announced today submission of final regulations for the National Security Personnel System (NSPS) to the *Federal Register*.

The final regulations define the rules for implementing a new human resources system that will affect about 700,000 DoD civilian employees regarding pay and classification, performance management, hiring, workforce shaping, disciplinary matters, appeals procedures, and labor-management relations.

“To transform the way DoD achieves its mission, it must transform the way it leads and manages its people who develop, acquire, and maintain our nation’s defense capability,” said Gordon R. England, acting deputy secretary of defense, who also serves as the DoD senior executive for NSPS. “Our civilian workforce is critical to the department’s success, and NSPS will provide a modern, flexible system to better support them.”

NSPS will improve the way DoD hires, assigns, compensates, and rewards its employees, while preserving the core merit principles, veterans’ preference, and important employee protections and benefits of the current system.

The regulations are the result of a broad-based effort that included input from DoD employees, supervisors, managers, senior leaders, union representatives, Congress, and public interest groups. As a result of input received from the DoD unions as well as more than 58,000 public comments, DoD and OPM leadership have made a number of changes to the proposed regulations.

“Preserving the fundamental rights of our employees was a critical factor throughout the design process,” said England. “We believe the regulations strike a balance between employee interests and DoD’s need to accomplish its mission effectively and to respond swiftly to ever-changing national security threats.”

The implementation plan for NSPS includes a multi-year schedule. The Labor Relations System will be implemented for all bargaining unit employees shortly after the enabling regulations are in effect. The Human Re-



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sources System and the appeals process will be phased in once implementing issuances are in place and training is underway. Spiral One of the transition to NSPS, comprising approximately 270,000 employees, will be phased in over the next year. Spiral 1.1 organizations, with about 65,000 employees, should transition employees to new performance standards beginning in early 2006. These organizations will fully convert to NSPS after employees receive the January 2006 general pay increase and within grade buy-ins. As a result, no employees will lose pay upon conversion to NSPS.

Spiral 1.2 organizations will begin operating under the Human Resources and appeals system in spring 2006, with Spiral 1.3 conversions occurring later in the year. Subsequently, the rest of the eligible DoD civilian workforce will be incrementally phased-in, making necessary adjustments to NSPS as it goes forward.

"Moving forward, implementing the regulations will require a great deal of training and communications with employees to get this right. OPM stands ready to provide the support and technical assistance needed to ensure the success of the NSPS system," said Office of Personnel Management director Linda Springer.

Communication is critical to the NSPS transition, and the Department of Defense has made a serious commitment to ensure employees receive the information and training they need throughout implementation of the program. In addition to the NSPS Web sites, DoD plans a robust training program on all elements of the new system.

The final regulations may be downloaded from the NSPS Web site at <<http://www.cpms.osd.mil/nsps>>.

CONTINUOUS LEARNING MODULES

The Defense Acquisition University now offers over 112 online, self-paced Continuous Learning modules with assessments and certificates as well as presentations intended for awareness only. Sixteen external courses sponsored by the Air Force Institute of Technology, the Air Force Center for Environmental Excellence, the General Services Administration, and the Section 508 Initiative are also provided. Browse a list of the modules and external courses at <<https://learn.dau.mil/html/clc/Clc.jsp>>. DAU continually develops and adds new offerings to the CLC site. Check this Web site frequently to see what's new.



From Our Readers

All About Inclusiveness

Thanks for the courage and good sense to include heretical thinking in the pages of *Defense AT&L*. First we had Dan and Quaid. Now it's the new gun in town (at least to me): H-Man.

As good scholarly journals should, we have "inclusiveness." This is a great and necessary antidote to politically choked, left-brain-bound, and painfully boring writing that often leaves pubs like *DAT&L* faithfully subscribed, but woefully underread and sitting in a stack on the office/cubicle shelf. Case in point: I recently had to convince a DAU prof. (remaining anonymous, of course) to start taking another look at *DAT&L*. There was downright free thinking in them thar pages!

As a veteran organizational and corporate maverick of the right-brained persuasion—living forever on the ragged edge of political correctness in this context—I say "thank you" for demonstrating that there are others like me out there in Fedlandia.

Finally, let the red flags of rebellion fly. This is the consciousness-raising phase. At our core, we should also rationalize this preference for action with a sense of simple values that give meaning to the sound and fury so that it *does* signify something: honesty, commitment, realism, mutual respect—to name a few.

This is a Transformation they never figured on.

Dick Field



Policy & Legislation

DFARS CHANGE NOTICE 20050916

On Sept. 16, 2005, the Office of the Director of Defense Procurement and Acquisition Policy published the following final and proposed changes to the Defense FAR Supplement (DFARS). Additional information can be found at <http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm>.

Final Rules

MULTIYEAR CONTRACTING (DFARS CASE 2004-D024)

Finalizes, without change, the interim rule published in DFARS Change Notice 20050509 to implement Section 814 of the National Defense Authorization Act for Fiscal Year 2005 and Section 8008 of the Defense Appropriations Act for Fiscal Year 2005. Section 814 requires DoD to provide notice and supporting rationale to Congress before awarding a multiyear contract containing a cancellation ceiling exceeding \$100 million that is not fully funded. Section 8008 places additional restrictions on the award of multiyear contracts for supplies using fiscal year 2005 funds.

PROVISION OF INFORMATION TO COOPERATIVE AGREEMENT HOLDERS (DFARS CASE 2004-D025)

Finalizes, without change, the interim rule published in DFARS Change Notice 20050222 to implement Section 816 of the National Defense Authorization Act for Fiscal Year 2005. Section 816 increased, from \$500,000 to \$1,000,000, the threshold at which DoD contracts must include a requirement for the contractor to provide to cooperative agreement holders, upon their request, a list of the contractor's employees who are responsible for entering into subcontracts.

Proposed Rules

ACQUISITION PLANNING (DFARS CASE 2003-D044)

Proposed change increases the dollar thresholds for preparation of written acquisition plans; updates acquisition planning requirements for consistency with changes to the DoD 5000 series publications; deletes unnecessary text relating to contract administration and class justifications for other than full and open competition; clarifies requirements for funding of leases; and relocates to Procedures, Guidance, and Information (PGI) at

<http://www.acq.osd.mil/dpap/dars/pgi/index.htm>, text addressing the contents of written acquisition plans.

TYPES OF CONTRACTS (DFARS CASE 2003-D078)

Proposed change streamlines text on the use of economic price adjustment clauses; increases, from 3 to 5 years, the standard maximum ordering period under basic ordering agreements; deletes obsolete text on the use of cost-plus-fixed-fee contracts for environmental restoration; deletes unnecessary text on design stability and use of incentive provisions; and relocates to PGI, procedures for selecting contract type and for use of special economic price adjustment clauses, incentive contracts, and basic ordering agreements.

SPECIAL CONTRACTING METHODS (DFARS CASE 2003-D079)

Proposed change clarifies text on the use of option clauses for industrial capability production planning; deletes unnecessary text on determinations for interagency acquisitions under the Economy Act; deletes restrictive requirements relating to the use of master agreements for vessel repair; deletes obsolete procedures for acquisition of bakery and dairy products; lowers the level for approval of profit on undefinitized contract actions for which substantial performance has been completed; and relocates to PGI, guidance on the use of options and procedures for preparation of master agreements and job orders, for breakout and acquisition of spare parts, and for acquisition of work over and above contract requirements.

ACQUISITION OF INFORMATION TECHNOLOGY (DFARS CASE 2003-D068)

Proposed change deletes text that is obsolete or unnecessary; clarifies text addressing charges for special construction or assembly related to telecommunications services; clarifies the text of clauses used in basic agreements for telecommunications services; and relocates to PGI, information on acquiring telecommunications services from foreign carriers.

EXCHANGE OR SALE OF GOVERNMENT- OWNED INFORMATION TECHNOLOGY (DFARS CASE 2003-D094)

Proposed change deletes obsolete procedures for exchange or sale of government-owned information tech-



nology. DoD now handles the exchange or sale of information technology equipment in the same manner as other personal property, in accordance with DoD 4140.1-R, Supply Chain Materiel Management Regulation.

DEFENSE FAR SUPPLEMENT (DFARS) CHANGE NOTICE 20050930

DoD published the following DFARS changes on Sept. 30, 2005. Link to the *Federal Register* notices for these changes through the following Web site: <<http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm>>.

Interim Rule

PROHIBITION OF FOREIGN TAXATION ON U.S. ASSISTANCE PROGRAMS (DFARS CASE 2004-D012)

Implements a statutory prohibition on foreign taxation under contracts funded by U.S. assistance programs. Foreign governments receiving U.S. assistance are prohibited from imposing taxes on commodities acquired under contracts funded by such U.S. assistance. The interim rule addresses the responsibilities of the contractor and the contracting officer regarding this prohibition.

Final Rules

EXTENSION OF PARTNERSHIP AGREEMENT-8(A) PROGRAM (DFARS CASE 2005-D020)

Reflects the extension of the partnership agreement that permits DoD to award contracts to eligible 8(a) Program participants on behalf of the Small Business Administration. The expiration date of the agreement has been extended to Sept. 30, 2006.

DEFENSE LOGISTICS AGENCY WAIVER AUTHORITY (DFARS CASE 2005-D019)

Authorizes the Defense Logistics Agency (DLA) Component Acquisition Executive to waive domestic source restrictions on the acquisition of ball and roller bearings, when adequate domestic supplies are not available to meet DoD requirements on a timely basis. The authority provided to DLA is in addition to the authority already provided to the military departments for such waivers.

QUALITY CONTROL OF AVIATION CRITICAL SAFETY ITEMS AND RELATED SERVICES (DFARS CASE 2003-D101)

Finalizes, with changes, the interim rule published in DFARS Change Notice 20040917 to implement statutory

requirements for quality control in the procurement, modification, repair, and overhaul of aviation critical safety items. The changes in the final rule clarify that the head of the design control activity is responsible for identifying items that meet the criteria for designation as aviation critical safety items and that the head of the design control activity may delegate authority for acceptance of minor nonconformances in aviation critical safety items.

CENTRAL CONTRACTOR REGISTRATION (DFARS CASE 2003-D040)

Finalizes, with changes, the interim rule published in DFARS Change Notice 20031114 to eliminate policy on central contractor registration that duplicated policy added to the Federal Acquisition Regulation. The changes in the final rule clarify that contracting activities must include the contractor's Commercial and Government Entity code, instead of the DUNS number, on contractual documents transmitted to the payment office.

ADVISORY AND ASSISTANCE SERVICES (DFARS CASE 2003-D042)

Deletes obsolete/unnecessary text on the acquisition of advisory/assistance services; and relocates to PGI, a list of DoD publications that govern the conduct of audits.

DFARS CHANGE NOTICE 20051011

On Oct. 11, 2005, the Office of the Director of Defense Procurement and Acquisition Policy published the following change to the Defense FAR Supplement (DFARS). Additional information on this change can be found at <<http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm>>.

Final Rule

PAYMENT AND BILLING INSTRUCTIONS (DFARS CASE 2003-D009)

Improves procedures for payment and billing under DoD contracts. The revisions include: (1) addition of a contract clause addressing line item information needed in contractor payment requests; (2) amendment of material inspection and receiving report requirements to update invoice instructions; and (3) relocation of text addressing distribution of contracts and numbering of contract line items to PGI. In addition, to eliminate the need for non-standard local payment clauses, a list of standard payment instructions has been added to PGI for use in Section G of the contract.



DOD INSTRUCTION ON THE JOINT TEST AND EVALUATION PROGRAM

On Sept. 12, 2005, the Department of Defense published DoD Instruction 5010.41, Joint Test and Evaluation (JT&E) program. A JT&E is an operational test and evaluation (OT&E) that brings two or more military departments or other components together; the reissuance of DoDI 5010.41 updates the policies and defines the responsibilities to be carried out by the JT&E participants. The JT&E program complements the acquisition process under DoD Directive 5000.1, focusing on providing quantitative OT&E information used for analyzing joint military capabilities and developing potential options for increasing military effectiveness. View the directive online at <http://www.dtic.mil/whs/directives/corres/html/501041.htm>.

DOD PUBLISHES NEW POLICY DOCUMENT ON CONTRACTOR PERSONNEL AUTHORIZED TO ACCOMPANY U.S. ARMED FORCES

On Oct. 3, 2005, the Department of Defense published DoD Instruction 3020.41, "Contractor Personnel Authorized to Accompany the U.S. Armed Forces." The new policy was published under the authority of Section 133 of Title 10, United States Code, and Deputy Secretary of Defense Memorandum, "DoD Directive Review—Phase II," July 13, 2005. It establishes and implements policy and guidance, assigns responsibilities, and serves as a comprehensive source of DoD policy and procedures concerning DoD contractor personnel authorized to accompany the U.S. Armed Forces. This includes defense contractors and employees of defense contractors and their subcontractors at all tiers under DoD contracts, including third country national (TCN) and host nation (HN) personnel, who are authorized to accompany the U.S. Armed Forces under such contracts. Collectively, these persons are hereafter referred to as contingency contractor personnel.

One significant sub-category of contingency contractor personnel, called contractors deploying with the force (CDF), is subject to special deployment, redeployment, and accountability requirements and responsibilities. Read the new instruction at http://www.dtic.mil/whs/directives/corres/pdf/i302041_100305/i302041p.pdf.

DEPUTY ACQUISITION EXECUTIVE DUTIES EXPANDED

Acting Deputy Secretary of Defense Gordon England has signed DoDD 5134.13, Deputy Under Secretary of Defense for Acquisition and Tech-

nology (DUSD(A&T)), effective Oct. 5, 2005, which significantly expands the duties and responsibilities of the deputy under secretary of defense (acquisition and technology), a position previously held by Michael Wynne prior to his confirmation on Oct. 28, 2005, as Secretary of the Air Force. The directive adds several duties and responsibilities to the DUSD(A&T)'s position description, including but not limited to:

- Assisting in determining what military technologies are appropriate for sharing with friendly nations
- Developing and leading key initiatives involving the integration of weapons systems and platforms into integrated capability architectures
- Supervising activities related to technology transfer
- Supporting the new Defense Business Systems Management Committee in carrying out its duties to coordinate business transformation and system modernization
- Identifying any impact on national security and on the defense industrial base of a proposed foreign acquisition of a U.S. defense supplier
- Supervising activities relating to technology transfer, including cooperative research and development.
- Exercising oversight of the Military Critical Technology Program, which influences which items are placed on the Militarily Critical Technologies List.

View the new directive at http://www.dtic.mil/whs/directives/corres/pdf/d513413_100505/d513413p.pdf.

GAO REPORTS

The following Government Accountability Office (GAO) reports may be downloaded from the GAO Web site at <http://www.gao.gov>.

Government Operations

Results-Oriented Government: Practices That Can Help Enhance and Sustain Collaboration among Federal Agencies, GAO-06-15, Oct. 21, 2005

Federal Real Property: Reliance on Costly Leasing to Meet New Space Needs Is an Ongoing Problem, GAO-06-136T, Oct. 6, 2005

Human Capital: Preliminary Observations on the Administration's Draft Proposed "Working for America Act," GAO-06-142T, Oct. 5, 2005

Agency Telework Methodologies: Departments of Commerce, Justice, State, the Small Business Administration, and the Securities and Exchange Commission, GAO-05-1055R, September 27, 2005

Human Capital: Designing and Managing Market-Based and More Performance-Oriented Pay Systems, GAO-05-1048T, Sept. 27, 2005



Improvements Needed to the Federal Procurement Data System-Next Generation, GAO-05-960R, Sept. 27, 2005

Managing For Results: Enhancing Agency Use of Performance Information for Management Decision Making, GAO-05-927, Sept. 9, 2005

Framework for Assessing the Acquisition Function at Federal Agencies, GAO-05-218G, Sept. 1, 2005

Federal Procurement: Additional Data Reporting Could Improve the Suspension and Debarment Process, GAO-05-479, July 29, 2005

Interagency Contracting: Franchise Funds Provide Convenience, but Value to DoD is Not Demonstrated, GAO-05-456, July 29, 2005

Human Capital: Symposium on Designing and Managing Market-Based and More Performance-Oriented Pay Systems, GAO-05-832SP, July 27, 2005

Contract Management: Opportunities Continue for GSA to Improve Pricing of Multiple Award Schedules Contracts, GAO-05-911T, July 26, 2005

Federal Contracting: Share-in-Savings Initiative Not Yet Tested, GAO-05-736, July 26, 2005

21st Century Challenges: Transforming Government to Meet Current and Emerging Challenges, GAO-05-830T, July 13, 2005

National Defense

Information Security: The Defense Logistics Agency Needs to Fully Implement Its Security Program, GAO-06-31, Oct. 7, 2005

DoD's High-Risk Areas: High-Level Commitment and Oversight Needed for DoD Supply Chain Plan to Succeed, GAO-06-113T, Oct. 6, 2005

Defense Transportation: Air Mobility Command Needs to Collect and Analyze Better Data to Assess Aircraft Utilization, GAO-05-819, Sept. 29, 2005

DoD Business Transformation: Preliminary Observations on the Defense Travel System, GAO-05-998T, Sept. 29, 2005

Force Structure: Actions Needed to Improve Estimates and Oversight of Costs for Transforming Army to a Modular Force, GAO-05-926, Sept. 29, 2005

Global War on Terrorism: DoD Should Consider All Funds Requested for the War When Determining Needs and Covering Expenses, GAO-05-767, Sept. 28, 2005

Briefing on DoD's Report on Commercial Communications Satellite Services Procurement Process, GAO-05-1019R, Sept. 27, 2005

Defense Procurement: Air Force Did Not Fully Evaluate Options in Waiving Berry Amendment for Selected Aircraft, GAO-05-957, Sept. 23, 2005

Global War on Terrorism: DoD Needs to Improve the Reliability of Cost Data and Provide Additional Guidance to Control Costs, GAO-05-882, Sept. 21, 2005

Defense Transportation: Opportunities Exist to Enhance the Credibility of the Current and Future Mobility Capabilities Studies, GAO-05-659R, Sept. 14, 2005

Defense Logistics: Better Strategic Planning Can Help Ensure DoD's Successful Implementation of Passive Radio Frequency Identification, GAO-05-345, Sept. 12, 2005

Defense Management: DoD Needs to Demonstrate That Performance-Based Logistics Contracts Are Achieving Expected Benefits, GAO-05-966, Sept. 9, 2005

Radiological Sources in Iraq: DoD Should Evaluate Its Source Recovery Effort and Apply Lessons Learned to Future Recovery Missions, GAO-05-672, Sept. 7, 2005

Defense Acquisitions: Actions Needed to Ensure Adequate Funding for Operation and Sustainment of the Ballistic Missile Defense System, GAO-05-817, Sept. 6, 2005

Defense Logistics: Better Management and Oversight of Prepositioning Programs Needed to Reduce Risk and Improve Future Programs, GAO-05-427, Sept. 6, 2005

Defense Management: Munitions Requirements and Combatant Commander's Needs Still Require Linkage, GAO-05-765R, Aug. 12, 2005

Defense Logistics: DoD Has Begun to Improve Supply Distribution Operations, but Further Actions Are Needed to Sustain These Efforts, GAO-05-775, Aug. 11, 2005

Military Transformation: Actions Needed by DoD to More Clearly Identify New Triad Spending and Develop a Long-term Investment Approach, GAO-05-962R, Aug. 4, 2005

Department of Defense's Assessment Addresses Congressional Concerns but Lacks Detail on High Energy Laser Transition Plans, GAO-05-933R, July 28, 2005

Defense Ammunition: DoD Meeting Small and Medium Caliber Ammunition Needs, but Additional Actions Are Necessary, GAO-05-687, July 27, 2005

DoD Business Systems Modernization: Longstanding Weaknesses in Enterprise Architecture Development Need to Be Addressed, GAO-05-702, July 22, 2005

Defense Acquisitions: Progress and Challenges Facing the DD(X) Surface Combatant Program, GAO-05-924T, July 19, 2005

Industrial Security: DoD Cannot Ensure Its Oversight of Contractors under Foreign Influence Is Sufficient, GAO-05-681, July 15, 2005

Financial Management

Understanding the Primary Components of the Annual Financial Report of the United States Government, GAO-05-958SP, Oct. 1, 2005



SECRETARY OF DEFENSE
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SEP 7



MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTOR, FORCE TRANSFORMATION
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Ethics and Integrity

Recently, I reviewed the Defense Science Board task force study on Management Oversight in Acquisition Organizations <www.acq.osd.mil/dsb/reports/2005-03-MOAO_Report_Final.pdf>, which assessed the structure and methods of oversight to ensure integrity of acquisition decisions in the Department. While this study was specifically aimed at reviewing the Department's acquisition organizations, I am convinced that the lessons learned from this review have broad application throughout the Department.

The task force observed, in discussions with industry and respected academic organizations, that ethical behavior is a function of leadership. I strongly agree. As a result, I want to stress to all members of the Department the importance of placing ethics at the forefront of our vision and values. Ethical conduct and integrity must be modeled by the Department's leadership, in every office and agency. It is not enough merely to pay attention to our Standards of Conduct during annual required training sessions. Integrity is a daily responsibility that must be an intrinsic part of our everyday decision-making processes and practices.

The task force also emphasized that our focus must not only be on "doing things right," but also on "doing the right thing." I agree and would add that expediency must never be an excuse for misconduct. Any breach of integrity in the Department must be taken seriously and requires aggressive action. I call on the Department's leadership, and all defense employees, to take every opportunity to articulate our expectation of high integrity and ethical conduct, and to speak out frequently on the importance of ethical behavior as part of our values. Please provide the widest distribution possible of this memorandum.



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
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OCT 13 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTOR, FORCE TRANSFORMATION
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Legislative Strategy for Fiscal Year 2007—Capable, Flexible, and Responsive

Four years ago we began an aggressive legislative program to bolster our efforts to modernize and transform the way we operate. Congress has enacted several of our most important initiatives, including the National Security Personnel System. Now is the time to accelerate our efforts and obtain those authorities that we still require. The war on terrorism continually highlights areas that necessitate new legislation, and we must react accordingly. Now is not the time to reflect, but to press on.

As we develop legislative proposals for fiscal year 2007, we must continue to pursue changes in the law to modernize and transform the way we operate, enable us to respond to emerging challenges, and give us needed flexibility. If a change in the law is necessary to meet our objectives, whether in removing obsolete legal constraints or providing essential authorities, we must take on the challenge of seeing it through—from drafting, through coordination with the White House and transmission to the Congress, to final enactment into law.

The attached list of legislative priorities will direct you in the development of your proposals. The General Counsel has provided detailed guidance in a “Call for Proposals” memorandum, dated August 31, 2005.

Attachment:
As stated

Editor’s note: The attachment to this memorandum is displayed in the sidebar on p. 22 of this issue.





DEPUTY SECRETARY OF DEFENSE
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OCT -7 2005



MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Establishment of the Defense Business Transformation Agency (BTA)

In order to advance defense-wide business transformation, I am directing the establishment of the Defense Business Transformation Agency (BTA) effective immediately. Until a permanent director is named, the Deputy Under Secretary of Defense for Business Transformation and the Deputy Under Secretary of Defense for Financial Management jointly will perform the function of the Director and will report to the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)), as the vice chair of the Defense Business Systems Management Committee (DBSMC). The organization chart for the BTA is attached.

In addition, a two-star joint billet or equivalent Senior Executive Service (SES) position shall be established for a Defense Business Systems Acquisition Executive (DBSAE). The DBSAE will serve in the BTA and will be the Component Acquisition Executive (CAE) for DoD enterprise-level business systems and initiatives. The attached projects, programs, systems and initiatives shall be transferred to the BTA, which shall create the required acquisition organization within 45 days of the date of this letter. This transfer includes manpower and other related resources.

The BTA shall also be responsible for integrating the work of the OSD Principal Staff Assistants in the areas of business process re-engineering, core business mission activities and Investment Review Board (IRB) matters, as determined and revised by the DBSMC. The BTA shall also ensure consistency and continuity across the Core Business Missions of the Department.

In addition to the integrating role of the BTA, it will also provide support to specified Principal Staff Assistant (PSA) functions and responsibilities in order to properly align those functions in a management support organization instead of in OSD billets. Functions, manpower and other resources in the Office of the USD(AT&L) Supply Chain Systems Transformation Directorate, the Business Systems Response Office, the Enterprise Resource Plan (ERP) Support Office, and the Real Property Transformation Office; and the Office of the Under Secretary of Defense (Comptroller) (USD(C)) Financial Management Transition Team (FMTT) and the Defense Finance and Accounting Service Transformation Support Office shall transfer immediately to the BTA in accordance with the organizational alignment. The Under Secretary of Defense Personnel and Readiness (USD(P&R)) will also provide five billets to support the integration function of the BTA.

The Director, Administration and Management, in coordination with the USD(AT&L), USD(C), USD(P&R), the Assistant Secretary of Defense for Networks and Information Integration, the General Counsel of the Department of Defense and Director, Program Analysis and Evaluation shall take actions necessary to align manpower and resources to implement the establishment of the BTA.


Gordon England
Acting

Attachments:
As Stated



Editor's note: View the distribution and attachments to this memorandum on the Defense Technical Information Center Web site at <http://www.dtic.mil/whs/directives/corres/memos/btap.pdf>.



DEPUTY SECRETARY OF DEFENSE
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SEP 28 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF ADMINISTRATION AND MANAGEMENT
DIRECTOR OF THE DEFENSE AGENCIES


SUBJECT: Delegation of Authority Supporting Science, Technology, Engineering and Mathematics (STEM) Education

The Department of Defense remains dependent on science and technology to fulfill its national defense mission. Our reliance on the scientists, mathematicians, engineers and technicians who make cutting-edge science and technology available continues to grow. Certain educational, scientific and technological trends in the United States and elsewhere raise concerns regarding our capacity to maintain a technological lead in critical skills and disciplines.

I applaud your efforts in educating and training the current and next generation of scientists and engineers under previously delegated authorities, and support the expansion of effort to develop well-educated, highly competent and highly relevant scientists and engineers for the national-security workforce of the future.

You are hereby assigned the authority and delegated the duties of the Secretary of Defense under subsection 2192(b) of Title 10, United States Code, related to support of educational programs in science, technology, engineering and mathematics. You may re-delegate this authority in writing.

The Director, Defense Research and Engineering (DDR&E), is the principal DoD official responsible for STEM policy and standards regarding workforce education and training. Accordingly, it is required that you provide performance data to the DDR&E to demonstrate compliance with policy and standards.



Gordon England
Acting





THE UNDER SECRETARY OF DEFENSE
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OCT 12 2005



MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
(ATTN: ACQUISITION EXECUTIVES)
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
(ATTN: ACQUISITION EXECUTIVE OF USSOCOM
AND USTRANSCOM)
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Question Unusual Practices and Organizational Structures

The Defense Science Board (DSB) Task Force on Management Oversight in Acquisition Organizations was asked to assess our structure and methods of oversight to ensure the integrity of acquisition decisions in the Department. One of their recommendations recognized the importance of questioning unusual practices and organizational structures within our system. Specifically, they referenced the March 1998 Secretary of the Air Force memo which consolidated essentially all acquisition authorities, oversight, and management with one individual. Clearly, this was a major change to the Air Force's acquisition process, but the senior acquisition executive in the Department, the Under Secretary of Defense (Acquisition and Technology), was not consulted. Had that happened, it would have been apparent that the Air Force acquisition structure and process were diverging from those of the other two military departments, and the consolidation of authority in a single individual demanded checks and balances not evident in the arrangement. Although the decision may have seemed justified at the time in light of the desire to streamline acquisition practices, its implementation should also have been questioned.

All members of the Department's acquisition, technology, and logistics workforce shall be vigilant and question unusual practices and organizational structures within their areas of responsibility. I'm asking Component Acquisition Executives to report by November 30, 2005, actions they are taking in this regard. I have also requested Defense Acquisition University to identify and incorporate into acquisition courses, as appropriate, best practices, case studies, and lessons learned on prevention of procurement fraud, waste, and abuse. We must maintain focus "not only on doing things right, but also on doing the right thing."



Kenneth J. Krieg





OFFICE OF THE UNDER SECRETARY OF DEFENSE
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SEP 29 2005



DPAP/P

MEMORANDUM FOR DIRECTORS OF DEFENSE AGENCIES
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
EXECUTIVE DIRECTOR, ACQUISITION, TECHNOLOGY
AND SUPPLY DIRECTORATE (DLA)

SUBJECT: Extension of Partnership Agreement Between the U.S. Small Business Administration
and the Department of Defense

This provides notification that the Partnership Agreement between the U.S. Small Business Administration and the Department of Defense (DoD) is extended through September 30, 2006, by the attached amendment 2 to the agreement. The amendment maintains the 8(a) streamlined contracting procedures established in the agreement by allowing DoD to award 8(a) contracts directly. The Defense Federal Acquisition Regulation Supplement is in the process of being amended to reflect the extension.

My point of contact for the subject agreement is Ms. Susan Pollack, 703-697-8336,
susan.pollack@osd.mil.

Domenic C. Cipicchio
Acting Director, Defense Procurement
and Acquisition Policy

Attachment:
As stated

Editor's note: View the attachment to this memorandum on the Director, Defense Procurement and Acquisition Policy Web site at <<http://www.acq.osd.mil/dpap/policy/policyvault/policy.jsp>>.





Conferences, Workshops & Symposia

ARMY NEWS SERVICE (SEPT. 30, 2005)

CONGRESSMAN SKELTON CALLS FOR IMPROVED PROFESSIONAL MILITARY EDUCATION

Col. Randy Pullen, USA

WASHINGTON—A leading member of Congress made a call for transformation of the military's professional education system to ensure the Armed Forces retain their edge in the future.

Rep. Ike Skelton, the ranking Democrat on the House Armed Services Committee, made this call as he delivered the closing address at the 2005 Dwight D. Eisenhower National Security Conference Sept. 28 in Washington, D.C.

Skelton, who has represented Missouri's Fourth Congressional District since 1977, was instrumental in the passage of the landmark Goldwater-Nichols Department of Defense Reorganization Act of 1986. He has long been a strong supporter of the U.S. military and those who serve in it, with a keen interest in military education. He chaired a House Panel on military education from 1987 to 1988 and has advocated improvements in the Services' intermediate and senior-level educational programs. Two of his sons are military officers, one in the Army and one in the Navy.

In his remarks, Skelton praised the men and women of today's armed forces as they conducted operations at home and abroad.

"Our remarkable men and women in uniform are fighting the war in Iraq and the war against terror in Afghanistan," Skelton said. "They are pursuing terrorists all over the globe and they are cleaning up along the Gulf Coast.

"These campaigns and actions, like the scores of operations before them, demonstrate why our [service-members] deserve their reputation as the world's finest military."

Skelton then went on to say that while today's operations demand our focus, we must be careful to not be so myopic that we fail to see what else is out there, that "we must, therefore, look beyond Iraq.



"If history is any guide, we should expect that something out there is waiting for us that no one has imagined yet."

—Congressman Ike Skelton (D-Mo.)

Sept. 30, 2005

"If history is any guide," Skelton said, "we should expect that something out there is waiting for us that no one has imagined yet."

After discussing the challenges of today and the challenges yet to come, Skelton explained that the burden to meet those challenges will fall not on technology but on humans.

As good as military professionals are today, they must be even better, he said. He feared that although tremendous effort was being made to adopt technological transformation, he did not see the same commitment being made to advance the understanding of the art of warfare by servicemembers.

"While I do not pretend to understand the Future Combat System in all its complexity," he said, "I do know that it will be useless unless it is employed by those who understand how to use it effectively on the battlefield."

Skelton called for the joint professional military education system to be transformed in order to teach military leaders a deeper understanding of the operational art of war in order to master the complexity of the modern battlefield.

"Today, the system is adequate, but it needs to get better," he said. "It must be rigorous and robust. It must give students the intellectual tools they need to fight the next war—not the war they are fighting today. The time spent at professional military schools needs to be longer—not shorter."



Conferences, Workshops & Symposia



The Eisenhower National Security Conference is the culminating event of the annual Dwight D. Eisenhower National Security Series, a yearlong progression of seminars, workshops and conferences that address critical security issues under a unifying annual theme. The 2005 theme was "Shaping National Security—National Power in an International World." More information on the Eisenhower National Security Series and this year's conference can be found at: <http://www.eisenhowerseries.com/>. U.S. Army photograph.

Skelton said that human interactions in the broad range of regions that mark today's and tomorrow's battlefields would call for greater cross-cultural understanding at all levels. A way to develop this understanding might be to require future officer candidates to study a relevant foreign language as a pre-commissioning requirement.

He also recommended expanded mid-career graduate-level education opportunities, with officer and non-commissioned officer graduates of these programs going back into the operational force; and that the stigma against those who leave the operational world to pursue these opportunities—and thereby risk their careers—must be removed. He acknowledged that this was an exceptionally difficult philosophy to change under current personnel systems.

"I suspect you think I am describing the impossible," Skelton said. "Well, you are right."

"What really needs to happen is for the legacy machine-age personnel systems to be disassembled and put back together again in fundamentally different ways to meet the demands of the information age population they are trying to recruit, retain, train, and educate. It is tough to see how the Services are going to attract adaptive, in-

novative, agile people without adaptive, innovative, agile personnel systems to suit them."

To give officers more time to develop the expertise needed in modern warfare, Skelton advocated an increase in the size of the armed forces. Not only is this increase needed to meet the demands of today but "we need these additional forces to buy time in the present to prepare for the future."

Only with a deep bench, he said, could the demands of today be met, while also providing servicemembers the time to develop their expertise, broaden their professional military education, pursue civilian educational opportunities, and take time to reflect on what they learned and experienced.

But how can we increase the force to do this when the reality is that the Army is struggling to man its current levels, he asked. Public support for the war is decreasing, as shown by opinion polls, by shortfalls in recruiting and by declining numbers of those seeking admittance to the Service academies. If these and other trends continued, serious damage to the Army, with a corresponding threat to national security, could result.



Conferences, Workshops & Symposia

The Missouri congressman said that leaders at all levels must put greater emphasis on making a clear and compelling argument about why the youth of America should serve their country. He called on America's young men and women to answer the call to duty and urged all of the country's other leaders to make a similar call.

"Leaders at all levels, not just the recruiters in our neighborhoods, have a responsibility to ask our young people to serve our country," Skelton said. "We cannot expect America's sons and daughters to volunteer for the military just because they live in the greatest country the world has ever seen."

What must take place, he went on to explain, is that these potential recruits and their families must be led to understand why their service is necessary. This message goes beyond the war in Iraq, about losing the opportunity for representative self-government in that country, or about allowing a breeding ground for terrorism to flourish in the Middle East.

"This is about what is good for the long-term health and security of our nation," he said. "The best of America must continue to step up to serve, and we need them to come forward in greater numbers."

If they do not, the military will not be able to take time to prepare itself for the information age transformation, Skelton said, and what he called "the finest force in history" will atrophy to where it is unable to fight when next called upon to do so.

"The future of our country depends upon the next great generation of citizens who will answer the call to service," he concluded. "I believe that young Americans understand this, and they are willing to answer the call, but we must never take them for granted and fail to ask."

HUMAN CAPITAL MANAGEMENT FOR DEFENSE—HCMD 2006

The 2006 Human Capital Management for Defense Conference will be held Feb. 6–8, at The Renaissance Hotel in Washington, D.C. This year's theme will be "Meeting Critical Demands Through Seamless Workforce Transformation." This cross-Service forum will bring together human capital managers throughout DoD to promote and achieve a successful DoD Human Capital Management workforce transformation. Learn from key Human Capital Management leaders who have

implemented successful workforce transformations. At HCMD's HR Technology Symposium Feb. 6, hear the most up-to-date case studies on how human resources technology is a critical part of a successful total human capital initiative. The main conference, Feb. 7–8, addresses challenges ranging from workforce planning and knowledge management to gap analysis and eliminating redundancies. Register for the conference online at <http://www.wbresearch.com/HCMDusa/index.html>.

22ND ANNUAL TEST AND EVALUATION CONFERENCE

The 22nd Annual Test and Evaluation Conference will take place March 6–9, 2006, in Jacksonville, Fla. This national conference will address the issues regarding Modeling and Simulation in the context of test and evaluation; outline what is at stake; present a synopsis of current policies regarding M&S, including the interplay between T&E and M&S; and include presentations from knowledgeable leaders from the T&E and M&S worlds to present and discuss how to make these two worlds work more effectively together in support of the nation's defense, both at home and abroad.

Who Should Attend?

The annual Test and Evaluation Conference is invaluable to those tasked with directing and executing system development programs for the Department for Defense, Department of Homeland Security, Department of Energy, and other government departments tasked with various elements of our nation's security. Test planners, M&S users and developers, range operators, program managers, military personnel charged with system acquisition responsibilities, industrial professionals, and others under contract with the government to provide support to our nation's defenses will also benefit from this national conference. Register for the conference at <http://register.ndia.org/interview/register.ndia?#January2006>.

CHEMICAL BIOLOGICAL INDIVIDUAL PROTECTION CONFERENCE & EXHIBITION

The Chemical, Biological Individual Protection Conference & Exhibition will be held March 7–9, 2006, at the Charleston Area Convention Center in Charleston, S.C. Registration information will be posted as soon as it becomes available at <http://register.ndia.org/interview/register.ndia?#May2006>.



GUNS AND MISSILE SYSTEMS CONFERENCE AND EXHIBITION

The 41st Annual Armament Systems: Gun and Missile Systems Conference will be held March 27–30, 2006, at the Sacramento Convention Center in Sacramento, Calif. This year's theme will be "Enhancing Our Capability and Evolving for Tomorrow," and will present topics that demonstrate how our nation's current gun, munition, and missile system technologies can be adapted and evolved to meet tomorrow's missions and operations. Register for the conference at <http://register.ndia.org/interview/register.ndia?#May2006> >.

DOD PROCUREMENT CONFERENCE

Plan ahead for the 2006 DoD Procurement Conference May 23–26, 2006, in Orlando, Fla. Watch for details of the conference at <http://www.acq.osd.mil/dpap/about/conferences.htm> > .

NATIONAL CONTRACT MANAGEMENT ASSOCIATION (NCMA) WORLD CONGRESS 2006

The NCMA World Congress 2006 will be held April 10–12, 2006, at the Hyatt Regency, Atlanta, Ga. This year's theme will be "Achieving High Performance in Global Business: Leadership, Outsourcing, and Risk Management." At World Congress 2006 you'll discover networking opportunities; career fair (bring your résumés); exhibit hall with vendor demonstrations; and over 120 concurrent track sessions, including Executive Leadership, e-Business, Contract Law, Commercial Contracting, and Knowledge Management. Register for the NCMA World Congress 2006 at <http://www.ncmahq.org/meetings/WC06/registration.asp> >.

22ND ANNUAL NATIONAL LOGISTICS CONFERENCE AND EXHIBITION

The 22nd Annual National Logistics Conference and Exhibition will be held April 17–21, 2006, at the Hyatt Regency Miami at Miami Convention Center, Miami, Fla. Share insights with senior DoD leadership, top industry executives, project directors and program managers, information technology providers and developers, government policy makers and regulators, defense contractors and design professionals, third party logistics providers, and equipment suppliers and manufacturers. Scheduled sessions will include Quadrennial Defense Review 2006 and Logistics Transformation, Net Centric Warfare—Role of Logistics, Logistics Research, Development and Systems Support Technologies, Achiev-

ing Supply Chain Asset Visibility and Accountability—RFID and UID, Military Service Logistics Leadership Fireside Chat, and Joint Logistics Leadership Fireside Chat. Register online at <http://register.ndia.org/interview/register.ndia?#May2006> >.

7TH ANNUAL NDIA SCIENCE & ENGINEERING TECHNOLOGY CONFERENCE/DOD TECH EXPO

The 7th Annual National Defense Industrial Association (NDIA) Science and Engineering Technology Conference/DoD Tech Expo will be held April 18–20, 2006, at the Buena Vista Palace, Lake Buena Vista, Fla. Registration information will be posted as soon as it becomes available at <http://register.ndia.org/interview/register.ndia?#May2006> >.

INTERNATIONAL TRAINING AND EDUCATION CONFERENCE—ITEC 2006

The International Training and Education Conference, ITEC 2006—now in its 17th year—will be held May 16–18, 2006, at ExCel London, the international exhibition and conference centre. ITEC is Europe's only conference and exhibition dedicated to defense training, education, and simulation exhibition of equipment and services. Participants will find that ITEC 2006 is *the* meeting place to network with international military and defense training experts. Register online at <https://www.itec.co.uk/page.cfm>Action=PreReg/PreRegID=9/t=m> > .

TOTAL LIFE CYCLE SYSTEMS MANAGEMENT CONFERENCE

The Total Life Cycle Systems Management (TLSCM) Conference will be held July 10–12, 2006, at the Charlotte Convention Center in Charlotte, N.C. The conference will emphasize DoD Diminishing Manufacturing Sources and Material Shortages (DMSMS) and will be a follow on to the DMSMS meetings. Registration information will be posted as soon as it becomes available at <http://register.ndia.org/interview/register.ndia?#May2006> >.

ANNUAL SYSTEMS ENGINEERING CONFERENCE

The 9th Annual Systems Engineering Conference will be held Oct. 23–27, 2006, at the Hyatt Islandia in San Diego, Calif. Registration information will be posted as soon as it becomes available at <http://register.ndia.org/interview/register.ndia?#May2006> >.



Acquisition & Logistics Excellence

AIR FORCE MATERIEL COMMAND NEWS SERVICE (SEPT. 19, 2005)

WORKERS BEHIND SHINGO GOLD

Lanorris Askew

ROBINS AIR FORCE BASE, Ga.—When the Lean journey began for the Warner Robins Air Logistics Center, few put much stock in where it would lead. Nearly four years later it has become a layman's term synonymous with success and, most recently, excellence in manufacturing.

Last week Maj. Gen. Mike Collings, center commander, announced to the C-5 Programmed Depot Maintenance workforce their hard work had paid off in their bid for the much coveted Shingo Prize. The center became one of the first-ever public industries to receive the prestigious Shingo Prize for Excellence in Manufacturing and the first government industry to receive the gold level honor.

The Shingo Prize was established in 1988, and promotes Lean manufacturing concept awareness and recognizes companies that achieve world-class manufacturing status. It was opened to the public sector for the first time this year with four levels of recognition: platinum, gold, silver, and bronze.

Greg Beecher, 402nd Aircraft Maintenance Group Lean change manager, attributes the win to the hard work of the mechanics.

"The mechanics' acceptance of Lean and their help implementing it has been the backbone of our success. This is an entire team award," he said. "The mechanics and supervisors, the 402nd Commodities Maintenance Group, Maintenance Support Group, and other areas on base from engineering to personnel to environmental all helped in winning this award."

Beecher said the C-5 area was chosen by the center commander's executive council because of the maturity of its Lean program and because it shows the breadth of Lean at Robins.

Some of the key accomplishments listed in the 100-page achievement report submitted to the Shingo Prize committee earlier this year included 100 percent on-time delivery in fiscal 2004, up from only 25 percent in fiscal

2001, and an average flow day reduction from 339 in fiscal 2001 to 234 in 2004.

While the entire team is proud of the accomplishment, Beecher said they won't rest on their laurels.

"Lean isn't a destination, it's a journey," he said. "We won gold, but there's still platinum out there. While it's humbling for our peers to recognize us, we know there's still work to do."

DeDe Stone, 402nd MXW Process Improvement Section chief, said the only way to follow this performance is by continuing to implement and sustain the process improvements. "They've worked extremely hard to improve their processes and to make the C-5 a world-class organization," she said. "There were many months and many long hours involved with the preparation of the package and in preparation for the site visit. I was pleasantly surprised because it was the first year for this award, and we didn't know what to expect."

The Shingo Prize is named in honor of the late Dr. Shigeo Shingo who helped create, train, and write about many aspects of the renowned Toyota Production System and related production systems.

Askew is with the 78th Air Base Wing Public Affairs, Robins AFB, Ga.

U.S. ARMY ACQUISITION SUPPORT CENTER PRESS RELEASE (OCT. 2, 2005) 2005 ARMY ACQUISITION CORPS AWARDS CEREMONY RECOGNIZES ACQUISITION STARS

ARLINGTON, Va.—The acquisition community held its 2005 Army Acquisition Corps (AAC) Annual Awards Ceremony here Oct. 2, 2005, at the Crystal City Gateway Marriott. The event recognized the accomplishments of the acquisition workforce's most extraordinary members and the teams they lead. The ceremony's theme, "Celebrating Our Acquisition Stars," was a tribute to the uniformed and civilian professionals who work tirelessly behind the scenes to provide combatant commanders and their soldiers the weapons and equipment they need to execute decisive, full-spectrum operations in support of the global war on terrorism.



Acquisition & Logistics Excellence

“Tonight we honor some of the outstanding men and women—military and civilian—of the Army Acquisition Corps and the greater Army acquisition, logistics and technology workforce,” remarked Army Acquisition Executive and Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) Claude M. Bolton Jr., who hosted the event. “As a community, we are facing some of our greatest challenges. We are serving a nation at war and a military force that is transforming while fighting. It is clear that we have charted the right course—increasing capability, flexibility, and sustainability—and that we must maintain the tremendous momentum we have built. With great challenges come great opportunities for success.

“Our courageous men and women in uniform display unrelenting tenacity, steadfast purpose, quiet confidence, and selfless heroism,” Bolton observed. “Let us continue to work hard and work together to ensure their decisive victory and safe return. They face threats that change—quite literally—overnight, and their success in meeting these challenges rests squarely on our collective shoulders.”

U.S. Army Acquisition Support Center Director Craig A. Spisak presided over the event as Master of Ceremonies. Other Army and defense acquisition senior leaders present were Dean G. Popp, principal deputy to the ASAALT and director for Iraq Reconstruction and Program Management; Lt. Gen. Joseph L. Yakovac, military deputy to the ASAALT and director, Acquisition Career Management; Dr. Nancy Spruill, director, Acquisition Resources and Analysis, Office of the Under Secretary of Defense for Acquisition, Technology and Logistics; Tina Ballard, deputy assistant secretary of the Army for Policy and Procurement; Wimpy D. Pybus, deputy assistant secretary of the Army for Integrated Logistics Support; Dr. Thomas H. Killion, deputy assistant secretary for Research and Technology and Chief Scientist; and former military deputy to the ASAALT, retired Army Lt. Gen. John S. Caldwell.

The evening’s presentations included the Secretary of the Army Excellence in Contracting Awards; Life Cycle Logistician of the Year Award; Army Research and Development Laboratory of the Year Awards; the Secretary of the Army Awards for Acquisition Commander, Project and Product Managers of the Year; and the Army Acquisition Excellence Awards.

“The United States Armed Forces are the world’s most powerful, most capable, and most respected military

force,” Bolton exclaimed. “It is a legacy that we inherited, and one that we must protect. Tonight, we will recognize those among us who are the best and the brightest, but in the world’s best Army—America’s Army—we are all winners.”

SECRETARY OF THE ARMY EXCELLENCE IN CONTRACTING AWARDS FOR FISCAL YEAR 2004

Outstanding Contracting Officer (Civilian) at Installation-Level Center—Beth A. Mendell, U.S. Army Contracting Agency (ACA) Northern Region

Outstanding Contracting Officer (Civilian) at Installation-Level Satellite—Mary Pat Shanahan, ACA Northern Region

Outstanding Contracting Officer (Civilian) in Specialized Contracting—Matthew J. Franzen, U.S. Army Tank-automotive and Armaments Command (TACOM) Life Cycle Management Command (LCMC)

Outstanding Contracting Officer (Civilian) in Systems Contracting—Pamela A. Demeulenaere, U.S. Army TACOM LCMC

Outstanding Contracting Officer (Military) at Installation-Level Center—Master Sgt. Christopher W. Chapple, ACA Southern Region

Outstanding Contracting Officer (Military) in Contingency Contracting—Maj. Robert W. Shelton, ACA Northern Region

Professionalism in Contracting (Civilian)—Wendy J. McCutcheon, U.S. Army Communications-Electronics LCMC

Professionalism in Contracting (Military)—Col. Scott O. Risser, ACA Headquarters

Unit/Team for Installation-Level Contracting Center—Anniston Army Depot Directorate of Contracting, U.S. Army TACOM LCMC

Unit/Team for Installation—Level Contracting Satellite—Fort Campbell Directorate of Contracting, ACA Southern Region

Unit/Team for Specialized Contracting—ACA Pacific Region

Unit/Team for Systems Contracting—
▪ Stryker Brigade Combat Team, U.S. Army TACOM LCMC
▪ Future Combat Systems Team, U.S. Army TACOM LCMC

Exceptional Support of the Javits-Wagner-O’Day Act Program—Mark Lumer, U.S. Army Space and Missile Defense Command



LIFE CYCLE LOGISTICIAN OF THE YEAR AWARD

David W. Manning, Program Executive Office (PEO) Simulation, Training and Instrumentation

ARMY RESEARCH AND DEVELOPMENT LABORATORY OF THE YEAR AWARDS

Large Research Laboratory of the Year—U.S. Army Engineer Research and Development Center

Large Development Laboratory of the Year—U.S. Army Aviation and Missile Research, Development and Engineering Center

Small Development Laboratory of the Year—U.S. Army Natick Soldier Center

Collaboration Team of the Year—

- The U.S. Army Research Laboratory and the U.S. Army Armament Research, Development and Engineering Center collaborated on the “Barrel Reshaping Initiative” for the M1 Abrams Main Battle Tank.
- The U.S. Army Natick Soldier Center; the U.S. Army Tank Automotive Research, Development and Engineering Center; and the U.S. Army Research Institute of Environmental Medicine collaborated on the “Cool the Force” Vehicle Mounted Personal Cooling Program designed to alleviate soldier heat stress in tactical vehicles.

SECRETARY OF THE ARMY AWARDS FOR ACQUISITION COMMANDER, PROJECT AND PRODUCT MANAGERS OF THE YEAR

2005 Acquisition Commander of the Year (Colonel Level)

- Col. Victoria H. Diego-Allard, U.S. Army Contracting Command-Europe
- Col. Stephen D. Kreider, U.S. Army Yuma Proving Ground, Army Test and Evaluation Command

2005 Acquisition Commander of the Year (Lieutenant Colonel Level)

- Lt. Col. Robert W. Schumitz, XVIII Airborne Corps Contracting Command
- Lt. Col. Shane Dietrich, Yuma Test Center

Project Manager of the Year

- Col. William Crosby, Cargo Helicopters, PEO Aviation
- Robert F. Golden, Tactical Radio Communications Systems, PEO Command, Control and Communications Tactical (C3T)
- Col. Camille Nichols, PM Guardian, Joint PEO Chemical and Biological Defense

Product Manager of the Year

Lt. Col. Michael Van Rassen, PM Air Missile Defense Command and Control Systems, PEO C3T

ARMY ACQUISITION EXCELLENCE AWARDS

Equipping and Sustaining our Soldiers Individual Award—Gloria M. Martinez, Gulf Region Central District, Pacific Ocean Division, U.S. Army Corps of Engineers

Equipping and Sustaining our Soldiers Team Award—The following three teams were selected for their contributions for defeating improvised explosive devices (IEDs) and developing counteractive measures for repelling IED attacks.

- U.S. Army Special Operations Command Team
- Electronics Counter Measure Device Team from PEO Intelligence, Electronic Warfare and Sensors
- IED Counter Measure Equipment Team, U.S. Army Research, Development and Engineering Command

Information Enabled Army Individual Award—Maj. Michael Devine, PEO Enterprise Information Systems (EIS)

Information Enabled Army Team Award—Product Manager Joint-Automatic Identification Technology Team, PEO EIS

Transforming the Way We Do Business Individual Award—Sharon H. Butler, Huntsville Center, U.S. Army Corps of Engineers

Transforming the Way We Do Business Team Award—Regional Contracting Office, Hawaii, ACA

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AMERICAN FORCES PRESS SERVICE (OCT. 7, 2005)

HISPANIC AMERICAN CLIMBS TO TOP OF DOD SUCCESS LADDER

Rudi Williams

WASHINGTON—Alan F. Estevez never dreamed the low-level civil-service job in Bayonne, N.J., that he accepted shortly after college would lead to the high-level, important position he holds today.

Now assistant deputy under secretary of defense for supply-chain integration, Estevez is responsible for managing the Defense Department’s global supply chains and transforming supply-management processes.

Estevez’s trek into government service began after graduating from Rutgers University, in New Brunswick, N.J., in 1979 with a bachelor of arts degree in political science. “I bounced around for awhile loading trucks and kind of deciding what I wanted to do,” said the native of North Arlington, N.J., where his father taught Spanish



Alan F. Estevez, assistant deputy under secretary of defense for supply-chain integration, speaks Sept. 28 after being presented the 2005 National Security medal, part of the Service to America Medals program, which recognizes excellence in government service.

Photograph by Sam Kittner.

for 25 years after retiring from the Army as an infantry lieutenant colonel.

Based on the results of his civil-service exam, Estevez was hired as an intern by the former Military Traffic Management Command, in Bayonne, which is now the Surface Deployment and Distribution Command. He started at an entry-level pay grade and decided he liked the work.

On Sept. 28, Estevez received the 2005 National Security medal in recognition of his implementation of radio frequency identification for use in military logistics. RFID uses radio

waves to automatically identify and track people or objects. In the logistics chain, it allows for real-time tracking of shipments around the world.

The award is part of the "Service to America Medals" program co-sponsored by the Atlantic Media Company, which publishes several government-related periodicals. The awards program pays tribute to America's federal workforce, highlighting civil servants who have made significant contributions to the country. Estevez was cited for his work in developing policies and processes to ensure that the vast quantities of food, fuel, medicine, clothing, munitions, and weapons parts needed to sustain globally deployed U.S. forces are available to them, the award citation stated.

In addition to implementing RFID, Estevez was instrumental in developing and deploying a worldwide RFID infrastructure called the "in-transit visibility network," which significantly improved the tracking of military supplies. Estevez helped put the latest technology being used by the private sector to use for the armed forces. The result of his work is a more effective and more efficient fighting force, the award citation stated.

AMERICAN FORCES PRESS SERVICE (OCT. 8, 2005)

ADMIRAL EARNS EXECUTIVE EXCELLENCE AWARD FROM HISPANIC ENGINEERS

Rudi Williams

ANAHEIM, Calif.—The commander of the Naval Safety Center was recognized here Oct. 7 as one of the nation's best and brightest engineers and scientists during the 17th Annual Hispanic Engineers National Achievement Awards Conference. Navy Rear Adm.



Navy Rear Adm. George E. Mayer encourages the youth of America, especially Hispanic youth, to seize every educational opportunity offered them. Mayer was presented the military executive excellence award during the 17th Annual Hispanic Engineers National Achievement Awards Conference in Anaheim, Calif., Oct. 7.

Photograph by Rudi Williams.



George E. Mayer received the program's military executive excellence award.

With the theme of "A Future Powered by Imagination," the four-day conference recognized the outstanding accomplishments of Hispanic professionals in the fields of engineering, science, technology, and mathematics. The conference brought universities, corporations, the military and all levels of government together to celebrate excellence within the Hispanic community.

"While growing up in Puerto Rico in the 1960s, I wasn't sure of what I would do as I got older," said Mayer, one of only two Hispanic flag officers in the Navy. "My family took me to the airport in San Juan, and my father worked there. The sight of the aircraft taking off and landing every day captured my imagination."

He said that powered his desire to do something that at the time seemed only a distant dream. "My father recognized my dreams and told me if I wanted to be a pilot, I should fly with the best—the U.S. Navy," the admiral said. "I was told that to become a Navy pilot would take hard work and dedication. But a quick trip to the Naval Academy was all I needed. I was sold on the Navy and naval aviation. And 30 years later, I'm fortunate to have fulfilled those dreams.

"In this country, we have all been given the gift of freedom, and with that gift comes opportunity," said he continued. "In America, the opportunity to succeed is always there."

Saying he would be remiss if he didn't recognize those who have made the opportunities possible, Mayer thanked "the Hispanic American men and women who have come before us, and more specifically, the men and women serving in the armed forces today. Without them none of us would have the opportunities to succeed and to live free as we do." The admiral dedicated his award to them, "especially to those who have made the ultimate sacrifice so that all of us can be free," he said.

Mayer thanked HENAAC for honoring him and the Navy for nominating him for the award. "I am fortunate to have spent over 30 years working for the U.S. Navy, an organization that recognizes and values diversity, provides us ample educational opportunities, and rewards hard work and dedication," he said.

After graduating from the U.S. Naval Academy in 1975, he pursued additional academic instruction in aerodynamic principles and flight tactics to achieve his dream of becoming a jet pilot. Today, Mayer is qualified in two high-performance jet aircraft, with more than 4,000 flight hours and more than 1,000 carrier landings. He was first qualified in the A-7 Corsair aircraft and later qualified in the F-18 Hornet, the nation's first strike-fighter.

"I am proud to be an American and to live in a country that thrives on diversity and offer its citizens unlimited opportunities to succeed," said Mayer, who holds a bachelor's degree in political science and a master's degree in national security and strategic studies.

"I encourage the youth of America, especially our Hispanic youth, to seize every educational opportunity that is offered to them, especially in the technical and engineering fields, as they are pathways to a future," the admiral said.

AMERICAN FORCES PRESS SERVICE (OCT. 8, 2005)

AIR FORCE CAPTAIN NAMED MOST PROMISING MILITARY ENGINEER

Rudi Williams

ANAHEIM, Calif., Oct. 8, 2005—An officer assigned to Los Angeles Air Force Base, Calif., was named this year's most promising military engineer at the Hispanic Engineer National Achievement Awards Conference here Oct. 7.

Air Force Capt. Eduardo D. Aguilar received the honor at the annual conference's awards show. HENAAC's mission is to enlighten the nation about the achievements of Hispanics in en-

Air Force Capt. Eduardo D. Aguilar said he's proud to have worked in programs that support the troops and help to defend the country. He was named most promising military engineer at the Hispanic Engineer National Achievement Awards Conference in Anaheim, Calif., Oct. 7.
Photograph by Rudi Williams.





gineering, science, technology, and math, conference officials said. The conference also strives to motivate and educate more students to pursue careers in these fields, and to increase the role the Hispanic community plays in maintaining America's status as the world's technology leader, officials added.

"Eduardo Aguilar began his career in the U.S. Air Force in 1999 with enough energy to launch a rocket," said Air Force Brig. Gen. William N. McCasland, vice commander of the Space and Missile Systems Center at Los Angeles Air Force Base. "Soon the young aeronautical engineer was, in fact, launching rockets carrying payloads that affected everything from our nation's national security to international humanitarian relief operations."

The general said Aguilar excelled as a test engineer, leading to a special three-month assignment at the NASA Dryden Flight Research Center at Edwards Air Force Base, Calif. There he worked on the joint NASA-Air Force F/A-18A active aeroelastic wing research program. His responsibilities included ground test data monitoring, test data reduction and verifying test data accuracy. "His significant contributions were credited with preventing schedule delays that would have cost over a half million dollars," McCasland said.

Promoted to captain in 2002, Aguilar was assigned to the Directorate of Launch Programs at the Space and Missile Systems Center. "He served as the lead Titan avionics and electrical engineer for all Titan IV, Centaur, and Titan II launch vehicle avionics and battery hardware," McCasland said. "His ability to meet the level of perfection that these systems required led to the flawless performance on five critical space launches."

Aguilar is now chief of the 50-member Block IIF space integration team for the Global Positioning System. Block IIF satellites are the next generation of GPS space vehicles. Improvements include an extended design life of 12 years, faster processors with more memory, and a new civil signal on a third frequency. The first Block IIF satellite is scheduled to launch in 2007.

Accepting his award, Aguilar said each path one takes in life leads to challenges, but the path that leads to success will always be the most difficult.

"My education always remained my priority," he said. "I'm very proud that I've worked in programs that support our troops and help to defend our country."

Aguilar is a frequent participant in the outreach program of the Society of Hispanic Professional Engineers of Greater Los Angeles. "As a proud Mexican-American," he said, "I enjoy working with our Hispanic youth to share my enthusiasm for rocketry and satellites."

DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 20, 2005)

DOD PRESENTS 2004 FUBINI AWARD

Acting Deputy Secretary of Defense and Secretary of the Navy Gordon England presented the Eugene G. Fubini Award for 2004 to Craig I. Fields, the chairman of the Defense Science Board and former director of the Defense Advanced Research Projects Agency (DARPA).

The Fubini Award was established in 1996 by then Secretary of Defense William Perry to recognize annually an individual from the private sector, who has made highly significant contributions to the Department of Defense. The award is named after the late Eugene G. Fubini, a long-time advisor to DoD and the first recipient of the award.

In presenting the award, England said of Fields, "We've been fortunate to have his precision, his wisdom, his counsel, his vision, and his gift for making the complex seem simple these many years."

Fields received his bachelor's degree from the Massachusetts Institute of Technology in 1966 and his doctorate from Rockefeller University in 1970. After serving on the faculty of Harvard University, he joined DARPA, which performs high-risk, high-impact research in computers and communications, semiconductors and materials, manufacturing technology, aeronautics and astronautics, and weapons system technology.

Fields was awarded the President's Distinguished Executive Rank Award for outstanding service in 1988, and the President's Meritorious Executive Rank Award in 1990. He was elected a fellow of the American Association for the Advancement of Science. In 1992, he received the IEEE Award for Distinguished Contributions to Public Service. He is a principal of the Council for Excellence in Government, a member of the Council on Foreign Relations, and a member of the Council on Competitiveness.

Fields also serves on the Science and Technology Advisory Panel, supporting the Director of Central Intelli-



gence; the U.S. Advisory Council on the National Information Infrastructure; and the US-Israel Science and Technology Commission. He is on the advisory boards of SRI International, United Technologies Corp., and the Economic Strategy Institute. He is a member of the Carnegie-Mellon University Department of Computer Science; the UCLA Graduate School of Education and Information Studies; and the Massachusetts Institute of Technology School of Architecture.

DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 27, 2005) 2005 PHOENIX AWARD WINNER ANNOUNCED

The Department of Defense announced today that the 3rd Battalion, 7th Field Artillery (Light), 25th Infantry Division (Light), is the 2005 winner of the Phoenix Trophy, DoD's highest award for field-level maintenance of weapon systems and equipment. The award was presented at the Secretary of Defense Awards Banquet held in conjunction with the 2005 DoD Maintenance Symposium and Exhibition in Birmingham, Ala. Jack Bell, deputy under secretary of defense for logistics and materiel readiness, and Dave Pauling, assistant deputy under secretary of defense for maintenance policy, programs and resources, presented the award on behalf of Secretary of Defense Donald H. Rumsfeld.

The 2005 Phoenix Trophy recognized the 3rd Battalion for successfully balancing maintenance, readiness, and operation requirements during the past year while being deployed for exercises and missions throughout the Pacific Command's area of responsibility and the continental United States, and to Afghanistan in support of Operation Enduring Freedom. Throughout these various training and combat missions, the "Never Broken" battalion maintained more than 4,300 pieces of equipment while logging more than 95,000 miles, delivering 8,000 rounds of artillery and mortar fire in training and combat while simultaneously maintaining an operational equipment readiness rate of 97 percent.

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: Aircraft Intermediate Maintenance Detachment (AIMD, Naval Air Station/Joint Reserve Base New Orleans, New Orleans, La., U.S. Navy; and 31st Maintenance Operations Squadron (31 MOS), 31st Fighter

Wing, Aviano Air Base, Italy, U.S. Air Force. **MEDIUM CATEGORY:** 428th Transportation Company, Jefferson City, Mo., U.S. Army; and Combat Service Support Battalion 12 (1st Maint Bn), Camp Pendleton, Calif., U.S. Marine Corps. **LARGE CATEGORY:** 3d Battalion, 7th Field Artillery Regiment, Schofield Barracks, Hawaii, U.S. Army; and USS George Washington (CVN 73), Naval Station Norfolk, Va., U.S. Navy

2005 DISTANCE LEARNING AWARDS PRESENTED

On Oct. 17, 2005, The United States Distance Learning Association <<http://www.usdla.org/USDLA>> presented its 2005 Distance Learning Awards at the Fall Training and Online Learning Conference and Expo in Long Beach, Calif. The Defense Acquisition University won awards in the following categories:

- 21st Century Best Practices Award for Distance Learning (Gold Award—DAU PLM)
- Excellence in Programming (Gold Award—Bob Faulk and the Continuous Learning Team)
- Excellence in Teaching (Silver Award—David C. Bachman)

The annual awards program acknowledges major accomplishments in distance learning and highlights instructors, programs, and distance learning professionals who have distinguished themselves.

DEIDRE LEE RECOGNIZED WITH 2005 PRESIDENTIAL RANK AWARD

On Oct. 20, 2005, the White House honored 278 outstanding federal executives with the Presidential Rank Awards the government's highest award for civil servants.

Deidre A. Lee, the Federal Acquisition Service assistant commissioner for Integrated Technology Services and former director of Defense Procurement and Acquisition Policy was honored as a Distinguished Executive for 2005.



The Presidential Rank Awards are presented annually to recognize and celebrate a small group of career senior executives for exceptional long-term accomplishments.



Winners of this prestigious award are strong leaders, professionals, and scientists who achieve results and consistently demonstrate strength, integrity, industry, and a relentless commitment to excellence in public service.

The Distinguished Executive Award is given for sustained extraordinary accomplishments and is limited to 1 percent of the career senior executive service, defense intelligence senior executive service, or senior-level scientific or professional government-wide population.

ARMY NEWS SERVICE (OCT. 27, 2005) ORDNANCE DETECTION HELPS ARMY LAB EARN TOP AWARD

VICKSBURG, Miss.—New technology to help soldiers find and clean up unexploded ordnance helped win this year's Army Research Laboratory of the Year Award. The U.S. Army Engineer Research and Development Center in Vicksburg, Miss., received the award Oct. 2. Claude M. Bolton Jr., assistant secretary of the Army for acquisition, logistics and technology, presented the award to Dr. James R. Houston, ERDC director, at the Army Acquisition Corps' annual awards ceremony in Arlington, Va.

ERDC developed several new systems

ERDC was cited for several technical accomplishments in the detection of unexploded ordnance. It developed non-intrusive dual-sensor UXO detection and discrimination systems. Researchers fused two detection approaches—magnetometer and electromagnetic induction systems, known as EMI—into a single system that can be used simultaneously to sweep a UXO field, despite the traditional problem of EMI measurements interfering with magnetometers. The dual technology was used in three systems built and tested during fiscal year 2004—a towed array, a man-portable wheeled system, and a hand-held system. The new dual-sensor systems will result in substantial cost reductions in UXO cleanup at current and former military installations around the country, ERDC officials said. Other technical accomplishments cited were Joint Rapid Airfield Construction

and Micro-Encapsulated Phase Change Material Technology for Pumped Thermal Transfer.

Lab helped with IED detection

ERDC was also commended for its support to the global war on terror through its work on the BuckEye Improvised Explosive Device Change Detection System; the Urban Tactical Planner; the Counter Rocket, Artillery, and Mortar program; the Joint Antiterrorism Planners Guide; protection of civil works infrastructure from terrorist attack; support to the Department of Homeland Security and the Immune Building Program; and development of antiterrorism blast technologies.

Management technology helps win award

In 2004, ERDC fielded technology for secure portable offices and established enterprise control over all information resources. ERDC established a virtual private network for the entire Corps of Engineers, including the Corps' Gulf Region Division in Iraq, and installed a Corps-wide active directory with an online address book for 37,000 Corps employees. ERDC is also leading the Corps-wide implementation of a project management system designed to drive the Corps' real-time financial system, officials said.

Methods are also being implemented to reduce the number of supervisors and organization layers across the ERDC, encourage continuing education, and ensure the balance of skills necessary to execute the organization's mission, officials said. They said these efforts enable ERDC to maintain a competitive advantage in resources and capabilities.

ERDC consists of seven laboratories at four geographical sites, with more than 2,000 employees, \$1.2 billion in facilities, and an annual research program approaching \$700 million. It conducts research in both military and civil works for the Department of Defense and the nation.

Information provided by ERDC Public Affairs.



AT&L Workforce— Key Leadership Changes

DEPARTMENT OF DEFENSE NEWS
RELEASE (SEPT. 23, 2005)

GENERAL OFFICER ASSIGNMENTS

The chief of staff, Air Force announces the assignments of the following senior leaders:

Brig. Gen. Thomas F. Deppe, director, logistics and communications, chief information officer and chief sustainment officer, Headquarters Air Force Space Command, Peterson Air Force Base, Colo., to commander, Twentieth Air Force, Air Force Space Command; and commander, Task Force 214, U.S. Strategic Command, Francis E. Warren Air Force Base, Wyo.

Brig. Gen. Stephen L. Lanning, special assistant to the commander, Air Force Space Command, Peterson Air Force Base, Colo., to director, logistics and communications, chief information officer and chief sustainment officer, Headquarters Air Force Space Command, Peterson Air Force Base, Colo.

DEPARTMENT OF DEFENSE NEWS
RELEASE (SEPT. 15, 2005)

GENERAL OFFICER ASSIGNMENTS

The chief of staff, Air Force announces the assignments of the following senior leaders:

Maj. Gen. (select) Jeffrey R. Riemer, director, operations, Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio, to commander, Air Armament Center and Air Force program executive officer for weapons, Air Force Materiel Command, Eglin Air Force Base, Fla.

Brig. Gen. Kurt A. Cichowski, commander, 49th Fighter Wing, Air Combat Command, Holloman Air Force Base, N.M., to director, operations, Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.

DEPARTMENT OF DEFENSE NEWS
RELEASE (OCT. 7, 2005)

GENERAL OFFICER ASSIGNMENTS

The chief of staff, Air Force announces the assignments of the following senior leaders:

Maj. Gen. (Select) Larry D. New, deputy commander, Combined Air Operations Center 7, Allied Air Forces

Southern Europe, North Atlantic Treaty Organization, Larissa, Greece, to director, operations, Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.

Maj. Gen. (Select) Johnny A. Weida, commander, 34th Training Wing; and commandant of cadets, U.S. Air Force Academy, Colo., to director, capabilities integration and transformation, Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.

DEPARTMENT OF DEFENSE NEWS
RELEASE (OCT. 26, 2005)

GENERAL OFFICER ASSIGNMENTS

The Army Chief of Staff announces the following general officer assignment: **Maj. Gen. Carlos D. Pair**, U. S. Army Reserve, chief of staff, U. S. Transportation Command, Scott Air Force Base, Ill. to defense business systems acquisition executive, Office of the Deputy Under Secretary of Defense (Business Transformation), Washington, D.C.

NOMINATIONS CONFIRMED (CIVILIAN)
(OCT 28, 2005)

SENATE CONFIRMS DEPARTMENT OF DEFENSE NOMINEES

The following civilian Executive Nominations were confirmed by the Senate during the current congress on Oct. 28, 2005:

- **William Anderson**, of Connecticut, to be assistant secretary of the Air Force for installations, environment and logistics.
- **John G. Grimes**, of Virginia, to be assistant secretary of defense for networks and information integration.
- **John J. Young Jr.**, of Virginia, to be director of defense research and engineering.
- **Michael W. Wynne**, of Florida, to be secretary of the Air Force.
- **Delores M. Etter**, of Maryland, to be assistant secretary of the Navy for research, development and acquisition.



We're Looking For A Few Good Authors

Got opinions to air? Interested in passing on lessons learned from your project or program? Willing to share your expertise with the acquisition community? Want to help change the way DoD does business?

You're just the person we're looking for.

Write an article (no longer than 2,500 words) and *Defense AT&L* will consider it for publication. Our readers are interested in real-life, hands-on experiences that will help them expand their knowledge and do their jobs better.

What's In It For You?

First off, seeing your name in print is quite a kick. But more than that, publishing in *Defense AT&L* can help advance your career. One of our authors has even been offered jobs on the basis of articles written for the magazine.

Now we can't promise you a new job, but many of our authors:

- Earn continuous learning points
- Gain recognition as subject matter experts
- Are invited to speak at conferences or symposia
- Get promoted or rewarded.

For more information and advice on how to submit your manuscript, check the writer's guidelines at < www.dau.mil/pubs/damtoc.asp > or contact the managing editor at defenseatl@dau.mil.

If you're interested in having longer, scholarly articles considered for publication in the *Defense Acquisition Review Journal*, or if you're a subject matter expert and would be willing to referee articles, contact the managing editor at defensearj@dau.mil. Be sure to check the guidelines for authors at < www.dau.mil/pubs/arq/arqtoc.asp > .

JOIN DAUAA

Defense Acquisition University Graduates, Faculty, and Staff!

Take advantage now of the great benefits of DAUAA Alumni membership—

- Addition of DAUAA membership to your résumé.
- Continuing involvement in defense acquisition activities and links to other professional organizations.
- Networking with other members of the defense acquisition community through the Association Web site.
- Timely updates on evolving defense acquisition policies in Association Newsletters.
- Forum on defense acquisition through newsletters/symposium papers.
- Continuing Learning Points (CLPs) for DAUAA Annual Symposium participation—up to 16 CLPs—toward meeting DoD continuing education requirements.

To learn more about DAUAA, call (703) 960-6802 or e-mail dauaa@erols.com. To join DAUAA, visit the DAUAA Web site at <http://www.dauaa.org>.





Quadrennial Defense Review (QDR): Impact on DoD and Defense Industry

Defense Acquisition University Acquisition Community Conference

April 18, 2006 Fort Belvoir, Virginia

Register at www.dauaa.org

or call 1-800-755-8805

MARK YOUR CALENDARS
for this significant event.
This is your chance to address
defense acquisition implications
of QDR decisions.

This training seminar may be credited toward 4 Continuous Learning Points (CLP).

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Do you develop and implement PBL strategies?

Then you *really* need to know about DAU's PBL Toolkit.

The Performance-Based Logistics Toolkit is a unique Web-based resource, hosted by the Defense Acquisition University, that provides PMs and logistics managers a step-by-step process and readily available resources to support them in designing and implementing PBL strategies.

The user-friendly online PBL Toolkit is aligned with current DoD policy and is available 24/7 to provide—

- A clear definition and explanation of each PBL design, development, and implementation process step
- The expected output of each process step
- Access to relevant references, tools, policy/guidance, learning materials, templates, and examples to support each step of the process.

The PBL Toolkit is an interactive tool that allows you to—

- Contribute knowledge objects
- Initiate and participate in discussion threads
- Ask questions and obtain help
- Network with members of the AT&L community and learn from their experiences.

To guide you through the development, implementation, and management of performance-based logistics strategies—count on the PBL Toolkit from DAU.

You'll find it at < <https://acc.dau.mil/pbltoolkit> > .



2006 ESI International Contracting Award

(Nominations Due Feb. 24, 2006)

The National Contract Management Association and ESI International, in cooperation with the contracting community, will award \$5,000 to a commercial or government contracts professional who has contributed significantly to acquisition operations or acquisition policy.

Noteworthy contributions to acquisition operations could include:

- Extraordinary business leadership or team participation in the design, development, or execution of an acquisition program, project, or contract that furthers an agency's mission or company's business
- Any single task that merits special recognition because of its contri-

but ion to meeting an acquisition's cost, schedule, and performance goals.

Noteworthy contributions to acquisition policy could include:

- The development of a management policy, regulation, data system, or other task that significantly enhances the economy, efficiency, and effectiveness of an agency or company acquisition system.

Nominations for the ESI International 2006 Contracting Award must be submitted by Feb. 24, 2006. Each nomination must:

- Be approved by the head of the contracting activity for government nominations or an appro-

priate vice president for industry nominations

- Describe the candidate's accomplishments in detail (not to exceed three pages)
- Include a summary of the accomplishment (not to exceed 150 words).

Nominations must be submitted on signed letterhead (original and one copy) to: ESI International 2006 Contracting Award, Attn: Paul Denett, ESI International, 901 N. Glebe Road, Suite 200, Arlington, Va. 22203

Questions? E-mail Paul Denett: pdennett@esi-intl.com. For complete rules and regulations, visit <www.esi-intl.com>.

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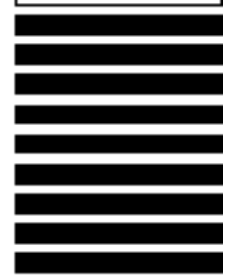


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Acquisition & Logistics Excellence

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.

Acquisition Reform Network (AcqNet)

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)

www.acq.osd.mil/actd/

ACTD's accomplishments, articles, speeches, guidelines, and points of contact.

Aging Systems Sustainment and Enabling Technologies (ASSET)

<http://asset.okstate.edu/asset/index.html>

A government-academic-industry partnership. ASSET program-developed technologies and processes increase the DoD supply base, reduce time and cost associated with parts procurement, and enhance military readiness.

Air Force (Acquisition)

www.safaq.hq.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.saalt.army.mil/>

ACAT Listing; ASA(ALT) Bulletin; digital documents library; ASA(ALT) organization; links to other Army acquisition sites.

Association for the Advancement of Cost Engineering International (AACCEI)

www.aacei.org

Promotes planning and management of cost and schedules; online technical library; bookstore; technical development; distance learning; etc.

Association of Old Crows (AOC)

www.crows.org

Association news; conventions, courses; conferences, *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

www.jwod.gov

Information and guidance to federal customers on the requirements of the Javits-Wagner-O'Day (JWOD) Act.

Defense Acquisition University (DAU)

www.dau.mil

DAU Course Catalog; *Defense AT&L* magazine and *Defense Acquisition Review Journal*; course schedule; policy documents; guidebooks; training and education news for the AT&L workforce.

DAU Alumni Association

www.dauaa.org

Acquisition tools and resources; government and related links; career opportunities; member forums.

DAU Distance Learning Courses

www.dau.mil/register/enroll.asp

DAU online courses.

Defense Advanced Research Projects Agency (DARPA)

www.darpa.mil

News releases; current solicitations; "Doing Business with DARPA."

Defense Electronic Business Program Office (DEBPO)

www.acq.osd.mil/scst/index.htm

Policy; newsletters; Central Contractor Registration (CCR); assistance centers; DoD EC partners.

Defense Information Systems Agency (DISA)

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)

www.dmsomil

DoD Modeling and Simulation Master Plan; document library; events; services.

Defense Systems Management College (DSMC)

www.dau.mil

DSMC educational products and services; course schedules; job opportunities.

Defense Technical Information Center (DTIC)

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.

Director, Defense Procurement and Acquisition Policy (DPAP)

www.acq.osd.mil/dpap

Procurement and acquisition policy news and events; reference library; DPAP organizational breakout; acquisition education and training policy, guidance.

DoD Defense Standardization Program

www.dsp.dla.mil

DoD standardization; points of contact; FAQs; military specifications and standards reform; newsletters; training; nongovernment standards; links.

DoD Enterprise Software Initiative (ESI)

www.esi.mil

Joint project to implement true software enterprise management process within DoD.

DoD Inspector General Publications

www.dodig.osd.mil/pubs/

Audit and evaluation reports; IG testimony; planned and ongoing audit projects of interest to the AT&L community.

DoD Office of Technology Transition

www.acq.osd.mil/ott/

Information about and links to OTT's programs.

Earned Value Management

www.acq.osd.mil/pm

Implementation of earned value management; latest policy changes; standards; international developments.

Electronic Industries Alliance (EIA)

www.eia.org

Government relations department; links to issues councils; market research assistance.

Federal Acquisition Institute (FAI)

www.faionline.com

Virtual campus for learning opportunities; information access and performance support.

Federal Acquisition Jump Station

<http://prod.nais.nasa.gov/pub/fedproc/home.html>

Procurement and acquisition servers by contracting activity; CBDNet; reference library.

Federal Aviation Administration (FAA)

www.asu.faa.gov

Online policy and guidance for all aspects of the acquisition process.

Federal R&D Project Summaries

www.osti.gov/fedrnd/about

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, life sciences.

Fedworld Information

www.fedworld.gov

Comprehensive central access point for searching, locating, ordering, and acquiring government and business information.

Government Accountability Office (GAO)

www.gao.gov

GAO reports; policy and guidance; FAQs.

General Services Administration (GSA)

www.gsa.gov

Online shopping for commercial items to support government interests.

Government-Industry Data Exchange Program (GIDEP)

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.

GOVResearch_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)

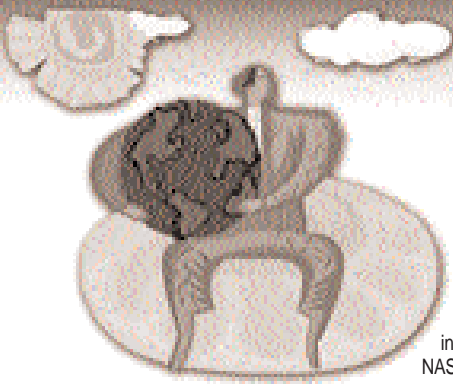
www.idcc.org

Information for technology-rich commercial companies on doing business with the federal government.

International Society of Logistics

www.sole.org

Online desk references that link to logistics problem-solving advice; Certified Professional Logistician certification.



Acquisition & Logistics Excellence

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S u r f i n g t h e N e t

International Test & Evaluation Association (ITEA)

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.

U.S. Joint Forces Command

www.jfcom.mil

A "transformation laboratory" that develops and tests future concepts for warfighting.

Joint Fires Integration and Interoperability Team

<https://jfiit.eglin.af.mil>

USJFCOM lead agency to investigate, assess, and improve integration, interoperability, and operational effectiveness of Joint Fires and Combat Identification across the Joint warfighting spectrum. (Accessible from .gov and .mil domains only.)

Joint Interoperability Test Command (JITC)

<http://jitic.fhu.disa.mil>

Policies and procedures for interoperability certification; lessons learned; support.

Joint Spectrum Center (JSC)

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

www.loc.gov

Research services; Congress at Work; Copyright Office; FAQs.

MANPRINT (Manpower and Personnel Integration)

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)

www.ncmahq.org

"What's New in Contracting?"; educational products catalog; career center.

National Defense Industrial Association (NDIA)

www.ndia.org

Association news; events; government policy; National Defense magazine.

National Geospatial-Intelligence

Agency

www.nima.mil

Imagery; maps and geodata; Freedom of Information Act resources; publications.

National Institute of Standards and Technology (NIST)

www.nist.gov

Information about NIST technology, measurements, and standards programs, products, and services.

National Technical Information Service (NTIS)

www.ntis.gov/

Online service for purchasing technical reports, computer products, videotapes, audiocassettes.

Naval Sea Systems Command

www.navsea.navy.mil

Total Ownership Cost (TOC); documentation and policy; reduction plan; implementation timeline; TOC reporting templates; FAQs.

Navy Acquisition and Business Management

www.abm.rda.hq.navy.mil

Policy documents; training opportunities; guides on risk management, acquisition environmental issues, past performance; news and assistance for the Standardized Procurement System (SPS) community; notices of upcoming events.

Navy Acquisition, Research and Development Information Center

www.onr.navy.mil/sci_tech

News and announcements; acronyms; publications and regulations; technical reports; doing business with the Navy.

Navy Best Manufacturing Practices

Center of Excellence

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)

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

www.of.t.osd.mil

News on transformation policies, programs, and projects throughout the DoD and the Services.

Open Systems Joint Task Force

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)

www.dscc.dla.mil/psmc

Collaborative effort between government and industry for parts management and standardization through commonality of parts and processes.

Performance-based Logistics Toolkit

<https://acc.dau.mil/pbltoolkit>

Web-based 12-step process model for development, implementation, and management of PBL strategies.

Project Management Institute

www.pmi.org

Program management publications; information resources; professional practices; career certification.

Small Business Administration (SBA)

www.sbaonline.sba.gov

Communications network for small businesses.

DoD Office of Small and Disadvantaged Business Utilization

www.acq.osd.mil/sadbu

Program and process information; current solicitations; Help Desk information.

Software Program Managers Network

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.

System of Systems Engineering Center of Excellence (SoSECE)

www.sosece.org

Advances the development, evolution, practice, and application of the system of systems engineering discipline across individual and enterprise-wide systems.

Under Secretary of Defense

(Acquisition, Technology and Logistics) (USD(AT&L))

www.acq.osd.mil/

USD(AT&L) documents; streaming videos; links.

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

www.uscg.mil

News and current events; services; points of contact; FAQs.

U.S. Department of Transportation

MARITIME Administration

www.marad.dot.gov/

Information and guidance on the requirements for shipping cargo on U.S. flag vessels.

Links current at press time. To add a non-commercial defense acquisition/acquisition and logistics-related Web site to this list, or to update your current listing, please fax your request to *Defense AT&L*, (703) 805-2917 or e-mail defenseatl@dau.mil. 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 1,500 – 2,500 words. Significantly longer articles: please query first by sending an abstract and a word count for the finished article.

Author bio

Include a brief biographical sketch of the author(s)—about 25 words—including current position and educational background. We do not use author photographs.

Style

Good writing sounds like comfortable conversation. Write naturally; avoid stiltedness and heavy use of passive voice. 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 and acronyms. Define *all* acronyms used. 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: 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 defenseatl@dau.mil. Subject line: *Defense AT&L graphics*.

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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 defenseatl@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.

