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## Space: The Ultimate High Ground

*Defense AT&L* Interviews Air Force Space and Missile Systems Center Commander Lt. Gen. Brian A. Arnold


ALSO

Supporting Warfighter Distribution Requirements

Recapitalizing the Apache Fleet

Blurring the Line Between R&D and Operations

Everything We Need to Know About Program Management, We Learned from Punk Rock

The Reconstruction of Iraq

# Report Documentation Page

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## ALSO



## DEPARTMENTS

# Space: The Ultimate High Ground

## Space and Missile Systems Center Commander Lt. Gen. Brian A. Arnold, USAF, talks to *Defense AT&L*

Air Force Lt. Gen. Brian A. Arnold retired from his position as commander, Space and Missile Systems Center (SMC), Air Force Space Command, Los Angeles Air Force Base, Calif., at the end of May. During his almost four-year tenure, Arnold was responsible for managing the research, design, development, acquisition, and sustainment of space launch, command and control, missile systems, and satellite systems. With more than 6,500 employees nationwide and an annual total budget in excess of $10 billion, SMC is the nation's center of excellence for military space acquisition.

James P. McNulty, Defense Acquisition University Los Angeles site manager and professor of systems acquisition management, interviewed Arnold at his office shortly before the general's retirement. Among other things, Arnold explained what space—the ultimate high ground—is doing to help the warfighter and how systems engineering is helping to contribute to an unprecedented launch success rate.

**Q** *The Space and Missile Systems Center is the nation's preeminent space acquisition organization, tasked with providing vital space systems in support of national security objectives and the warfighter. What is SMC doing to help deployed military units accomplish their missions successfully and return home safely?*




Photographs by Jason M. Webb unless otherwise credited.

**A**

That's an excellent question. One of the things we do here that directly contributes to saving lives and the prosecution of the war in an efficient manner is GPS—Global Positioning System. It has opened up the entire rear. When you tie GPS to a weapon like JDAM [*joint direct attack munition*] and make it an active weapon, that means less reattacks on the target, and it means saving the pilot's life because he or she doesn't have to return to that target over and over again. It reduces the amount of collateral damage around the target area, so you essentially get down to one weapon, one target.

**If you lose just one launch, it is an order of magnitude worse than delaying a launch. I'll take the heat for a delayed launch to make sure that it is ready to go.**

To give you a good analogy, during the Vietnam War, we attacked a bridge—the Dragon Bridge. We lost a lot of good crew members because they went in with unaided or inaccurate weapons, and we had to drop many, many different weapon loads on the target. We might do partial damage to the bridge, but the next day the Vietcong would come back and repair. We had to keep going back and attacking that bridge. If we'd had accurate weapons, then a single weapon could potentially have taken out that bridge. Fast forward to today: in OIF—Operation Iraqi Freedom—bombers are being used in close air-support roles. What a marvelous thing! Who would ever have thought it possible that a GPS and a guy on the ground passing coordinates would enable the crew to accurately retarget a weapon and put it precisely where they want it to go.

Handheld terminals, the "plugger," [*PLGR, or Precision Lightweight GPS Receiver*], are another important item the Army uses. With them, they can maneuver at will on the battlefield, in the desert, in the middle of the night, or in the middle of a dust storm, without anything except the handheld device itself; 15 years ago, we would have had a difficult time just maneuvering around the desert at night. Other things: we've been able to counter the jamming that occurred during OIF [*Operation Iraqi Freedom*] by using different processes or capabilities of the GPS.

If you look at the areas of communication, there are things like the Milstar [*a satellite communications system*]. After we got the Milstar VI, a medium data-read communications system, up in orbit, the transmission of the air tasking order to the field went from about an hour down to about 5.9 seconds. The "so what?" about that is it means the rest of that bandwidth is freed up to do whatever the warfighter needs in passing information back and forth, which is a great capability. The Defense Satellite Communication System, is another program. We launched the last of the DSCS satellites during OIF, and we basically improved our capability between OEF [*Operation Enduring Freedom*] and OIF by about 40 percent, particularly in the Indian Ocean, an area of responsibility; and the system's availability went up to about 99.998 percent, which is about as good as you can get.

Another initiative is the Global Broadcast System, where we provide worldwide one-way transmission of video imagery. We're delivering mega types of data per second to warfighters, and that kind of capability allows them to prosecute the war in a much more efficient manner than we've ever been able to do before.

In terms of weather, we're using the Defense Meteorological Support Program, which provides such real-time weather performance and information in support of the warfighter as temperatures on the ground, pressure, cloud condition, sand and dust storms, and so on. The information allows the warfighter to plan around the things that are affected by the weather, giving a great combat capability.

**Q**

*You mentioned the GPS, which brings me to my next question. You've noted that GPS is not only a military asset, but a "worldwide utility" and a "national treasure." Would you elaborate on this statement a little bit? Also, at the start of the GPS program—and I know it was years ago—was this marriage between commercial and military envisioned?*

**A**

GPS really started out as a military program. The idea was to give a radio frequency to an aircraft, a ship, or a person on the ground that would help them geolocate where they were. We started off with a small vision and it grew; today we've grown to about 28 satellites in orbit. We have the healthiest GPS satellite constellation in our history.

Over time, the civil users began to see the advantages of accurate navigation. Take air travel: the Federal Aviation Agency uses GPS to separate aircraft. The international flying rules allow us to use GPS to put aircraft closer together because you can precision-guide and accurately tell the distance between aircraft. We use GPS for farming, for fishing, for recreational uses, for surveying. It has become another utility out there. It's a free-to-use utility that we provide globally, 24/7. And it just gets more and more accurate. When we build GPS II F, we'll have an L5 frequency, which is a freedom of navigation that enhances civil use capability further. We're very proud of that accomplishment—and clearly, the commercial and civil leaders are delighted with that capability.

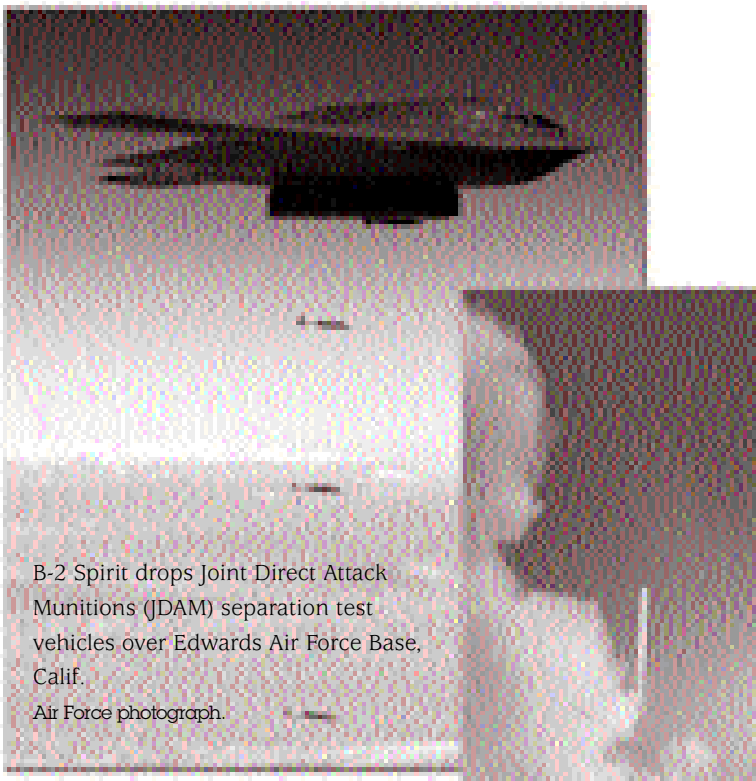
**Q**

*It's a great asset. You mentioned some of the satellites that have recently gone up in orbit—the Defense's Support Program launched their last satellite, DSP 22, in February of 2004. Can you comment on how this has created, as you've said, the "healthiest warning constellation" ever?*

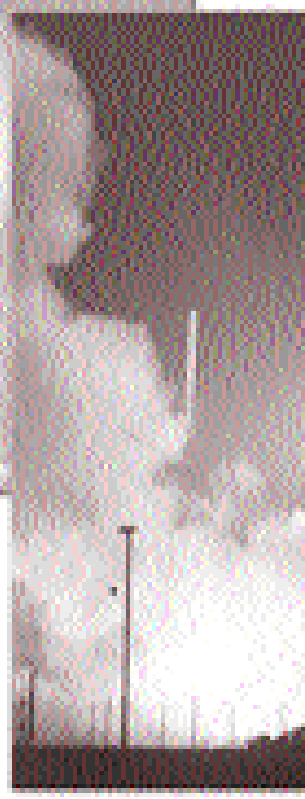
**A**

DSP 22 was our most recent satellite, and we have one more to go—DSP 23. The Defense Support Program has a legacy of great contributions in the missile warning and missile alert arenas, using the infrared sensor on board to detect the launch. We found during Desert Storm that we were able to process the data and intelligence when a scud missile was launched, and we could pass that information quickly back to the theater commander downstream where the weapons might possibly land. So we've adapted the information we get from the DSP program to really give us more versatile feedback for all kinds of users. For example, we can detect forest fires.

We expect that same capability to be expanded when we built our SBIRS—space-based infrared system—which, in addition to missile warning and missile alert, will also perform technical intelligence and battlespace charac-

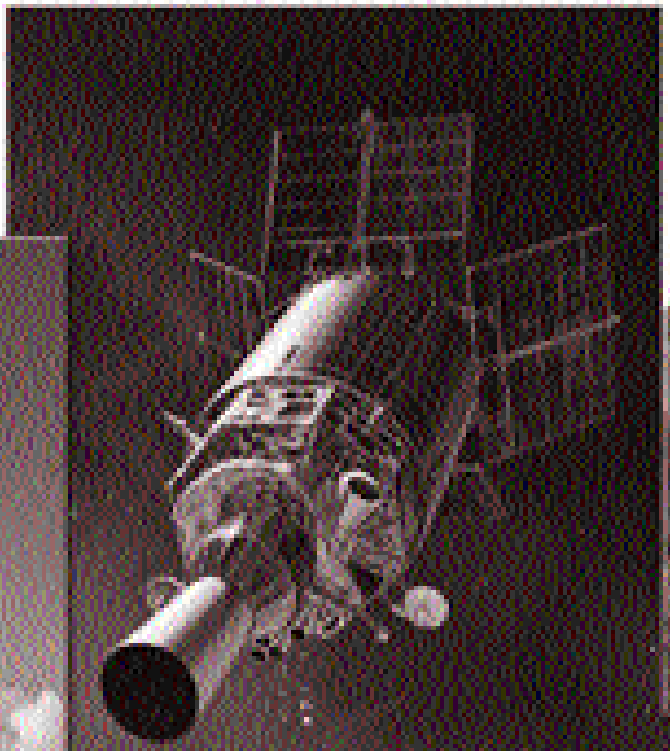


B-2 Spirit drops Joint Direct Attack Munitions (JDAM) separation test vehicles over Edwards Air Force Base, Calif.
Air Force photograph.



Titan IVB space launch vehicle thunders into Florida sky carrying a Defense Support Program (DSP) satellite.
Air Force photograph.

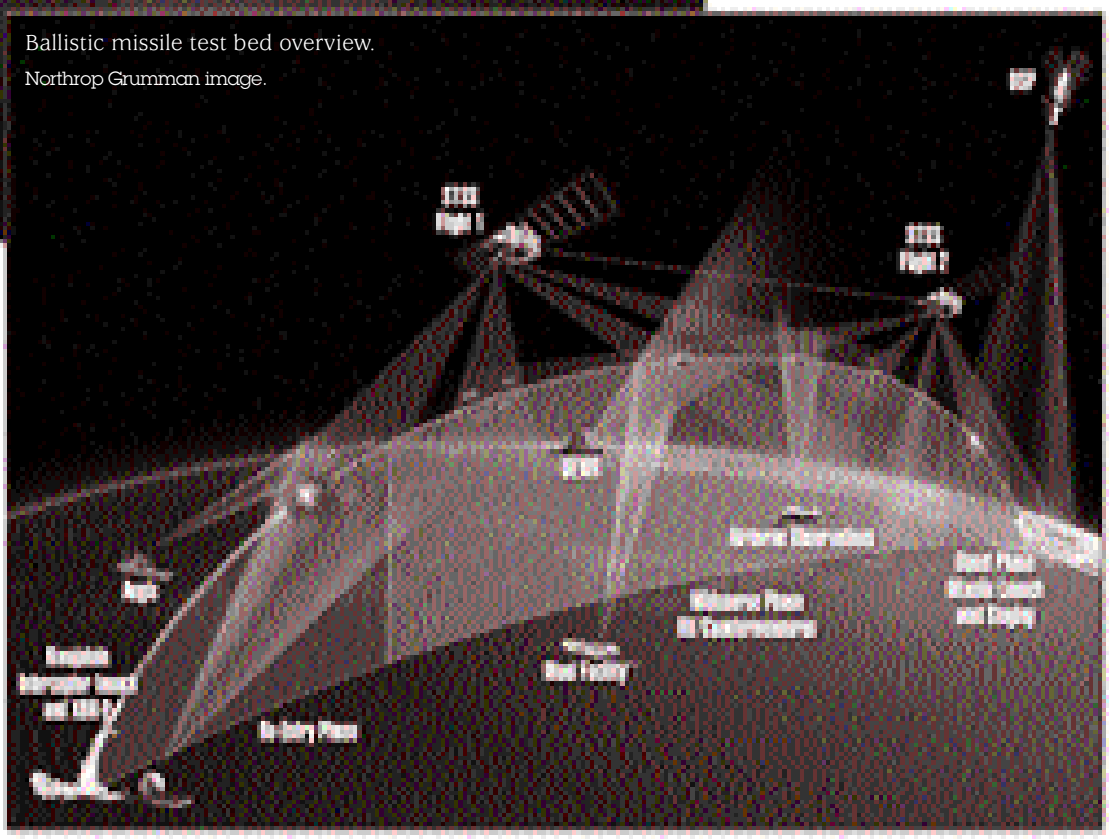
Pararescueman takes GPS readings during a training mission in Sierra Leone.
DoD photograph by Tech. Sgt. Justin D. Pyle, USAF.

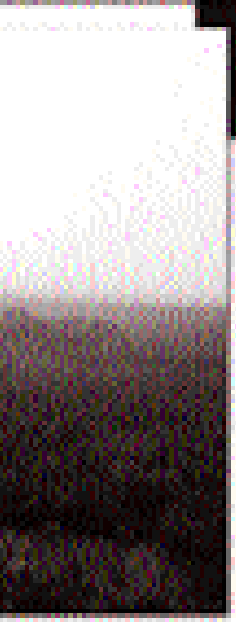


Artist's rendering of DSP satellite in its role as an orbiting sentry.
Northrop Grumman image.

Soldier uses a GPS to locate a map grid coordinate.
DoD photograph by Tech. Sgt. Scott Reed, USAF.

Ballistic missile test bed overview.
Northrop Grumman image.





## Lt. Gen. Brian A. Arnold

*Retired Commander, Space and Missile Systems Center, Air Force Space Command*

Lt. Gen. Brian A. Arnold retired as commander, Space and Missile Systems Center, Air Force Space Command, Los Angeles Air Force Base, Calif., effective July 1, 2005, after 34 years' service.

As SMC commander, Arnold was responsible for managing the research, design, development, acquisition, and sustainment of space launch, command and control, missile systems, and satellite systems. With more than 6,500 employees nationwide and an annual total budget in excess of $10 billion, SMC is the nation's center of excellence for military space acquisition. Arnold was the program executive officer for Air Force space, responsible for the following: Air Force Satellite Control Network; space lift ranges; launch programs; the Evolved Expendable Launch Vehicle Program; the Space-Based Infrared System Program; military satellite communication programs; Navstar Global Positioning System programs; intercontinental ballistic missile programs; Defense Meteorological Satellite Program; as well as other emerging transformational space programs, such as space-based radar. The general was also responsible for managing a portfolio of space superiority system programs.

Arnold was commissioned through Officer Training School at Lackland AFB, Texas, in 1971. Prior to his immediate past assignment, he served as the director of space and nuclear deterrence for the assistant secretary of the Air Force for acquisition. In this role, he was responsible for space and missile systems. Arnold spent the majority of his career as a pilot in FB-111 and B-52 aircraft. He has served as a squadron commander, wing commander, and subunified commander. He has logged more than 3,100 flight hours.

terization. It will be a more enhanced system than the DSP. The way we built the DSP system was more cookie-cutter: we built a lot of them, which saved us money, and we were able to put them up in orbit. They are lasting well past their design life, in some cases one-and-a-half to two-and-a-half times their design life, so when we put DSP 22 in orbit, it contributes to that overall system. And that's how we can say we have the healthiest warning constellation we've ever had in our history.

**Q**

*In fact, hasn't one of the satellites lasted 18 years?*

**A**

Yes, it's an unbelievable capability. It really is. It goes back to the original strategy: if you can build many of these same kinds of satellites, they're going to last you a long time. Typically, we buy satellites in batches of twos or threes, which makes the up-front development costs extremely high because in the satellite business, as opposed to the airplane business, about 70 percent of your investment is up front in the development, and only about 30 percent or less is in the actual life cycle.

**Q**

*Most of our major acquisition programs have had problems with cost, schedule, and performance. Space acquisition, unfortunately, has been no exception. How will the space-specific processes described in the recently signed National Security Space Acquisition Policy 03-01 enhance space to better achieve cost, schedule, and performance goals?*

**A**

Good question. First of all, we have had some challenges in cost overruns. We've experienced technical issues, scheduling issues. I've been in the acquisition business for many years, and I can tell you we run into the same kinds of problems with airplanes, weapons systems, missiles, and so on, so space is really no different. The idea that all space programs are broken is fallacy. It's a generalized statement. If anyone says that, you need to challenge it.

In the NSS 03-01, following the direction or recommendation of the Space Commission back in 2001, we are generating a new way to do the beginning or the flight-following of a space program. It is tailored after the way the National Reconnaissance Office does it using their predictor system. We call ours a defense space acquisition board, or DSAB.

In addition, as you prepare to bring the program forward to the DSAB, you go through an independent program assessment. Somebody—who is independent of the program, is perhaps knowledgeable about how the industry built the system, and perhaps has some knowledge of

the Air Force procurement system—is tasked to do an in-depth review of the technical capability and the production capability of the industry out there and to look at the financials and the cost estimates. The independent program assessment is put together and presented at the same time the program manager comes forward to brief the approval process. If the independent program assessment states that the program is mature enough to move forward to whatever milestone decision point is appropriate, that enhances the process because now we have an independent and parallel look at what the program office is estimating about the program's readiness.

We rely on the OSD CAIG [*cost analysis improvement group*] process. The cost estimators there, as well as at the air staff, put together a good cost estimate, and we're also enhancing our own organic cost estimating capability here at the product center, so going forward now as we initiate newer programs we hope to start off with the right pricing for that program and put in the right amount of management reserve. Typically in the DoD 5000 series, you put in about 50 percent cost management reserve; we're looking at about 80 percent, if we can get it. That would give the program manger much more of an opportunity for success in the future to be able to cover the cost overruns that you typically have in very complex hardware- and software-designed satellite programs.

**Q**

*Especially where you're pushing the leading edge of technology.*

**A**

Exactly. And in virtually every one of our programs, we're recapitalizing across the board—in the communications arena, in navigation, in the weather—so we're pushing the envelope, and when you do that, you run into design problems. That's where you need your management reserve, to allow you to stand back, make the fixes, and then move forward.

**Q**

*The importance of space as the ultimate high ground is increasingly being credited and recognized as key to success on the tactical battlefield. How is SMC working to build a foundation that will meet future warfighter space capability needs?*

**A**

The idea is that in order to meet the future combat capabilities we need to understand what the requirements are for the warfighter. We start off with what we call an "urgent and compelling requirement" process, where we go out and seek the combatant commanders, going through Air Force Space Command to U.S. Strategic Command, to get their inputs, and then we lock down a baseline of what those requirements are. Air Force Space Command gives us the requirements that go up through an approved JROC [*joint requirements oversight council*] process, and then we go forward. That allows us to go out and build a technical requirement baseline with industry—the contractors—and then they build their integrated master schedule/ integrated master plan going forward. That's a very big change from the way we've done requirements in the past, and it gives us great stability in our programs. So the first thing we're doing is working with the warfighter to identify the specific requirements, and if we can't get those requirements right away, then maybe we'll spiral them in later on.

The other thing is to provide the warfighter with improved combat capability. An example is when we put up the Advanced Extremely High Frequency Communication set of satellites, the Advanced EHF I, II, and III. You're going to get an increase in capability of about 100 times over what you are getting right now from Milstar. The very first Wideband Gapfiller that we get into orbit will provide greater capability and bandwidth than all the DSCS satellites combined. In each and every case, when we put up a new space system, you have a gain of 5, 10, in places even 100 percent increase in capability over what the previous system has given. That's the combat capability that we're providing to the warfighter. The better the warfighter learns how to use our systems going forward, the greater demand there will be for space assets. No longer can you go it alone. The Army, the Navy, the Air Force, and the Marines have a great appreciation for the combat capability space provides, so the idea is to stay as closely linked with the warfighter as you can to find out the needs, then develop those systems as efficiently and quickly as you possibly can, and field them in the way that the warfighter would really want them.

The chief of staff of the Air Force has asked us to look at a thing called joint warfighting space, which is a unique way of looking at what can we tailor at the tactical level of war for the theater commanders to augment what they don't have from, say, a national system. That entails a responsive satellite that is easily plugged in and integrated into a responsive booster, can launch in a matter of hours or days rather than months, is autonomously checked out on orbit in just a couple of passes, and can use some sort of a common datalink to pass information down to the theater commander. A good example would be something like the blue force tracking system [*technologies that tell military units the location of friendly forces*].

**Q**

*You've made mission success a cornerstone of your leadership. As of the end of 2004, MSC had experienced an unprecedented number of successful operational launches in a row. Traditionally, the failure rate for major launches was one out of 10. What factors are contributing to MSC's impressive performance?*

**A**

We are proud to say that today we are 41 in a row (knock on wood). Granted, you are only as good as your last launch, but our focus came from recommendations from the broad-area review that took place back at the end of the 1990s. We'd lost five major launches in '98 and '99, and the president directed the broad area review to stand up and look at what processes we needed to change to get back to a higher success rate.

Lt. Gen. Brian Arnold (center) taste-tests chili during the 2004 Annual Chili Cookoff with Chief Master Sgt. James Travis, Space and Missile Systems Center command chief (left), and Brig. Gen. Larry James, SMC vice commander (right).

But you're right: typically in the history of launch, we lose about one out of every 10, so what we went forth with was the idea that mission success would override everything else. It is the number one priority. If you lose just one launch, it's an order of magnitude worse than delaying a launch. I'll take the heat for a delayed launch to make sure that it is ready to go because in this business, launch is final. It's one strike and you're out. Once you light the fire, that rocket is going to go vertical and it better go all the way, or it's going to be a really bad day.

So we focused on things like clear accountability and responsibility. I'm responsible for certifying the flight-worthiness of all our launches to the commander of Air Force Base Command, the chief of staff of the Air Force, and the secretary of the Air Force. I take it as an extremely personal and accountable process, and we do it in a very deliberate fashion. We start off by looking at the issues for each launch, and if we have a problem, by doing root cause investigations and closing the issues. We have better insight than we've ever had before. I have an independent review team—Aerospace Corporation here does a deep-dive review—and I can safely say that at least five or six of those 41 successful launches had issues that were caught beforehand by the Aerospace Corporation.

We do a very serious launch review. We do a mission readiness review. I do an extended flight readiness review. And mission assurance teams are up front and early in identifying problems and in trying to run those to the ground. We've empowered the launch vehicle contractors as full team partners here, and we're all in this together. When they identify a problem, we're glad they've identified it; we successfully run it to the ground and then we go ahead and launch. We're really dedicated to mission success as our number one priority, and I think that is best evidenced in our launch success here.

**Q**

*When you took command, you said, "We need to make sure we recognize and award our quality people, make sure we recruit the right people, and make sure we're working on career development." What is SMC doing to keep up recruitment and retention of quality people?*

**A**

Another very good question. It's centered around the space professional development that Gen. Lance Lord [*commander, Air Force Space Command, Peterson Air Force Base, Colo.*] is leading, where we are looking at developing a cadre of space experts in both acquisitions and operations. There are initiatives across the acquisition community and the operations community. One is giving our acquisition folks an opportunity to be commanders. Brig. Gen. Larry James, SMC vice commander, sits on a board where they pick future squadron commanders. We have good examples over the last few years of acquisition leaders being picked to be squadron commanders in operational units. That's very good in showing that there is upward growth.

The other initiative is continuing the education of our young engineers and program officers using the National Security Space Institute, the Defense Acquisition University—they offer a great education for our officers—and partnering with AFIT [*the Air Force Institute of Technology*], and the Naval Postgraduate School, where I do distance learning to allow our young officers to go to school for a few months and then come back here and continue to work on their master's degrees in systems engineering.

We've set up our own acquisition school here at SMC. It's an integrated training and education program that is run

much like a university. We have Air Force training, acquisition training, contractor training, financial management training, and space program training, all captured under our acquisition school. We've only been doing this about a year but we're starting to see some success.

To recruit civilians, we've added about 30 percent locality pay and retention bonuses. To ensure the pay scale matches the high cost of living here, we've used the Defense Civilian Intelligence Personnel System (DCIPS) that allows our civilians to be incentivized with pay incentive awards.

**Q**

*You mentioned systems engineering. I know that you champion it as central to a successful acquisition program. How is the effort to revitalize systems engineering progressing?*

**A**

I think it is going along very well. If you recall, back in 2002, Tom Young of the Defense Science Board came out to review how we and the National Reconnaissance Office conduct space acquisitions. He found that we needed to re-establish our organic government systems engineering capability. During the acquisition reform era, the decade in the '90s, we actually just scoured that capability out. So we're reinstitutionalizing it with a very deliberate process. It will take some time, probably three to five years, to really refine this, but the focus on mission success is the number one priority, and you begin by revitalizing mission assurance and going back to basics.

The other parts are to continue the investment in our executive pedigree reviews of each of the programs. We find out what are the leading issues out there, what are the connecting issues that have typically caused problems in the satellite program, and we focus on those early on with good foundation systems engineering: looking at the integration at the box level and into the systems level and then building it up through the flight-readiness review, the flight-worthiness certificates, and then at the end of it, a post-flight assessment. Then that all flies into the overall mission assurance activities across the board here. It is a systematic approach to reducing program risk. We're not risk-averse, but we manage risk. The systems engineering revitalization that we've been doing here through my four years is really starting to take effect. People that come here to visit are very interested in how we're accomplishing it.

It entails in-depth program management reviews. I've tasked the Aerospace Corporation to do independent baseline reviews to identify the programs that have problems. If we do have a program that has experienced a lot of problems, we do what we call an ExCom [*executive committee*] where we bring in corporate leadership, sit down on a monthly basis and look at what the issues are with cost, schedule, and performance. Aerospace Corporation also provides me with a weekly watch list of about 20 pages of very detailed issues that I or my program managers need to follow. All of this is a center-wide, process-centric way to start fixing the systems engineering.

**Q**

*You've mentioned some of your industry partners. How is your relationship with your industry and government partners progressing?*

**A**

It's going very well. One of the things the industry leaders brought to my attention when I first got here was the notion to go back to specs and standards. For a while, during the acquisition reform era, we got rid of all the specs and standards. Now we've gone back and appropriately put in specs and standards where they meet the needs of industry. The feedback from industry is that has been very good for them because now they know the "recipe"—that's my term—for what we're looking for in terms of specs and standards when we go out. We put those specs and standards in a request for proposal.

Another issue is working with the other DoD agencies, for example Air Force Space Command. We've been under Air Force Space Command now for four years, and I've already mentioned the urgent and compelling process we do with their director of requirements. We are also involved with their XP [*plans and programs*] and integrated planning process; we're involved in the overall program execution and developing the program objective memorandum. We're involved with the Air Force Research Lab. The program executive office and the technical executive office exchange on a quarterly basis to build a science and technology roadmap, so it's a push-and-pull working relationship with the Lab to develop those technologies we feel need to be mature or matured before we begin the development of our own big programs here.

At a higher level, we're partnered with the Space Partnership Council including Air Force Space Command, Strategic Command, the under secretary of the Air Force, NASA, and the National Reconnaissance Office. We all get together on a quarterly basis to talk about top-level issues that may affect all types of programs and to work more in unison. There is great synergy created by doing that. In addition, we're working with the educational institutions out there—AFIT and the Naval Postgraduate School I mentioned—for improving our education and developing our corps cadre here to be better program executive officers for the future. The whole idea is to foster the relationship with industry, the relationship with the

DoD agencies, and the relationship with the educational institutions. So it's a three-pronged approach.

**Q**

*The Darlene Druyun scandal continues to reverberate throughout the Air Force and the acquisition community. What do you consider the most important lessons learned—or relearned—that the acquisition community needs to keep in mind?*

**A**

I think that first of all, we are accountable to the people of the United States and to the U.S. government to hold ourselves to the highest integrity possible. I call it the mirror check: everything we do needs to be open, honest, and straightforward. As program executive officers, we need to hold ourselves to a rigorous, high standard in everything we do, and build the trust and confidence that we are doing the right kinds of things, and that we are executing the money in the right way.

**Q**

*SMC was realigned from Air Force Materiel Command to Air Force Space Command at about the same time that you took command. How would you describe the health of the user-acquirer relationship in terms of supporting the customer?*

**A**

When I first took over here, we were still under Air Force Materiel Command, and then about a year later, we came under Air Force Space Command, as recommended by the Space Commission. It's a better alignment because I've had a single four-star boss, Gen. Lance Lord, as my spokesman in Washington if I needed one. And my position now reports directly to the under secretary of the Air Force.

The alignment under Air Force Space Command has been good because it gives the operators better insight into the acquisition issues that we have here, and it gives us acquirers out here at SMC a better understanding of what the operators' needs really are. For example, if they build a new requirements document, we help them develop it; they don't do it in the dark and then have it passed over the fence to us. If we are experiencing some troubles in developing a program, we can sit down with the operators and go through the proper trades, if you will, to establish if the 80 percent or 90 percent solution is satisfactory. In the past, we just haven't had that capability. So I think it was the proper alignment, and I think that under the leadership of Gen. Lord, it has probably never been better.

**Q**

*SMC and DAU recently signed an agreement establishing a partnership, and SMC is a learning organization. How do you envision this partnership supporting your objectives, and strengthening the capabilities of the workforce?*

**A**

I think it is great. First of all, we have a great relationship with DAU, and as we build on the education here—particularly as we continue to build Space 100, 200, and 300, then overlay that with the acquisition processes—DAU is fundamental in creating the building block approach to education the troops need and making sure it is aligned properly. You mentioned earlier the NSSO 03-01 document. Another thing I have worked on with DAU is making sure that we can tailor that into the education of the acquisition processes. It has traditionally been the DoD 5000.2, and as we ingrain the 03-01 into the DAU education process, I think that will be better aligned with the way we are doing our streamlined acquisition process today.

**Q**

*And most of that 03-01 is being briefed. We're working hard on that.*

*I have one last question: As you approach retirement and look back over your very long and distinguished career and time spent as SMC commander, do you have any departing thoughts or observations you would like to share with the acquisition workforce?*

**A**

Oh, absolutely! It's been a great four years here and a great 34 years, and it's gone by like a flash, let me tell you. I leave with no regrets. First of all, I don't think the Air Force has ever been in greater shape than it is right now. We have the best Air Force on the planet, and it's due in part to all the great people that are out there, the enlisted cadre, the officer cadre, and the civilians. They're better educated. This is an all-volunteer force. I came in during the draft; these people are here through choice. They're very patriotic and they are in for the right reasons. I am just grateful to have had the opportunity to have been here at SMC during the last four years.

We've gone through really dynamic changes here in everything we've done. We've gone away from the 5000 series to the 03-01. We've realigned ourselves from USAF/AQ to report to the under secretary of the Air Force. We've come from under Air Force Materiel Command to under Air Force Space Command. At the same time, we're building an entire new base right across the street. So it's been a challenge. We've had our cost overruns and program slips, but on the whole, I think our space programs are performing. The ones that are in orbit are performing magnificently. I am very proud to have been part of the organization that provided that sort of combat capability to our warfighters.

# Closings, Realignments to Reshape Infrastructure

*Jim Garamone*

WASHINGTON—Defense Department officials have recommended closing 33 major bases and realigning 29 others as part of a comprehensive reshaping of the military infrastructure through the Base Realignment and Closure process.

Michael Wynne, under secretary of defense(acquisition, technology and logistics), announced Defense Secretary Donald H. Rumsfeld's closure and realignment recommendations at a Pentagon news conference May 13.

The recommendations now go to the BRAC commission. The commission will start hearings on the specific recommendations May 16.

If adopted, the recommendations would give DoD a net savings of about $50 billion over 20 years, officials said. Annual savings are pegged at $5.5 billion a year after that.

Ten major Air Force installations are closing, including Ellsworth Air Force Base, S.D.; Onizuka Air Force Station, Calif.; Cannon AFB, N.M.; Otis Air National Guard Base, Mass.; and Brooks City-Base, Texas.

DoD officials define major realignments as installations losing at least 400 people. Ten major Air Force realignments include Eielson and Elmendorf Air Force bases, both in Alaska; Maxwell AFB, Ala.; Lackland and Sheppard Air Force bases, Texas; and McChord AFB, Wash.

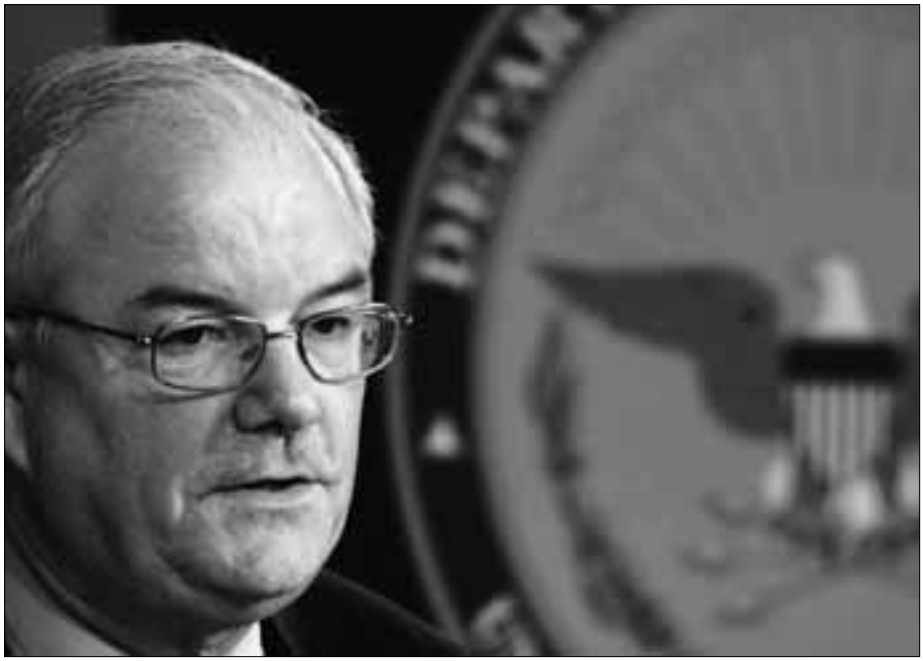
DoD agencies in leased spaces throughout the National Capital Area and Defense Finance and Accounting Service offices in Cleveland and in Arlington, Va., face major realignment actions as well.

Forty-nine installations are gaining more than 400 people. Air Force gainers include Little Rock AFB, Ark.; Peterson AFB, Colo.; Scott AFB, Ill.; Andrews AFB, Md.; and Shaw AFB, S.C.

The bases themselves are only part of the story. This BRAC process had seven joint cross-Service groups to examine common business processes in education and training, headquarters and support, technical, industrial, supply and storage, intelligence, and medical.

Wynne said jointness—Services working together—was key to creating military value, and military value was the most important consideration as the BRAC process progressed. "These joint cross-Service groups were key to making this jointness a reality in this process," he said. "They were each chaired by a senior executive or flag officer, with representation from each of the military services, from the Joint Staff, and from the relevant defense agencies involved."

More than half of the future annual savings, $2.9 billion of the estimated $5.5 billion, is generated from the joint cross-Service groups, officials said.



Secretary of Defense for Acquisition, Technology and Logistics Michael Wynne briefs reporters on the Defense Department's Base Realignment and Closure (BRAC) recommendations during a press briefing at the Pentagon on May 13, 2005.
DoD photo by Tech. Sgt. Cherie A. Thurlby, USAF.

# Supporting Warfighter Distribution Requirements

## Situation Update from the Distribution Process Owner

*Gen. John W. Handy, USAF*

In September 2003, the secretary of defense designated the commander of U.S. Transportation Command as the Department of Defense Distribution Process Owner. The DPO designation gave USTRANSCOM the authority to coordinate and develop processes, doctrine, business rules, information technology tools, and procedures to make the DoD distribution pipeline more efficient and effective in meeting warfighter needs. But this designation was only the first step in a broader USTRANSCOM vision to transform logistics across the DoD.

A soldier from the 690th Military Police Company looks on as loadmasters from the 376th Air Expeditionary Wing prepare his unit's baggage for flight at Manas Air Base, Kyrgyzstan, for deployment to Baghdad, Iraq, on March 1, 2005.
U.S. Air Force photograph by Staff Sgt. Derrick C. Goode.

USTRANSCOM's efforts to improve joint logistics support continue to expand and produce results as we step up to the plate, creating and implementing world-class global logistics solutions. Working with the DoD, regional combatant commands (COCOMs), joint agencies, and the Services, USTRANSCOM is boldly leading the collaborative effort to make joint logistics a reality. We are leveraging knowledge and using information technology to consolidate logistics requirements in real time, compress the decision cycle, and empower smarter decisions. Through collaboration, we are synchronizing the deployment, distribution, and sustainment of forces to achieve maximum efficiency and interoperability by eliminating duplication and nonstandard practices. Together with our national partners, we are building a truly seamless, end-to-end defense logistics enterprise.

In conjunction with our partners, we have determined the most important issues and identified appropriate leads for each of them, and we have begun building a defense logistics enterprise through a series of joint improvement teams to drive deployment and distribution process enhancements. We have organized transformation efforts into six "pillars" of action that have already produced results:

- Execution — synchronizes deployment and distribution of forces and materiel from origin to final distribution point during execution.

**Handy** *was commissioned in 1967 and received his pilot wings in 1968. He has logged over 5,000 flight hours. He currently serves at Scott Air Force Base, Ill., as commander, U.S. Transportation Command, and commander, Air Mobility Command.*

- End-to-End (E2E) Process — establishes a framework for developing the optimal distribution processes to support the rapid, effective, and efficient projection of resourced requirements.
- Information technology (IT) — develops the enterprise architecture and performs DoD distribution portfolio management functions.
- Financial — improves and standardizes key financial resources, processes, and systems.
- Human Realm — develops a joint professional community of logisticians to effectively support DPO objectives.

**Working with the DoD, regional combatant commands, joint agencies, and the Services, the U.S. Transportation Command is boldly leading the collaborative effort to make joint logistics a reality.**

- Integrated Distribution — integrates and synchronizes distribution processes and segments of the global supply chain.

### Linking with the Warfighter

Within U.S. Central Command, the Execution Pillar is eliminating seams between strategic and theater distribution through implementation of the CENTCOM Deployment and Distribution Operations Center. The CDDOC enables USCENTCOM to improve operational effectiveness while avoiding costs to Service components. This is made possible through a national partnership supported by USTRANSCOM, the Defense Logistics Agency, and the Services. The CDDOC provides increased visibility over deployment and distribution flow.

The CDDOC has improved readiness and enabled operational agility by diverting critical items (i.e., armored vehicle track assemblies) to where they were needed most in the USCENTCOM theater, and it accelerated redeployments, such as the 101st Airborne Division, by up to three weeks. Responsiveness to the requirement to relocate combat capability inside the theater also showed an immediate improvement. Cost avoidance grabs headlines, but warfighter support is measured in effectiveness, and the CDDOC has consistently provided timely solutions to improve support.

### Single Ticket

Deployment force flow works well at the strategic level. The "Single Ticket" initiative was born out of the idea of trying to mirror what worked on the strategic level and apply it to bridge the gap to the theater level. Prior to Single Ticket, onward movement of arriving units wasn't coordinated until the unit reached the theater at an intermediate location that was still short of the final destination. The CDDOC became a CENTCOM subordinate unit with authority to synchronize, prioritize, coordinate, and direct the force flow process.

Single Ticket is oriented on rapid throughput of personnel in USCENTCOM. It creates a single process for all passenger movement across strategic and theater action agencies and eliminates redundant tasks. The visibility of troop movement now extends from the aerial port of embarkation all the way to the final (in-theater) aerial port of debarkation. Force closure velocity has increased, and time spent by troops at intermediate locations has been drastically reduced from more than 72 hours to less than 24 hours.

The CDDOC also redirected shipments from air to surface, realizing a $312 million aviation operating cost avoidance. By identifying and canceling redundant and unnecessary requests, the CDDOC avoided more than $46 million in materiel costs and transportation fees. Additionally, this joint group of logistics experts was able to locate and return misplaced logistics support equipment to the supply system for cost avoidance of $1.8 million. Validated cost avoidances facilitated by the CDDOC initiative total $359.8 million through 2004. And the efficiencies continue to grow.

The CDDOC developed and executed a risk mitigation concept of operations to reduce the number of truck drivers exposed to life-threatening hazards in Iraq. In today's adjusted contingency operations, C-17 aircraft deliver cargo direct from the United States to several airfields capable of handling large air cargo craft. To complement this capability, a hub-and-spoke system has been established to re-fly just-delivered cargo to smaller airstrips; there C-130 aircraft can supply locations where the largest concentration of military forces are assigned. These ini-

tiatives have not eliminated all trucks on the roads within the Sunni Triangle, but air support has certainly mitigated the threat for at least 1,200 truck drivers per week who once traversed the most dangerous roads in the world.

## Improving the Process from End to End

The E2E Process Pillar is laying the foundation for all DPO efforts by developing a joint distribution process architecture. Working with our national partners, we are mapping the DoD deployment/distribution process from end to end—from the point of entry for a commodity, the "factory," to the forward-most point of distribution or that hand-off point where materiel travels its last mile to the "foxhole."

This initiative will allow us to identify organizational, process, and IT gaps to enable process improvement through joint solutions. To date, Class V (conventional munitions) distribution has been analyzed and process improvement opportunities identified. Concurrently, the E2E Process Pillar is working closely with the IT Pillar to automate process activities where appropriate.

## Managing IT

The IT Pillar is overseeing implementation of IT support to reach our goal of providing COCOMs with detailed tracking information on the movement of cargo throughout the defense transportation system. USTRANSCOM is the primary partner to the Defense Information Systems Agency in developmental test and evaluation efforts for DoD-deployable satellite communications. We are working to achieve network-centric long-haul communications capabilities using rapidly deployable, easy-to-operate, and bandwidth-efficient satellite communications packages.

USTRANSCOM, designated Distribution Portfolio Manager by a joint memorandum signed in July 2004 by the under secretary of defense for acquisition, technology and logistics and the director of logistics for the department's joint staff, is implementing portfolio management controls over DoD deployment and distribution IT systems. The objective is to focus DoD IT investments to deliver required force movement and sustainment IT capabilities to our warfighters using accepted DoD portfolio management methodologies. We are collaborating with our national partners at the Office of the Secretary of Defense, the COCOMs, the Services, agencies, and other organizations to develop an overarching IT backbone for DoD deployment and distribution. This important initiative is on track to provide our warfighters with more effective IT support that allows them to see what is coming, to meter the flow, and to make decisions.

## Streamlining Financial Management

The Financial Pillar, in partnership with the U.S. Air Force and the Defense Finance and Accounting Service, is transforming business and financial processes and systems to improve warfighter support. As part of the DoD Business Management Modernization Program, USTRANSCOM initiated the Defense Enterprise Accounting and Management System. The overall objective of DEAMS is to provide a single, integrated financial system for USTRANSCOM and the U.S. Air Force that provides reliable, accurate, and timely information. At full implementation, DEAMS will be an example of a cross-Service application of the business enterprise architecture and will reflect the best and most consistent financial management practices across USTRANSCOM, the Air Force, and—potentially—throughout DoD.

A Military Sealift Command ship delivers cargo in Ash-Shu'aibah Kuwait, Feb. 29, 2004, as part of ongoing Operation Iraqi Freedom troop rotations and ship replenishments. DoD photograph by Journalist 3rd Class Eric L. Beauregard, U.S. Navy.

## Creating Joint Logisticians

The Human Realm Pillar has made significant progress toward development of a community of joint professional logisticians. USTRANSCOM partnered with the Defense Logistics Agency to catalog the available supply chain and distribution courses within DoD's educational institutions and academia. The resultant directory forms the basis for logistics education and training. The Human Realm Pillar has briefed at many of the institutions, teaching USTRANSCOM's DPO mission to a variety of faculty members and students. These outreach efforts have opened doors to other possibilities. The Industrial College of the Armed Forces is well-suited to develop a program that is responsive to educating military and civilian logisticians for operations in the emerging distribution environment.

Gwangyang Port Terminal, Republic of Korea: Sgt. 1st Class Ricky Thompson directs Staff Sgt. Melvin Lee, both of Army Maintenance Combat Equipment Group Afloat, on where to line up tactical combat equipment that had been shipped to Korea for Reception, Staging, Onward movement, and Integration/FoalEagle exercises on March 12, 2005. U.S. Air Force photograph by Staff Sgt. Suzanne M. Day.

**Cost avoidance grabs headlines, but warfighter support is measured in effectiveness.**

## Integrated Distribution

The Integrated Distribution Pillar is closing seams with our commercial partners. Approximately 10 percent of all DoD cargo movement is managed directly by commercial suppliers or vendors through a process known as direct vendor delivery. In the majority of scenarios, DVD offers significant cost-saving to DoD by leveraging the efficiencies of the marketplace and more effectively combining total acquisition and transportation requirements.

DVD is an important component of our total supply chain, but these purely commercial and often free-flowing supply chains must be thoroughly integrated with our defense distribution system, especially during contingency operations when distribution may be affected by hostilities, delivery congestion at the destination, limited lift within theater, or other constraints.

This past year, we initiated two programs to integrate our information systems and standardize our practices in the handling of DVD shipments. First, under the government purchase card process improvement pilot, we designed an alternative process to bring together four DoD purchasing and transportation systems with merchant-ordering processes, generating standard data and documentation for individual government purchase card shipments. Second, we tested active performance management, a program designed to fix problem shipments already within the distribution system. APM is a collaborative tool to facilitate real-time problem resolution for shipments that have been delayed en route.

Two key enablers are providing tools to execute and manage USTRANSCOM's DPO responsibilities. First, DoD's delegation of authority for procurement of commercial transportation services to USTRANSCOM in 2004 provides the needed authority to manage acquisition programs, develop successful acquisition strategies, and execute emerging DPO requirements. Second, USTRANSCOM is establishing a corporate metrics "dashboard" to unify all DPO efforts. The dashboard is a set of simple but comprehensive metrics to evaluate the institutional health of USTRANSCOM and our component commands.

Two critical measures are customer wait time (measuring the speed and reliability of our service to the warfighter) and financial performance (measuring our stewardship of taxpayer dollars).

## Looking to the Future

To better optimize logistics across a theater, combatant commanders need to exercise their logistics elements jointly. USTRANSCOM, in coordination with the COCOMs and Services, is championing development of needed concepts, procedures, and doctrine to enable combatant commanders to manage theater logistics operations with more control, precision, and accuracy.

USTRANSCOM is taking CDDOC lessons learned and assisting other COCOMs to assess their respective theaters' deployment and distribution requirements. USTRANSCOM leads an effort to standardize and document a joint deployment and distribution operations center concept for implementation through the COCOMs. Each COCOM has chosen to establish a permanent JDDOC scaled for its region and assigned missions. These theater-specific JDDOCs, created by reorganizing existing theater structures, provide the authority and capability to better synchronize and integrate deployment and distribution processes.

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E-mail letters to the managing editor: defenseat&l@dau.mil.

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USTRANSCOM is active in defining future warfighting concepts and needs. We have partnered with the U.S. Army to develop a joint integration concept on joint deployment and distribution. The results will feed DoD's Joint Capabilities Integration and Deployment System (JCIDS) process.

Developing a rapidly deployable, early-entry, theater-opening capability is critical to future operations. The Joint Contingency Response Group will provide this capability to future USTRANSCOM commanders. Similar to air operations benefits offered by the Tanker Airlift Control Elements, the JCRG concept envisions an operational systems architecture to receive follow-on forces. Focusing on the entire transportation and distribution infrastructure from a truly joint perspective, the JCRG will connect surface reception with air operations. We envision JCRGs made up of active-duty forces positioned for quick deployment from both coasts of the United States and in Europe and the Pacific.

Rather than weeks, this capability could be deployed within days or hours, readily accepting follow-on forces. After four to six weeks, the JCRG would be prepared either to hand over operations to Air Expeditionary Forces, a U.S. Marine Corps landing support battalion, or an Army theater support command; or to contract the mission. The JCRG will set the stage for establishing joint theater logistics and will offer another bridge in the gap between the strategic and operational levels.

### Logistics Transformation Near and Far

Future distribution requirements are not limited to contingency operations in distant lands. The Defense Transportation Coordination Initiative is a distribution initiative that contributes to logistics transformation and the goal of the under secretary of defense for acquisition, technology and logistics to integrate logistics and become more efficient. The DTCI concept proposes use of a transportation coordinator to integrate and synchronize movement of freight within the continental United States. The goal is improved reliability, predictability, and efficiency of materiel movement. USTRANSCOM, in partnership with DLA, has lead responsibility for the effort and is standing up a joint project management office to launch the effort.

Our work is far from complete. DPO efforts are forging new partnerships and facilitating collaborative, joint solutions to meeting warfighter requirements for today and well into the future, both at home and abroad.

For more information, please contact scott.ross@hq.transcom.mil.

# Recapitalizing the Apache Fleet

*Lt. Col. Anthony W. Potts, USA*

The recapitalization of the Apache fleet has begun—or in actuality, it has been ongoing since 1996 when we rolled the first Longbow Apache (a.k.a. production vehicle D-001) out of the remanufacturing line at Mesa, Ariz.

So what does recapitalization mean? It is the Department of Defense's way of getting the greatest return on its original capital investment. Instead of retiring the fleet of AH-64 Apache aircraft, some of which have been in service almost 20 years, the DoD invests additional capital dollars into that system to improve its performance and extend its serviceable life. One of the most widely known examples of this type of effort is the B-52, Stratofortress, which began its service life in 1954 and was still a vital strategic asset in Desert Storm, Operation Enduring Freedom, and Operation Iraqi Freedom.

The Apache was a perfect candidate for this program. It has been in service as the Army's main heavy attack helicopter since 1986. To date, nothing can rival its capabilities anywhere in the world. The mission equipment package and weapons systems have performed superbly in combat operations, and its survivability is unprecedented in attack helicopters.

With such a viable attack asset, the logical thing to do was to give it an overhaul that would extend its serviceable life, improve its capabilities, increase safety and reliability, and reduce field maintenance requirements. Such an overhaul comes at only a fraction of the cost of designing, qualifying, and procuring a new attack helicopter platform. On April 10, 2002, the vice chief of staff of the Army approved the Apache recapitalization program. The program will be accomplished in production (remanufacturing) through field retrofit and spares. The goals are to:

- Remanufacture 597 Apache A model aircraft into D models, incorporating the installation of fire control radar, multi-purpose displays, mission data computer, data transfer cartridge, digital map, etc; Task Force Hawk initiatives including the modernized-target acquisition designation sight/pilot night vision sensor (M-TADS/PNVS); reliability and safety improvements; and selected component overhaul
- Recapitalize 107 AH-64As with M-TADS/PNVS, internal auxiliary fuel tanks, reliability and safety improvements, and selected component overhaul; these aircraft will retain the A model designation
- Upgrade all operator and maintainer training systems to the recapitalized configuration.

At the macro level, the goals of the program are fairly simple: to maximize marginal return on recapped components; to increase unscheduled mean time between removal (MTBR) for selected recapitalized components by 20 percent; and to reduce average fleet life to 10 years by 2010.

## Focusing the Effort

The program incorporates nonrecurring engineering and the Sandia National Laboratory analysis of components to ensure that resources are focused on the highest payoff components. The Apache project manager initially established an integrated product team to provide close oversight to the program and to ensure that all initiatives are integrated to ensure the best possible effort. Along with key members of the PM office, the team was cochaired and comprised representatives from the Aviation and Missile Command, Integrated Material Management Center, and the Boeing Company.

We completed the first retrofit of the lead-the-fleet Apache (D Model), at Fort Rucker, Ala., in January 2004. We will use the data gathered on this aircraft to forecast the effects of the recapitalization program throughout the fleet.

The first Apache attack battalion to undergo recapitalization was 2-101st, at Fort Campbell, Ky. The unit was outfitted with the enhanced logbook automation system, and we began collecting data in 2001. ELAS, in conjunction with contact memory buttons, provides automated data collection on all aspects of the airframe and airframe components. Data are stored in a centralized database to establish the program baseline metrics.

Recapitalization of the 2-101st Apache fleet began in February 2004 and was completed in September 2004. Along with the recapitalization of the 2-101st aircraft, we restructured the program to begin the retrofit of the 1-101st aircraft as well. We began deliveries of four recapitalization kits per month in February and March 2004 and ramped up to eight kits beginning in April. Two of the eight kits each month were sent to Fort Hood, Texas, for the 3-101st Longbow unit fielding training program in January 2005.

**Potts** *is product manager for Apache modernization and recapitalization.*

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## Combining Efforts to Achieve Synergy

Timing is everything. With the return of the first units from operations Iraqi Freedom and Enduring Freedom in 2003, the Army began its program to RESET equipment to pre-deployment status. RESET combines the intense Phase IV inspection with additional requirements to repair battle damage and clean desert sand and debris from the aircraft.

We saw this as an opportunity to combine programs, achieve synergies, and produce cost savings. We aligned the deliveries of the recapitalization kits with the reset induction schedule at Fort Campbell, enabling us to reduce the operational down time on each aircraft by as much as two weeks. Additionally, the recapitalization program injects hundreds of new or like-new components into an overtaxed supply system. As each aircraft is disassembled, the recapitalization components are separated and tagged. Then a one-for-one exchange is made, returning the removed component for a new or overhauled recapitalized asset. The component removed from the aircraft is sent back to be overhauled to the recapitalization standard. These overhauls are to a newer depot maintenance work record (DMWR) or national maintenance work record (NMWR) standard that is designed to increase the MTBR by 20 percent on average. When the effort is complete, the recap/reset aircraft is ready for use whenever needed.

Another synergy is the extension to the full life of recapitalized parts. For instance, a transmission pulled from an aircraft that is to be recapitalized is sent back to Boeing for overhaul to the new DMWR standard. However, many of the units have hours of serviceable life left on their time before overhaul (TBO). Instead of routing the component directly to overhaul, we exchange it for an unserviceable or close-to-TBO component removed from another aircraft—if we pull a transmission that has 300 hours of serviceable life from a recap aircraft but find another transmission on a reset aircraft that had 10 hours' TBO remaining, we swap components and effectively achieve an additional 290 hours of useful transmission life. With approximately 30 recap components in the kits and the delivery of eight kits a month, the synergies of this effort alone translate into millions of dollars saved.

## Program Challenges

In the fourth month of the program (scheduled to run from fiscal 2004 to fiscal 2010), we experienced shortages in some of our major components: main transmissions, tail rotor gear boxes, intermediate gear boxes, and main rotor swash plates. The shortages actually demonstrated how well the system works. When we designed the program, we were to procure 24 sets of new components to begin the retrofits. However, just prior to the deliveries of these components, Operation Iraqi Freedom kicked off in full force. In order to support our soldiers in the fight, the DoD


issued urgent orders for these same components in quantities. The higher priority to support the war effort redirected the components to meet more critical needs.

The delayed delivery of the new components forced us to overhaul items earlier in the recapitalization program than previously planned. As a result of high demand for these dynamic components, there was an extensive effort to get unserviceable but repairable units to overhaul and return them to the field as recapitalized parts. To support continued overhauls, we have been working with our suppliers to accelerate their deliveries of both mandatory and non-mandatory replacement parts in accordance with the appropriate DMWR/NMWR standards. We also worked with industry to develop processes to repair corrosion on magnesium housings that heretofore would simply be scrapped. This effort alone will save hundreds of thousands of dollars in recovered gearbox housings. After intense program reviews and several process improvements, the program is back on track. We are delivering all of our kits on schedule with 100 percent of the required components.

What has come to light in this program is that we, as a government and industry team, are behind in our focus on sustainment and support versus production and manufacturing. We have had to develop repairs and material recovery activities to support a cost- and time-effective method of aircraft sustainability. The challenge now goes out to industry to understand that sustainment activity, not new production, is the wave of the future. To stay competitive, each contractor and subcontractor has to place emphasis on developing engineering solutions to sustain an aging fleet.

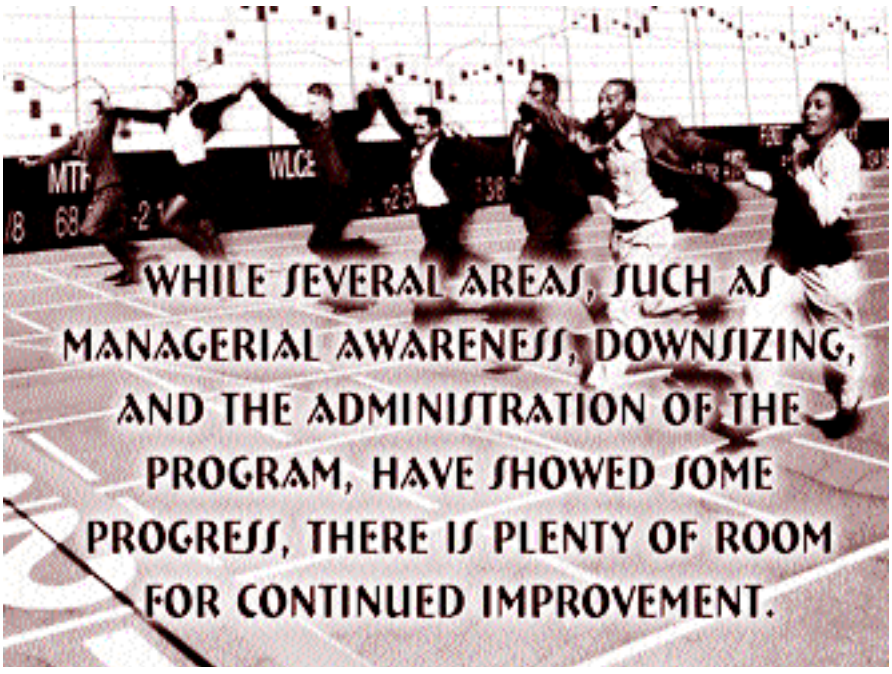
This program is designed to support the warfighter without delaying delivery of the aircraft. It is intended to reduce the maintenance and logistics burden on soldiers in the field and extend the service life of the Apache, while maintaining the lethal capabilities of this vital weapon system in the global war on terrorism and any conflicts that may arise in the future.

The author welcomes comments and questions. He can be contacted at anthony.potts1@us.army.mil.

# NAVSEA's Systems Engineering Development Program Two Years Later

*Matthew Tropiano Jr.*

In the March-April issue of *Defense AT&L*, Michael W. Wynne and Mark D. Schaeffer, in their article "Revitalization of Systems Engineering in DoD," stated that "our primary goal is to re-establish DoD's systems engineering prowess." One of the missions of the Naval Sea Systems Command's Systems Engineering Development Program is to train and develop systems engineers based on competency-driven models.




## Assessing the Health of NAVSEA's Systems Engineering Development Program

Two years ago, NAVSEA's Systems Engineering Development Program was evaluated for effectiveness. In October 2003, after the survey, a national engineering manager's meeting was held to enhance and improve the program through the implementations of agreed-upon best practices. This year, 65 engineers from NAVSEA's Systems Engineering Development Program were surveyed to evaluate our progress. How are we doing? Well, as Dr. Bob (Richard Dreyfeus) said to his client (Bill Murray) in the movie *What About Bob?* "Baby Steps."

While several areas, such as managerial awareness, downsizing, and the administration of the program, have showed some progress, there is plenty of room for continued improvement. The "intern" name still remains a sore point. The percentage of engineers who would enter the program again has decreased. Although managerial awareness has shown improvement, it still is the area identified as most frustrating and in need of work.

Two years ago, 86 percent of current engineers and graduates said they would enter the program again. In this year's survey of current interns, 66 percent said that they would definitely enter the program again; another 15 percent said they would not; and 17 percent indicated "not sure." As before, some of those who would not enter the program again cited faster advancement outside the program. According to some engineers, the current lower initial salary contributes to their reluctance.

**Tropiano**, *the program manager for Naval Sea Systems Command's acquisition intern programs and Dashboard Project, holds a bachelor's degree in electrical engineering, a master's in religious studies, and a master's in business administration.*

## Best Experiences

### Systems Engineering Education

Two years ago, 90 percent of managers indicated that engineers were learning systems engineering, as did 63 percent of current engineers. This year, 100 percent of the managers said that the engineers were learning systems engineering, and 73 percent of the engineers agreed.

### Rotations

Two years ago, rotations—the core of NAVSEA's Systems Engineering Development Program—were cited as the most valuable aspect of the program by 60 percent of the engineers surveyed. This year, 81 percent indicated that rotations were valuable, with 55 percent citing the rotations as "extremely valuable."

In answering the question "What has been your best experience in the program?" the predominant number of responses were related to the opportunity to rotate and the flexibility to rotate through different assignments, especially those rotations that brought the engineer closer to the sailor and the Navy's products. Fifty-four percent cited rotations and another 22 percent cited the flexibility that the program offers. Since rotations are a major aspect of the flexibility, one might argue that 76 percent of the positive indicators pointed to rotations. Some comments:

- "The main reason I entered the program was the ability to rotate within NAVSEA."
- "Rotations provide you with the background to understand the Navy organization."
- "External rotation at SubPac Pearl Harbor. I learned how the Navy 'really works' from the guys in both blue and khaki."

Some engineers found the rotations to be career-defining:

- "Freedom to explore the Navy's acquisition system, the opportunity to mold my career path, and the chance to get a graduate-level education are fantastic aspects of the program."
- "[The program] gave me an opportunity to work many different kinds of engineering jobs and work with many different kinds of engineers. This helped me sculpt what an ideal job for me would be, where I could contribute the most."

### Hands-on Experience

Two years ago, 20 percent indicated that hands-on experience from events, trips, and SEA trials was one of the more important aspects of the program. This year, the number was up to 48 percent. Ninety-four percent indicated that hands-on experience was, at the least, "valuable," if not more than valuable. Unhappily, some engineers stated that they hadn't had the opportunity for hands-on experience. Some of the engineers reported that hands-on experience enabled career-defining realizations. A representative comment from one engineer: "By being hands on, I was able to determine what kind of position I would like to pursue once I've graduated from the program and enter the regular government civilian workforce."

### Getting An Overview

Nine percent of the engineers reported that getting an overview was either a "best experience" or a positive aspect of the program. For one, it was "the opportunity to try a variety of different things and gain a broad range of experience before settling into one position."

### National Intern Conference

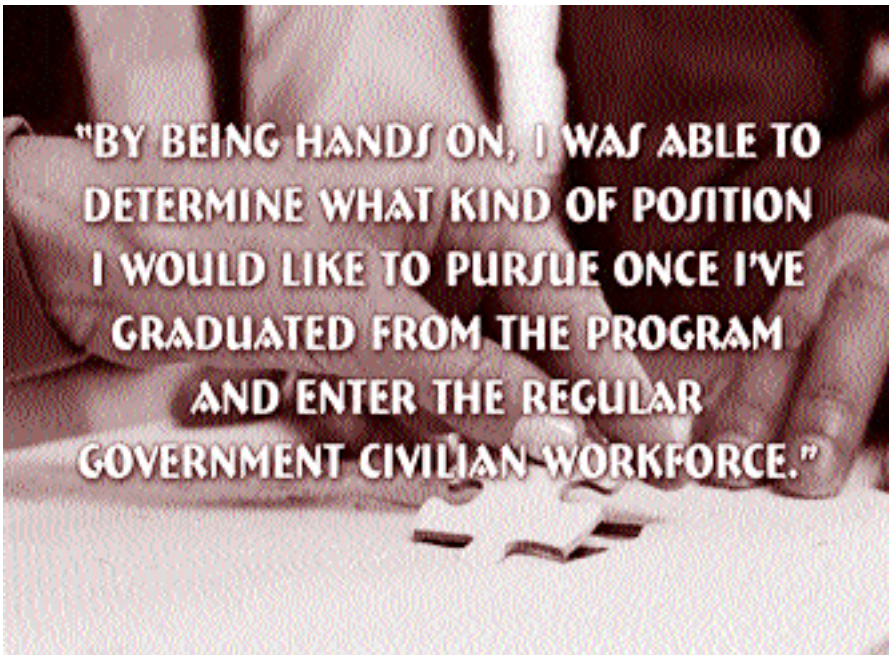
The National Intern Conference was cited as "extremely valuable" by 19 percent of the participants, and overall, 71 percent indicated that it was at least "valuable." Twenty-five percent reported that the National Intern Conference was "not valuable"; however, many of them indicated that had it been offered during the first three months of their employment, it would have been valuable.

## Areas For Improvement

### Management Issues

This year, some of the same areas for improvement emerged, with management training and program awareness once again considered the two areas still needing the most improvement. However, while two years ago, 60 percent indicated insufficiently trained managers as a major problem area, this year only 17 percent indicated managerial training as a major issue; however, another 66 percent said the managerial training could use some improvement. Ten percent cited "managerial awareness" or lack thereof as being their worst experience:

- "I was placed initially on an external rotation with a manager that wanted to use me as his secretary. When I realized this and tried to press the issue with him that I needed to be challenged more, he refused."
- "My boss didn't introduce himself for a week-and-a-half and didn't give me anything to do for the entire four months that I was there."
- "Maybe give the managers, or divisions for that matter, mandatory training before they are allowed to take



# USD(AT&L) Workforce Development Award

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The ceremony for the presentation of the 2005 Workforce Development Award will be held October 18, 2005, in conjunction with the PEO/SYSCOM Commanders Conference.

**See You There**

on interns. My biggest complaint is lack of manager knowledge about the program."

Thirty-one percent stated more specifically that there was a lack of oversight and guidance, while 50 percent stated that the manager's expectations for the engineers were not clear. Twenty-three percent indicated insufficient supervision as an issue, and 25 percent specifically stated that their managers had a lack of understanding of the program. As a result of the survey, two key managers will be providing a Q&A to other managers in the field via video teleconference (VTC).

### Downtime

Two years ago, 30 percent of the engineers in the program cited downtime as an issue. Lack of a computer or telephone and delays in obtaining a badge were noted as problems. This year, only 14 percent thought downtime was an issue, but of those, 21 percent said that they had to wait too long for a phone, badge, or computer. An additional 52 percent indicated that this area could use some improvement. What were the issues under downtime? Thirty-seven percent stated that they felt lost with nothing to do; 25 percent said that they had full time job responsibilities in addition to the Acquisition Intern Program responsibilities; and 16 percent indicated that they had too much to read.

### "Intern": Misleading Nomenclature

Two years ago, 60 percent of the engineers reported that the term "intern" was an issue. As a result, at the National Manager's Meeting, an agreement was made to call the interns "engineers in NAVSEA's AIP." How did that pan out? Not very well, it seems. According to this year's survey, 73 percent said that the intern name was still at least somewhat of a problem. From my perspective, calling the interns in the program "engineers" did not stick at the NAVSEA level, and since the official name of the program is "Acquisition Intern Program," the title engineer falls out of use quickly. Fifteen percent of the responses concerning worst experiences were related to the intern name. "I had a lot of 'intern' work to do, meaning wasted time," commented one, while another cited "being treated as free labor and being put on projects solely because you are free with no regard for the intern's plans."

### Individual Development Plan

Thirteen percent cited the Individual Development Plan as their worst experience—"trying to get my IDP filled out and sent to Mechanicsburg [Pa.] by the deadline when my supervisor didn't have much clue what it was about."

### Administrative Issues

Fifty-nine percent referred to administrative issues; even so, this was an improvement from two years ago. The area of travel issues showed an improvement of 9 percent; communication showed an improvement of 10 percent; and budget problems showed an improvement of 8 percent. Gratifyingly, several engineers felt that the employees of the administration provided excellent service.

In terms of Washington, D.C. headquarters-related administration, two years ago, 20 percent cited the quarterly meetings as an area for improvement. This year, only 11 percent indicated the meetings as an area for improvement; 5 percent reported that the quarterly meetings were too long. The quarterly meetings have since been streamlined. Twenty percent did indicate that communication is an issue with HQ. Overall, communication was cited by 45 percent as an area to improve.

### First Days

There has been real improvement in this area. The majority of the respondents completed the necessary paperwork and introductions on their first day of work. Most felt the first days were positive. It especially stood out for the new engineers when a more seasoned engineer met them the first day—a recommendation after the last survey. Ten percent of the first-day experience was somewhat negative, usually having to do with downtime and lack of preparation by management. Even so, this area has markedly improved over the last two years.

## Conclusions and Recommendations

In summary, NAVSEA's Systems Engineering Development Program has shown measured improvements. However, in looking at the data and specific areas highlighted, exponential improvements are possible with some slight adjustments. What would these recommendations/adjustments be?

- The senior career manager of recruitment will provide four 1- to 2-hour VTC training sessions to everyone managing engineers in NAVSEA's Systems Engineering Development program.
- The two resident managerial experts will give Q&A sessions by VTC two or three times a year.
- The Naval Center for Acquisition Workforce Professional Development and NAVSEA Headquarters will communicate regularly any new information by e-mail.
- NAVSEA engineering managers will reinvigorate the title of "engineer" for those in the program.
- NAVSEA's Systems Engineering Development Program will be administered based on the *Manager's Survival Guide* and the best practices recommended during Q&A sessions.
- NAVSEA engineering managers must be better prepared and have a seasoned engineer meet the new engineers on the first day.

The author welcomes comments and questions. He can be contacted at matthew.tropiano@navy.mil.

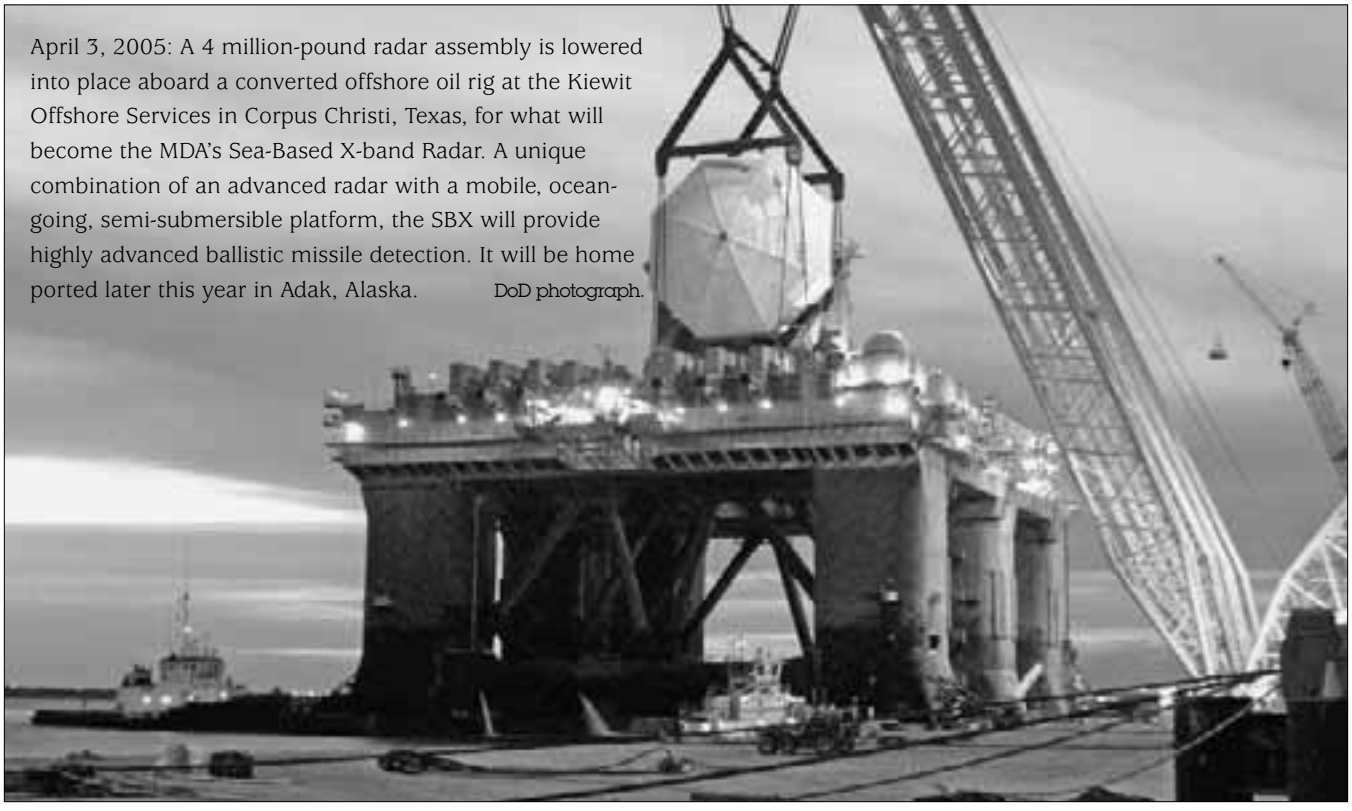
# Blurring The Line Between R&D and Operations

## The Missile Defense Agency's Acquisition Approach

*Timothy Biggs*

Dramatic changes have been made in the way in which the Department of Defense develops and procures weapon systems. There is a movement away from the strict requirements-based approach that emphasized a formalized identification of deficiencies, an identifiable and predictable threat, and strict system performance parameters. In the vanguard of this defense acquisition process revolution is the Missile Defense Agency's embrace of capabilities-based acquisition and spiral development. Since its adoption of these processes in January 2002, the MDA has made remarkable progress in restructuring its approach to the development of a fully integrated ballistic missile defense system (BMDS). The MDA is now faced, however, with an even larger—and perhaps more difficult—task: turning these principles into formalized and institutionalized programmatic processes in the face of significant cultural and organizational challenges. Those challenges are based on the fact that MDA's approach significantly alters the the traditional roles and responsibilities of acquisition organizations, operational units, and contractors.

> **"Create an acquisition policy environment that fosters efficiency, flexibility, creativity, and innovation."**
>
> *Deputy Secretary of Defense Paul Wolfowitz, October 2003*



April 3, 2005: A 4 million-pound radar assembly is lowered into place aboard a converted offshore oil rig at the Kiewit Offshore Services in Corpus Christi, Texas, for what will become the MDA's Sea-Based X-band Radar. A unique combination of an advanced radar with a mobile, ocean-going, semi-submersible platform, the SBX will provide highly advanced ballistic missile detection. It will be home ported later this year in Adak, Alaska. DoD photograph.

**Biggs** *is a principal systems analyst with SPARTA, Inc. For the past 10 years, he has supported a wide variety missile defense-related projects and programs. The views expressed are the author's and do not necessarily reflect the opinions of the MDA or of Sparta, Inc.*

The MDA's approach is unprecedented for such a large program. Although some DoD acquisition organizations have, in the past, bridged the organizational and cultural gap between research and development and operational use, the BMDS will be the first large-scale program that comes into operation while still, in effect, in an R&D mode. This capability-based approach calls into question who "owns" the particular system and significantly alters the traditional DoD role of the acquisition community.

**MDA's approach is unique, imaginative, and in accord with the flexible and tailored nature of the new defense acquisition guidelines regarding joint operations.**

Although much of MDA's acquisition approach is still undergoing refinement, the fundamental precepts are in place. Despite recent testing setbacks, a rudimentary missile defense system will soon go operational, the overall BMDS program management of the system remaining with MDA. There will be no formal turnover from the acquisition community to the Services for many of the missile defense elements and components. MDA will concurrently test and operate the BMDS while on alert, and day-to-day operations will be performed by a mix of contractors, National Guard, and servicemembers. Contractor logistics support (versus a large Service-led logistics "tail") will be the key to maintaining the system. These initiatives are a significant break with existing DoD processes and will serve as a model for the development and fielding of large-scale future joint systems.

## Unique Nature of the BMDS Program

There is a well-established and formalized process for transitioning a system from R&D to operational use that allows the Service to formally identify and allocate funding to operate the system, to train personnel, and to develop logistics procedures. A variety of factors, however, will require the BMDS to operate in a manner that is not in clear concert with the existing DoD processes. Although these factors are unique, they have relevance to other future high tech joint systems. A major issue is that BMDS elements and components will be fielded in very small numbers; for example, only a handful of ground-based mid-course interceptors are initially planned. This is in contrast with most weapon systems, which are produced using a fairly rigid lockstep process, manufactured in mass quantities, and often require a long logistics and maintenance tail. A modern BMDS negates the need for a large number of military personnel to be identified, trained, and equipped.

Another unique factor is that unlike most DoD weapon systems under development currently, the BMDS will provide a new capability that is non-existent today: the interception and destruction of an incoming ballistic missile. Since the BMDS provides a new capability, integration testing—both horizontally and vertically—occurs across the entire system, as opposed to the long series of formalized processes and regression tests that are necessary to ensure that adding a new capability does not degrade existing capabilities. The lack of any current capability today to defeat a ballistic missile attack negates the need to defer fielding of the BMDS.

Another consideration is the unprecedented level of integration required among BMDS early warning sensors, weapons sensors, and interceptors. The speed required to track, identify, and engage a ballistic missile calls for an extraordinary level of sensor fusion. No single sensor or weapon can achieve the capability required to engage a ballistic missile traveling at high speeds across oceans and continents. Only through continued, centralized management of all BMD systems will MDA be successful in developing a program that meets the unique characteristics of a missile defense engagement.

## Restructuring the Missile Defense Program

MDA's approach was brought about by Defense Secretary Rumsfeld's January 2002 memorandum on MDA program direction, which fundamentally restructured the missile defense program by canceling the missile defense operational requirements documents (ORDs). This was the most fundamental redirection of the missile defense program since its inception in 1983. Like all ORDs, the missile defense ORDs mandated discrete and exact levels of effectiveness (key performance parameters) for each missile defense element. A theater air and missile defense capstone requirements document was also established; it laid out the overall framework for the entire missile defense mission.

By canceling the ORDs, Rumsfeld recognized that success in the missile defense battle is only achievable if the BMDS is seen as a synergistic whole. In contrast, the missile defense ORDs had divided the missile defense elements into discrete and separate managerial and technical entities. The director of the then Ballistic Missile Defense Organization (BMDO) did not have ultimate authority over these elements because the element program managers reported to their respective Services and not to BMDO. This situation made the management of the BMD elements complex and unwieldy and achievement of a fully integrated system impossible.

While the cancellations of the missile defense ORDs was a dramatic departure from existing acquisition processes,

even more important was Rumsfeld's decision to transfer program management of some missile defense programs from the Services to MDA. This broke a long-standing programmatic management framework of the elements reporting to their respective Services and emphasized DoD's emphasis on joint materiel development programs and its willingness to undertake dramatic and unprecedented approaches. With the BMDS elements now under MDA management, a key challenge will be whether it is practical to transfer these programs back to the Services when the BMDS component or element has achieved a certain level of capability and the Service is willing to procure, support, and operate the capability.

## Possible Categories of Transition and Transfer

A challenge for MDA is the fact that the transfer of certain BMDS elements to the Services would create organizational, budgetary, and cultural stovepipes that would hinder the use of the systems. According to the January 2002 directive, the BMDS management process will consist of three phases: development, transition, and procurement and operations. It is becoming clear, however, that the global nature of the BMDS will not allow for the firm, discreet categories envisioned at that time. A more appropriate paradigm may be that transition of BMDS elements can be viewed as fitting into a broad spectrum of three categories.

The first category consists of those elements that will undergo little or no transition to a Service. The Sea-Based X-band (SBX) Radar is one such system. The SBX will perform a vital surveillance and tracking function for the BMDS; however, the nature of the vessel and its mission is not conducive to its transition and transfer to the Navy (or any other Service). The SBX will perform strictly a missile defense role; therefore, it doesn't fit into traditional Naval doctrine or concepts of operations. The SBX's small manning requirement can be satisfied with minimal Navy participation. MDA may manage the SBX as long as it is in operation. The MDA Command, Control, Battle Management and Control is also in this category based on the need for a joint global command network to direct all aspects of the missile defense battle. This category would require MDA to continue producing, maintaining, and servicing the system for an indefinite period. Program management, configuration control, and the training of operators will also be the continued responsibility of MDA.

A second category lies with a collaborative transition effort between MDA, the Services, and the combatant commands. The Terminal High Altitude Area Defense program is the most conducive for this approach because there is a strong Service sponsor (Army), and it will be produced in enough quantities to make it possible for a Service to develop organizational and doctrinal structures. However, based on its ability to engage mid- to long-range ballistic missiles, it will be a key element in the strategic, global BMDS mission and, therefore, it may not be practical to transfer full program management to the Army.

A key concern in this collaborative approach is how a Service can develop long-term funding plans through the program objective memorandum process for a BMDS element over which it doesn't have full authority. One possible approach is to see the MDA role as the procurement lead for the first or second fire unit of an element in a block, with the Service and the combatant commander making decisions on the ultimate quantity of the procurement.

The third category encompasses the traditional method involving full programmatic transfer from a research, development, test & evaluation (RDT&E) agency to the Service. Patriot Advanced Capability – Phase 3 is the best example of this type of transition. Because PAC-3 is a regional defense system, it does not have a significant role in the global BMDS mission. Because of its missile defense role, MDA would need to maintain configuration control over PAC-3; however, full programmatic responsibilities rest with the Army.

## Further Challenges Face MDA

Developing the procedures to maintain an operational capability for elements and components that are still in a developmental status presents yet another challenge for MDA. To meet the challenge, MDA has instituted a concurrent test and operations process that will allow the simultaneous testing and improvement on the BMDS, while maintaining the system on alert and in an operational status. To continue testing on a fielded system is, of course, routine; however, it is rare and challenging for a high-tech system with no technological precedent, like the BMDS, to maintain a rigorous testing program while in an operational status.

The need to conduct concurrent test and operations rests with the presidential direction to deploy an initial missile defense capability in 2004. This decision changed the entire character and nature of the ballistic missile program. The test missiles, fielded in Alaska and California, are now to be used in an operational role also. It was recognized, however, that the testing program needed to continue. MDA decided it would not be prudent to transfer a BMDS element—even one that would have an operational capability—to a Service while it was still involved in a rigorous test program.

The fielding of a system while still, technically, in an R&D role required innovative thinking and approaches in the funding and in fielding systems. This new perspective in acquisition is shown in MDA's approach to operations and sustainment (O&S) costs of the BMDS. While logistics support for a fielded system is traditionally the responsibil-

ity of the Service and is done by Service personnel, MDA has made the decision to fund the activity via contractor logistics support (CLS) through fiscal year 2009. This is a significant step in awareness that the traditional DoD logistics support process doesn't meet the requirements for the BMDS. CLS is traditionally a lifetime maintenance concept. MDA's commitment to life-cycle CLS indicates that no one Service will develop, organize, and support the BMDS. MDA's funding of this activity is a recognition that it will have to perform functions that an R&D agency has not performed in the past. It's another reflection of the fact that the traditional line between R&D and operations is becoming less and less defined.

**There is a well-established and formalized process for transitioning a system from R&D to operational use. A variety of factors, however, will require the ballistic missile defense system to operate in a manner that is not in clear concert with the existing DoD processes.**

MDA's approach calls into question whether DoD's current management approach towards budgeting is adequate. DoD has fairly strict regulations that require all funding to be divided into five specific categories of spending, with the missile defense appropriations coming under the RDT&E account ("3600 money"). The regulations require that an acquisition organization using 3600 money fund all aspects of a developmental program, including test articles and activities; however, funding for the testing that is done after fielding of a system is to come under procurement or operations and maintenance appropriations. The operational fielding of the BMDS, in a limited capacity, makes these distinctions between RDT&E and O&S funding increasingly unwieldy. The fielded BMDS will be capable of providing an operational capability; however, it will continue to be managed by an acquisition organization—the MDA—using RDT&E funding. Through spiral improvements, an increasingly capable system will be developed, but it will still remain (technically) an acquisition program. While the existing DoD financial management approach mandates very discrete distinctions between funding acquisition (RDT&E) programs and operational systems, the BMDS will not fit easily into either category. Rather than attempting to fit the BMDS into either grouping, I recommend that the DoD reassess its budgeting management processes to accommodate the increasingly unclear distinction between R&D and operations.

### In Accord with Defense Acquisition Reform Initiatives

MDA's approach is unique, imaginative, and in accord with the flexible and tailored nature of the new defense acquisition guidelines regarding joint operations. It is also in accord with the DoD doctrinal changes that de-emphasize Service "ownership" and embrace joint warfighting concepts. For example, the Joint Forces Command has drafted joint operating concept papers that emphasize the elimination of Service stovepipes, shared assets, and joint materiel development systems. The draft documents stress that "rather than insisting upon ownership of organic assets, future commanders must become adept at achieving strategic and operational goals with shared joint assets and capabilities."

The MDA approach is also in concert with the strategic, top-down emphasis of the Joint Capabilities Integration and Development System (JCIDS), which is a dramatic departure from the former Requirements Generation System (RGS). The JCIDS recognized that only through top-down direction (versus bottom-up identification of deficiencies) could fully joint concepts and programs be instituted. The RGS served well for strictly Service programs, but it would be difficult for one Service, using the bottom-up approach of the RGS, to envision or articulate the requirements for a fully integrated BMDS using air, sea, and land weapons, sensors, and associated Command, Control, Battle Management and Control. Services could identify requirements to defend against theater and tactical threats using the RGS, but it required top-down, strategic policy direction to tie all Service missile defense elements into the integrated whole that is the BMDS.

If joint doctrine and network-centric warfare are the paradigms for tomorrow's defense environment, it makes little sense to develop, procure, and manage weapon systems in an individual manner. The MDA approach recognizes that innovative and revolutionary processes are necessary to fully achieve an interoperable BMDS, and these processes are slowly coming into place to deploy a system that will, for the first time in history, be able to defend the nation against ballistic missile attack. The biggest hurdle ahead of MDA today is not technological but organizational and procedural, as it paves an approach that will serve as a precedent for the acquisition of future joint concepts and programs.

This article derives from a paper presented at the National Defense Industrial Association Test and Evaluation Conference, March, 2005. The author welcomes comments and questions. Contact him at timothy.biggs.ctr@mda.mil.

# Quality Management — A Primer

## Part II

*Wayne Turk*

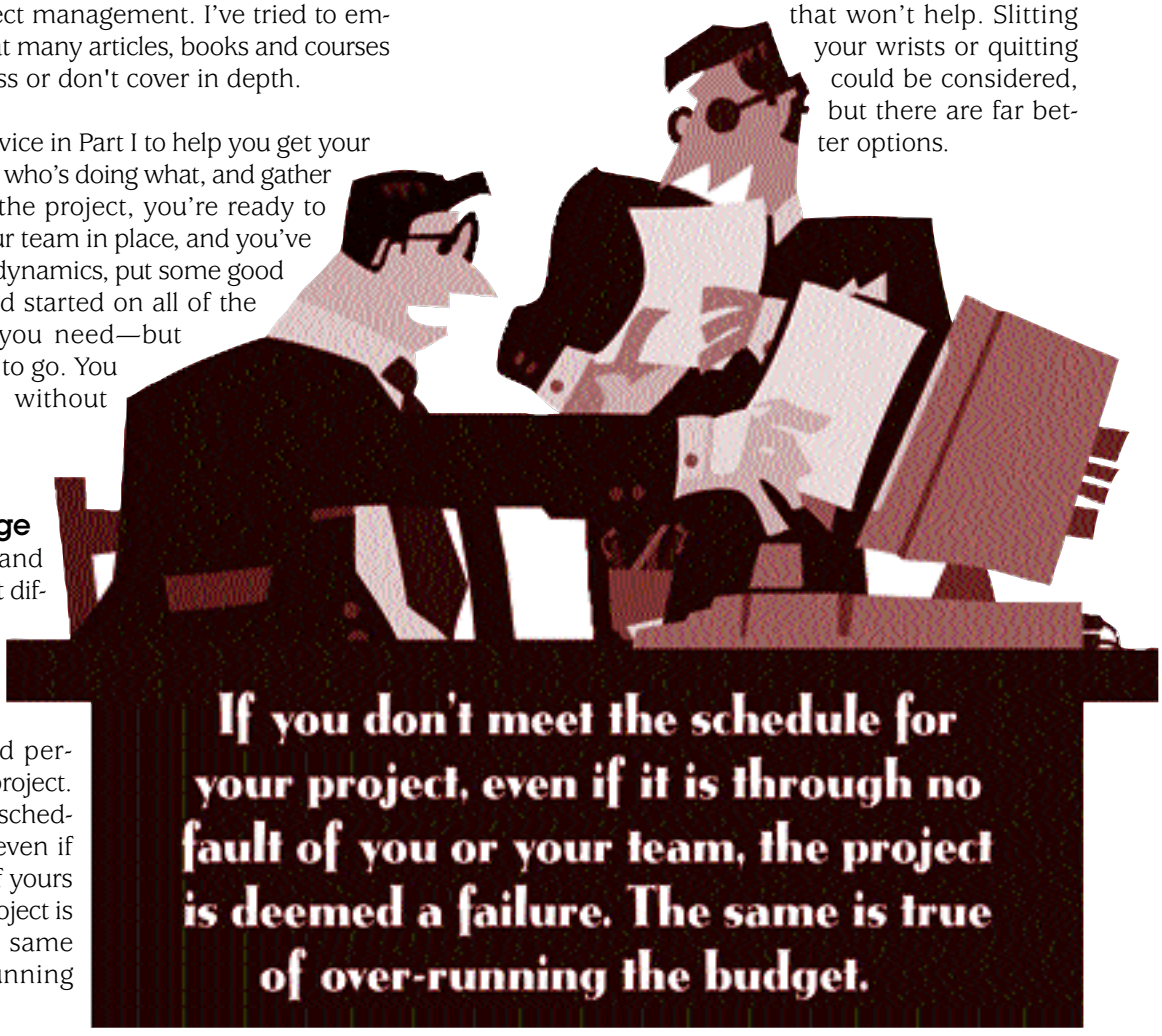
Part I of "Quality Management — A Primer" (*Defense AT&L*, May-June 2005) focused on getting the project started, building the right team and the right team dynamics, and using good processes to end up with good, useful products. Part II deals with budget, schedule, contractor relations, and a slew of points covering the many other parts of project management that you have to worry about—communications, setting expectations, quality assurance, and testing, to mention just a few. Together, the two parts provide a basic primer on project management in the federal government.The primer doesn't address managing quality, but providing quality project management. I've tried to emphasize some areas that many articles, books and courses frequently don't discuss or don't cover in depth.

After you follow the advice in Part I to help you get your staff assembled, decide who's doing what, and gather the requirements for the project, you're ready to move on. You have your team in place, and you've built some great team dynamics, put some good processes in place, and started on all of the documentation that you need—but there's still a long way to go. You can't go anywhere without money and a plan.

### Meeting the Schedule Challenge

The project schedule and budget can be the most difficult parts of a manager's duties. Meeting the schedule and staying within budget are critical to the real and perceived success of any project. If you don't meet the schedule for your project—even if it is through no fault of yours or your team's—the project is deemed a failure. The same holds true for over-running the budget.

Many projects are given a completion date before there is ever a project manager or a team. If that happens, consider a two-pronged approach: develop a schedule using the completion date and working backwards to include all of the necessary actions; decide if the schedule is realistic. If not, develop a schedule without the constraint of the given completion date. It then becomes your job to sell the new schedule. You may have to find a champion to sell it for you. There may be operational reasons for the original end date. If so, you are probably stuck with the original schedule. Throwing money and resources at the project might be possible—but with some projects, that won't help. Slitting your wrists or quitting could be considered, but there are far better options.



**If you don't meet the schedule for your project, even if it is through no fault of you or your team, the project is deemed a failure. The same is true of over-running the budget.**

**Turk** *is a retired Air Force lieutenant colonel and a project manager with SRA International, managing two National Guard Bureau information technology projects. He has supported projects for DoD, the military services, other federal agencies, and non-profit organizations. He is a frequent contributor to* Defense AT&L.

Finding ways to compress a schedule is a challenge for your whole team. Ask their help and listen to their ideas. Usually, the best way to compress a schedule 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. Work can proceed on multiple modules at one time; then testing can be done on each module as it comes ready, with final integration testing done at the end. That's just one example; there are many more around. This is where the creativity and flexibility that were mentioned in Part I of this article come in.

Let's get back to the project. You've determined the schedule—or at least have one that you think you can live with. Put it on paper or post it electronically to give the team access to it. They're the ones doing the work, and they need to be able to see how they are doing and what's coming in the future. Management will also want to see it. Make sure that it's realistic, and keep it a living document. Change or update it as the project progresses.

The following are a few other suggestions that can help you meet your schedule—certainly not all-inclusive, but they are a start:

- All tasks should have a timeline or suspense.
- Ensure that each task is assigned to someone.
- Do not accept or assign tasks that are unnecessary (this can be difficult).
- Do not allow "scope creep" (adding or expanding requirements as you progress—also very difficult).
- Consolidate tasks in the schedule where possible.
- Make tasks sequential *only* if they have to be.
- Set up a tracking system for tasks, suspenses, and action items.
- Review the tracking system at least weekly.
- Meet all suspenses as early as possible, and do not delay completing them until the last minute.
- If a task deadline cannot be met, ensure that the initiator and the task manager are notified ASAP and well before the due date; this may not help keep you on schedule, but it can keep you out of trouble, or at least minimize the trouble.

## Balancing the Realities of the Budget

As with the schedule, in many (if not most) government projects, your budget—at least the initial budget—is set by someone else, and it's a constraint that you usually have to live with. Chances are better that your budget will be cut at some point, than that it will be increased. So how do you live with the budget and succeed? It takes good planning, good management, constant monitoring, and sometimes some more of that creativity. A little luck doesn't hurt either.

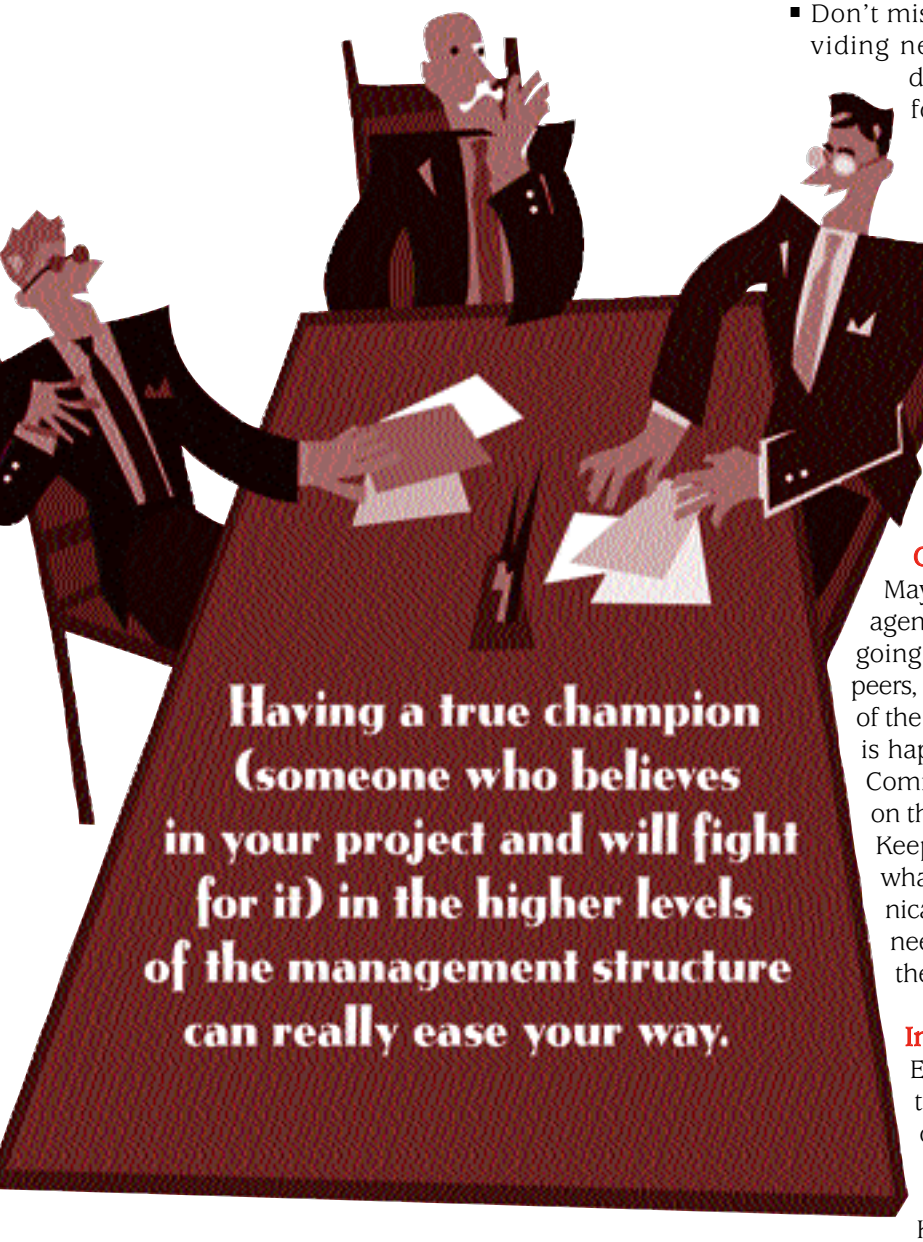
If you're the one planning the budget, whether it is the initial budget or a subsequent year's, make sure that it's realistic. I have found planning three budgets can be very helpful. The first is the fully funded budget. This is the ideal budget that you need to do everything required in the project and some desired but not required things, and it includes some funding for the unexpected. The second is a no-frills budget based on what you need to do the job and expect to get. This is normally less that the fully funded budget but enough to allow you to accomplish all or most of the necessary actions within the project. The third is the subsistence budget, the amount needed to keep your project alive and to accomplish the minimum necessary project requirements. It's the budget that you don't want but have to be prepared for.

With all of the unknowns and the many external constraints that come along, planning the budget can be difficult. I recommend that you try to keep a "management reserve" for the unexpected (a practice that is frowned upon in many quarters, but can save your professional life). It should be a percentage of your total budget. The following additional suggestions are for remaining within your budget. A few coincide with suggestions for remaining on schedule. That's because schedule overruns and cost overruns are usually directly related.

- Don't allow scope creep unless the dollars accompany the new requirements, and even then, try not to allow it.
- Track costs closely and compare them to planned costs.
- Project upcoming costs and revise them as changes occur.
- Use Earned Value Management in some form.
- Consolidate tasks for cost savings.
- Leverage on previously developed work—if you can use something that someone else has already done or paid for, do so.
- Don't use "gold-plated" requirements; that goes for personnel, purchased items, and the requirements for your project deliverables.
- Use cost-benefit analyses to help you make decisions.
- Don't waste resources on unnecessary work.
- Do things right the first time; rework is expensive in dollars and time.
- Prioritize requirements and tasks so that you know what can be eliminated if budget cuts come along or you begin to run over budget.
- Take immediate action if you appear to be running over budget. Waiting won't help.
- Scrutinize contractor and vendor invoices for errors.

## Managing Contractor Relations

In today's world, almost every project has contractors involved. Below are a few suggestions for how you can ensure that the contractors help you make the project a success. Admittedly, as a contractor, I may see things from a different perspective, but I have been on both sides of the fence. Some of these suggestions apply to all members of the project team, not just the contractors:




- Don't miss deadlines for completing actions or providing needed information to contractors. If you do, don't expect them to make up the time for you.
- Give them realistic tasks and timelines.
- Don't try to subvert the government contracting rules. That can get everyone in trouble.

## Odds and Ends

. . . for a successful end to the project. If you've read this far, I hope you've picked up some good ideas. Here are a few more suggestions that don't fit into a single category but can really help you and your project.

### Communication

Maybe the most important part of project management. Make sure everyone is aware of what is going on. Communicate up the chain, with your peers, and with your team. Keep your boss informed of the good and the bad. Let him or her know what is happening with the project on a regular basis. Communicate with the 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. Communicate with others outside your organization who need to be kept in the know. Communicate with the end users.

### Involvement

Ensure all levels of end users are involved throughout the life of the project. This is another form of communication that is critical. End users have the kind of input *you* need to put out the products *they* need and will use. Keeping them in the loop can save you a lot of wasted time, effort, and money.

- Make them a part of the team. Many contractors feel real ownership of a project that they are involved in. Treat them as you would any other team members. Do not make it an us–them environment.
- Remember that the contractors have a scope of work, too. Don't expect them to accept scope creep either. If it happens, expect a contract modification that will cost you more.
- Let them know what you expect, but be consistent in the standards that you set. Set high standards for all members of the team and ensure that all live up to them.
- Give them all the information that they need to do their part. Open communication is essential.
- Accept that contractors have proprietary information or processes, just as you do. Don't share one company's proprietary information with other contractors. And don't favor one company with information not shared with all.

### Expectations

Exceed expectations. That may sound contradictory to the earlier advice not to accept extra or unnecessary tasks and not to gold plate requirements, but it's not. Exceeding expectations merely means providing documents and products that are of excellent quality and are better or do more than was called for. Ensuring that all products and documents are understandable and usable is a big part of it. This is also a part of quality management.

### Quality Assurance

QA is a process that is considered a pain in the neck or a hindrance by many managers. That may be true, but a good QA program means better products and fewer problems in the long run. There are excellent QA processes out there. Find and use them.

### Testing
The same is true of a comprehensive testing program. Adequate and timely testing with good test plans makes for good products and prevents major problems in the field. Don't scrimp on the testing. It will come back to haunt you! The timely aspect is important, too. If at all possible, include independent testers. Finally, have the expected users as a part of testing.

### Ownership
Encourage buy-in at every level. You need the team to have feelings of ownership, and you need support from those up the chain and those who will be the final users. Buy-in can help with your budget and getting the resources that you need. Having a true champion (someone who believes in your project and will fight for it) in the higher levels of the management structure can really ease your way.

### Bureaucracy
The government has thousands of pages of laws, regulations, and guidance for you as a project manager. Be aware that in those thousands of pages there will be contradictions. Compliance with the appropriate ones is a must, and you aren't going to know all of the appropriate ones. That's why there are experts that you can consult. Don't hesitate to call on them. That's their job. Whether it's the lawyers, contracting, or some other organization, ask questions and listen—truly listen—to the answers. Do your own research, too. The experts may not have all the answers.

### Keep on Learning
Finally, never stop reading, talking with others, and learning. Project management is complex. No one knows it all or all of the tricks to making a project a success. First learn from others, then share what you have learned.

No two projects are the same. I 've tried to provide some principles and processes that will work all the time and others which will help in most projects. The ideas and suggestions are not comprehensive, but basic. This primer is a distillation of some lessons learned that can help make you and your project a success.

As I said in the first article, project management is an art. Between the two articles, you have a wide palette of paints to work with, but none of the paint pots is deep. It will require more work on your part. Project management is tough, but it also can be rewarding.

The author welcomes comments and questions. Contact him at wayne_turk@sra.com.

## 10th Annual NAVSUP Academy Focuses on Transformation

More than 60 employees from activities across the Naval Supply Systems Command, <http://www.navsup.navy.mil>, gathered April 26–28 for the 2005 NAVSUP Transformation Academy held at the Naval Support Activity in Mechanicsburg, Pa.

The annual three-day event historically affords NAVSUP civilian and military employees an opportunity to learn more about the NAVSUP "combat capability through logistics" mission and how it supports the Navy's global supply chain and the warfighter.

Started in 1995 and formerly known as the "NAVSUP Academy," the name was changed this year. "We wanted to preserve the spirit of the Academy and broaden the scope to address our current transformation initiatives," says Capt. Charles Lilli, USN, SC, NAVSUP's chief of staff.

Presentations were given by NAVSUP senior military and civilian leaders representing all of the enterprise's commands: Headquarters, the Fleet and Industrial Supply Centers, the Naval Inventory Control Point, the Navy Supply Information Systems Activity, the Navy Exchange Service Command, and the Naval Operational Logistics Support Center.

"The Transformation Academy provided a well-organized overall perspective of the NAVSUP enterprise," says participant Troy L. High, security director/chief of police for the Naval Support Activity.

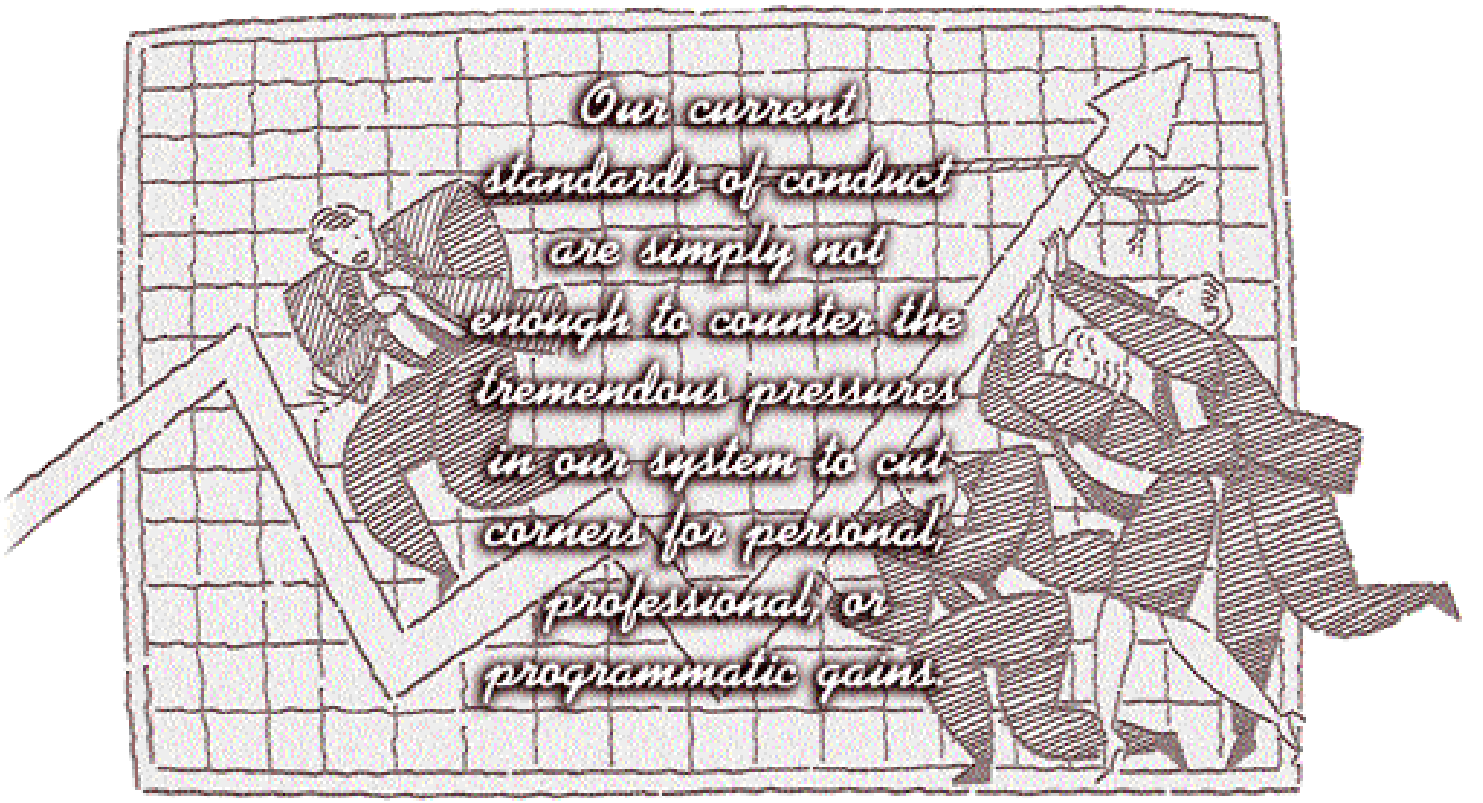
At the end of the second day, an information exchange provided a forum for two-way communication on major change initiatives such as enterprise resource planning (ERP), the national security performance system, base realignment and closure, and lean six sigma. All members of the NAVSUP Civilian Board of Directors participated in this exchange.

"The Transformation Academy was extremely valuable, and the presentations were truly first rate," says Mary K. Graci, an information technology specialist with the Navy Supply Information Systems Activity, who paricipated. "The information exchange helped me to better understand my role in Navy ERP."

"The training I received at the Academy was the best government-provided training that I have received in my government career," says participant Pete DiRocco, supply systems analyst with the Naval Inventory Control Point.

# Ethics in Program Management

*Owen C. Gadeken*




It seems that every few years, the defense acquisition community is rocked by a highly visible ethics scandal. The latest involves Darleen Druyun, the senior Air Force procurement official who gave favorable treatment to a defense contractor on large defense programs then joined this same firm as a vice president soon after her retirement. Her tenure with the firm was short-lived, ending when it was discovered that she began negotiating for her job before she retired (working through her daughter who also worked for this same company) then tried—unsuccessfully—to cover it up. While we might be tempted to pass this off as the "one bad apple" example, it should be noted that up to that point in her career, Druyun had a distinguished record of public service and was very highly regarded by many senior defense officials.

Looking beyond the defense acquisition community for a moment, it seems that the occurrence of ethical scandals has risen to a new high; they are appearing in virtually all areas of our society. We have the Martha Stewart insider stock trading case and a plethora of large corporate scandals involving companies like Enron, Tyco, and WorldCom. Of more concern are the scandals that have emerged from the heart of our society: teachers providing answers on standardized tests to improve their schools' performance, or the coach who altered his star pitcher's birth certificate in the Little League World Series. Clearly, ethical behavior—or rather, lack of it—is an ongoing problem in our society and in our world. In spite of good intentions, the temptations are always there to cut corners to achieve desired personal or professional outcomes.

The common approach to ethics taken by both corporations and government organizations is to institute a set of rules ("standards of conduct") to prevent or control ethical lapses by employees. These rules often become quite detailed in terms of specific actions and financial amounts—for example, government rules on accepting transportation, meals, or gifts from government contractors. But the high-profile examples cited above go well beyond simple standards of conduct.

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

FIGURE 1. **Value Conflicts**


## Back to Basics: The Six Pillars

To really understand the issue of ethics, we should go back to basics for a moment. According to Webster (the dictionary), ethics is defined as a set of moral principles or values that govern the conduct of an individual or group. Values are important because they underlie the concept of ethics. Again paraphrasing Webster, values are core beliefs that guide or motivate us. Relating the two terms, ethics is best understood as how we translate our values into action.

So to understand ethics, we must first understand what individuals and organizations share as common values. Michael Josephson, who founded and runs a non-profit institute for advancement of ethics in our society, differentiates between ethical and non-ethical values. Non-ethical values often relate to personal desires such as wealth, fame, happiness, health, fulfillment, or personal freedom. But ethical values are directly related to our beliefs about what is right and wrong. Josephson identifies six core ethical values as his "Six Pillars of Character." They are:

- Trustworthiness – honesty, integrity, reliability, and loyalty
- Respect – courtesy, dignity of the individual, and tolerance
- Responsibility – accountability, pursuit of excellence, and self-restraint
- Fairness – procedural fairness, impartiality, and equity
- Caring – concern for others and how they will be affected by your actions
- Citizenship – civic virtues and duties (giving back to your society).

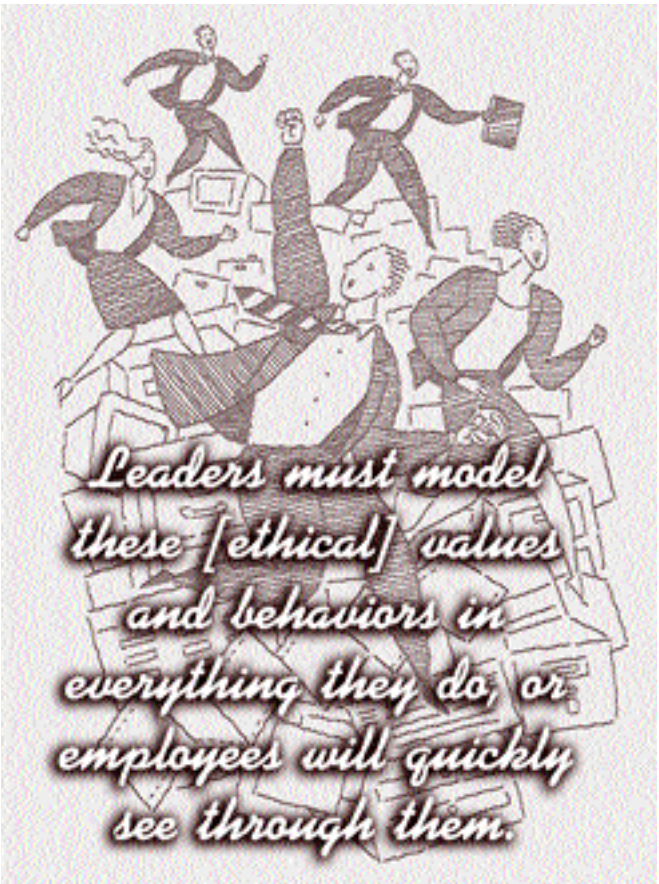
## Dealing with Value Conflicts

Ethical issues or dilemmas are most often interpreted as value conflicts. When non-ethical values conflict with ethical values, the issue is clear-cut, and the ethical values should dictate the solution. This often translates into a standards of conduct or even legal issue (Right vs. Wrong). For example, this type of conflict occurs when a corporate executive or senior government manager uses his or her official position for personal gain. Here, the senior official lets the desire for wealth—a non-ethical value—negate the entire set of ethical values listed above. (And beyond the values conflict, this behavior is also illegal, of course.) But these clearly discernible issues are only the tip of the ethical iceberg.

A more difficult values decision occurs in situations where ethical values conflict with each other. An example would be when a manager's concern (Caring) for a problem employee who is not meeting standards and may be terminated conflicts with obligations (Trustworthiness and Responsibility) to meet work-related deadlines. It can be quite difficult to make decisions in these situations, since any decision will negatively impact one or more core ethical values.

The two types of value conflicts are illustrated in Figure 1. In reality, program management is full of such value conflicts. We face these issues on a weekly or even daily basis. The value conflicts are sometimes subtle and not fully apparent until we find ourselves in the midst of an ethical dilemma.

I was in such a situation on a research project I was managing shortly after I joined the DAU faculty. We were in the middle of what I thought would be a simple source selection of a contractor to design a new team exercise



for one of our courses. The competitive field had narrowed to a very experienced company who had done excellent work for us in the past and a newly created small business. Our evaluation panel was all set to select the experienced firm when the contracting officer informed us that the cost proposals, which we had not yet seen, were quite different. The small business proposed a fixed price that was less than half that of the experienced firm. Several members of the team were convinced that the risk of going with the small business was too great.

I found myself right in the middle on an ethical dilemma. The core ethical value of Responsibility for delivering a quality product favored the experienced company, while the core value of Fairness argued for selecting the small business since they had met the minimum criteria spelled out in our proposal. Either choice would at least partially negate one of the core ethical values. I finally convinced the evaluation team that we must go with the small business because we had put them in our competitive range, meaning we thought they could do the work with acceptable risk. The small business got the contract, struggled a bit, but did deliver a product we were able to use.

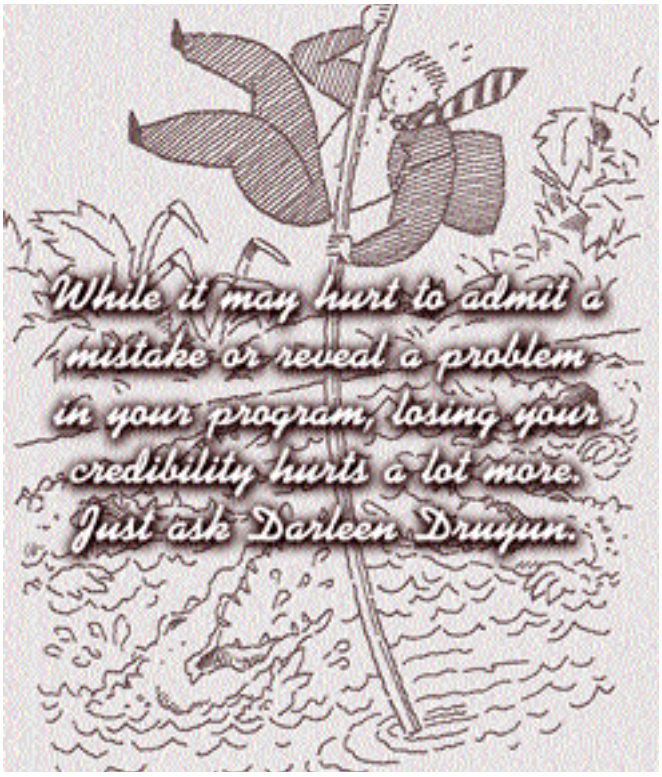
The point of this story is that a little planning (more carefully selected evaluation criteria for a "best value" approach) can go a long way in helping to avoid ethical dilemmas down the road.

## Program Management Dilemmas

In program management, the ethical dilemmas often center on the two important variables related to the program that every program manager strives to control: information and funding. These are important assets in achieving program success, but they can also be manipulated to achieve other ends. No matter the program or its priority, funding always seems to be less than what's needed to do the full job. That leads to constant squabbles between programs and organizations in an effort to stretch the funding to do the most good for the most programs. Opportunities exist at all levels to apply the funding inappropriately, based on personal agendas rather than service priorities and mission needs.

Since government program offices do not actually build anything themselves, you might say their most important product is the information that allows our selected

FIGURE 2. **Ethical Congruence**




industry partners to do the hands-on work. Program offices strive to have the best and most current information on all aspects of their programs, but that information can also be manipulated to achieve other outcomes. Some program managers can get caught up in thinking that their career success is directly related to their programs' success. Instead of reporting program status with complete objectivity, they begin to slant the story to accentuate the positive and slight or hide the negative. On the Navy's A-12 stealth fighter program, such behavior escalated into hiding the program's poor cost performance and potential for a large cost overrun. When the full story came to light, then Secretary of Defense Dick Cheney fired the entire Navy chain of command, from the program manager up to the three-star admiral, for their lack of integrity in reporting the true program status.

It should be clear by now that our current standards of conduct are simply not enough to counter the tremendous pressures in our system to cut corners for personal, professional, or programmatic gain. This isn't surprising based on the often-quoted axiom "you can't legislate morality." While we should give consideration to beefing up the standards, we should also assess other approaches.

## It Starts at the Top

As stated earlier, ethics in any organization are determined by the common values shared by its members. While individuals come to an organization with a set of values developed over time, the most influential factor affecting their ethical behavior after they arrive is the way they are led. Leadership is what determines the organizational climate or culture, and it has a major impact on the way all the organization's members do their work.

One of the most important tasks of any leader is to create an environment where ethical behavior and decision making is standard operating procedure. This can be achieved through alignment of the personal ethical values of the individual employees with those of the organization. The leader can develop this organizational climate by:

- Clarifying the organization's core ethical values so all employees know what is expected of them
- Making values alignment a key part of the hiring decision for new employees
- Developing policies so employees know how to deal with foreseeable ethical issues
- Providing training and support systems to help employees build a more ethical organization.

Taking those steps will increase the degree of ethical alignment or congruence in the organization. Organizations with high ethical congruence "walk their talk," meaning their day-to-day behavior matches their stated values. The concept of ethical congruence is displayed in Figure 2 on the previous page.

## More Than a Set of Rules

To summarize, ethics in program management is much more than a set of rules. There can never be enough rules to cover all the situations where ethical dilemmas may arise. And ethics programs cannot be forced on employees by those in authority; that works only as long as someone is looking over employees' shoulders.

An organization's best approach to ethics relies on its leaders' creating a positive culture that encourages ethical behavior at all levels. The success of this approach depends on the leader's ability to influence the entire organization to adopt a common set of ethical values and behaviors—and leaders must model these values and behaviors in everything they do, or employees will quickly see through them. Effective leaders exhibit a strong sense of personal integrity and credibility, which acts as a beacon to the organization as it moves toward an uncertain future. In the words of one experienced DoD program manager, "Credibility. It's all really that we have as an attribute we can bring to our position. We need to go to great lengths, all of us in this business, to maintain our credibility, even when it hurts."

While it may hurt to admit a mistake or reveal a problem in your program, it's worth remembering that losing your credibility hurts a lot more. Just ask Darleen Druyun.

The author welcomes comments and questions. Contact him at owen.gadeken@dau.mil.

# Joint Service Specification Guide for Propulsion and Power Systems

## A Common Framework for Developing Performance-Based Requirements for Aviation-Related Acquisition

*John Fisher* ■ *Mary Zidzik*

In the wake of the widespread acquisition reforms and the mass cancellations and conversions of MilSpecs and MilStds in the mid-1990s, a series of joint service specification guides was conceived. The JSSGs identify generic performance-based requirements for a variety of Navy, Marine Corps, Air Force, and Army aviation roles and missions. These requirements provide a solid starting point for developing a specification and other program documents tailored to a specific aviation-related acquisition. The JSSGs also provide a repository for lessons learned and corporate knowledge across all the military services. The JSSGs are intended for use by both government and industry personnel.

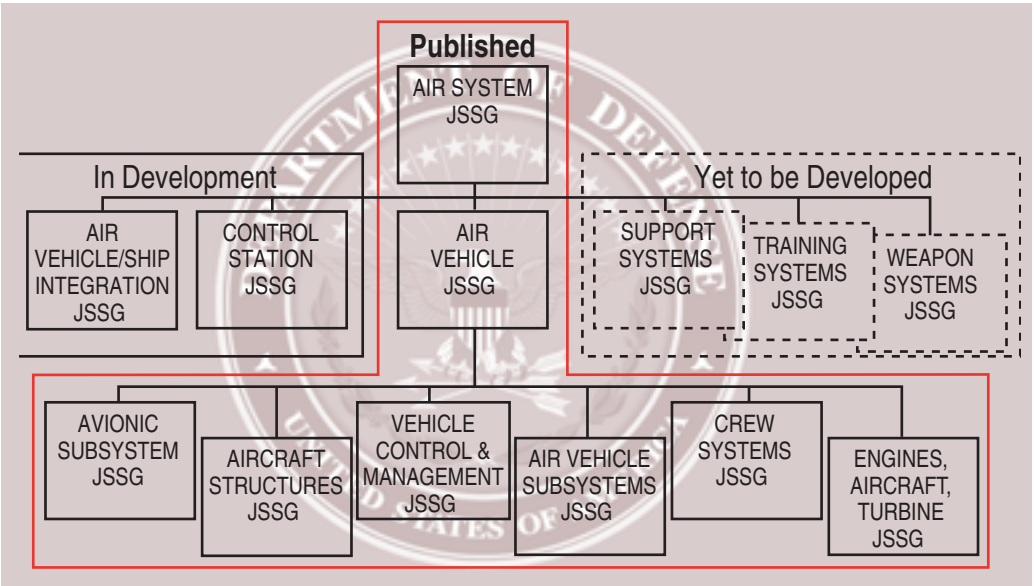
The fundamental objectives of JSSGs are to provide consistent organization and content guidance for describing requirements in terms of meeting operational needs; as performance-based without specifying the design; as measurable during design, development, and verification; and as achievable in terms of performance.

As illustrated in the specification tree graphic, the JSSG suite has been created as a three-tiered framework: Tier I, Air System JSSG; Tier II, Air Vehicle JSSG; and Tier III, aviation subsystems JSSGs (engines, avionics, etc.).

Each lower-tier document represents a flow-down of requirements established at the next higher tier to help ensure that a complete set of requirements can be generated for each program-unique specification. A systems engineering approach is emphasized to ensure a complete, integrated, and balanced solution; it accounts for all inputs and outputs. The up-front integration of requirements helps assure a complete product definition and enables a disciplined top-down flow of requirements to lower-tier specifications.

Each JSSG has six sections: scope, applicable documents, performance requirements, verification criteria, packaging, and notes. The individual requirements are written as generic templates and may contain blanks, tables, and figures in lieu of numerical requirements, along with rationale and guidance to help tailor each requirement to program-specific needs. If a particular JSSG requirement is outside the scope of a program's needs, it can simply be omitted from the program specification. In an effort to capture the vast reservoir of experience gained from past DoD acquisition programs, each JSSG requirement contains both positive and negative lessons learned that apply to that particular requirement. In addition, sample

### JSSG Specification Tree




**Fisher** *is the technical expert for propulsion controls and subsystems at the Aeronautical Systems Center, Wright-Patterson Air Force Base, Dayton, Ohio.* **Zidzik**, *the Navy lead for JSSG-2007A, works at the Naval Air Warfare Center, Aircraft Division, Patuxent River, Md.*

verification methods and lessons learned during previous verifications of similar requirements are included for reference, along with final verification criteria to help ensure that the requirement has been fulfilled. This verification information is not intended to limit new practices, processes, methods, or tools, but rather to serve as a starting point for a program team when determining the technical maturity of a requirement.

JSSGs are tools not only for developing a program-unique specification, but also for facilitating communication between government and industry engineering communities. Where feasible, common terms and methods have been used, and Service-unique language has been minimized.

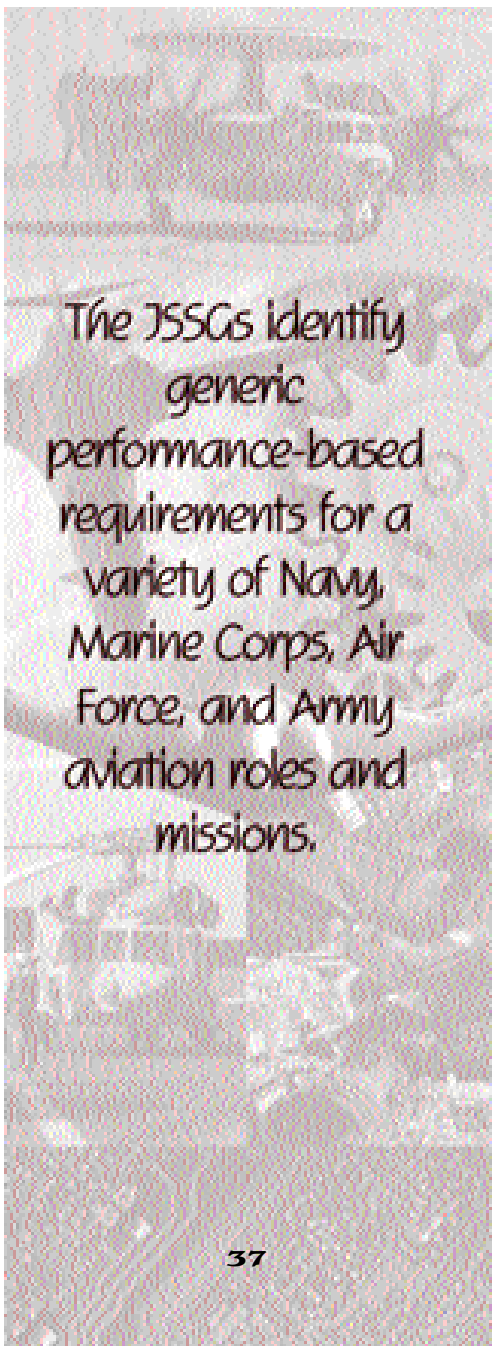
The JSSGs are intended for common use among the Services, and each has been developed through a concerted joint Navy, Air Force, and Army effort. Industry, under the auspices of the Aerospace Industries Association (AIA), has also participated. The involvement of a wide variety of people has resulted in not only a set of requirements that covers all three Services, but also a means to facilitate joint programs by providing a single face to industry for common requirements. (Existing JSSGs can be found on the Acquisition Streamlining and Standardization Information SysTem (ASSIST) Web site at <http://assist.daps.dla.mil/>.)

Throughout the initial creation and update of the JSSGs, absolutely the most active and dedicated work so far has come from the team that compiled the Aircraft Turbine Engines JSSG (JSSG-2007). Over the past eight years, a hard-working and highly focused group of government and industry technical experts has put together a thorough and comprehensive set of propulsion-related requirements. In addition to Navy, Air Force. and Army participants, the team has included AIA representation from Bell Helicopter, Boeing, GE, Lockheed Martin, Pratt & Whitney, and Rolls Royce. JSSG-2007 has three parts:

- **Part 1** is the main document. It provides a set of design and verification requirements, in template format, for developing a program-unique performance specification.
- **Appendix A** is a handbook that provides the rationale, guidance, and lessons learned relative to each statement in Part 1.
- **Appendix B** is a handbook that provides rationale, guidance, and lessons learned to help establish an engine model specification for the production phase of the engine program.

For each requirement, guidance is provided to help the specification developer tailor a verification that reflects an understanding of the design solution, the identified program milestones, the associated level of maturity expected at those milestones, and the specific approach to be used in the design and verification of the required products and processes.

Different program applications require different levels of requirements. Manned systems will often include additional requirements having to do with aircrew safety and survivability, whereas an unmanned system will not. Likewise, rotary-wing systems have unique components and subsystems not found on fixed-wing applications. Wide-body systems (cargo, tanker, transport) usually have more benign missions than fighters. Through careful tailoring of requirements and associated verifications, JSSG-2007A can be used to develop a comprehensive, performance-based engine specification for any air system application. With increased DoD emphasis on the development of unmanned air vehicle and unmanned combat air vehicle weapon systems, the propulsion requirements contained in JSSG-2007A can be tailored for high-value UAVs (such as Global Hawk) and UCAVs.




The requirements in JSSG-2007 are closely associated with the requirements found in JSSG-2009, Air Vehicle Subsystems, and should be considered in tandem with any engine requirements.

Since the initial publication of JSSG-2007 on Oct. 30, 1998, the team has conducted an extensive update to keep the document current in regard to aviation propulsion methods and developments. The newest version of the Engine JSSG (JSSG-2007A) was released to the ASSIST on Jan. 29, 2004. Updates include the latest

DoD Instruction 5000.2 policy for spiral development as applied to incremental verification. The JSSG team also added qualification guidance based on the latest Federal Aviation Administration regulations and advisory circulars and Joint Aviation Authorities Joint Aviation Regulations, including international requirements for UAVs and for military qualification of commercial applications. The Services and industry can use this table to develop the verification matrix for all the design requirements in the JSSG-2007A for a specific application. Verification methods recommended for individual requirements may include analyses, modeling and simulations, component development tests, ground-level engine tests, flight tests, inspections, demonstrations, etc.

The JSSGs are maintained by the Services, with data calls to propulsion and power department engineers requesting them to provide program-specific lessons learned (for example, about technical advancements in instrumentation, verification techniques, technology, and so on) to maintain a useful reference for retaining corporate knowledge and training new engineers. Integrated program teams throughout government and industry provide a vital link in the JSSG update and maintenance process by providing rationale, guidance, and lessons learned for new requirements, and by maintaining the existing guidance for use by future engineers.


Development of the JSSG suite continues. Current documents are being updated to ensure that a complete set of potential requirements is represented in light of changing user needs and that lessons learned are being added to reflect relevant experiences. In addition, two new JSSGs are being worked on, and others are being considered.

The authors welcome comments and questions and can be contacted at john.fisher@wpafb.af.mil and mary.zidzik@navy.mil.

# Bush Taps Krieg for Defense Under Secretary Position

*American Forces Press Service*

WASHINGTON, April 5, 2005—President Bush plans to nominate Kenneth J. Krieg for the Defense Department's top acquisition, technology and logistics position, the White House press office announced April 1. If confirmed by the Senate, he would take the reins from Michael W. Wynne, the current under secretary.

Krieg is currently director for program analysis and evaluation in the Office of the Secretary of Defense. In that position, he's been a proponent of DoD's transformation efforts, which, Krieg said, involves reshaping the department to address 21st-century challenges such as terrorism and to prepare for how war will likely be fought decades from now.

PA&E's role in transformation is "to push at the system, push at the Services, push at the combatant commanders" in order to effect necessary department-wide change, he said in a recent interview for the Pentagon Channel documentary "Facing the Future."

In the private sector, Krieg was vice president and general manager of International Paper in Purchase, N.Y., and Memphis, Tenn.

Earlier in his career, he served as executive assistant to the deputy secretary in the Office of the Secretary of Defense. He earned his bachelor's degree from Davidson College and his master's degree from Harvard University's Kennedy School of Government.

# From Our Readers

### Mitigating Diminishing Manufacturing Sources and Material Shortages

I read and enjoyed the article on "Mitigating Diminishing Manufacturing Sources and Material Shortages" in the May-June 2005 issue of *Defense AT&L* magazine. However, I was quite concerned that I found no mention of the Government-Industry Data Exchange Program (GIDEP) in your article about DMSMS. GIDEP was "established as DoD's centralized database for managing DMSMS information and sharing the information among DoD and industry groups" (<www.gidep.org/mgmt/directives/doddmsltr.pdf>). As such, GIDEP is one of the most vital resources available for "mitigating diminishing manufacturing sources and material shortages."

My agency uses GIDEP to inform our personnel and our customers of product concerns; to monitor other sources of information on nonconforming material, quality escapes, DMSMS issues; and to find alternate sources of supply. I have personally used a GIDEP Urgent Data Request to locate an obsolete magnetic material required for the manufacture of tachometer rotors for the TF-39 engines (used on the Galaxy C-5A aircraft). That GIDEP UDR saved over $50,000.00 and 60 weeks of manufacturing time and kept the Galaxies in the air during a wartime crisis.

Paula M. George
Defense Contract Management Agency

**THE AUTHORS RESPOND:** *GIDEP, as Ms. Paul points out, is an integral part of the DoD DMSMS mitigation process, as well as a key member of the DoD DMSMS Working Group chartered by the DoD Total Life Cycle Systems Management Executive Council. GIDEP is a cooperative activity between government and industry participants seeking to reduce or eliminate expenditures of resources by sharing technical information essential during research, design, development, production, and operational phases of the life cycle of systems, facilities, and equipment.*

*Driven by space constraints, we chose to emphasize the resources available through the DMSMS Center of Excellence Web site at <www.dmsms.org>, through which readers can access the wide array of DMSMS resources available, including links to Air Force, Army, Navy, Defense Logistics Agency, Defense Acquisition University, Defense Microelectronics Activity, and, of course, GIDEP (<www.gidep.org>). Not only does the DMSMS COE conveniently link to the wide array of DMSMS materials available on the GIDEP home page, but in fact, GIDEP membership is required to access many of the resources available on the DMSMS COE site, including the Obsolescence Solution Wizard, the DMSMS Predictive Tools, and the Urgent Data Request Forum.*

# DoD TechMatch

## A New Tool for Creating Technology Transition Partnerships

*Cynthia Gonsalves ■ Robert Barrett ■ Joshua Morrison*

An essential part of the DoD technology transition mission is to promote partnering opportunities between the private sector and defense laboratories. At the very heart of this mission lies the ability to gather ever-increasing amounts of data from widespread sources and then manipulate the raw data intelligently to create information. Even so, information overload is not only a possibility, it is almost a certainty given the pace of technological growth today.


DoD TechMatch Home Page

Interviews with Navy Office of Research and Technology Application managers (ORTAs) have identified challenges in information gathering, manipulation, and dissemination. These challenges created fertile ground for a Web-based system that would help in their Service-unique and DoD technology transfer responsibilities. Specifically, Navy ORTAs identified a desire for a Service-wide system that would help them manage and market their licensable technologies. They wanted a system that would help them move their technologies into the commercial marketplace, generating revenues for their laboratories and the Navy. At the same time, Navy organizations involved in technology transition requested a system that would help them ingest commercial technologies for naval use. Navy TechMatch was designed to help both missions—technology transfer and technology transition. Sponsored by the Office of Naval Research, Navy TechMatch was launched at the Naval-Industry R&D (research and development) Partnership Conference in August 2004. The system was designed and built by the Research and Development Group of the West Virginia High Tech Consortium (WVHTC) Foundation, a non-profit organization. In September 2004, the Navy TechMatch system won the prestigious Regional Industry Award, presented by the mid-Atlantic Region of the Federal Laboratory Consortium.

### DoD TechMatch Launched

Always trying to leverage good work supported by the Services, the deputy under secretary of defense (advanced systems and concepts) Office of Technology Transition saw the Navy TechMatch system and requested that it be expanded to the DoD level. That was done between August and December 2004. DoD TechMatch was launched at the annual Defense Manufacturing Conference in December, and the site is now available at <www.dodtechmatch.com>.

**Gonsalves** *is the DoD technology transfer transition program manager, Office of the Deputy Under Secretary of Defense (Advanced Systems and Concepts) Office of Technology Transition.* **Barrett** *was the chief of staff for the Navy Commercial Technology Transition Office, Office of Naval Research, from 2003 to 2004. He joined the West Virginia High Tech Consortium Foundation in September 2004 as a PM working on the TechMatch project.* **Morrison** *joined the Foundation in October 2003 as a program analyst; he is the DoD TechMatch business operations manager.*

Six focus areas were identified in the March 2004 Report to Congress on the activities of the DoD Office of Technology Transition. DoD TechMatch contributes directly to four of the six focus areas, and indirectly to the other two (technical assistance provided to local and small businesses and IR&D to find partners for research and development efforts).

### Patents / Royalties / CRADAs

DoD TechMatch contains excerpts from all Army, Navy, and Air Force licensable patents, as well as links to the U.S. Patent and Trademark Office. These excerpts are designed to represent partnering opportunities for the commercial sector. Obviously, licensed patents generate royalties. Perhaps less obvious is the fact that patents can be used as the basis for cooperative research and development agreements (CRADAs). Getting this information to industry quickly and in an easy-to-use form is essential to moving technology out of the DoD laboratory system effectively. How DoD TechMatch does this is covered in detail later.

### Conferences and Tradeshows

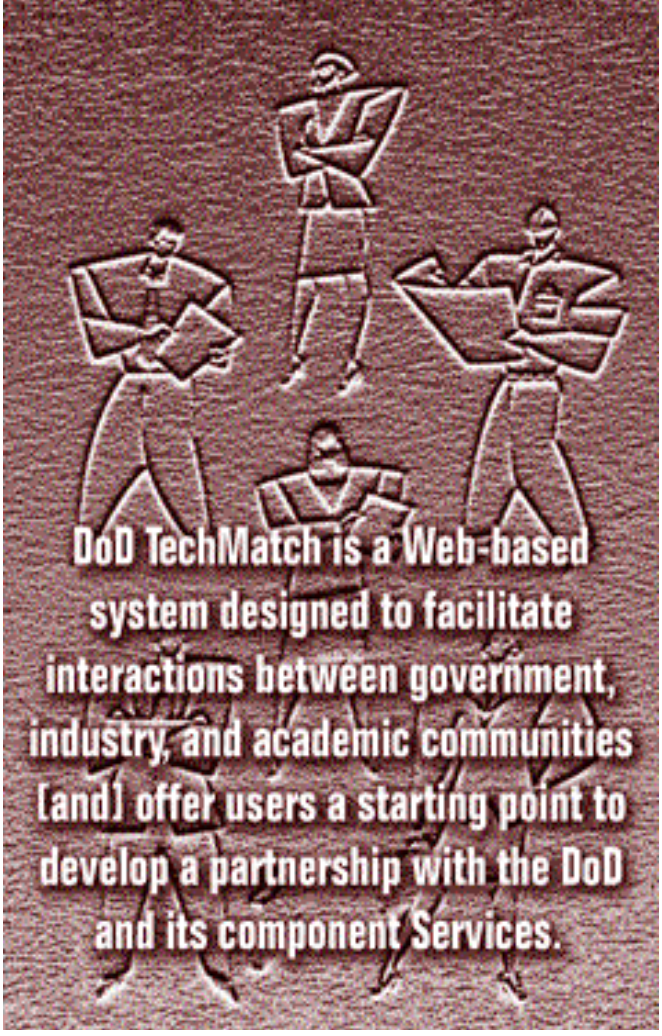
Navy TechMatch and now DoD TechMatch have supported Navy and OSD technology transition efforts at conferences and tradeshows. Feedback from conference attendees has been overwhelmingly positive, highlighting how the system is helping ORTAs perform their job; booth traffic is always very high; and DoD technology transition is made more visible to attendees. For example, during registration at the Technology Transfer Integrated Planning Team Workshop this year, one new user asked about a particular waste treatment technology. A search on licensable patents took eight seconds. The ORTA happened to be in the main conference room, and discussions about licensing the technology were initiated at the next break. Three weeks later, the license paperwork was nearly complete and customers were waiting for the product.

### Technical Assistance Provided to Local and Small Businesses

While "technical assistance" *per se* is not provided by the system, a great deal of "assistance information" is provided. For example, one company scientist had no idea how to find Small Business Innovative Research opportunities. The WVHTC Foundation staff not only helped him register with DoD TechMatch, but also helped him select the right keywords to search the most recent SBIR solicitation, where he found a number of business opportunities tailored to his company's expertise and areas of interest.

### IR&D to Find Partners for Research and Development Efforts

This is another area where DoD TechMatch helps indirectly. For example, customers with access to their own independent research and development (IR&D) may be looking for a partner to further their own research or help commercialize it. They can search DoD TechMatch for information regarding related patents/licensable opportunities, and perhaps enter into a CRADA with a DoD lab as a partner. They might also compete for an SBIR award found on the site. Finally, they might find an opportunity on the FedBizOpps (federal business opportunities) Web site at <www.fedbizopps.gov>.




### TechLink and Other Partnership Intermediaries under 15 USC 3715

TechLink and DoD TechMatch have established a working relationship. Their Web sites link directly to one another. Both groups are committed to accelerating DoD technology transfer and transition.

### Transferring Technology in Support of Homeland Security Needs

DoD technology can have a variety of applications, including those important to homeland security needs. Helping make known the availability of these technologies and moving them rapidly from the labs into production enhances homeland security.

## How the System Works

DoD TechMatch is a Web-based system designed to facilitate interactions between government, industry, and

academic communities. The system provides a single site where individuals and organizations can quickly access and search licensable patents as well as facilities available for commercial use through CRADAs and other partnering arrangements. DoD TechMatch also provides a single location for business opportunities from FedBizOpps and SBIR solicitations, as well as technology needs from various DoD programs. DoD TechMatch offers an innovative way for DoD PMs to notify private industry of technology needs and receive potential solutions to meet those needs. Bundled together, these features offer users valuable, relevant information and a starting point to develop a partnership with the DoD and its component Services.

Of special note is that the system operates in the unclassified realm and is open to the public. Even at this level, a great deal of useful information can flow. Registration is easy, and both online and person-to-person support are available.

DoD TechMatch is an intuitive, user-friendly tool. At the time of writing, the system contains more than 2,800 Army, Navy, and Air Force patents available for licensing to industry for commercial products and manufacturing processes. Loading of more than 2,300 Navy patents is complete; Army and Air Force information is being gathered and will be complete by summer 2005. The system has information about all three Services' research and development laboratories across the United States with more than 740 unique facilities available for commercial use.

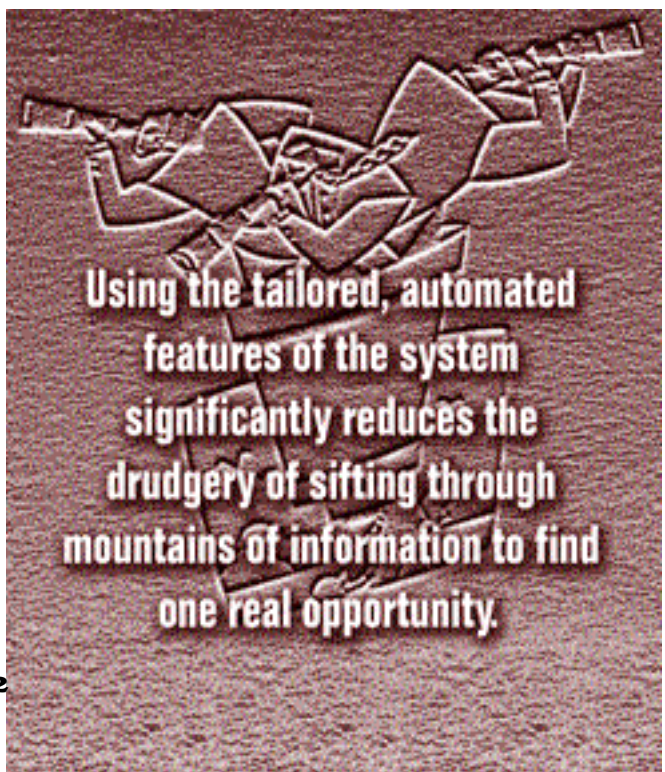
"The elegance of design along with comprehensive data make the Navy TechMatch system a must for anyone interested in Navy technology opportunities," says Rick Shindell, president of Zyn Systems, Sequim, Wash. "The interface allows me the choice of searching by words or keyword sets, or browsing by drilling down through a logical hierarchy of data." While this comment was made specifically about Navy TechMatch, the design, human interface, and system operation of DoD TechMatch are identical.

Anyone can view, sort, and search all system content for relevant information; however, registered users derive the greatest benefit from DoD TechMatch, since features that make it truly valuable are available to registered users only. Using the tailored, automated features of the system significantly reduces the drudgery of sifting through mountains of information to find one real opportunity. At no cost, registered users can receive e-mail notifications of potential business opportunities that match their capabilities or areas of interest as indicated by the keywords and sources of information (i.e., FedBizOpps, SBIR, etc.) selected at registration; the system matches new opportunities, technology needs, conferences, and trade show events against the keywords and tailors a list of matching technologies and information, which is sent by e-mail to the user. This personalized feature—called "My TechMatch"—reduces the time and effort involved in finding potential business opportunities within the DoD. Approximately half of all the listings on FedBizOpps document sole-source awards, which are not really opportunities for other businesses to work with DoD; rather, they are documentation of already-made decisions. And an electronics manufacturer, for example, isn't interested in opportunities to build heavy equipment, and his or her original keyword choices will reflect that. The system doesn't clutter up registered users' e-mail with this kind of undesired information. Instead, only "real" opportunities matching their areas of interest are forwarded (every business day at 2 p.m. Eastern Time). FedBizOpps listings and SBIR solicitations provide contact information about the source of the opportunity or solicitation.

The Technology Needs (Tech Needs) module identifies areas where DoD is looking for rapid solutions to technology problems, usually for the acquisition community. Navy SURFTECH has posted some needs, as has the Navy Commercial Technology Transition Office within the Office of Naval Research. Once a need is posted, registered users can propose a solution directly through the DoD TechMatch system, allowing DoD to quickly find potential solutions that meet its needs and helping industry and organizations provide their services and technologies to the federal sector. We are seeking other DoD needs to add more value to the site.

### Becoming a Registered User: Who and How?

Registering with DoD TechMatch is a free service, open to anyone with a valid e-mail address. At registration, users provide basic information and select, from a three-tiered list, keywords related to their areas of interest or capabilities. Users then choose sources of information




from which they would like to receive matching needs and opportunities. Finally, users are e-mailed an authorization code and a link to the DoD TechMatch Web site. Upon receipt of a confirming e-mail with authorization code, they follow the provided link back to the Web site and enter the code to finalize the registration process.

## The Recent Past

The past year has been very eventful in the life of DoD TechMatch. In a period of roughly 18 months, Navy TechMatch grew from concept to a fully functional, award-winning Web-based system providing users a single source of information on Navy labs, over 380 facilities, 2,300 licensable patents, technology needs within the Navy, related programs, and Navy opportunities from FedBizOpps and SBIR solicitations. Users read about successful partnerships, learn about events they wish to attend, and register to receive free notifications of potential business avenues they wish to pursue. Another large stride forward was taken when Army and Air Force information was added to create DoD TechMatch. Content continues to grow and the number of registered users to increase. Key statistics show that users are logging on and staying on. At the time of writing, the system has over 1,400 registered users who log on multiple times a week—sometimes multiple times each day—spending over four minutes on the average. Some regularly spend 20 minutes or more.

Direct feedback about content, system friendliness, and business impact continues to validate the concept behind the site. "For the first time, it is possible to go to one site for naval opportunities, patents, conferences, and needs," says Ted Lynch, president of Strategic Marketing Innovations. "And the greatest promise is that this product is going DoD-wide, saving time and effort, resulting in a better understanding of DoD capabilities available for commercial use."

But what if the registered user is interested in only one Service—all business is transacted with (for example) the Army? Would a DoD-wide approach saturate the user with undesired information, thereby being a burden rather than a boon? We agree that would be the case, so the system design allows a registered user to select sources of information. In addition, the registered user can go directly to any of the embedded Service component sites exclusive of the larger site; an Army user could go directly to <www.armytechmatch.com>, an Air Force user to <www.airforcetechmatch.com>, and a Navy user to <www.navytechmatch.com>. All three are also available from <www.dodtechmatch.com> by selecting the appropriate Service tab.

## Moving Right Along

We anticipate rapid forward movement in the near future. The number of users from government, industry, and academia will continue to grow, as will the amount and value of information contained in the system. Metcalf's Law states that the power of a network is proportional to the square of the number of nodes in the network; the number of DoD TechMatch nodes is growing rapidly. In a truly systematic interaction, customer value grows as the number of registered users and amount of information content grow—a classic representation of a "virtuous circle" [*whereby a favorable situation or result causes another that subsequently supports the first*].

Industry, academic, and DoD partners will benefit from the TechMatch concept. Tailored information will be pulled and pushed rapidly where needed. Business opportunities will surface and be acted upon, partnerships will form and flourish, and our armed forces will get technological capabilities they need.

The DoD TechMatch system has all the pieces to become a powerful and important tool for both DoD and its registered users. The TechMatch goal is to become a focal point for technology transfer and transition efforts in the DoD and its components. If initial DoD and industry response about the system is any indication of the future, DoD TechMatch will have an extremely positive impact in the world of technology transfer and transition, saving users time, identifying technological business opportunities, and meeting DoD needs.

The authors welcome comments and questions and can be reached at cynthia.gonsalves@osd.mil, rlbarrett@wvhtf.org, and jdmorrison@wvhtf.org

# The Information Business

## A Profile of the Defense Technical Information Center

*Sandy Schwalb*

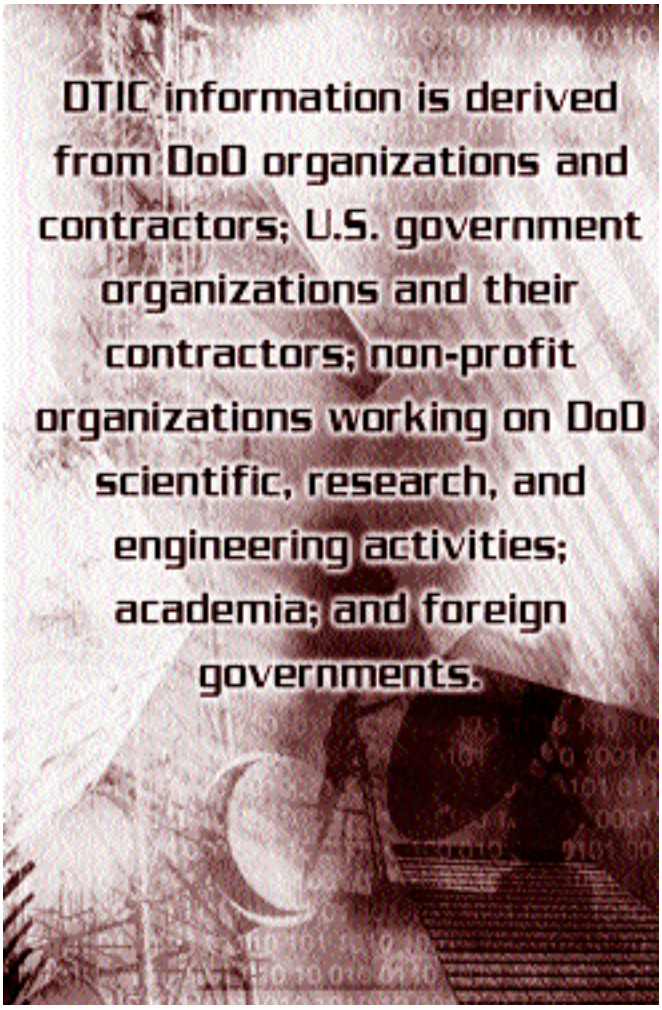
The Defense Technical Information Center (DTIC®, pronounced "Dee-tick") collects and distributes authoritative Department of Defense scientific, research, and engineering information to the defense community. Through a major portion of the 1990s, DTIC was part of the Office of the Under Secretary of Defense (Acquisition). A DoD reorganization in 1998 transferred DTIC to the Defense Information Systems Agency. In 2004, we returned to the acquisition, technology, and logistics community. Now a DoD field activity, DTIC is one of several organizations whose work reaches across all segments of the Department.

DTIC reports to Dr. Ronald Sega, director, Defense Research and Engineering (DDR&E). Sega calls DTIC the "DoD technical information broker" that will play a vital role in DDR&E's mission. In his view, technology is critical to DoD transformation. He would like to see every DoD researcher, acquisition professional, tester and/or operator sit down at the computer and find out what the DoD is doing in research, why we are doing the work, when it will be completed, and who knows more about this information.

### Specialized Information Solutions

DTIC is a major player in the DoD e-gov initiative to consolidate information about federally funded R&D. In April, DTIC and DDR&E launched the R&E Portal providing one-stop access to DoD research and engineering information. The portal lets users "intelligently" search a wide range of defense-related information and export results to desktop applications. Initially, this new service, located at <https://rdte.osd.mil>, is available to DTIC registered users (see below) who are either DoD employees or DoD contractors.

Our primary customers are those who have a legitimate business relationship with DoD. In November 2004, there were close to 11,000 registered DTIC users, with more than 60 percent DoD employees, close to 30 percent from organizations contracted to the government, and the remaining 10 percent from non-DoD federal agencies, colleges, universities and research centers. The first step in getting information from DTIC is to register for services at <www.dtic.mil/dtic/registration/index.html>.




Forming one facet of DTIC administrative activities are the management and funding contractor-operated joint service-oriented information analysis centers to be found at <http://iac.dtic.mil>. Chartered by the DoD, IACs locate and analyze scientific and technical information in specific subject areas and are staffed by experienced technical-area scientists, engineers, and information specialists. The IACs possess historical, technical, scientific, and related data collected on a worldwide basis. Many of their products and services are free—for example, the latest scientific and engineering information on specific technical subjects, and consultation with or referral to world-recognized technical experts.

**Schwalb** *is public affairs officer for the Defense Technical Information Center.*

### A Leader in Exploiting the Web

The Directorate of Component Information Support was established in 1991 to exploit DTIC's expertise in information science and technology. Since then, DTIC has supported many DoD components in developing tools and processes that enhance the storage, retrieval, and use of information. An effective support program has been created for senior-level planners and other users of information resources. This shared infrastructure allows many organizations to obtain technologies and resources that no single organization could afford on its own.

An important part of modern military campaigns is public awareness, and DTIC plays a vital role in this effort. Following the terrorist attacks of Sept. 11, 2001, DTIC staff worked with the Office of the Secretary of Defense, Office of Public Affairs, to build and make ready for launch in two days the Defend America Web site, located at <www.defendamerica.mil>.

In 2004, DTIC worked on the Web site of the Regional Air Movement Control Center (RAMCC), which coordinates the movement of fixed-wing aircraft in support of coalition military, humanitarian and commercial air operations over Iraqi, Afghani and Pakistani airfields. RAMCC promotes the safety and efficiency of military, peacekeeping, and humanitarian assistance and other operations in both Afghanistan and Iraq. The site was used quite heavily during the Afghan inauguration ceremonies in December 2004.

### To Distribute or Not to Distribute

DTIC provides a wide range of data and information products on policy, scientific and technical planning, budget, R&D descriptions, management, test and evaluation, research results, training, law, command histories, conference proceedings, DoD directives and instructions, foreign documents and translations, journal articles, security classification guides, technical reports, and summaries of works in progress.

While DTIC has much material available to the public (almost half of DoD's technical reports are publicly available the day they are published), some information has a security classification. The DoD's scientific and technical information is always categorized (or "marked," the term used in the defense

## The DTIC Collection

Technical Reports Database — over 2,000,000 reports in print and nonprint formats conveying the results of defense-sponsored research, development, test, and evaluation efforts. Between 30,000 and 35,000 new documents are added annually.

TRAIL (Technical Reports Automated Information List) is a free electronic mailing list that automatically distributes citations to DTIC's unclassified, unlimited technical reports recently added to the DTIC Technical Reports database.

Research Summaries Database — descriptions of DoD research in progress; available to registered users only. The collection consists of more than 300,000 active and inactive summaries from 1965 to the present.

Independent Research and Development Database — over 169,000 descriptions (dating back to the mid-70s) of R&D projects initiated and conducted by defense contractors independent of DoD control and without direct DoD funding. Nearly $3 billion worth of IR&D projects are submitted to DTIC annually. Accessible only to U.S. government organizations, the information is used to identify contractors with expertise in areas of interest to DoD and to avoid DoD duplication of industry R&D efforts.

STINET® Services — DTIC's flagship Scientific and Technical Information Network (STINET) is one of DoD's largest repositories of scientific and technical information currently available. There are three versions of the database:

Public STINET is available to the public, free of charge, and provides access to citations of unclassified, unlimited reports that describe the progress or results of research efforts and other scientific and technical information held by DTIC.

Private STINET is a password-protected, value-added service for individuals who have registered with DTIC. It offers online full-text versions of unclassified, unlimited, as well as limited documents.

Classified STINET is on the Secret Internet Protocol Router Network (SIPRNET) and contains the complete DTIC collection, including unclassified, limited reports and classified citations. In order to use this service you must be able to access the SIPRNET and have registered with DTIC.

STINET's MultiSearch is available in both Public and Private STINET and is a portal to the "deep" Web for government scientific and technical information. It searches below the "surface" Web for information not accessible through commercial and government search engines.

community) by the office that originates the document. The marking determines how and with whom the information can be shared.

DTIC's databases contain information marked to protect national security. Such classified information might be marked "Confidential" or "Secret." Some information, although not classified, is still sensitive for various reasons. These documents are marked to show why the information is sensitive and to whom the document can be distributed. These are "Unclassified, limited." Information that is neither classified nor limited can be released to the public. Information in DTIC's collection is composed of 41 percent unclassified, unlimited; 51 percent unclassified, limited; and 8 percent classified.

## Where the Information Comes From

DTIC information is derived from many sources: DoD organizations (civilian and military) and DoD contractors; U.S. government organizations and their contractors; nonprofit organizations working on DoD scientific, research, and engineering activities; academia; and foreign governments.

Why provide DTIC with this information? First, it's the law—DoD Directive 3200.12—which is one pretty good reason. The directive mandates that DoD research, including that done in house and/or by contractors and grantees, should be part of the DTIC collection. In other words, if there is great technology in the DoD, DTIC should have that information for others to use and build upon.

However, once we get past "well, you have to," there are other reasons. DTIC gets information *from* the defense community, *for* the defense community, *about* defense and beyond. Having a full range of science and technology and research and development information within our collection ensures that technological innovations are linked to defense development and acquisition efforts. New research projects can begin with the highest level of information available. This, in turn, maximizes the use of DoD project dollars.

## Goodbye Error 404

DTIC is committed to maintaining permanent availability of the information in its collection. How many times has this happened to you: Working against deadline, you go a Web site that has exactly the resource you need. You click on the link, and bam! (with apologies to chef Emeril Lagasse) you're on a dead page reading that dreaded "error 404" message.

Thanks to DTIC's Handle Service, <www.dtic.mil/dtic/handles>, that won't happen to you when you're searching our resources. What exactly is a handle? It's a permanent name for a digital object—a publication, article, or research paper. In other words, it provides long-term access to a digital resource. This relatively new service is already playing a vital role in the preservation of DoD Internet resources. Handles offer many benefits:

- Unlike URLs (uniform resource locators), they don't change, thereby ensuring that information will be available 24/7 over long periods of time.
- They act as a "seal of approval," created by publishers, that guarantees the authenticity of the resource.
- They help in the creation of accurate, live links within bibliographies and other research papers.

## How We Support Our Customers

To help users get the most value from its resources, DTIC offers support and training:

- Customers can host a DTIC marketing brief or demonstration of its products and services at their location. For more information, e-mail bcporder@dtic.mil.
- Free training in searching DTIC's databases and handling DoD technical information is offered to all DTIC registered users at our headquarters at Fort Belvoir, Va., and four regional offices in Boston, Mass.; Dayton, Ohio; Albuquerque, N.M.; and Los Angeles, Calif. Check <www.dtic.mil/dtic/training/index.html>.
- The annual Users' Meeting and Training Conference is held in the Washington, D.C. area in the spring; speakers from government, private industry, and DTIC address evolving information technologies. For more information visit <www.dtic.mil/dtic/annualconf/>.

Since 1999, DTIC has surveyed its registered users to gauge the level of satisfaction and identify areas for improvement. Survey results from 2004 indicated customer satisfaction with DTIC services as a whole. And how does DTIC stack up against other federal entities? Over the years, we have continued to exceed the American Customer Satisfaction Index (ACSI), the official service quality benchmark for the federal government. The December 2003 ACSI survey showed a government-wide customer satisfaction rating of 70.9 percent. DTIC's satisfaction score in our latest customer survey was 76 percent.

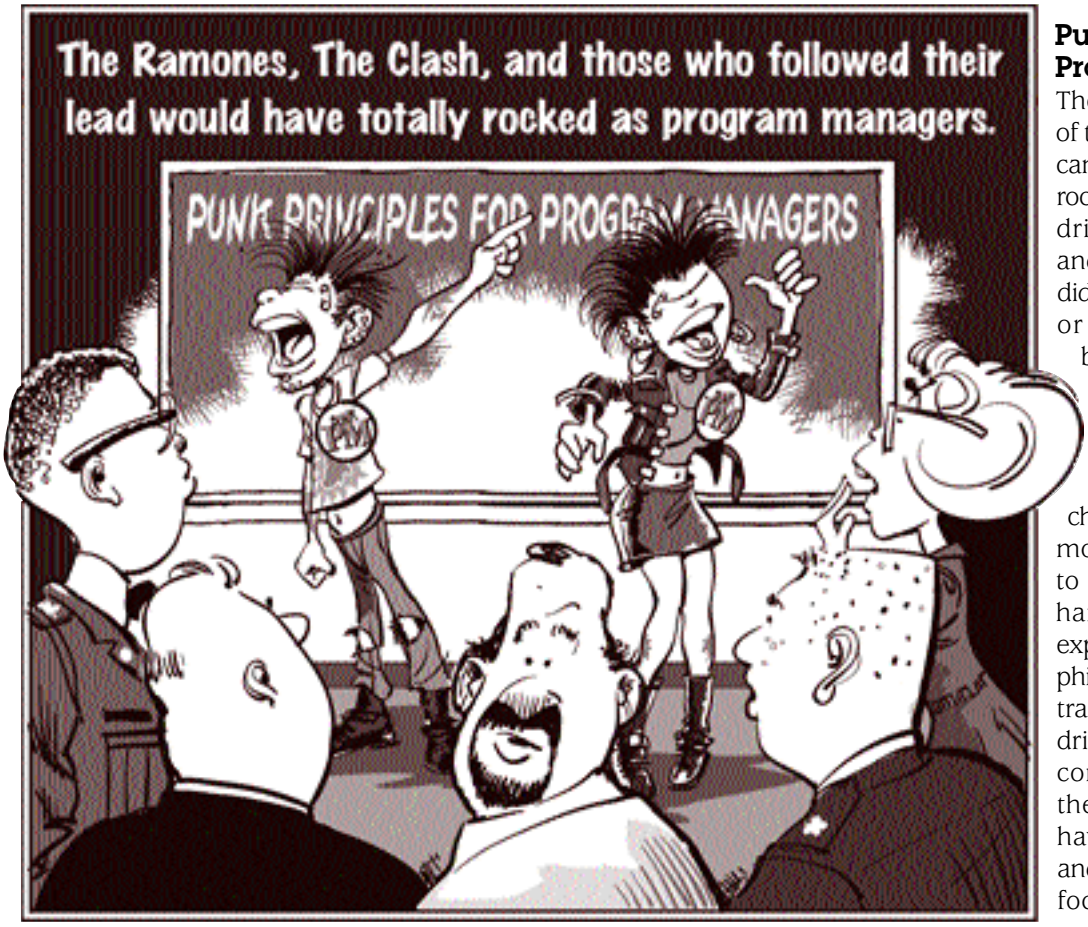
## The Power of Information

DTIC puts DoD scientific and technical information into the hands of the "right" people in the defense community. In turn, the information ensures that existing research gets converted into the production of new, relevant, mature technology for use by warfighters, and it supports combatant commanders' strategic and tactical decisions—both essential as we fight the global war on terror.

The author welcomes comments and questions. Contact her at sschwalb@dtic.mil. For more information on DTIC, visit <www.dtic.mil>.

# Everything We Need to Know About Program Management, We Learned from Punk Rock

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




## Punk Principles for Program Managers

The Ramones were some of the first pioneers of what came to be known as punk rock. Their music was hard-driving, stripped-down, and straightforward. They didn't embellish their tunes or themselves with the baroque flourishes and fancy fluff of their glam-rock colleagues. Perhaps that's because they only knew three chords between them, but more likely their decision to avoid gold-plating and hairspray was a practical expression of a deeply held philosophy that rejected extraneous trills in favor of a driving beat. Had they become PMs for the DoD, they undoubtedly would have pursued simplicity and maintained a laser-like focus on achieving their real objectives.

Within these august pages, we have shared stories about heroes and villains, pirates and rogues. It was only a matter of time before we turned to the pioneers of punk rock for enlightenment, if for no other reason than to see what sort of awesome artwork the remarkably talented Jim Elmore would come up with. As you'll see momentarily, The Ramones, The Clash, and those who followed their lead would have totally rocked as program managers. If you've ever heard their music, you know this already, and you probably don't have to read this article (but we hope you will anyway).

You just couldn't distract these guys—they knew their business and got right down to it. They would never have tolerated the No-Value-Added nonsense that often springs up in our bureaucratic organizations, no matter how well intentioned. And that makes them pretty good examples for the rest of us to consider.

## Amateur Hour

Punk is primarily a do-it-yourself genre, and even those who make it big usually manage to retain a sense of DIY amateurism in their art. Unfortunately, in many profes-

**Quaid** *is assigned to the Technical Executive Office of the National Geospatial-Intelligence Agency, Bethesda, Md.* **Ward** *is assigned to the Air Force Research Lab in Rome, N.Y.*

Illustration by Jim Elmore

## Transcendental Passion

A *Defense AT&L* exclusive: the lyrics from Major Punks' not-to-be-released-anytime-soon underground hit *Transcendental Passion*

Cashman got it right
and the Clash, man, they did too
Jack said stick it to the man
and he's talkin' about you

*CHORUS*

Punk's transcendental passion
for genuine self expression
is pushin' back oppression
with more than just aggression
Punk's got a deep obsession
it's makin' no concession
for posers tryin' to make themselves
more 'portant than the mission

Ya gotta do it your way
and I gotta do it mine
ya got a brain so use it
don't just toe the comp'ny line

*CHORUS*

Linus Torvalds, Ghandi
And Martin Luther King
they led the masses, got it done
without an ounce of bling

*CHORUS*

Stiffen up your backbone
cut through all the clutter
wear some ink, grow your hair
watch the big man sputter

*CHORUS*

(*Gratuitous drum solo*)

sional circles, the term "amateur" is synonymous with "sloppy," and indeed, many amateur-driven projects fall short of the quality level inherent in more professional enterprises. Many, but not all.

Some amateurs actually produce better-quality stuff than the pros. Linux is one example, and the pioneers of punk are another. Skunkworks' early stuff (the U-2, SR-71, etc.) certainly fits the bill, though like most garage bands, they lost some of their edge when they made it big.

In a similar vein, the engineering world has a strong tradition of back-of-the-envelope equations, a quick-and-dirty mathematical shorthand that is responsible for a sizeable number of engineering judgments. Not to be outdone, PMs often rely on rough-order-of-magnitude cost or schedule estimates. These DIY approaches may be less rigorous than some, but they're nonetheless useful and effective and are fine examples of the DIY punk principle in action.

### Leader of the Banned

Punk rock is loud and in-your-face, unapologetic and fearless. We need more of that attitude around here. At its best, punk is honest, genuine self-expression—which happens to coincide with one of our favorite definitions of leadership. In his book *Leadership From The Inside Out*, Kevin Cashman defines leadership as "authentic self-expression that creates value."

It takes a little time and effort to really understand Cashman's somewhat oblique definition, so let's take a moment to re-read it: leadership is authentic self-expression that creates value. Upon further reflection, we conclude his definition works because people tend to follow those who genuinely express themselves in ways that create value for the world. Think of Linus Torvalds, or Ghandi, or Martin Luther King Jr., or Johnny Rotten. Authentic expressers all … leaders all … and punks all.

### Wanted: No Compromise

The punk emphasis on genuine self expression leads punks to avoid self-censorship with a passion that borders on the transcendental. Punk PMs are similarly willing to say what's on their minds and speak truth to power, albeit with more respect and less volume than their musical counterparts (usually). They are "appropriately inappropriate" when necessary, challenging unsupported assumptions and erroneous beliefs, particularly when the source of those beliefs and assumptions is the boss (and we're not talking about Mr. Springsteen).

Punk PMs aren't concerned about what people think of them. They enjoy being out of the mainstream, where they can do their thing for a niche audience that is absolutely wild about what they deliver. Punks of all stripes have no interest in mainstream mediocrity or delivering bland copies of soulless pop hits that fade into elevators even before the last artificially generated beep has played. They are intent on delivering stuff that matters and stuff with persistent value.

Further, punks are notoriously contemptuous of poseurs, fakers, or anyone who is pretending to be something they're not. A similar degree of sneering is directed towards anyone who sells out. The Wikipedia entry on punk rock discourses on this particular dimension of punk principles thus: "The issues surrounding the act of compromising one's ethical parameters in exchange for personal gain are of particular relevance to punk ideology and culture." Or as The Clash more succinctly put it in *Hitsville UK*, "No slimy deals with smarmy eels."

Punks may not be pretty and their lyrics may not be coherent to the casual listener, but they have integrity and

Punk's ideological stand against the pursuit of illicit personal gain is virtually identical to the Air Force's second Core Value.

a deep understanding of what the Air Force calls "service before self." Punk's ideological stand against the pursuit of illicit personal gain, either by hypocrisy or other ethical violations, is virtually identical to the Air Force's second Core Value. It is the mission that matters, whether that mission is music or missiles. It's about service, not about your own interests. So close your eyes, forget yourself, and feel the beat move you along.

## Stickin' It

As the influential American existential philosopher Jack Black explained in the educational film *School of Rock*, rock and roll is about "stickin' it to The Man." That goes double for punk. In any large enterprise, one occasionally encounters The Man (or The Woman) who genuinely needs to have "it" stuck to them, for their own good and for that of the organization. That is not a prescription for rude or destructive behavior; rather, it is a recognition that good PMs have the courage and creativity to challenge/stick it to the status quo when it needs to be challenged/stuck. They are intellectually honest enough to question assumptions and do the right thing, no matter how unpopular or uncommon. We can pretend courage and creativity don't matter in a program office, research lab, or logistics depot—as if fighter pilots and infantrymen have a monopoly on requirements for these virtues—but listening to The Clash shows this clearly isn't the case.

Punk PMs refuse to be badly managed. Can you imagine a punk rocker being micromanaged ("Okay, now play that other chord twice, then growl into the microphone …")? Not a bleeping chance. The truth is, micromanagement only occurs when the person being managed puts up with it, which punk PMs refuse to do. Punks are too darn good at what they do to tolerate being badly managed or micromanaged, so one way or another, they help their superiors figure out how to manage and lead them well.

## Shiny, Happy Punkers

Some people think punk is angry music, and sometimes it is. But it can also be playful and funny (as in the Dead Milkmen's "Punk Rock Girl") without ceasing to be punk. However, the often-present anger is indeed an important component of the genre, and we contend a certain degree of "raging against the machine" is justified, appropriate, productive, and healthy. The important thing to recognize, however, is that anger is not the goal. Reality, honesty, authenticity, and independence are what matter. If it comes out sounding angry, so be it. And if it comes out funny, sad, ironic, or happy (as it often does), that's just fine too.

Aside from the risk of turning anger into a goal, another danger of being a punk PM is that you might slide into the role of rebel without a cause. Art for art's sake isn't art, and genuine punks aren't rebelling just because rebelling is fun (even though it is). Punk PMs ought not to develop a new weapon system just to develop a system, nor challenge the old system just for the challenge. It's fun to rock the house, rock the casbah, and rock the boat, but the rocking needs to be done with a purpose. It's not enough to simply stand against something. Punks and other rebels must have a cause to rally around and something positive to stand for. So before you pick up that guitar, stop bathing, and get something pierced, make sure you're more than just angry.

## Get The Punk Outta Here

Not everyone can be a punk PM … and not everyone should. The popular mainstream crowd doesn't have to like, respect, or even tolerate the punks in their midst. In fact, the world would be a pretty boring place if punk rock was the only genre around, and it wouldn't make much sense for every PM to go the pierced/shaved/tattooed route. Punk loses some of its edge when it goes mainstream, and even though neither side may readily acknowledge it, the antagonism between punk and pop is valuable to both sides.

So a certain amount of dynamic tension between punk PMs and pop PMs is probably healthy for everyone involved. A punk's under-the-radar, outsider status gives him (or her) credibility with certain outsider customers and users (SpecOps, anyone?), and a commitment to integrity ensures the job will get done. Inevitably, a few punks will cross over into the pop world, giving up their status as underdogs but injecting new perspectives and contagious energy into an arena that might otherwise be mired in copycat mediocrity. When that happens, everybody wins.

Rock on!

Quaid and Ward's band *Major Punks* plans to release its 10th album. Right after the stars compose, record, and release the first nine. But first, they'll need to get some instruments. And write some actual songs. And get some tattoos. And learn three chords. In the meantime, they can be reached at their day jobs: christopher.n.quaid@nga.mil and daniel.ward@rl.af.mil.

# The Reconstruction of Iraq

## Creating Contracting and Business Opportunities for Coalition Countries

*Bruno S. Wengrowski* ■ *Mark Lumer*

The presence of coalition country personnel will eventually transform Iraq into political and economic stability. The United States, along with approximately 30 participating coalition partners, will play the key role to improve quality of life in the country. There has been no significant investment in capital infrastructure in Iraq for more than 30 years. Consequently, a massive effort to construct bridges, roads, hospitals, and other facilities is in process and will continue. There is also a major need for economic and sociological support mechanisms in the areas of investment and banking, and for health and nutrition information and education. To stabilize Iraq, Congress and President Bush initially appropriated $18.4 billion for the reconstruction effort; additional funding of approximately $80 billion has been proposed.

The early economic reconstruction effort [in Iraq] involved American and British firms primarily. In the late spring of 2004, the Bush administration was approached by leaders of Eastern European coalition countries wanting to participate.

The early economic reconstruction effort involved American and British firms primarily. In the late spring of 2004, the Bush administration was approached by leaders of Eastern European coalition countries wanting to participate in the contracting and business opportunities to rebuild Iraq. The administration was also planning to terminate the Coalition Provisional Authority (CPA) and transform internal operations of the country to responsible Iraqi leaders.

Part of the conversion involved the creation of a set of contracting principles and regulations by which the Iraqi ministries could award and administer contracts and grants. On August 19, 2003, while the CPA was in existence, Memorandum #4, "Contract and Grants Procedures Applicable to Vestered and Seized Iraqi Property and the Development Fund for Iraq," was implemented. The memorandum provided a structure for Iraq to use funds generated from sales of petroleum energy products to solicit, award, and administer contracts and grants. The Development Fund for Iraq would be an additional source of funds for contracts and grants.

On May 14, 2004, CPA Order #87, "Public Contracts," was issued. This order consisted of 14 sections: principles; office of public contracts policy; contracting authority; full and open competition; negotiated contracts; standard provisions; statements of work/specifications and contract types; integrity and conflicts of interest; exclusion from participation; financial requirements; termination; disputes and protests; effect on Iraqi law; and implementation.

The CPA order and Memorandum #4 are very brief compared to the Federal Acquisition Regulation (FAR), and both documents are straightforward and written in easily understood language. When the CPA was to convert to the Iraqi-controlled operation of the country, Regulation 12 was issued (June 12, 2004) leaving in full effect the Order #87 and Memorandum #4.

**Wengrowski** *is a professor of contract management at the Defense Acquisition University, where he teaches Contingency Contracting, Shaping Smart Business Decisions, and Advanced Business Solutions for Mission Support. He was the lead instructor on the training described in the article.* **Lumer** *is the director of the U. S. Army Space and Missile Defense Command in Huntsville, Ala., and he was dual-hatted as the Army Contracting Agency director during Operation Iraqi Freedom. Lumer was the Army representative on the training team.*

## Administration Orders Training for Eastern European Partners

The transition from CPA to self-sovereignty dovetailed with the desire of the international coalition to participate in the reconstruction of Iraq. The European, Asian, and Oceanic countries wanted the opportunity to compete for contracts and grants using Department of Defense and National Development Funds for Iraq. The administration asked the Department of State, the Department of Commerce, and the DoD to provide structured training to Eastern European coalition partners. The Army (the lead agency in the contracting operations in Iraq) partnered with the Defense Acquisition University to conduct a series of road shows to educate industry in foreign countries on how the FAR process works. The first training was held in September 2004 in Warsaw, Poland; sessions followed in Prague, Czech Republic; Bucharest, Romania; Kiev, Ukraine; and Budapest, Hungary.

## Acquisition Training Goals

Until Iraq can functionally manage its contracting process, the FAR process will be used to award contracts. In designing the training, the Army/DAU team developed 10 learning outcomes for trainees:

- Appreciate the U.S. government system for regulations and principles of contracts
- Recognize that the contract process is mechanical, ethical, very competitive, and non-political
- Follow the contract process from planning to solicitation, evaluation, and award
- Determine what is included in evaluation factors for award on a solicitation
- Conclude that an unsuccessful offeror will be debriefed on reasons for non-award
- Navigate the Internet to locate FedBizOps, the project contract office home page, and other important links
- Locate an electronic solicitation and decide to submit or not to submit a tender
- Follow a solicitation demonstration and be able to complete the required information
- Conclude that a company can participate as a prime contractor, partner, or sub-contractor
- Locate additional business opportunities with other U.S. agencies and Iraqi ministries.

## Training Schedule

The team determined that a two-day session would be appropriate for the training and drew up a schedule that paralleled the sequence of events for contract actions.

The first day of training began with an introduction highlighting the types of anticipated supply, service, and construction requirements; the amounts awarded for the contracts; the contracting process; the role of laws and regulation; acquisition planning; and the structure and construction of a solicitation. The afternoon of the first day included an in-depth review


of the source selection (with examples) and evaluation process.

The second day's training began with the process of award determination, to include responsibility and past performance, and the debriefing process for unsuccessful offerors. The bid protest procedure was also discussed. During the afternoon, a contracting official from the Army Tank-Automotive Armaments Command, Warren, Mich., did a complete walk-through of a sample solicitation and instructed trainees how to participate in central contractor registration, obtain a commercial and government entity code, and properly respond to a solicitation. The importance of the evaluation factors to award the contract was stressed during the instruction.

The majority of the tenders or solicitations are issued and responded to electronically. Trainers demonstrated Internet sources of information on solicitations, and attendees surfed the Web for on-the-street solicitations on the centrally managed site FedBizOpps at <www.eps.gov/> and explored other Web sites that advertise requirements: the Project Contract Office in Iraq, Army Corps of Engineers, Department of Commerce, the Small Business Administration SUB-Net, and the Agency for International Development. Solicitations were downloaded and reviewed based on participant interest. The example solicitations included routine commercial items like office furniture, security materials, barriers, lights, pharmaceuticals, employee badges, street resurfacing, and fire-fighting boats. The service requirements included dietary and prenatal care programs and English language instruction. Many construction requirements were complex multimillion dollar projects.

Time was set aside each day for participants' questions and the training team's answers (with assistance from the translators). At the end of the two-day training, attendees were provided with a CD-ROM containing a list

## Starting The Conversation

Why do we act like Truth is limited
to numbers and charts, percentages and dollar signs?
A technology readiness level of 5,
and an ISO 9000 certification,
and an ECP, TRR, QPR, BEA, SOW (pick one)?
And what were we talking about again?

The terrible Truth is this:
Program management is not about programs.
Or management.
It's about people—Mike the new engineer,
and Deb the experienced logistician,
and Sgt. Stephenson in Afghanistan—again.

And people are poetic deep down.
We abide in metaphor.
And people are poets deep down.
We breathe in verse.
And people are poems deep down.
We dwell in symbol.

So … program managers need poetry.
Doggerel or haiku,
a stanza or a sonnet,
only poetry can convey the stuff that really matters,
the creamy goodness of life
and the work's startling reality.

And that's the point, after all.
And that's the truth, you see.
And that's the challenge, I think.
To seek and find and embrace
your own gut wrenching and glorious
programmatic poetry.

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**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 has authored or co-authored 18 articles for* Defense AT&L *(including those on pages 47 and 92 of this issue), but this is his first poem.*

of government acronyms, sample solicitations, the PowerPoint® training presentation, source selection guides, Iraq contracting regulations, hotlink connections for additional information on solicitations and regulations, a list of all fiscal year 2004 contractors, and a guide for doing business in Iraq.

### Training Challenges: Expectations, Language, and Culture

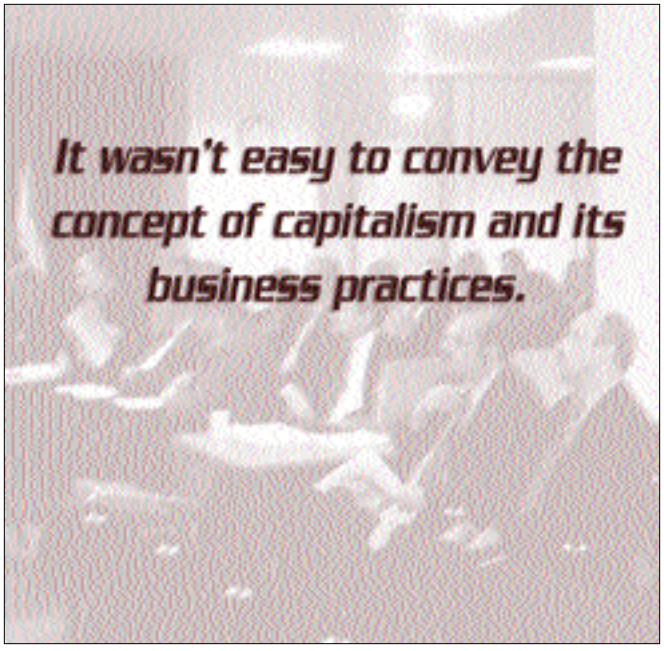
In the first training session in Warsaw, attendees had anticipated that we would hand out solicitations and make awards on the spot, so the team quickly realized that the presentation would need a more in-depth introduction and more formal presentation of the desired learning outcomes. For the next session in Prague and the subsequent presentations, we refined the introductory portion of the materials using the analogy of building a house. First, plans and drawings are necessary, correlating with the need for acquisition regulations and laws. Next, the materials and construction are needed, paralleling the solicitation, evaluation, and award phase. The second and following training sessions also included opening remarks by the American Ambassador and key host-nation leaders. These dignitaries reinforced the spirit of cooperation among the coalition partners, and their support reflected the United States' commitment to include coalition partners in the reconstruction of Iraq.

We used lecture as the primary method of instruction, with handouts and direct link to the Internet. The most significant challenge was working with simultaneous translators. The team quickly learned to speak slowly, with frequent pauses, and to use terms appropriate to the local language. For example, "tender" proved a better term than "solicitation" because "tender" is the common term of art in Europe. And in a source selection slide, the term "notional" caused some confusion with the Romanian audience, even though all attendees spoke English. An official from the U.S. Embassy suggested using instead the word "example," which is a cognate of the Romanian *exemplu*.

In addition to the language challenge, it wasn't easy to convey the concept of capitalism and its business practices. All the initial training locations were former Warsaw Pact satellites of the former Soviet Union, and many of the host-nation official and industry representatives had not made the transformation from a Socialist mindset. In one country, the audience seemed to have a profound sense of entitlement to receive contracts simply because their government had provided humanitarian and military assistance in Iraq. This audience also felt that the playing field was not level and their companies, especially small businesses, were at a disadvantage beside American firms. The other countries, however, recognized that global competition is a fact of life. The industry representatives understood that participation in the process could be as a prime contractor, partner, or sub contractor. The team frequently emphasized that the FAR contract process is mechanical, fair, very competitive, and non-political. With every training session, the team emphasized that the officials evaluating proposals and making contract awards were career civil service and active-duty personnel with no investments, corporate ties, or personal agendas.

### Regulatory and Pricing Requirements

Yet another challenge was participants' lack of reference to an American statutory and regulatory process. Most of




the countries in which we conducted training do not have a formalized process specified in a federal regulation. In some countries, the process and operations of public contracts are based on patronage or political decision. In addition, in most of the countries, there are institutional barriers and significant bureaucracy involved in obtaining export licenses. This issue was a major concern to industry representatives in four countries who were interested in producing supplies.

The team reviewed with attendees a sample firm fixed-price solicitation for fork lift trucks and service manuals. The technical and pricing submissions were discussed in great detail. The most daunting part of the solicitation was the completion of the certifications and representations section. The team illustrated how to fill in such areas as Taxpayer Identification Number (TIN), Data Universal Numbering System (DUNS), Commercial and Government Entity (CAGE) code and other key parts of the solicitation.

The European attendees fully understood that timeliness was critical in responding to a tender and that failure to submit in a timely manner would likely disqualify a firm from consideration for award.

Pricing was a major concern in meeting the solicitation requirements. Contracting in Iraq is a dangerous undertaking. As of the writing of this article, nearly 800 contractor personnel have died. The U.S. military forces are not structured or staffed to protect contractors, especially foreign companies. The cost of a private security force to protect employees and property must be factored in the contracts, which are often firm fixed-price. Additionally, service contracts must include Defense Base Act coverage for death, injury, or disability of all contractor employees. The team went to great lengths to describe the security and compensation requirements. A substantial amount of time was invested in illustrating the technical and price evaluation process. The integration of the statutory and regulatory process, coupled with a hands-on exercise, would permit the attendees to better understand how to respond properly to a tender and increase their potential to be in line for a future contract award.

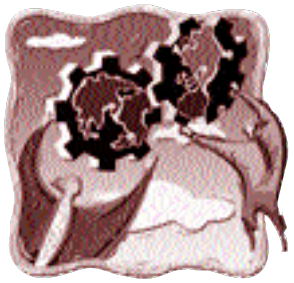
## Building the New Iraq

Not all the attendees were interested in being prime contractors. Some companies preferred to partner with a larger or smaller company or assume the role of a subcontractor or supplier. The team discovered that many foreign contractors had been in Iraq for 40 or more years and were anxious to return. Some of the specialties represented were oil refining equipment, pipelines, medical supplies, management services, and import-export expertise. Since many large American construction firms wish to work with foreign contractors, the attendees were provided with a list of the companies and points of contact to pursue partnering or subcontracting opportunities.

American and foreign companies have excellent opportunities to act as prime contractor, subcontractors, or suppliers in multinational efforts. As stability and internal security improve and the reconstruction effort proceeds, Iraq will become economically self-sufficient. The future will include additional networking possibilities for globalization and improved international cooperation. What makes contracting in Iraqi reconstruction so unique is that it has both strategic and tactical implications—strategic in the sense that our allies want contracts to offset the costs of sending troops into Iraq as part of the coalition; and tactical in the sense that getting the contracts out results in the hiring of Iraqis, giving them work and making them less likely to pick up weapons and attack us and our coalition partners.

At the end of the training, the attendees completed a survey designed to elicit feedback on the content, helpfulness, quality, and format of the training, and the participants' satisfaction level. On a scale of 4 as the top rating, the surveys averaged 3.81. Considering the volume of material, the language and cultural differences, and the varied interests of the attendees, the training clearly achieved its objectives. "I knew nothing about contracting," noted one attendee. "This gives me a good start." Another participant wrote, "I would hope one day we Hungarians will be this well-organized and efficient."

The authors welcome comments and questions. They can be contacted at bruno.wengrowski@dau.mil and mark.lumer@smdc.army.mil.



# In the News

## DOD POLICY TOWARD MILITARY SPECIFICATIONS & STANDARDS

*David Eiband*

For over a decade and a half, Department of Defense policy has limited the use of military specifications and standards in procurement actions. That policy encouraged the use of commercial standards rather than DoD standards, canceled numerous specifications and standards, and downgraded standards to handbooks that could not be cited in DoD contracts. Furthermore, of the remaining standards, only those identified as "standard practices" could be invoked without seeking a waiver before use.

Policy Memo 05-3, dated March 29, 2005 (page 91), has significantly changed that existing policy and aligned the overarching DoD direction to reflect changes published in the *Defense Acquisition Guidebook* released in the fall of 2004. This change includes elimination of the waiver requirement before use of military specifications as well as military standards not identified as "standard practices"; however, the revised policy does not eliminate the requirement to exercise good judgment in the use of any specification or standard.

*Eiband is a professor of systems engineering with DAU. His article "Using Military Standards in Acquisition Programs" appeared in* Defense AT&L, *March-April 2005, and was written before Policy Memo 05-3 was released.*

ARMY NEWS SERVICE (MARCH 9, 2005)

## TUSK TO UPDATE ABRAMS FOR URBAN BATTLE

*Eric W. Cramer*

WASHINGTON—The Abrams tank is growing a TUSK—that's Tank Urban Survival Kit, a series of improvements, including some still in development.

TUSK will allow soldiers in the field to improve the Abrams' ability to survive in urban areas off the traditional battlefield for which it was designed.

Lt. Col. Michael Flanagan, product manager for TUSK, said the goal is to help improve the tank's survivability. "You have to remember, the tank was a Cold War design, aimed at a threat that was always to its front. It's still the most survivable weapon in the arsenal from the front," Flanagan said. "Today it's a 360-degree fight, and these systems are designed to improve survivability in that urban environment."

The TUSK includes additional protection at the loader's gun station on the turret and the commander's gun station, reactive armor to protect the tank's side from attack by rocket-propelled grenades (RPGs) and slat armor to protect the tank's rear from the same weapon, and the tank/infantry telephone to allow infantry and armor soldiers to work together in combat.

Flanagan said all the proposed upgrades use off-the-shelf technology, and the goal is for the entire TUSK to be applied by units in the field, without requiring a return to a depot for modification.

"The reactive armor, for example, is a product similar to what's on the Bradley (Armored Fighting Vehicle)," Flanagan said. "It's explosive armor that protects the vehicle."

Another example would be the slat armor designed to protect the tank's rear from RPG attack. It is similar in design and concept to the slat armor used on the Stryker armored vehicles for the same purpose.

The first TUSK component to reach the field has been the Loader's Armored Gun Shield, which provides protection to the loader when the soldier is firing the 7.62mm machine gun on the Abrams' turret. Flanagan said about 130 of the shields have already been purchased and sent to units in Iraq. Also incorporated into the loader's firing position is a thermal sight, giving the position the ability to locate and fire on targets in the dark.

"This is the same unit that is used on machine guns carried by infantry troops, and we've incorporated it into the loader's position," Flanagan said. He said a system that attaches a pair of goggles to the sight, allowing the loader to fire the gun from inside the turret while seeing the thermal sight's image, is under development.

Also under development are improvements to the commander's station outside the turret; although different systems are necessary for the M-1A2 Abrams and its older M1-A1 brethren.

"Because of things we added to the turret in the A2, the commander's station had lost the ability to shoot the .50-caliber machinegun while under armor," Flanagan said. "We're developing a remote weapons station, that will probably be similar to the one used on the Stryker, to allow that weapon to be fired from inside the turret."


The M1A2 Abrams tank is shown with TUSK improvements that will adapt it for the urban battlefield. Image courtesy U.S. Army News Service.

Flanagan said the design could also allow the use of the crewed weapon station used on Humvees, but a final determination hasn't been made.

Ultimately, most of these add-ons will be incorporated into a kit—installed and removed in the field as a prepositioned component for the next Abrams unit to take duty in that location. Flanagan said some kits will begin to reach the field later this year.

At least some of the kits' components may also be included in new Abrams' production.

"The loader's shield and the remote weapons station and the tank/infantry telephone may all be included as regular production items in the tank," Flanagan said. "It's important to remember that the Abrams will continue to be the dominant weapons system for the Army until at least 2030."

## DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 11, 2005)

## DOD SELECTS DEFENSE EQUIPMENT FOR TESTING

The Department of Defense has selected 15 new-start projects to receive fiscal 2005 funding under the Defense Acquisition Challenge program.

The DAC program provides opportunities for both innovators and DoD. For innovators, it means faster entry to the defense acquisition system. For the DoD program manager, it means increased technology insertions to improve systems.

Technological developments and operational needs are emerging faster than ever before. On the supply side, many of America's companies generating technological innovations have found it difficult to break into the defense market, especially those classified as small- and medium-sized businesses. In an effort to remedy the technology-to-programming lag, DAC provides opportunities for the increased introduction of innovative and cost-saving commercial technologies or products into existing DoD acquisition programs.

The DAC program is especially designed to give small and medium-sized companies the opportunity to introduce new technologies and inject innovation into current defense programs. To do so, DAC provides any person or activity within or outside the DoD the opportunity to propose alternatives, known as "Challenge Proposals," to existing DoD programs that could result in improvements in performance, affordability, manufacturability, or operational capability of the systems acquired by that program. As a result of selecting, testing, and inserting the best of these production-ready technologies, the DAC program ultimately expands the opportunities for emerging defense suppliers, widens the U.S. defense industrial base, and leverages unique innovations for the benefit of the warfighter.

Of the 15 DAC new-start projects for 2005, one is sponsored by Army, three by Navy, six by the Air Force, and five by the U.S. Special Operations Command. The DAC Web site provides a list of the new projects and additional DAC program information at <http://www.acq.osd.mil/cto/>.

AIR FORCE PRINT NEWS
(MARCH 11, 2005)

## SCIENCE, TECHNOLOGY HELP AIRMEN FIGHT THE WAR ON TERROR

*Tech. Sgt. David A. Jablonski, USAF*

WASHINGTON—Science and technology are helping airmen win the war on terror, a senior Air Force official told lawmakers on March 10.

"The United States Air Force is committed to defending America by unleashing the power of science and technology," said James B. Engle, deputy assistant secretary of the Air Force for science, technology and engineering.

Engle and witnesses from other defense agencies' technology directorates testified in a hearing on the fiscal 2006 budget request before the House Armed Services Committee subcommittee on terrorism and unconventional threats.

Rep. Marty Sheehan, the committee's ranking member, said he considers funding for science and technology programs the single most important portion of the defense budget. He said better weapons benefit everyone.

To continue providing those weapons, Air Force officials requested $1.98 billion in the fiscal 2006 budget for science and technology. This includes $1.4 billion in core science and technology efforts, and $77.8 million in joint unmanned combat air vehicle funding.

Sustained commitment to continued funding is critical to success of these emerging systems, Engle said. The technology America enjoys is a result of commitment by the United States to give the Air Force the things it needs.

"We must prepare for both traditional and new forms of terrorism (including) attack on our space assets, attacks on our information networks, cruise and ballistic missile attacks on our force and territory, and attacks by adversaries armed with chemical, biological, radiological, nuclear, or high-explosive weapons," Engle said.

He explained how the products of Air Force science and technology defend America against terrorism at home and abroad. Some of the newest Air Force systems were on display in the building where the hearings were held.

The Batcam unmanned aerial vehicle and the Bombot robot were on display as James Engle testified before the House Armed Services subcommittee on terrorism, unconventional threats, and capabilities. He is the deputy assistant secretary of the Air Force for science, technology and engineering.

Photograph by Master Sgt. Gary R. Coppage, USAF.

The Battlefield Air Targeting Camera Autonomous Micro-Air Vehicle, or BATCAM, is an unmanned aerial vehicle that is five times smaller and 10 times lighter than the current model in the combat controller's kit.

A robot, called a Bombot, destroys improvised explosive devices. The small off-road remote controlled vehicle, equipped with a small explosive charge delivery system, is now deployed in Iraq.

Engle also described technology that supports the joint warfighter.



One emerging technology uses Air Force expertise in metal-infused ceramics to develop more effective lightweight armor. Although intended for aircraft, the technology is being applied to body protection and has proved effective against shrapnel and small-arms fire. The armor is cheaper, lighter, and easier to produce than standard plates, officials said.

Although the witnesses demonstrated similar innovative applications of technology, all said that capturing good ideas and turning them into deliverable systems posed a challenge.

Lawmakers also lamented the lag time in getting cutting-edge technological gear into the fight. Rep. John Kline said it is a recurring problem. He said small companies cannot get into the acquisition systems and that the system is way too slow.

## DEFENSE LOGISTICS AGENCY (MARCH 15, 2005)

## LATEST RFID TAG SHARPENS ASSET VISIBILITY

Susquehanna, Pa.—The next model in a long line of in-transit visibility enhancement technology, the "3G" radio frequency identification prototype tag was placed on four outbound pallets at Defense Distribution Depot Susquehanna, Pa., in January.

"The prototype tags function just as the current RFID tags but with one added benefit—it phones home from any position around the world," said Mark Lieberman, Defense Distribution Center Supply Management specialist.

Using the Iridium network of global satellites, the prototype is a combination unit that includes a traditional RFID tag along with global positioning system and satellite capabilities, giving defense transportation personnel access to the tag's location—within feet of its exact position.

As materiel release orders flowed in to DDSP, the Department of Defense's largest warehouse and the eastern strategic distribution platform for military supplies, a group of self-proclaimed "wire heads" from various federal agencies and private technology companies worked alongside DDSP information technology personnel to write shipment data onto the 3G prototype tags.

"With the 410 tag that we currently use, we know when it passes through a portal [or interrogator], and when it passes through another portal, but we need visibility of where that shipment is in the meantime, and the 3G will give us that ability," Lieberman continued.

As the Defense Logistics Agency's lead center for distribution, DDC is committed to minimizing customers' uncertainty in the supply chain and ensuring that warfighters receive the materiel they need, when they need it, and with complete order status information from the time of order fulfillment until delivery.

"This new technology will further enhance our in-transit visibility capabilities on a global scale," said Logistics Management Specialist Jeff Fee of the Logistics Transformation Agency. The 3G RFID tag will allow the capability to pinpoint the exact location of supplies at any given time anywhere in the world.

The infrastructure of RF readers and interrogators that read a tag when it passes by do not exist in many of the places to which military supplies are currently being shipped in countries like Iraq, Afghanistan, Pakistan, and Africa. The 3G prototype can be programmed to communicate via satellite with the worldwide RF/in-transit visibility servers that send the data to several sources including the Global Transportation Network, providing its identification number (used to access information about the shipment), the date and time, as well as current position to within 3.5 feet, even when it travels beyond the existing RF infrastructure.

This ability to operate in technologically austere environments will help not only with current military missions, but also in expediting deployment in the future to any location in the world, regardless of the presence of RF infrastructure or even electricity.

The prototype tags, along with the traditional 410 tags, were attached to four pallets at DDSP: automobile engines going to Tikrit, Iraq; camouflage netting bound for Kuwait; mixed freight including Humvee components destined for Kosovo and Bosnia; and vehicle parts kits and Humvee radiators heading to Kandahar, Afghanistan.

"We've put two tags on each pallet, the 3G prototype and the 410, to validate that the prototype is being read. If we get six hits off the current tag and only five off the prototype, then we know improvements are necessary," said Lieberman.



The prototype RFID tag was developed by a collaboration of three private industry companies. Working for the government's Logistics Transformation Agency, Ocean Systems Engineering Corporation was the lead contractor responsible for the tag's design and development. They worked with NAL Research Corporation to integrate the components of the device and with SAVI Technologies, Inc. for hardware and engineering support.

After the 3G tags arrive at their final destinations in Afghanistan, Kuwait, Iraq, Bosnia, and Kosovo, Army field service engineers will collect the tags and compare the data to that collected from the 410 to see if all the information was successfully transmitted and received.

Those four prototype tags will then be sent to DDC's other strategic distribution platform, Defense Distribution Depot, San Joaquin, Calif., where the test will be performed again on shipments heading to the other side of the globe—Asia and the Pacific.

Full deployment of the 3G tag is not expected for several years. "We're still in the early stages of testing this prototype and we consider this the proof of concept phase," said DLA Supply Systems Analyst Gene Bransfield. "This technology may be particularly useful in tracking sensitive or critical shipments."

Once the 3G tags are fully implemented, they will allow transportation personnel to monitor shipments as they move through the supply chain to ensure that they are transported in a timely manner and along the correct route, an ability necessary for the new era of sense-and-respond logistics.

Sense-and-respond logistics is a concept that relies on sensors, communication networks, and the effective transfer of information and feedback to decide when supplies will be delivered, in what manner, and from where.

Today, customers can access the RF/in-transit visibility or Global Transportation Network servers by computer to track their shipments throughout the supply pipeline. In the future, they will also have the capability to access the 3G tags by e-mail to modify reporting characteristics including reporting frequency.

Another feature being considered for the 3G is to add temperature and humidity sensors. When the tag encounters conditions that are too hot, too cold, too wet, or too dry for the contents of the shipment, the unit will automatically activate itself and send a communication to the server notifying defense transportation personnel of the unfavorable conditions.

"We see this tag as an excellent resource for supporting today's lean, agile military by providing information that will further enhance asset visibility throughout the entire distribution process," said Lieberman.

*DDC, headquartered in New Cumberland, Pa., is a part of the Defense Logistics Agency. It has oversight of 26 distribution depots worldwide and its mission is to distribute, store, and manage materiel and information, enabling a seamless, tailored worldwide DoD distribution network that provides effective and efficient support to the combatant commands, military services, and other agencies—in theater and out—during war and in peace. Media Contact: Jackie Noble, 717 770-6223, e-mail jackie.noble@dla.mil.*

## AIR FORCE PRINT NEWS (MARCH 18, 2005)

## PREDATOR FLEET TO EXPAND

WASHINGTON (AFPN)—Air Force officials plan to expand the current Predator Unmanned Aerial Vehicle fleet to as many as 15 squadrons.

This increase, announced March 18, is in response to the escalating demand for intelligence, surveillance, and reconnaissance capability in the war on terrorism. The plans are intended to ensure an increased number of Predators are available in U.S. Central Command's area of responsibility as well as for new opportunities, officials said.

"Combating terrorism requires the Air Force provide worldwide vigilance and awareness through persistent command, control, and surveillance capabilities, ensuring our nation's ability to see first, understand first, and act first. Our effort in regard to UAVs is just one more capability that allows us to ensure air dominance for our joint team in any environment we operate," said Peter B. Teets, acting secretary of the Air Force.

In a Future Total Force initiative that will establish two Air National Guard Predator units in Texas and Arizona, Air Force officials are determining manpower and training requirements that will significantly enhance the Predator's ability to support combatant commander requirements. ANG airmen will operate the UAVs from their

respective states. Additionally, Air Force officials plan to place a Predator squadron with an ANG unit in New York.

One of the six Future Total Force initiatives involved establishing a distributive ground station in western New York to process global intelligence information. After assessing intelligence, surveillance, and reconnaissance requirements and reviewing concepts of operation, Air Force and Air National Guard leaders determined that establishing a Predator unit in New York would provide a more immediate impact to the war on terrorism, officials said.

"Through Future Total Force initiatives such as the expansion of Predator units within the Air National Guard and the Air Force Reserve, the Air Force will leverage persistent command, control, surveillance, global mobility, and rapid strike to win the global war on terrorism and strengthen joint warfighting capabilities, while minimizing risk to the nation," said Lt. Gen. Stephen G. Wood, Air Force deputy chief of staff for plans and programs.

Air Force Capt. John Songer maneuvers an unmanned Predator reconnaissance airplane over Iraq by remote control at Balad Air Base, Iraq, on July 2, 2004. The Predator is an unmanned airplane that provides live aerial imagery of Iraq. Songer is deployed from the 15th Reconnaissance Squadron at Nellis Air Force Base, Nev., in support of Operation Iraqi Freedom.
DoD photograph by Staff Sgt. Cohen A. Young, USAF.

Besides the ANG Predator units, the Air Force currently has three operational active-duty Predator squadrons located at Nellis Air Force Base and Indian Springs Air Force Auxiliary Field in Nevada. Air Force Special Operations Command and Air Force Reserve Command airmen will also operate Predators out of Indian Springs.

## AMERICAN FORCES PRESS SERVICE (MARCH 21, 2005)

## TWO YEARS IN IRAQ: MEETING NEEDS OF CHANGING BATTLESPACE

*Terri Lukach*

WASHINGTON—On the second anniversary of Operation Iraqi Freedom's "shock and awe" attacks on Baghdad, the Army's senior logistician today described the challenges and changes involved in keeping today's forces equipped and on the move, compared to past conflicts. Three primary differences distinguish the war on terror from wars of the past, Lt. Gen. Claude V. Christianson said in an interview with the Pentagon Channel and American Forces Press Service.

The first is the enemy itself. "Today we face an enemy unlike any we have ever seen before," he said. The second is the physical geography. This is the first war in which U.S. forces do not "own all the land" he said, referring to the noncontiguous nature of the battlespace. "[There are] little islands that are relatively secure," he said, "but they are not well-connected."

This poses all kinds of problems, Christianson said. "You have to be able to secure very long lines of communication—routes that can stretch up to 400 miles from the source of supply to the soldiers, sailors, airmen, and Marines that need those supplies."

The third major difference, he said, is complexity—dealing with joint forces and coalition partners as well as contractors, other nations, and nongovernment organiza-

Christianson (second from left) and unidentified soldiers and officers in Iraq, June 2003. Photograph courtesy Army Lt. Gen. "Chris" Christianson.

tions, all providing support. "That's much different from even five years ago," Christianson said. To make it easier to provide logistical support to the battlefield, Christianson said, the Army focused on four major areas. First was the need to connect all the logisticians so they could understand and sense what was going on all across the battlefield, he said.

"Where before you could run up and down secure roads to get what you need," he said, "today moving even 30 to 40 miles can be very dangerous. So connectivity is critical to success." Christianson said the answer to the problem is "non-line-of-sight communications"—satellites—that link the battlespace to providers, whether forward-based or back in the United States. The satellites enable suppliers to understand what is happening on the battlespace and respond to it. He said satellites have cut response time dramatically, enabling requests for equipment and supplies to be fulfilled in hours, rather than a week.

The second area of focus was to put in place a distribution system that could respond once the logistical requirements were known. The third, Christianson said, was an ability to rapidly get forces off ships and planes and into the operating area.

Finally, he said, the supply chain itself must be integrated from end to end—"from the foxhole to the factory." One good example of this—and also an example of the differences between the war on terror and past wars, Christianson said—was the urgent need for armor protection for both individuals and vehicles.

At the start of Operation Iraqi Freedom, he said, the initial requirement for armored Humvees was very small—about 250. The requirement today is up over 10,000. At the start of OIF, the national production capacity was 15 per month. Today it's more than 500 per month.

The same is true of individual body armor, Christianson said. "When OIF started, we all had the older Kevlar armor. The new armor, just developed, was designated primarily for Special Forces. However, "once the war started," he said, "we immediately wanted to provide that higher level of protection for everybody."

Members of the 407 Expeditionary Communications Squadron put together a Flyaway KU Band Earth Terminal (FKET) Satellite System. The 407 ECS is deployed to Tallil Air Base, Iraq.
U.S. Air Force photo by Airman 1st Class Desiree N. Palacios.



It was impossible to deliver tens of thousands of sets, so the armor was prioritized for those considered most at risk, such as infantry. "In this war, however, some of the people most at risk are not infantry," he said, citing truck drivers as an example. The total Army requirement for body armor today is just over 840,000 sets. "We'll reach that this year," he said. "We've been able to outfit everyone going into the operational area for just over a year now, and every soldier going into Iraq has the newest body armor."

Christian said the biggest challenge of the war in Iraq is fuel. U.S. and coalition forces use 800,000 to 1 million gallons of fuel every day. Most comes from Kuwait, Turkey, and Jordan, he said, and the roads from there to Baghdad are very long. The original objective was to, over time, buy fuel directly from Iraq, Christianson said, but the Iraqi oil infrastructure was badly neglected. The goal going forward, he said, is simple: to gain as much efficiency as possible.

Christianson called the men and women who work in the forward areas "absolutely incredible … In fact, if you wanted to list the No. 1 thing that went well from the very first day, and continues today, it has to be the performance of the individual," he said.

They have endured unbelievable hardships in delivering support, he said, especially knowing that they are the primary target for the enemy. "But they always deliver," he added.

"I continue to be impressed every day with the quality of our men and women. They share a common understanding of their purpose, they know their teammates depend on them, they are well trained, and they just perform marvelously every day," he said.

## AIR FORCE PRINT NEWS (MARCH 25, 2005)

## TEETS: AIR FORCE'S BIGGEST CHALLENGE IS RECAPITALIZING THE FLEET

*Staff Sgt. C. Todd Lopez*

WASHINGTON—During a roundtable discussion at the Pentagon March 22, the acting secretary of the Air Force discussed space, the F/A-22 Raptor, and business ethics.

Peter B. Teets retired from public service March 25. He held additional titles, including Department of Defense executive agent for space and director of the National Reconnaissance Office. During the roundtable, held just before his departure, Teets told reporters that his government work has been rewarding, but demanding.

"We have a wonderful team in the national space arena. I have built some strong friendships and relationships, and I will miss them," Teets said. "I have found this job to be very demanding but very rewarding. [It is] rewarding in the sense that I think our national space systems are making a huge difference in the way we are able to conduct intelligence and warfighting operations."

During his tenure as DoD's executive agent for space, Teets had his hand in several key programs, including space radar, the space-based infrared system, the advanced extremely high frequency satellite system, and the transformational communications architecture.

Space radar is designed to give ground commanders of all Services an eye-in-the-sky view of what is on the ground around them or over a mountain top. The system will be able to produce high-quality synthetic aperture radar imagery, as well as surface moving target indications, Teets said.

The space radar program has suffered scrutiny on Capitol Hill, but Teets said he has responded to that scrutiny with positive actions to streamline the program and move it forward.

"One of the things we have done this year for the space radar system is propose that we have a national radar collection system that will serve both the needs of the [Central Intelligence Agency] and the Department of Defense," he said.

The first operational satellite of the system will be fielded about 2015, Teets said. As part of an effort to restructure the space radar program, Teets directed the program's headquarters be moved to Washington, D.C. The move, he said, will facilitate better communications and cooperation between the agencies involved.

The space-based infrared system network of satellites is meant to replace the aging defense support program, part of the nation's defense against strategic missile launches. Teets said the capability the new system provides far exceeds that of the older satellite program.

"DSP has the capability to detect a strategic missile launch," Teets said. "[SBIRS], when it gets into orbit, will provide capability to do that job and more."

Above the Mojave Desert—The Air Force's new superiority fighter will dominate the future air combat arena by integrating advanced avionics, stealth, and supercruise. With approximately 80 percent of development complete and two test aircraft flying, the F/A-22 Raptor program is nearing completion of a 13-year development program.
U.S. Air Force photo by Judson Brohmer.

Teets said the new system can calculate state vectors for where strategic missiles are going, will look into a theater battlespace and identify when short-range ballistic missiles are launched, will pick up scud missile launches, and can identify fighter aircraft when they turn on their afterburners.

"[SBIRS] is an order of magnitude capability over what DSP would have been," he said.

The new programhas also faced scrutiny on Capitol Hill. The program went over its initial budget of about $4 billion. Today, the total cost of the program is nearly $10 billion. Teets said improper structuring of the program and technical problems with satellite sensors caused the cost overages.

Besides space, Teets said the biggest challenge facing the Air Force in the near future is the recapitalization of its assets. Nearly all the aircraft, including the space assets, will have to be replaced in the next 15 to 20 years.

"Clearly at the top of that list is the tanker issue," Teets said. "Our tanker average age is 45 years. You don't fly on 45-year-old commercial airplanes, that's for sure. But we provide an air bridge with 45-year-old tankers."

Teets credits maintainers and depots for maintaining the KC-135 Stratotanker so that the Air Force can maintain the air bridge between the United States and Europe and forward-deployed locations.

Recapitalization affects more than tankers, he said. The Service must also work to recapitalize fighter and airlift aircraft, as well as space systems.

"We have tankers, and not too far behind are fighters," he said. "We are flying F-15 (Eagles) that are 30 years old. And we have lift requirements. It's true the C-17 [Globemaster III] is a remarkable aircraft, but the mobility requirements we find ourselves in are pressing. And don't forget about space. ... All of those efforts are going to put pressure on the budget."

One effort to recapitalize the fighter fleet includes the F/A-22 Raptor program. That program was recently cut in the presidential budget, but Teets said this year's Quadrennial Defense Review will re-emphasize the Air Force's need for a modern fighter aircraft.

"The [budget] cut back the number of F/A-22s that would be bought ... to about 180," he said. "That will be addressed in the QDR. The Air Force has said there is a need in the long term for 381 F/A-22s, and it had quite a strong analytical underpinning that will talk about why 381 F/A-22s are needed to support 10 [air and space expeditionary forces] and deliver the kind of combat capability we are going to need in the long-term future."

Teets said the Air Force's future total force concept predicts that the Raptor is destined to replace many fighter aircraft as well as attack aircraft already in the fleet.



"[The concept] envisions a time out there when 381 F/A-22s could replace all 750 F-15s, plus all 50 or 60 F-117 [Nighthawks], plus some portion of the A-10 [Thunderbolt IIs]," he said. "There is a smart way of doing this, which will end up with a more capable Air Force with fewer aircraft. That's what QDR is going to be all about."

In the last year, both the Air Force and one of the Service's primary defense contractors have undergone much scrutiny for ethics-related issues—mostly because of improper conduct with contract negotiation. Teets said he believes the focus on those activities has heightened awareness of business ethics, and that it has had an effect across the aerospace industry.

"There is a lot of strong attention being given across the industry to ethical conduct and behavior," he said. "What Boeing has been through ... has certainly been observed by other companies in the industry and probably has stimulated them to accentuate their own internal ethics programs. In that sense, we probably have stronger ethical behavior and programs within our industry than we have had before."

## DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 11, 2005)

## DEPARTMENT OF DEFENSE SELECTED ACQUISITION REPORTS

The Department of Defense has released details on major defense acquisition program cost and schedule changes since the September 2004 reporting period. This information is based on the Selected Acquisition Reports (SARs) submitted to the Congress for the Dec. 31, 2004, reporting period.

SARs summarize the latest estimates of cost, schedule, and technical status. These reports are prepared annually in conjunction with the president's budget. Subsequent quarterly exception reports are required only for those programs experiencing unit cost increases of at least 15 percent or schedule delays of at least six months. Quarterly SARs are also submitted for initial reports, final reports, and for programs that are rebaselined at major milestone decisions.

The total program cost estimates provided in the SARs include research and development, procurement, military construction, and acquisition-related operations and maintenance (except for pre-Milestone B programs, which are limited to development costs pursuant to 10 U.S.C. §2432). Total program costs reflect actual costs to date as well as future anticipated costs. All estimates include anticipated inflation allowances.

The current estimate of program acquisition costs for programs covered by SARs for the prior reporting period (September 2004) was $1,370,943.2 million. After adding the costs for four new programs—Aerial Common Sensor (ACS), Patriot/Medium Extended Air Defense System Combined Aggregate Program (PATRIOT/MEADS CAP), Standard Missile-6 (SM-6), and B-2 Radar Modernization Program (RMP)—from the September 2004 reporting period, the adjusted current estimate of program acquisition costs was $1,412,567.9 million.

| CURRENT ESTIMATE ($ IN MILLIONS) | |
|---|---|
| **September 2004 (82 programs)** | **$1,370,943.2** |
| Plus four new programs: ACS, PATRIOT/MEADS CAP, SM-6 and B-2 RMP | +41,624.7 |
| Plus two additional programs that result from dividing Chemical Demilitarization into three programs: Chemical Materials Agency (CMA), CMA Newport, and Assembled Chemical Weapons Alternatives | 0.0 |
| **September 2004 Adjusted (88 programs)** | **+1,412,567.9** |
| **Changes Since Last Report:** | |
| Economic | $ +32,127.1 |
| Quantity | -24,478.7 |
| Schedule | +20,112.9 |
| Engineering | +35,203.8 |
| Estimating | -6,603.4 |
| Other | -722.4 |
| Support | +3,977.1 |
| Net Cost Change | $+59,616.4 |
| **December 2004 (88 programs)** | **$1,472,184.3** |

For the December 2004 reporting period, there was a net cost increase of $59,616.4 million or +4.2 percent for programs that have reported previously, resulting in a new current estimate of $1,472,184.3 million. The net cost increase was due primarily to additional engineering changes (hardware/software) (+$35,203.8 million), the application of higher escalation rates (+$32,127.1 million), a net stretch-out of development and procurement schedules (+$20,112.9 million). These increases were partially offset by a net decrease of planned quan-

| Program | CURRENT ESTIMATE ($ IN MILLIONS) |
|---|---|
| Mission Planning System (MPS) | $1,682.4 |
| Mobile User Objective System (MUOS) | 5,931.4 |
| Ship Self Defense System (SSDS) | 1,460.3 |
| **Total** | **$9,074.1** |

tities to be purchased (-$24,478.7 million) and lower program cost estimates (-$6,603.4 million).

### New SARs (As of Dec. 31, 2004)

The Department of Defense has submitted initial SARs for Mission Planning System, Mobile User Objective System, and Ship Self Defense System. These reports do not represent cost growth. Baselines established on these programs will be the point from which future changes will be measured. The current cost estimates are provided above.

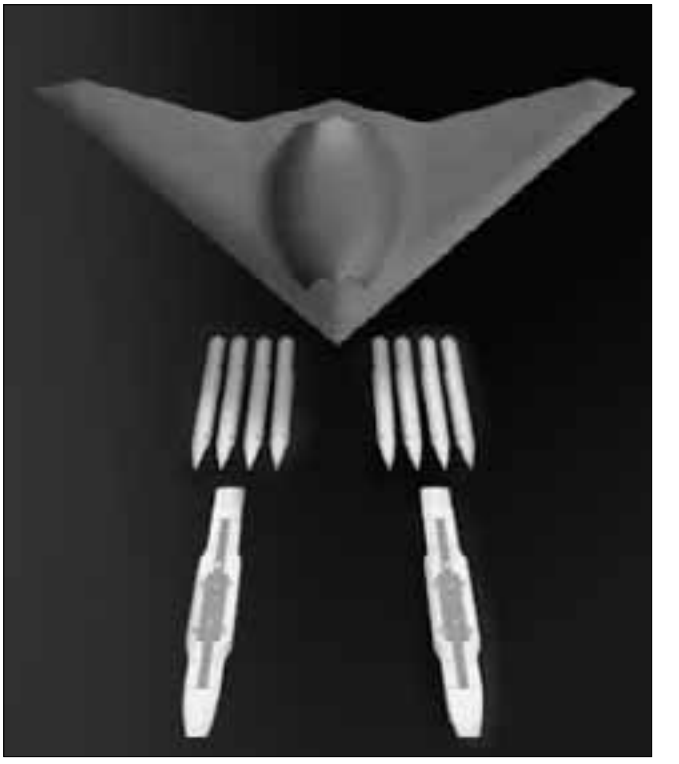
## AIR ARMAMENT CENTER NEWS RELEASE (APRIL 25, 2005)

## SMALL DIAMETER BOMB INCREMENT I INITIAL PRODUCTION CONTRACT AWARDED

WASHINGTON—On April 22, the Air Force announced that the Boeing Company, St. Louis, was awarded an $18.5 million contract for Low-Rate Initial Production of the Small Diameter Bomb Increment I (SDB I)—the DoD's miniature munition designed to kill fixed and stationary targets. The announcement follows a successful Defense Acquisition Board Milestone C decision review chaired by the under secretary of defense for acquisition, technology and logistics. The Milestone decision is the culmination of an aggressive 18-month development and demonstration program that came in on time, on budget, and met all commitments made to the warfighter.

The SDB I weapon system consists of a 250-pound class munition, an AF common 4-place miniature munitions carriage system, and associated mission planning and logistics support. The SDB I, designed to be compatible with fighters, bombers, and several UAVs, is capable of significant standoff ranges against fixed and stationary targets. SDB I increases weapon loadout, allowing more kills per sortie than current inventory weapons, decreases collateral damage, and possesses an effective, day/night, adverse weather, stand-off capability. Through planned spiral development, Increment II will step up this capability even further, adding the ability to hit moving target sets. Increment II is poised to begin the competitive bidding process in response to a GAO recommendation.

The SDB I production decision comes on the heels of a development program unprecedented in success both in terms of program execution and testing. Since the program began in August 2001, it has never missed a major schedule event and remains on track to meet its Required Assets Available date of fourth quarter fiscal year 06. One of the keys to success has been a very aggressive test program aimed at driving down risk before commencing with production. The flight test program had over a 90 percent success rate spanning 23 guided flights and successfully demonstrated its capability to destroy realistic targets from ranges significantly greater



**Small Diameter Bomb**

The Small Diameter Bomb (SDB) program will deliver to the warfighter a small diameter bomb against fixed targets. The acquisition strategy envisioned an evolutionary acquisition and spiral development approach to delivering capability. The first capability is planned for fiscal year 06. Future spiral developments will include integration on other aircraft (F/A-22) and capability against moving targets. Image courtesy Defense Advanced Research Projects Agency.

than the required 40 nautical miles with near precision accuracy.

The Miniature Munitions Systems Group, Air to Ground Munitions Systems Wing, Eglin Air Force Base, Fla., manages the SDB I program. Boeing will produce the SDB I leveraging their JDAM production lines at their St. Charles, Mo., facility. Final integration and assembly of the AF/common miniature munitions carriage will take place at the El Monte, Calif., location of Sargent Fletcher Incorporated, a subcontractor to The Boeing Company. The initial production contract is for over 150 GBU-39 munitions, over 25 Air Force common BRU-61/A carriages, and associated spares, trainers and technical support.

For more information call the Air Armament Center Public Affairs Office at 850-882-3931.

## AIR FORCE PRINT NEWS (APRIL 25, 2005)
## CENTER RECEIVES DOD'S MOST POWERFUL SUPERCOMPUTER

*Dinah Luneke*

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—Aeronautical Systems Center's major shared resource center officials announced April 25 the installation of the newest and most powerful supercomputer in the Department of Defense.

The 2,048-processor supercomputer will aid weapon systems design of innovative materials, advance design concepts, improve and speed modification programs, increase high fidelity simulations, and allow more efficient tests and evaluations.

"In our efforts to serve more than 1,000 researchers throughout the DoD, we needed a supercomputer with industry-leading capability, scalability, production quality, ease of use, and the ability to handle massive amounts of data," said Steve Wourms, deputy director for the center's advanced computational analysis directorate. "This supercomputer will help power groundbreaking research and development for the DoD weapon systems of the future."

The supercomputer expands the capability to more than 4,100 processors spread across five separate shared memory systems.

"Our high-performance computing technology today is creating new ways for the Department of Defense to achieve military advantage and warfighting superiority on the 21st century battlefield," said Benn Stratton, national director of defense and civilian agencies business unit for Silicon Graphics, Inc., the computer's manufacturer.

"This massive, shared-memory system allows DoD to simulate entire aircraft, entire weapon systems, and entire battlefield engagements with a fidelity not possible before now," he said.

The supercomputer contains 41 racks, each of which uses as much power and cooling as a regular four-bedroom house, and more than 1,400 interconnecting cables. The increased performance and scalability will help put advanced technology in the hands of U.S. forces more quickly, less expensively, and with greater certainty of success.

The supercomputer is finishing up its initial 30-day test period.

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—Kevin Maloney installs the newest high performance computer system in Aeronautical Systems Center's major shared resource center. The new system expands the resource center's supercomputing capability to more than 4,100 processors spread across five separate shared memory systems. Maloney is with a contractor providing onsite support. U.S. Air Force photo by 1st Lt. David Cromwell.

# Career Development

## FEDERAL ACQUISITION INSTITUTE MOVES TO DEFENSE ACQUISITION UNIVERSITY

*Christina Cavoli*

An important new partnership in acquisition excellence was announced by the Office of Federal Procurement Policy, the Department of Defense, and the General Services Administration in a ribbon-cutting ceremony at the Defense Acquisition University on March 11, 2005. As part of that agreement, the Federal Acquisition Institute, which is under the direction of the Office of Federal Procurement Policy and part of GSA, is now located at DAU's Fort Belvoir campus.

The Federal Acquisition Institute and DAU share a similar vision and mission in support of their stakeholders and customers: to develop acquisition workforce members to be effective business leaders equipped to make business decisions that deliver best value, provide strategic business advice, and support the accomplishment of agency missions. The collocation will facilitate the partnership between FAI and DAU to ensure that the civilian and defense acquisition workforce receive similar training and development opportunities.

Present at the ceremony was Michael Wynne, under secretary of defense for acquisition, technology and logistics. "The hardest thing to earn is the respect of your peers," Wynne said. "This innovative agreement creates an ability to broaden the acquisition career field. It's a real 'wow' moment." DAU President Frank J. Anderson added that the agreement would "lift the bar for everyone in the federal government regarding acquisition training."

David H. Safavian, administrator for federal procurement policy, said, "We look forward to working with DoD to ensure that we train our acquisition workforce to be a federal asset, not just an agency asset."

"This [partnership] provides a key opportunity to ensure we have the highly skilled acquisition workforce needed to support federal agencies' missions and to meet workforce management challenges across agencies, civilian and military," stated Emily Murphy, GSA's chief acquisition officer.

## AIR FORCE STANDS UP UAV CENTER OF EXCELLENCE (MARCH 17, 2005)

NELLIS AIR FORCE BASE, Nev.—Maj. Gen. Stephen Goldfein, Air Warfare Center commander, held a telephone press conference March 16 to announce the standup of the Air Force's Unmanned Aerial Vehicle Center for Excellence at Indian Springs Auxiliary Air Field, Nev.

The UAV Center of Excellence will coordinate UAV activities at the tactical, operational, and strategic levels, working to provide a common structure for UAV command and control systems. The center will improve the interoperability among the various systems and develop the common operating systems, standards, requirements, concept of operations, and training necessary to provide the joint warfighters the information they need.

"We have a wide range of things we want to do within the Center," said Goldfein, "including improving interoperability among the systems, developing common operating systems, and then all of the standards, requirements, concept of operations, and the training necessary to provide joint warfighters the very best process to integrate and leverage what we get from the unique capabilities of unmanned aerial vehicles."

## 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 July 18–22, at the Hyatt Regency, Long Beach, Calif.; and Sept. 19-23, at the Hyatt Regency in New Orleans, La. DSAM presents the same acquisition policy information provided to DoD students who attend the Defense Acquisition University courses for formal acquisition certification. It is designed to meet the needs of defense industry acquisition managers in today's dynamic environment, providing the latest information related to:

- Defense acquisition policy for weapons and information technology systems, including discussion of the DoD 5000 series (directive and instruction) and the CJCS 3170 series (instruction and manual)
- Defense transformation initiatives related to systems acquisition

- Defense acquisition procedures and processes
- The planning, programming, budgeting, and execution process and the congressional budget process
- The relationship between the determination of military capability needs, resource allocation, science and technology activities, and acquisition programs.

For further information see "Courses Offered" under "Meetings and Events" at <http://www.NDIA.org>. Industry students contact Christina Buck at (703) 247-9478 or e-mail cbuck@ndia.org. A few experienced government students may be selected to attend each offering. Government students must first contact Bruce Moler at (703) 805- 5257, or e-mail Bruce.Moler@dau.mil prior to registering with NDIA.

Online registration is available at: <http://register.ndia.org/interview/register.ndia?#July2005>.

## AMERICAN FORCES PRESS SERVICE (MARCH 23, 2005)
## PERSONNEL CHIEF OUTLINES NSPS, OTHER INITIATIVES

*Gerry J. Gilmore*

WASHINGTON—Defense Department civilians will soon be paid for productivity rather than longevity, while in the future, servicemembers may be required to serve longer tours of duty and spend more time in the military before becoming eligible for retirement.

These initiatives are part of efforts by officials to transform DoD into a more agile and efficient organization for the 21st century, said Dr. David S.C. Chu, under secretary of defense for personnel and readiness.

Dr. Chu said the new National Security Personnel System slated for partial implementation in July will affect about 300,000 of the department's 700,000 civilian employees. Remaining DoD civilian employees are slated to move into the new system beginning around January 2007.

He said current civilian pay scales are based on how "long you've been around." Polls show the younger workers DoD officials are seeking to replace retiring older employees want a more performance-based compensation system.

"They want to join an organization where if you do more, you are rewarded," he said.

Performance for pay "is not an untried principle" at DoD, Dr. Chu said, noting several pay-for-performance pilot programs have been tested through the years.

The system also gives managers the tools to hire new employees more quickly and more means to discipline underproducers.

Dr. Chu said such change is likely to be "upsetting" among a work force accustomed to the older personnel system. Managers who will supervise workers under NSPS will "require training and preparation in order for them to be effective," he said.

He asked DoD employees to be patient as the system is implemented, noting studies of pay-for-performance pilot programs have shown most workers like the new system.

After NSPS has been fully implemented, employees "will have a much happier workforce," Dr. Chu said.

He said old civil service rules hamstrung supervisors and often caused servicemembers to be employed for tasks that could be accomplished by civilian employees. Implementation of NSPS will allow more flexible use of civilian employees, while freeing up servicemembers to perform other important duties, Dr. Chu said.

Another initiative that is under study involves establishing longer duty tours for servicemembers, especially senior officers, he said. Some military leaders serve in their posts for too short a time, and many senior officer tours of duty span 18 to 24 months.

"They never have enough tenure to make transformational changes to see them through to success," Dr. Chu said.

Another personnel change under consideration is increasing the years of service military members need to retire. Today's 20-year minimum required for military retirement "has become something of an 'automatic' event" that began after World War II, he said. The requirement was established in conjunction with an "up-or-out" policy recommended by then Army Chief of Staff Gen. George C. Marshall that was designed to prune veteran servicemembers who had become ineffective partly because of increased age.

But Dr. Chu said today's servicemembers in their 40s and 50s are "physically fit [and] able to do many of the

things that are necessary" in the military environment. Consequently, "we need to have a system that allows them to serve … on active service longer," he said, and that envisioned change "is one of the most difficult transformational challenges" DoD officials face.

"We are really at [the] early stages in making this shift," he said. "Some of it requires legislative changes, which we have not yet convinced the Congress to make.

Addressing the amount of military pay required to attract and retain quality servicemembers in the future, Dr. Chu said, "If we don't keep up a vigorous, upfront compensation package, we will not succeed in the long term."

Achieving transformation requires having "a sharp and appropriate set of tools in your toolkit" and a willingness to adapt new methods of doing military business, he said.

For example, the asymmetrical nature of the war on terror has made U.S. military field hospitals likely enemy targets, he said. Consequently, it is now routine for servicemembers who have been severely wounded in Afghanistan and Iraq to be medically stabilized in local field hospitals and then air-evacuated to "safe havens" in Germany or the United States for further treatment, Dr. Chu said.

This transformational change contrasts with past practices where injured troops often received medical care at facilities established in or near war zones, he said. He credited the field hospitals "for being able to stabilize the patients" and the Air Force for providing the needed air bridge support.

"We will not go backwards," Dr. Chu said, noting DoD officials will no longer plan to "take heavy, bulky, hard-to-protect medical facilities to the front."

## AMERICAN GRADUATE UNIVERSITY OFFERS "LEADING, COMMUNICATING & MOTIVATING PROJECT TEAMS"

American Graduate University, an accredited academic institution and a Program Management Institute registered education provider, is now offering "Leading, Communicating, and Motivating Project Teams." This course gives you, the program/project manager, the people and team building skills to help lead or participate in forming and maintaining motivated, high-performance project teams.

The leadership, communication, and interpersonal skills of the project/program manager have as much of an impact on the success of a project as technical skills. Effective team leaders continually strive to improve their ability to:

- Master the various roles of the project leader
- Motivate individuals and the team as a whole
- Communicate with and influence project stakeholders
- Facilitate internal and external communications
- Promote an effective project management culture
- Resolve conflict and show leadership during crisis.

Why attend this course? Find out by going to <www.agu.edu/courses/571 > for a full agenda, or call 866-273-1736 for more information. For information on customized presentation of this course at your location, e-mail onsites@agu.edu.

AGU is a Defense Acquisition University strategic training partner.

## RELEASE OF THE INTEGRATED DEFENSE AT&L LIFE CYCLE MANAGEMENT FRAMEWORK CHART

The Integrated Defense AT&L Life Cycle Management Framework Chart Version 5.1 dated December 2004 has been approved and is available for viewing and downloading at the AT&L Knowledge Sharing System (AKSS) Web site. Print a copy or view the 2004 chart and the accompanying description definitions at <http://akss.dau.mil/jsp/default.jsp >.

## DAU SIGNS MOU WITH BAE SYSTEMS

On April 18, the Defense Acquisition University and BAE Systems signed a memorandum of understanding to share training opportunities, materials, and acquisition knowledge and experience. Signing at DAU, Fort Belvoir, Va., for the partners were Dr. James S. McMichael, DAU vice president, and Frederick C. Payne, director, program management and engineering, BAE Systems.

The purpose of this MOU is to establish a framework for DAU and BAE Systems to pursue mutually beneficial training and curriculum sharing opportunities, primarily in engineering and program management functions, including international program management. The opportunities identified for partnering include, but are not limited to, the following: sharing training resources; collaboration in re-engineering courses; and serving as instructors, panel members, and guest speakers in each

other's courses and as reviewers of each other's training materials. In addition, BAE Systems will provide feedback to DAU on course pilots and other training development activities.

## DAU CONTINUOUS LEARNING CENTER MIGRATES TO THE DAU VIRTUAL CAMPUS

In order to provide Defense Acquisition University online training, progress, and completion records within a consolidated site, on April 4, DAU migrated its Continuous Learning Center to the DAU Virtual Campus <https://atlas4.dau.gov/html/login/login.jsp>. Members of the AT&L workforce, industry partners, and the general public now have a single place to register for their respective DAU certification and continuous learning opportunities.

If you have any questions or for assistance, please contact the DAU Help Desk at dauhelp@dau.mil or at 1-866-568-6924 (Toll Free) or 703-805-3459 (Commercial) or DSN 655-3459. When calling in, select option 1 for DAU Virtual Campus Continuous Learning.

## ARMY ACQUISITION SUPPORT CENTER (MARCH 2005)

## ARMY ACQUISITION PROFESSIONAL DEVELOPMENT SYSTEM (AAPDS)

The U.S. Army Acquisition Support Center is pleased to announce the release of the new AAPDS online application system at <https://apps.altess.army.mil/aapds>. This new home to many acquisition training opportunities started with the launch of the spring 2005 Acquisition Tuition Assistance Program (ATAP) announcement. That first announcement closed May 31, 2005, and notifications were made in June 2005. Although the first roll out of AAPDS focused on ATAP, the system will soon include many Acquisition, Education, Training and Experience Programs; Contracting Career Program Office (CP-14) professional development opportunities; and opportunities offered through the Logistics Management Proponency Office (CP-13/-17 LOGPRO).

ATAP is a robust tuition assistance program open to all eligible acquisition, logistics, and technology workforce members who are interested in pursuing their 12-24 business hour requirements for associate's or bachelor's degrees. Army Acquisition Corps members who are Level III certified may also request ATAP funding for a graduate degree in a business, scientific, or technical specialty. Education funded through ATAP must be pursued through a nationally or regionally accredited school. Participants may attend the institution of their choice within their local commuting area or participate in online classes. Students should complete courses during nonduty hours unless supervisor approval allows for duty hour completion.

Each course of study must underpin an acquisition function. Funding for a master's degree or business hours at the master's level is limited to $1,500 per course ($7,500 per year maximum), and funding for a bachelor's degree is limited to $1,000 per course ($5,000 per year maximum). Students must complete graduate courses with at least a grade of "B" and at least a "C" for undergraduate courses. Reimbursement is required if the grade standards are not met.

Finally, participation in ATAP requires a payback of time, usually three times the length of the actual training period. Exact payback requirements are annotated on the DD Form 1556.

Applicants must still use the Individual Development Plan (IDP) to annotate the courses for which they wish to apply for ATAP funding. AAPDS will be connected to the IDP and will import all supervisory approved training into the AAPDS system. Once in AAPDS, applicants will be required to complete the following for their package to be considered:

- Select the ATAP program for which you are applying.
- Submit your résumé.
- Verify your IDP academic plan and funding forecast.
- Enter your statement of interest.
- Verify your curriculum requirements.
- Verify your university/college enrollment/acceptance status.
- Verify the information on your Acquisition Career Record Brief.

The ATAP policy and procedures provide detailed information about ATAP and how the program works. Please view these documents at <http://asc.army.mil/programs/atap/docs.cfm>.

Administrative questions concerning the ATAP program should be directed to National Capital Region Customer Support Office ATAP Coordinator Scott Greene, Science Applications International Corp., at (703) 704-0132, (703) 704-0134 (fax) or scott.greene4@us.army.mil.

# Policy & Legislation

## DEFENSE FAR SUPPLEMENT (DFARS) CHANGE NOTICE 20050207

DoD published the following changes to the DFARS on Feb. 7, 2005. Access these changes through links on the Director, Defense Procurement and Acquisition Policy Web site at <http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm>.

### Final Rules

#### Polyacrylonitrile (PAN) Carbon Fiber–Restriction to Domestic Sources (DFARS Case 2004-D002)

Extends, from May 31, 2005, to May 31, 2006, the ending date for inclusion of PAN carbon fiber domestic source requirements in solicitations and contracts. Applies to acquisitions for major systems that are not yet in development and demonstration (milestone B as defined in DoD Instruction 5000.2). Revises the prescription for use of the clause at DFARS 252.225-7022, Restriction on Acquisition of PAN Carbon Fiber, to reflect the extension.

#### Small Business Competitiveness Demonstration Program (DFARS Case 2003-D063)

Supplements FAR policy that requires a statement on the face page of contracts to identify awards under the Small Business Competitiveness Demonstration Program. Facilitates the use of automated systems by permitting alternative means of identifying a contract as an award under the Program.

#### Tax Procedures for Overseas Contracts (DFARS Case 2003-D031)

Relocates text to the new DFARS companion resource, *Procedures, Guidance, and Information* (PGI), available at <http://www.acq.osd.mil/dpap/dars/pgi>. The relocated text contains procedures for use by contracting officers in obtaining tax relief and duty-free import privileges for acquisitions conducted in Spain and the United Kingdom.

### Proposed Rule

#### Extraordinary Contractual Actions (DFARS Case 2003-D048)

Proposes to update requirements for processing a contractor's request for extraordinary contract adjustment. The proposed change includes relocation of text to the new DFARS companion resource, *Procedures, Guidance, and Information*. The relocated text contains procedures for preparation of records relating to contractor requests for adjustment and for submission of those requests to a contract adjustment board.

## DEFENSE FAR SUPPLEMENT (DFARS) CHANGE NOTICE 20050222

DoD published the following changes and proposed changes to the DFARS on Feb. 22, 2005. Access these changes through links on the Director, Defense Procurement and Acquisition Policy Web site at <http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm>.

### Interim Rule

#### Provision of Information to Cooperative Agreement Holders (DFARS Case 2004-D025)

Increases, 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. Amends the prescription for use of the clause at DFARS 252.205-7000, Provision of Information to Cooperative Agreement Holders, to reflect the new dollar threshold. This change implements Section 816 of the National Defense Authorization Act for Fiscal Year 2005.

### Final Rules

#### Government Source Inspection Requirements (DFARS Case 2002-D032)

Eliminates government source inspection requirements for contracts or delivery orders valued below $250,000, unless mandated by DoD regulation, required by a memorandum of agreement between the acquiring department or agency and the contract administration agency, or determined necessary by the contracting officer because of the technical nature and criticality of the item being acquired. The objective is to focus diminishing contract management resources on high-risk areas, while providing flexibility for exceptions where needed.

#### Resolving Tax Problems (DFARS Case 2003-D032)

Relocates text to the new DFARS companion resource, Procedures, Guidance, and Information (PGI), available at <http://www.acq.osd.mil/dpap/dars/pgi>. The relocated text contains guidance on resolution of tax issues and information on tax relief agreements between the United States and foreign governments.

### Bonds (DFARS Case 2003-D033)

Updates DFARS text on the use of bonds for financial protection against losses under DoD contracts. The change clarifies that fidelity and forgery bonds are authorized for use when necessary for protection of the government or the contractor or when the investigative and claims services of a surety company are desired.

**Proposed Rules**

### Acquisition of Ball and Roller Bearings (DFARS Case 2003-D021)

Proposed change improves the clarity of domestic source restrictions on the acquisition of ball and roller bearings by addressing only the exceptions, waivers, and waiver authority available to the contracting officer under current law; and by making the restrictions inapplicable to bearings that are commercial components of non-commercial end items or components.

### Specialized Service Contracting (DFARS Case 2003-D041)

Proposed change relocates to PGI, procedures for defining the geographic area to be covered by mortuary services contracts, and procedures for distribution of those contracts; deletes a contract clause containing facility requirements for mortuary services, as these requirements are adequately addressed in State law; and deletes unnecessarily restrictive text on contracting for laundry and dry cleaning services.

### Advisory and Assistance Services (DFARS Case 2003-D042)

Proposed change deletes a definition of advisory and assistance services that is used primarily for budgeting and reporting purposes and is adequately addressed in financial management regulations; deletes obsolete text on contracting for engineering and technical services and requesting activity responsibilities; and relocates to PGI, a list of DoD publications that govern the conduct of audits.

### Acquisition of Telecommunications Services (DFARS Case 2003-D055)

Proposed change revises DFARS text on the acquisition of telecommunications services to update terminology, delete obsolete text, and add text addressing DoD's authority to enter into contracts for telecommunications resources. Adds to PGI, historical documents on delegated authority from the General Services Administration for the procurement of communications services.

### Acquisition of Utility Services (DFARS Case 2003-D069)

Proposed change deletes DFARS text on the use of competitive procedures and delegated authority to acquire utility services, as these issues are adequately addressed in the FAR; deletes obsolete text on preaward contract reviews; and relocates to PGI, procedures and corresponding definitions related to connection charges and award of separate contracts for utility services.

### Utility Rates Established by Regulatory Bodies (DFARS Case 2003-D096)

Proposed change clarifies that utility rates established by independent regulatory bodies may be relied upon as fair and reasonable; and clarifies requirements for use of contract clauses addressing changes in rates for regulated and unregulated utility services.

## DEFENSE FAR SUPPLEMENT (DFARS) CHANGE NOTICE 20050323

DoD published the following changes and proposed changes to the DFARS on March 23, 2005. Access these changes through links on the Director, Defense Procurement and Acquisition Policy Web site at <http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm>.

**Interim Rule**

### Contractor Performance of Acquisition Functions Closely Associated with Inherently Governmental Functions (DFARS Case 2004-D021)

Permits contracting for acquisition functions closely associated with inherently governmental functions only if: appropriate DoD personnel are not available to perform the functions; appropriate DoD personnel will supervise contractor performance and will perform all associated inherently governmental functions; and the agency addresses any potential contractor organizational conflict of interest. Implements Section 804 of the National Defense Authorization Act for Fiscal Year 2005, and is intended to ensure proper management and oversight of contracts for acquisition functions that are closely associated with inherently governmental functions.

**Final Rules**

### Contractor Performance of Security-Guard Functions (DFARS Case 2004-D032)

Conditionally extends, from Dec. 1, 2005, to Sept. 30, 2006, authority for contractor performance of security-guard functions at military installations or facilities to meet the increased need for such functions since Sept. 11, 2001. Implements Section 324 of the National De-

fense Authorization Act for Fiscal Year 2005, which requires DoD to submit a report to Congress on the use of this authority, no later than Dec. 1, 2005, to permit extension of the authority.

### Extension of Test Program for Negotiation of Comprehensive Small Business Subcontracting Plans (DFARS Case 2004-D029)

Extends, from Sept. 30, 2005, to Sept. 30, 2010, the test program that permits negotiation of comprehensive small business subcontracting plans with DoD contractors. The test program is intended to determine whether comprehensive subcontracting plans on a corporate, division, or plant-wide basis will reduce administrative burdens while enhancing subcontracting opportunities for small and small disadvantaged business concerns. The extension implements Section 843 of the National Defense Authorization Act for Fiscal Year 2005.

### Major Systems Acquisition (DFARS Case 2003-D030)

Updates references to the DoD 5000 series documents with regard to major systems acquisition and earned value management systems. Relocates DFARS text on earned value management from Part 234, Major Systems Acquisition, to Part 242, Contract Administration, since earned value management requirements are not limited to major systems. The corresponding earned value management provision and clause are relocated from DFARS 252.234-7000 and 252.234-7001, to 252.242-7001 and 252.242-7002, respectively, with no substantive change, other than update of references to DoDI 5000.2.

A March 7, 2005, memorandum from the acting under secretary of defense (acquisition, technology and logistics) containing additional changes to DoD earned value management policy is shown on p. 80 of this issue.

**Proposed Rules**

### Foreign Acquisition (DFARS Case 2003-D008)

Proposed change updates and clarifies DFARS text on the acquisition of supplies and services from foreign sources. Relocates to PGI, guidance on evaluating offers of foreign end products; information on international agreements; and procedures for contracting with qualifying country sources, for administration of duty-free entry provisions, and for acquisitions involving foreign military sales requirements.

### Restrictions on Totally Enclosed Lifeboat Survival Systems (DFARS Case 2004-D034)

Proposed change removes DFARS text addressing restrictions on the acquisition of totally enclosed lifeboats from foreign sources. The text proposed for removal is based on fiscal year 1994 and 1995 appropriations act provisions that are no longer considered applicable and other statutory provisions that apply only to the Navy.

### Contracting by Negotiation (DFARS Case 2003-D077)

Proposed change updates DFARS text on contracting by negotiation and source selection. Relocates to PGI, procedures for preparation of source selection plans and examples of source selection evaluation factors.

### Contract Modifications (DFARS Case 2003-D024)

Proposed change deletes unnecessary text on contract modifications; clarifies procedures for determining if a request for equitable adjustment requires contractor certification; and relocates to PGI, procedures for identifying foreign military sales requirements, for obligating or deobligating contract funds, and for review and definitization of change orders.

### Component Breakout (DFARS Case 2003-D071)

Proposed change relocates the contents of DFARS Appendix D, Component Breakout, to PGI with no substantive change. Breaking out components of end items permits the government to purchase the components directly from the manufacturer or supplier and furnish them to the end item manufacturer as Government-furnished material for future acquisitions.

## DEFENSE FAR SUPPLEMENT (DFARS) CHANGE NOTICE 20050412

DoD published the following final and proposed DFARS changes on April 12, 2005. Access these changes through links on the Director, Defense Procurement and Acquisition Policy Web site at <http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm>.

**Final Rule**

### Personal Services Contracts (DFARS Case 2003-D103)

Adopts as final, without change, the interim rule published on Sept. 17, 2004 (DFARS Change Notice 20040917). The rule provides authority for DoD to enter into personal services contracts for health care at locations outside of medical treatment facilities, and for urgent or unique services that are to be performed outside the United States or that directly support the mission of a DoD intelligence or counter-intelligence organization or the special operations command. The rule implements Sections 721 and 841 of the National Defense Autho-

rization Act for Fiscal Year 2004, and enables the award of contracts for specialized services that would be impractical for DoD to obtain by other means.

**Proposed Rules**

**Administrative Matters (DFARS Case 2003-D084)**

Relocates administrative procedures for signature of contract documents to PGI; deletes unnecessary cross-references; and deletes text on security requirements and IRS reporting requirements that are adequately addressed in the FAR.

**Uniform Contract Line Item Numbering (DFARS Case 2003-D082)**

Eliminates certain exceptions to requirements for uniform contract line item numbering, to promote standardization in contract writing; and relocates to PGI, procedures for use and numbering of contract exhibits and attachments.

**Simplified Acquisition Procedures (DFARS Case 2003-D075)**

Updates and consolidates text on the use of imprest funds and third-party drafts; deletes unnecessary cross-references; and relocates to PGI, guidance on the use of unilateral contract modifications and procedures for use of forms for purchases made using simplified acquisition procedures.

**Use of the Governmentwide Commercial Purchase Card for Micro-Purchases (DFARS Case 2003-D059)**

Lowers the approval level for exceptions to DoD policy for use of the governmentwide commercial purchase card for actions at or below the micro-purchase threshold, from a general or flag officer or a member of the Senior Executive Service, to the chief of the contracting office. Also adds a new blanket exception that applies if an authorized official renders the agency's or activity's purchase card program inactive.

**Socioeconomic Programs (DFARS Case 2003-D029)**

Relocates policy for contracting with historically black colleges and universities and minority institutions (HBCU/MIs) to a new location within the DFARS, for consistency with the location of FAR policy on this subject; updates the relocated text to exclude information on HBCU/MI contract percentage goals and infrastructure assistance that is unnecessary for inclusion in the DFARS; deletes text on base closures and realignments that duplicates policy found elsewhere in the DFARS; and relocates to PGI, procedures for obtaining funds for incentive payments to contractors that award subcontracts to Indian organizations and enterprises.

**Environment, Occupational Safety, and Drug-Free Workplace (DFARS Case 2003-D039)**

Deletes unnecessary cross-references and general statements regarding hazard warning labels and a drug-free workplace; relocates text on ozone-depleting substances to a more appropriate location within the DFARS; and relocates to PGI, internal DoD procedures on safety precautions for ammunitions and explosives and use of recovered materials.

**Contract Administration (DFARS Case 2003-D023)**

Deletes text that is unnecessary or duplicative of FAR policy in the areas of: visits to contractor facilities; conduct of postaward conferences; review and negotiation of contractor costs and billing rates; use of contractor past performance information; and contractor internal controls. Relocates procedures to PGI in the areas of: providing contract administration services to foreign governments and international organizations; coordination between corporate and individual administrative contracting officers; processing of contractor novation and change-of-name agreements; processing of voluntary refunds from contractors; and providing technical representatives at contractor facilities. Updates the clause on contractor material management and accounting systems for consistency with policy found in the prescriptive DFARS text.

**Subcontracting Policies and Procedures (DFARS Case 2003-D025)**

Clarifies government responsibilities for conducting reviews of contractor purchasing systems; updates a reference to a FAR clause on contracts for commercial items; and relocates to PGI, examples of weaknesses in a contractor's purchasing system that may indicate the need for a review.

## DEFENSE FAR SUPPLEMENT (DFARS) CHANGE NOTICE 20050421

DoD published the following proposed DFARS change on April 21, 2005. Access these changes through links on the Director, Defense Procurement and Acquisition Policy Web site at <http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm>.

**Proposed Rule**

**Radio Frequency Identification (DFARS Case 2004-D011)**

Proposed DFARS change requires contractors to—
- Affix passive radio frequency identification (RFID) tags to the exterior packaging of shipments to identify the contents; and
- Electronically submit advance shipment notices to DoD to permit receiving personnel to associate the RFID tag data with the corresponding shipment.

Applies to shipments that—
- Contain packaged operational rations, clothing, individual equipment, tents, tools, housekeeping supplies and equipment, personal demand items, or repair parts and components; and
- Will be delivered to the Defense Distribution Depot in Susquehanna, Pa., or the Defense Distribution Depot in San Joaquin, Calif.

The change will improve visibility of DoD assets in the supply chain and will permit more efficient movement of supplies to U.S. and coalition troops.

## DEFENSE FAR SUPPLEMENT (DFARS) CHANGE NOTICE 20050422

DoD published the following final DFARS changes on April 22, 2005. Access these changes through links on the Director, Defense Procurement and Acquisition Policy Web site at <http://www.acq.osd.mil/dpap/dars/dfars/changenotice/index.htm>.

### Final Rules

**Unique Item Identification and Valuation (DFARS Case 2003-D081)**

Finalizes, with changes, the interim rule published in DFARS Change Notice 20040101.

The rule requires contractors to provide—
- Unique identification of marking of all delivered items for which the government's unit acquisition cost is $5,000 or more, and certain items for which the government's unit acquisition cost is less than $5,000 (e.g, serially managed, mission essential, and controlled inventory); and
- the government's unit acquisition cost of all delivered items, as part of or associated with the Material Inspection and Receiving Report (DD Form 250).

The final rule includes exceptions to UID requirements for—
- Items to be used in support of a contingency operation or to facilitate the defense against or recovery from nuclear, biological, chemical, or radiological attack; and
- Commercial items or items acquired from a small business concern if the component acquisition executive (for ACAT I programs) or the head of the contracting activity (for all other programs) executes a determination and findings that it is more cost effective for the government to assign, mark, and register the UID after delivery.

Unique identification enables DoD to consistently capture the value of the items it buys, control these items during their use, and combat counterfeiting of parts. Additional information on DoD's unique identification policy can be found at <http://www.acq.osd.mil/uid>.

**Reporting Contract Performance Outside the United States (DFARS Case 2004-D001)**

Clarifies requirements for contractor reporting of contract performance outside the United States; and establishes two separate clauses to eliminate confusion between two reporting requirements previously contained in one clause. Relocates text on contracting officer distribution of reports to PGI. The reporting requirements apply to solicitations and contracts with a value exceeding $500,000.

## DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 18, 2005)

## DEPARTMENT OF DEFENSE RELEASES THE NATIONAL DEFENSE AND THE NATIONAL MILITARY STRATEGIES

The Department of Defense released its National Defense Strategy (NDS) and National Military Strategy (NMS) today. These strategies outline an active, layered approach to the defense of the nation and its interests. They seek to create conditions conducive to respect for the sovereignty of nations and a secure international order favorable to freedom, democracy, and economic opportunity. The strategies promote close cooperation with others around the world who are committed to these goals and address mature and emerging threats.

"Since 9/11, the Department has updated its strategic thinking—incorporating lessons learned from Iraq, Afghanistan, and other operations," said Douglas J. Feith, under secretary of defense for policy. "We now have a strategy that positions us better to handle strategic uncertainty, recognizes the value of measures to resolve problems before they become crises and crises before they become wars, and emphasizes the importance of building partnership capacity to address security problems."

The NDS is issued periodically, and the NMS is updated every two years. These documents outline how the Department supports the president's National Security Strategy and provide the strategic context for the ongoing Quadrennial Defense Review.

The NDS defines DoD's strategic objectives: securing the U.S. from direct attack; securing strategic access and retaining freedom of action; strengthening alliances and partnerships; and establishing security conditions conducive to a favorable international order.

The NMS provides strategic guidance to the armed forces on how to support NDS objectives. It sets forth three military objectives: protecting the U.S.; preventing conflict and surprise attack; and prevailing against adversaries.

Link to NDS: <http://www.defenselink.mil/news/Mar2005/d20050318nds2.pdf>.

Link to NMS: <http://www.defenselink.mil/news/Mar2005/d20050318nms.pdf>.

## GAO REPORTS

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

### National Defense

**Defense Acquisitions**: Improved Management Practices Could Help Minimize Cost Growth in Navy Shipbuilding Programs, GAO-05-183, Feb. 28, 2005

**Defense Acquisitions**: Plans Need to Allow Enough Time to Demonstrate Capability of First Littoral Combat Ships, GAO-05-255, March 1, 2005

**Tactical Aircraft**: Status of the F/A-22 and JSF Acquisition Programs and Implications for Tactical Aircraft Modernization, GAO-05-390T, March 3, 2005

**Maritime Administration**: Improved Program Management Needed to Address Timely Disposal of Obsolete Ships, GAO-05-264, March 7, 2005

**Unmanned Aerial Vehicles**: Improved Strategic and Acquisition Planning Can Help Address Emerging Challenges, GAO-05-395T, March 9, 2005

**Defense Microelectronics**: DoD-Funded Facilities Involved in Research Prototyping or Production, GAO-05-278, March 11, 2005

**Tactical Aircraft**: Air Force Assessment of the Joint Strike Fighter's Aerial Refueling Method, GAO-05-316R, March 14, 2005

**Tactical Aircraft**: Opportunity to Reduce Risks in the Joint Strike Fighter Program with Different Acquisition Strategy, GAO-05-271, March 15, 2005

**Tactical Aircraft**: Air Force Still Needs Business Case to Support F/A-22 Quantities and Increased Capabilities, GAO-05-304, March 15, 2005

**Human Capital**: Preliminary Observations on Proposed DoD National Security Personnel System Regulations, GAO-05-432T, March 15, 2005

**Defense Acquisitions**: Future Combat Systems Challenges and Prospects for Success, GAO-05-442T, March 15, 2005

**Defense Acquisitions**: Changes in E-10A Acquisition Strategy Needed before Development Starts, GAO-05-273, March 15, 2005

**Defense Acquisitions**: Future Combat Systems Challenges and Prospects for Success, GAO-05-428T, March 16, 2005

**Contract Management**: Opportunities to Improve Surveillance on Department of Defense Service Contracts, GAO-05-274, March 17, 2005

**Defense Logistics**: High-Level DoD Coordination Is Needed to Further Improve the Management of the Army's LOGCAP Contract, GAO-05-328, March 21, 2005

**Defense Acquisitions**: Information for Congress on Performance of Major Programs Can Be More Complete, Timely, and Accessible, GAO-05-182, March 28, 2005

**Defense Acquisitions**: Assessments of Selected Major Weapon Programs, GAO-05-301, March 31, 2005

**Defense Acquisitions**: Status of Ballistic Missile Defense Program in 2004, GAO-05-243, March 31, 2005

**Tactical Aircraft**: F/A-22 and JSF Acquisition Plans and Implications for Tactical Aircraft Modernization, GAO-05-519T, April 6, 2005

**Defense Logistics**: Actions Needed to Improve the Availability of Critical Items during Current and Future Operations, GAO-05-275, April 8, 2005

**Human Capital**: Preliminary Observations on Proposed Department of Defense National Security Personnel System Regulations, GAO-05-517T, April 12, 2005

### Science, Space, and Technology

**Digital Broadcast Television Transition**: Estimated Cost of Supporting Set-Top Boxes to Help Advance the DTV Transition, GAO-05-258T, Feb. 17, 2005

**NASA's Space Vision**: Business Case for Prometheus 1 Needed to Ensure Requirements Match Available Resources, GAO-05-242, Feb. 28, 2005

**NASA**: Compliance with Cost Limits, GAO-05-492R, April 8, 2005

THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301 - 1000

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
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

JAN 25 2005

Subject: Fiscal Year 2005 Rapid Acquisition Authority (RAA)

The Global War on Terrorism and our recent experiences with Operations Iraqi Freedom and Enduring Freedom have highlighted the urgency of rapidly fulfilling the operational needs of our warfighters. In accordance with section 806 (c) of the Bob Stump National Defense Authorization Act for Fiscal Year 2003 (Pub. L. No. 107-314), as amended by section 811 of the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005 (Pub. L. No. 108-375), pertaining to RAA, the Secretary of Defense may make a written determination identifying equipment as urgently needed to eliminate a combat capability deficiency that has resulted in combat fatalities. This authority is limited to an aggregated amount of not more than $100 million during any fiscal year.

All requests for a Secretarial determination under section 806 (c) shall be submitted to the Under Secretary of Defense (Acquisition, Technology & Logistics) (USD(AT&L)) through the Joint Rapid Acquisition Cell (JRAC). The JRAC will act as the organization responsible for receiving cases, recommending which cases require use of the RAA, and tracking progress on fulfillment of the urgent combat capability deficiency. In addition, the JRAC, in consultation with affected Services and/or Agencies, is authorized to identify funds available to DoD within the current fiscal year for acquisition of this equipment.

Requestors of needed equipment should follow the process and format as outlined in the Deputy Secretary of Defense's "Meeting Immediate Warfighter Needs" memorandum dated November 15, 2004. If a case is deemed a candidate for use of RAA, you will be requested to provide additional information in preparation for my written determination and Congressional Notification.

Points of contact are Dr. Robert Buhrkuhl, Director, JRAC, 703-692-5867, or Ms. Ann Reese, Deputy Director, JRAC, 703-697-1445, extension 124.

THE DEPUTY SECRETARY OF DEFENSE
WASHINGTON, DC 20301

FEB 7 2005

MEMORANDUM FOR: SEE DISTRIBUTION

Subject: Department of Defense (DoD) Business Transformation

To advance the development of world-class business operations in support of the warfighter, the Defense Business Systems Management Committee (DBSMC) is established. The DBSMC will recommend policies and procedures required to integrate DoD business transformation and to review and approve the defense business enterprise architecture and cross-Department, end-to-end interoperability of business systems and processes, as outlined in the attached charter. The DBSMC replaces the current Business Management Modernization Program governance structure.

The DBSMC is composed of the following members:

- Deputy Secretary of Defense (Chair);
- Under Secretary of Defense for Acquisition, Technology, and Logistics (Vice Chair);
- Secretaries of the Military Departments and the heads of the Defense Agencies;
- Under Secretary of Defense (Comptroller);
- Under Secretary of Defense for Personnel and Readiness;
- Vice Chairman of the Joint Chiefs of Staff;
- Commander, U.S. Transportation Command;
- Commander, U.S. Joint Forces Command;
- Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer; and
- Director, Program Analysis and Evaluation (Advisory).

Attachment:
As stated

**Editor's note**: View the distribution and attachment to this memorandum at <http://www.defenselink.mil/comptroller/bmmp/products/Governance/DBSMC%20charter.pdf>.

THE DEPUTY SECRETARY OF DEFENSE
WASHINGTON, DC 20301

MAR 24 2005

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Delegation of Authority and Direction to Establish an Investment Review Process for Defense Business Systems

In order to ensure effective governance of investments in defense business systems and consistent with 10 U.S.C. § 2222(f), I delegate the authority for review, approval, and oversight of the planning, design, acquisition, deployment, operation, maintenance, and modernization of defense business systems to the following:

(1) The Under Secretary of Defense for Acquisition, Technology and Logistics for any defense business system of which the primary purpose is to support acquisition activities, logistics activities, or installations and environment activities of the Department.

(2) The Under Secretary of Defense (Comptroller) for any defense business system of which the primary purpose is to support financial management activities or strategic planning and budgeting activities of the Department.

(3) The Under Secretary of Defense for Personnel and Readiness for any defense business system of which the primary purpose is to support human resource management activities of the Department.

(4) The Assistant Secretary of Defense for Networks and Information Integration and the Chief Information Officer of the Department for any defense business system of which the primary purpose is to support information technology infrastructure or information assurance activities of the Department.

I shall retain authority of any defense business system of which the primary purpose is to support any DoD activity not covered by the delegations in paragraphs (1) through (4) above.

Consistent with 10 U.S.C. § 2222(g), the approval authorities designated above shall establish, not later than March 15, 2005, an investment review process consistent with guidelines to be issued by the Defense Business Systems Management Committee that includes review and approval of each Defense Business System before the obligation of funds on the system.

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

THE DEPUTY SECRETARY OF DEFENSE
WASHINGTON, DC 20301

MAR 24 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
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
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: Implementation Guidance on the Realignment of the Department of Defense (DoD) Business Transformation Program Management Office

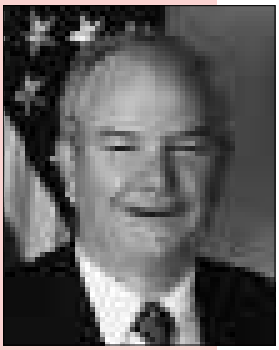
Effective today, I am directing the transfer of program management, oversight and support responsibilities regarding DoD business transformation efforts from the Office of the Under Secretary of Defense (Comptroller (OUSD(C)) to the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (OUSD(AT&L)). This transfer is necessary to support the newly established Defense Business Systems Management Committee (DBSMC). The Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) serves as the Vice Chair of the DBSMC. Transferring these functions and responsibilities will allow the USD(AT&L) to establish the level of activity necessary to support and coordinate DBSMC activities. This transfer also addresses the provisions and requirements set forth in Public Law 108-375, Section 332 of the National Defense Authorization Act for Fiscal Year 2005.

Consistent with this direction, I authorize the realignment of two civilian manpower authorizations and two Senior Executive Service resources from OUSD(C) to the OUSD(AT&L) for this essential business transformation program. All funds programmed and budgeted for the Business Modernization and Systems Integration (BMSI) Office will remain in the Office of the Secretary of Defense account, but shall be reclassified as AT&L. In addition, the BMSI is renamed the Transformation Support Office.

The Under Secretary of Defense (Comptroller) and Director of Administration and Management, in coordination with the USD(AT&L) shall expedite the actions necessary to implement this direction.

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY AND
LOGISTICS



MAR 7 2005

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Revision to DoD Earned Value Management Policy

Earned Value Management (EVM) has been an effective management control tool in the Department for the past 37 years. In order to streamline, improve, and increase consistency in EVM implementation and application, I am revising the policy to include the following changes, effective immediately.

1. Cost or incentive contracts, subcontracts, intra-government work agreements, and other agreements valued at or greater than $20 million in then-year dollars shall implement the American National Standards Institute/Electronic Industries Alliance Standard 748, ***Earned Value Management Systems*** (ANSI/EIA-748). Cost or incentive contracts, subcontracts, and other agreements valued at or greater than $50 million in then-year dollars shall have an EVM system that has been formally validated and accepted by the cognizant contracting officer. I intend to review these dollar thresholds, and revise them if necessary, at least every five years.

2. A Contract Performance Report (CPR) (Data Item Description (DID) number DI-MGMT-81466) (previously called the Cost Performance Report) and an Integrated Master Schedule (IMS) (DID number DI-MGMT-86150) shall be required whenever EVM (compliance with ANSI/EIA-748) is required, that is, for cost or incentive contracts, subcontracts, intra-government work agreements, and other agreements valued at or greater than $20 million in then-year dollars. However, CPR and IMS reporting for cost or incentive contracts, subcontracts, intra-government work agreements, and other agreements valued at less than $50 million in then-year dollars may be tailored (refer to the DoD Earned Value Management Implementation Guide (EVMIG) for guidance on tailoring reporting). A common work breakdown structure that follows the DoD Work Breakdown Structure Handbook (MIL-HDBK-881) shall be used for the CPR, IMS, and Contractor Cost Data Report (CCDR). The Cost/Schedule Status Report (C/SSR) is rescinded effective immediately (except to the extent that it is required under current contracts) and shall not be used to satisfy the EVM reporting requirement on future contract awards.

3. Integrated Baseline Reviews (IBRs) shall be required whenever EVM (compliance with ANSI/EIA-748) is required, that is, for cost or incentive contracts, subcontracts, intra-government work agreements, and other agreements valued at or greater than $20 million in then-year dollars.

4. The responsibility and requirement for government surveillance of contracts remains unchanged and shall be based on the effectiveness of the contractor's implementation of internal management controls. Guidance on surveillance activity can be found in the DoD EVMIG.

5. EVM is discouraged on firm-fixed price, level of effort, and time and materials efforts, including contracts, subcontracts, intra-government work agreements, and other agreements, regardless of

dollar value. If knowledge by both parties requires access to cost/schedule data, the first action is to re-examine the contract type (e.g., fixed price incentive). However, in extraordinary cases where cost/schedule visibility is required and cannot be obtained using the Truth in Negotiations Act, the program manager shall obtain a waiver for individual contracts from the Milestone Decision Authority. In these cases the program manager will conduct a business case that includes rationale for why a cost or fixed price incentive contract was not an appropriate contracting vehicle.

6. The application of EVM on cost or incentive efforts, including contracts, subcontracts, intra-government work agreements, and other agreements valued at less than $20 million is optional and is a risk-based decision that is at the discretion of the program manager. A cost-benefit analysis shall be conducted before deciding to implement EVM in these situations. Considerations for determining the efficacy of applying EVM in these situations and guidance for tailoring reporting can be found in the DoD EVMIG.

These changes to EVM policy are not retroactive but shall be implemented on all applicable future contracts that are awarded based on solicitations or requests for proposal issued on or after 30 days from the date of this memorandum. These changes will be included in the next revision of the DoD 5000 series and other acquisition-related documents. While there is no prohibition on negotiating the revised policy into current contracts, the costs associated with changing the EVM requirements on existing contracts shall be borne by the government.

In support of the above policy changes, the Director, Acquisition Resources and Analysis, shall update all pertinent documents, to include DoD Instruction 5000.2, the Defense Acquisition Guidebook, and the CPR and IMS DIDs. The Director, Acquisition Resources and Analysis, shall work with the Director, Defense Procurement and Acquisition Policy, to update the Defense Federal Acquisition Regulation Supplement (DFARS) clauses. The Defense Contract Management Agency shall lead the efforts to update the DoD EVMIG. The Defense Acquisition University shall update its EVM curriculum.

Until the updated DFARS clauses are coordinated and approved, the existing clauses (252.234-7000 for solicitations and 252.234-7001 for contracts) shall be used. For contracts valued at or greater than $50 million, these clauses shall be applied directly. For contracts valued at or greater than $20 million but less than $50 million, the following paragraph shall be included in the statement of work: ***"In regard to DFARS 252.234-7000 and 252.234-7001, the contractor is required to have an Earned Value Management System that complies with ANSI/EIA-748; however, the government will not formally validate/accept the contractor's management system (no formal review)."*** While not required, if a risk-based decision is made to require EVM on cost or incentive contracts valued at less than $20 million, the above paragraph shall also be included in the statement of work.

While it is preferred that Project Management/Earned Value Management costs be charged direct to the contract, the contractor shall follow their accounting policies and procedures.

Questions regarding the revised EVM policy should be directed to Ms. Debbie Tomsic (deborah/tomsic@osd.mil) or Mr. Larry Axtell (larry.axtell@osd.mil) at (703) 695-0707.

Michael W. Wynne

**Editor's note**: View the distribution to this memorandum at <http://akss.dau.mil/docs >.

# DOD IMPLEMENTS EARNED VALUE MANAGEMENT POLICY IMPROVEMENTS

*Debbie Tomsic*

Earned Value Management (EVM) is a widely accepted industry best practice for project management that is being used across the Department of Defense, the federal government, and the commercial sector. Consistent with industry practice, DoD adopted the American National Standards Institute/Electronic Industries Alliance Standard 748 (ANSI/EIA-748), *Earned Value Management Systems* (EVMS)—a.k.a. industry standard—in 1998.

On March 7, 2005, the under secretary of defense for acquisition, technology and logistics (USD(AT&L)) signed the memorandum preceding this article approving revisions to the DoD's EVM policy. The policy has been clarified to provide consistency in EVM application across DoD programs and to better manage the programs through improvements in DoD and industry EVM practices.

The previous EVM policy dates from the mid-1990s. Both industry and entities within the DoD expressed concerns about the state of EVM (and program management in general) in defense acquisition, citing inconsistency in the application of EVM, conflicting contractual requirements, duplicative management systems reviews, and unique surveillance oversight activities. These, as well as other factors, led DoD to re-examine its use of EVM to determine if changes were needed. Among the other factors were process and technology advancements and recent Office of Management and Budget (OMB) initiatives that revised the definition for major capital acquisitions and mandated the use of EVM to manage them.

The revised policy was developed by the Office of the Secretary of Defense (OSD) in consultation with the DoD stakeholders via the DoD EVM Working Group (military services, defense and intelligence agencies, the Defense Contract Management Agency (DCMA), and the Defense Acquisition University). It was also coordinated with OMB. Industry input was obtained through the National Defense Industrial Association (NDIA) and the industry representatives on the Government/Industry EVM Working Group.

## Summarizing the Changes

OSD's EVM initiative resulted in several policy changes. The revised policy requires that all EVM applications comply with the industry standard. It also mandates new EVM application thresholds. The separate thresholds for research, development, test, and evaluation (RDT&E) and procurement were eliminated. The lower threshold was raised from $6.3 million (the former cost/schedule status report (C/SSR) threshold) to $20 million. The upper threshold was lowered from $73 million and $315 million (the former RDT&E and procurement thresholds) to $50 million. Other key changes were: revising and renaming the contract performance report (CPR) (previously titled cost performance report); expanding the application of the integrated master schedule (IMS) and integrating the IMS with the CPR; and clarifying the requirement for integrated baseline reviews (IBRs). In addition, the C/SSR and the cost performance report—no criteria were eliminated because they did not require contractor compliance with any minimum management control guidelines.

A business case analysis, based on DoD contracts data supplied by DCMA and industry-representative contracts data supplied by NDIA, concluded that the revised EVM policy would result in significant cost avoidance relative to the former EVM application thresholds. Specifically, the cost of eliminating C/SSRs on low dollar value contracts (below $20 million) more than offsets the increased cost of additional CPRs (and tailored CPRs, which replace C/SSRs) on the higher dollar value contracts ($20 million and above).

## Compliance with Industry Standard

A contractor EVMS compliant with the current version of the industry standard (as interpreted by the *NDIA ANSI Intent Guide*) is required whenever EVM is required. The 32 EVM guidelines in the industry standard establish minimum management control guidelines for an EVMS; they ensure the validity of the EVM information relied upon by management.

## New Application Thresholds

- EVM compliance is required on cost or incentive contracts, subcontracts, intra-government work agreements, and other agreements valued at or greater than $20 million in then-year dollars. An EVMS that has been formally validated and accepted by the cognizant contracting officer is required on cost or incentive contracts, subcontracts, intra-work agreements, and other agreements valued at or greater than $50 million in then-year dollars. Although validation is not required below $50 million, the contractor must still comply with the industry standard. Once validated, continuing acceptance of a contractor's EVMS will be affirmed by means of government surveillance. The cost of val-

idating contractor systems will be borne by the government.

- The implementation of EVM on cost or incentive efforts valued at less than $20 million is a risk-based decision at the discretion of the program manager. A cost-benefit analysis is required before a decision is made to implement EVM in these situations. EVM is optional for contracts of less than 12 months' duration and non-schedule-based kinds of contracts, such as level of effort. EVM may not be optional if the product or service being acquired is designated as a major capital acquisition in accordance with OMB Circular A-11, Part 7.

- The implementation of EVM on firm-fixed-price efforts is discouraged, regardless of dollar value. In exceptional cases, such as those in which the government believes there is significant schedule risk or is concerned about the impact of cost pressures on product or service quality, cost/schedule visibility may be desired. In these cases, the program manager is required to obtain a waiver for individual contracts from the milestone decision authority. Waiver requests must include a business case analysis that provides rationale for why a cost or incentive contract was not an appropriate contracting vehicle.

### Cost and Schedule Reporting

- A CPR and an IMS are required whenever EVM is required. The industry standard leaves it to the government to determine the details of the EVM data to be reported and the level of analysis required. To ensure that contractors and DoD program offices "use EVM data to manage" rather than "manage the EVM data," the data item descriptions for the CPR (DI-MGMT-81466) and the IMS (DI-MGMT-81650) have been updated to reflect industry best practice and to enable the use of modern EVM software tools.

- Changes to the CPR include reduced time period for submission, requirement for digital submission, more comprehensive data requirements, and a more comprehensive minimum set of requirements for analysis in Format 5. Changes to the IMS include mandating the IMS and integrating it with the CPR and requirement for a fully integrated network of discrete contract tasks/activities. Both the CPR and IMS are tailorable for contracts valued at less than $50 million, and tailoring guidance has been included in the new version of the *DoD Earned Value Management Implementation Guide (EVMIG)*.

### Integrated Baseline Reviews

IBRs are required whenever EVM is required. IBRs are good practice for all programs, regardless of size, to assess that the contractor's baseline for performing the work is achievable and that both the contractor and the government understand the program's risks. If contract requirements or the contractor's approach for complying with contract requirements change significantly, an additional IBR should be conducted.

## Implementing the Policy

The changes to DoD's EVM policy must be implemented on applicable contracts awarded based on solicitations or requests for proposal issued on or after April 6, 2005 (30 days from the date of the memorandum signed by the USD(AT&L)). While the changes are not retroactive, remaining contract duration and estimated costs, as well as other risk factors, will be taken into consideration when determining whether to modify existing contracts to require EVM. The costs associated with imposing new or different EVM requirements on existing contracts will be borne by the government.

The revised policy is being incorporated into DoD Instruction 5000.2 and the *Defense Acquisition Guidebook*. The changes have been incorporated into the EVMIG—the principal reference for detailed implementation guidance, which is available on the DCMA Web site at <http://guidebook.dcma.mil/79/guidebook_process.htm>. In addition, new Defense Federal Acquisition Regulation Supplement (DFARS) clauses are in process to implement the changes in solicitations and contracts.

The responsibility and requirement for government surveillance of contracts remains unchanged and is based on the effectiveness of the contractor's implementation of internal management controls. Guidance on surveillance activity can be found in the EVMIG.

For more information, contact Debbie Tomsic, OUSD(AT&L), Acquisition Resources and Analysis, (703) 695-0707 or deborah.tomsic@osd.mil.

*Tomsic is a senior program analyst in the Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), Acquisition Resources and Analysis, Acquisition Management. She is a certified acquisition professional in the program management career field.*

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION, TECHNOLOGY AND LOGISTICS

MAR 15 2005

The Honorable John Warner
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20515

Dear Mr. Chairman:

I am very pleased to provide you with a report on the business transformation efforts at the Department of Defense (DoD), spearheaded by the Business Management Modernization Program. This report is submitted in response to the reporting requirements of 10 U.S.C. 2222(i), as added by section 332 of Public Law 108-375, the Ronald W. Reagan National Defense Authorization Act (NDAA) for Fiscal Year 2005.

The need to transform business operations that support the warfighter while achieving financial accountability is the focus of the BMMP. The BMMP will define and implement DoD enterprise-level capabilities that serve as transformation catalysts. Furthermore, BMMP will enable and continuously improve financial accountability across the Department. We plan to accomplish these objectives by relying on three key principles: clear standards, clear lines of authority, and tiered accountability. Details of our plan are outlined in the enclosed report.

The leadership of this program is committed to a course of action that provides our military with the state-of-the-art, interoperable business systems they deserve. Our commitment is a reflection of the firm resolve and leadership of the Secretary of Defense. On his behalf, I offer that same commitment to work closely with you as we strive together to provide world-class business operations to our Armed Forces wherever they are called to serve.

Sincerely,

Michael W. Wynne

**Editor's note**: View the enclosure to this memorandum at <http://www.dod.mil/comptroller/bmmp/products/2005%20Congressional%20Report%20and%20Cover%20Letter.pdf >.

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY AND
LOGISTICS

MAR 22 2005

MEMORANDUM FOR LEADERS OF THE ACQUISITION WORKFORCE

SUBJECT: Acquisition Integrity and Ethics

At my request, a Defense Science Board task force recently completed a study on Management Oversight in Acquisition Organizations, whose purpose was to assess our structure and methods of oversight to ensure the integrity of acquisition decisions in the Department. The preliminary recommendations, which are currently being finalized, cover two broad areas: immediate changes to processes and oversight and enduring changes in cultivating leadership and people.

While I am sure we can make the necessary changes to our processes and oversight practices in relatively short order, I am more concerned that we make the long-term institutional commitment in our leadership and people to ensure the highest integrity and ethics in our acquisition community. It is imperative that we, the leaders of the acquisition workforce, examine our culture, our attitudes, and our behaviors so that we forever avoid having one of our senior leaders gain or control power for personal gain. We must earn back the credibility that a transparent and honest procurement system must have to function in the public domain.

While expediency and results are important, the manner in which we conduct ourselves is even more important. If we make unethical decisions to expedite our acquisitions, we are doing a disservice to the American people. I ask that you and your senior leadership discuss these issues at every opportunity, in meetings and forums, within your community and with your industry partners. Please make acquisition integrity and ethics the center of your everyday decision-making and culture. It has to start at the top with us. Every decision must be made with these high ideals in mind. Thank you for your support.

Michael W. Wynne

SECRETARY OF THE AIR FORCE
WASHINGTON

MAR 3 2005

MEMORANDUM FOR SEE DISTRIBUTION
SUBJECT: Life Cycle Management Plan (LCMP)

About a year ago a Product Support Working Group (PSWG) was formed, chartered and empowered to look at how we address product support and develop a streamlined acquisition and sustainment policy and process. Specifically, the task was to review the need for a stand-alone Product Support Management Plan (PSMP). The impetus for establishing this group was in response to an Eagle Look investigation on product support.

AF/IL was the lead for this group with SAF/AQ as a core member. A recommendation went forth to incorporate the PSMP into section 8, "Product Support Concept," of the Single Acquisition Management Plan (SAMP). In addition, the PSWG recommended a name change to the SAMP to ensure consistency with the intent of total life cycle responsibility addressed in DoD 5000 series. The basis of the LCMP is a blending of the former SAMP and PSMP into one "cradle to grave" document. The PSWG ensured the core overarching methodology of the SAMP remained intact. Section 8, which addresses product support concepts, is the only major change that you should notice from the SAMP. This revolutionary approach will ensure the sustainment strategy is locked in providing all support requirements of a system, subsystem, or major end item from definition to disposal.

The LCMP is to be a "living document" in response to the evolution of DoD acquisition policy and updates to current statutory requirements. Combining the SAMP and PSMP into a single product support document eliminates redundancy, avoids potentially conflicting guidance, lays out full life cycle product support strategies and maximizes system effectiveness from the perspective of the warfighter.

The LCMP will be implemented as follows:

a. All ACAT I and II non-space programs—LCMP implementation is mandatory.
b. Existing acquisition programs with SAMPs approved before 1 May 2005 will continue the program under the current SAMP guidance.
c. After 1 May 05, programs operating under a SAMP will transition to an LCMP when the program:
   (1) Enters a new milestone;
   (2) Updates the PSMP and/or SAMP (AFFARS 5307.104(v)); or
   (3) Implements a major system modification. At the discretion of the portfolio authority (PEO or ALC/CC), the LCMP may be limited to the modification versus the entire system.
d. For ACAT III programs, LCMP may be prepared at the Milestone Decision Authority's discretion.

Our intention is to make the transition from the PSMP/SAMP to the LCMP as seamless as possible. Our staffs have worked diligently to minimize the impact to the field. If you have any concerns or questions, please contact SAF/AQXA, Mr. Mark Humphrey (mark.humphrey@pentagon.af.mil) or AF/ILMM, Mrs. Sharon Hardern (sharon.hardern@pentagon.af.mil).

**Editor's note**: View the distribution and attachments to this memorandum at <http://www.safaq.hq.af.mil/index-2.html>.

2 Attachments
1. LCMP Guide
2. Distribution List

Peter B. Teets
Acting Secretary of the Air Force

OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-3000

ACQUISITION, TECHNOLOGY AND LOGISTICS

FEB 23, 2005

MEMORANDUM FOR DIRECTORS OF THE 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
DEPUTY DIRECTOR FOR LOGISTICS (DLA)
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, ARMY CONTRACTING AGENCY

SUBJECT: Contracting with Employers of Persons with Disabilities

The purpose of this memorandum is to bring to your attention a recently enacted statutory provision that prescribes whether the Javits-Wagner-O'Day Act (41 U.S.C. 46 et seq., JWOD) or the Randolph-Sheppard Act (R-SA) (20 U.S.C. 107 et seq.) applies to certain contracts for the operation of all or any part of a military mess hall, military troop dining facility, or any similar dining facility operated for the purpose of providing meals to members of the Armed Forces. The R-SA requires that a priority be given to blind persons licensed by a State agency for the operation of vending facilities on Federal property. The JWOD Act requires Government agencies to purchase selected products and services from qualified nonprofit agencies employing people who are blind or otherwise severely disabled.

Section 853 of the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005 (Pub. L. No. 108-375) repeals section 852 of the National Defense Authorization Act for Fiscal Year 2004 (Pub. L. No. 108-136) and protects the status quo for contracts awarded to either a JWOD source or to an R-SA State licensing agency if the contract was entered into before September 30, 2005, and either is in effect on September 30, 2005, or was in effect on November 24, 2003. A copy of section 853 is attached.

If you have any questions regarding the Department's policies or procedures for doing business in accordance with the R-SA and the JWOD Act, please contact Ms. Susan Schneider at (703) 614-4840.

Deidre A. Lee
Director, Defense Procurement
and Acquisition Policy

Attachment:
As stated

**Editor's note**: View the attachment to this memorandum at <http://www.acq.osd.mil/dpap/policy/policyvault/policy_1.htm>.

OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301 - 3000

ACQUISITION, TECHNOLOGY AND LOGISTICS

MAR 02 2005

DPAP/P

MEMORANDUM FOR DIRECTORS OF THE 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
DEPUTY DIRECTOR FOR LOGISTICS (DLA)
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, ARMY CONTRACTING AGENCY

SUBJECT: Contracting with National Industries for the Blind

The purpose of this memorandum is to bring to your attention a new opportunity for acquiring certain SKILCRAFT Services from the National Industries for the Blind (NIB), which serves to increase employment prospects for people who are blind.

For some time NIB services have been available for procurement through the policies and procedures for implementing the Javits-Wagner-0'Day Act (41 U.S.C. 46-48c) ("the JWOD Act,") and the rules of the Committee for Purchase from People Who Are Blind or Severely Disabled (4 1 CFR Chapter 51), as implemented in Subpart 8.7 of the Federal Acquisition Regulation (FAR). The rules require the Government to purchase supplies or services on the Procurement List, at prices established by the committee, from JWOD participating nonprofit agencies if they are available within the period required.

NIB is now offering SKILCRAFT Services for Information Technology, Logistics, Office Imaging, and Document Management on a commercial basis through the GSA Multiple Award Schedules Program. Acquisition of SKILCRAFT Services under the GSA schedule is derived from both Title III of the Administrative Services Act of 1949 (41 U. S. C. 251, et seq.) and Title 40 U.S.C., Public Buildings, Property and Works, as implemented in Subpart 8.4 of the FAR. Under the GSA Multiple Award Schedule (#GS-00F-0032P), comparable services are established with more than one supplier, at varying prices. While acquiring SKILCRAFT Services under this schedule is not mandatory, the schedule offers a competitive and time sensitive solution to meet the needs of federal customers.

If you have any questions regarding the Department's policies or procedures for doing business with the National Industries for the Blind, please contact Ms. Susan Schneider at (703) 614-4840, or via e-mail at susan.schneider@osd.mil.

Deidre A. Lee
Director, Defense Procurement
and Acquisition Policy

OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

ACQUISITION, TECHNOLOGY AND LOGISTICS

MAR 21 2005

DPAP/EB

MEMORANDUM FOR DIRECTORS 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
DIRECTOR, DEFENSE CONTRACT MANAGEMENT AGENCY
DEPUTY DIRECTOR FOR LOGISTICS OPERATIONS (DLA)
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, ARMY CONTRACTING AGENCY

SUBJECT: Instructions for FY05 Contract Action Reporting

In my memo to you dated January 24, 2005, I explained that the Department of Defense (DoD) would continue to use DD Form 350s to report contract actions greater than $2,500 through at least the end of FY05. However, as part of that decision, I also stressed the importance of eliminating any FY05 reporting backlog and then staying current with our reporting. This is particularly important as we rely upon SIAD (Statistical Information Analysis Division, formerly known as the Directorate for Information Operations (DIOR)) for processing FY05 DoD contract reporting and making it available to Congress and the public. Accordingly, attached is the reporting schedule that should be adhered to during the remainder of FY05.

If you anticipate any issue in your ability to meet the attached reporting milestones, please contact your designated contract reporting representative, who will work with you to resolve any problems:

- Army and Other Defense Agencies: Brian Davidson, brian.davidson@hqda.army.mil, 703-681-9781
- Navy: Patricia Coffey, patricia.coffey@navy.mil, 202-685-1279
- Air Force: Kathryn Ekberg, kathryn.ekberg@pentagon.af.mil, 703-588-7033
- Defense Logistics Agency: Judy Lee, judy.lee@dla.mil, 703-767-1376
- Defense Contracts Management Agency: Barbara Roberson, barbara.roberson@dcma.mil, 703-428-0856
- Standard Procurement System: Joyce Allen, Joyce.L.Allen@us.army.mil, 703-460-1507
- Statistical Information Analysis Division: Richard Hardy, rich.hardy@whs.mil, 703-604-4584

My action officer for FY05 contract action reporting is Ms. Lisa Romney, 703-614-3883, lisa.romney@osd.mil.

Deidre A. Lee
Director, Defense Procurement and Acquisition Policy

Attachment:
As stated

**Editor's note**: View the attachment to this memorandum at <http://www.acq.osd.mil/dpap/policy/policyvault/eb_1.htm>.

OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

ACQUISITION, TECHNOLOGY AND LOGISTICS

APR 15 2005

DPAP/P

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
(ATTN: ACQUISITION EXECUTIVES)
DIRECTORS OF DEFENSE AGENCIES

SUBJECT: Audit Close-Out Initiative

Mr. Wynne, the Under Secretary of Defense (Acquisition, Technology & Logistics), asked me to lead an initiative that will ensure that contracting personnel are efficiently working to close-out Defense Contract Audit Agency (DCAA) audit reports (implementing the findings, disposing of the findings, etc.). The action plan for this initiative is as follows:

**April 22, 2005**: The Military Departments and Defense Agencies will identify a POC for the subject initiative and notify my point of contact, Mr. David Capitano, by e-mail at david.capitano@osd.mil.

**May 4, 2005**: DPAP will distribute a list to the Military Departments and Defense Agencies of all open DCAA audit findings that are six months or older.

**June 6, 2005**: The Military Departments and Defense Agencies will provide input to DPAP on the open DCAA audit findings, including (a) the reason the audit findings have not been resolved, and (b) what actions are being taken to facilitate close-out.

**June 30, 2005**: DPAP will produce an initial report (a) summarizing the reasons for the open audit reports, (b) providing an implementation strategy for reducing the number of open audit reports (e.g., prioritizing the open reports based on age), and (c) identifying recommended solutions to any systemic problems impeding audit closeout.

If you have any questions or require additional information, contact Mr. David Capitano, Senior Procurement Analyst, at 703-847-7486.

Deidre A. Lee
Director, Defense Procurement
and Acquisition Policy

OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON DC 20301-3000

ACQUISITION, TECHNOLOGY AND LOGISTICS

MAR 29 2005

MEMORANDUM FOR THE STANDARDIZATION EXECUTIVES OF THE MILITARY DEPARTMENTS AND DEFENSE AGENCIES

SUBJECT: Policy Memo 05-3, "Elimination of Waivers to Cite Military Specifications and Standards in Solicitations and Contracts"

On October 14, 2004, the Under Secretary of Defense for Acquisition, Technology and Logistics signed the Defense Acquisition Guidance. Paragraph 11.6 of this Guidance states that "it is no longer required to obtain a waiver from the Milestone Decision Authority to cite military specifications and standards in solicitations and contracts."

We are in the process of preparing a formal change to DoD 4120.24-M, "Defense Standardization Program Policies and Procedures," to eliminate the waiver requirement from this document to be consistent with the Under Secretary's direction. Until such a formal change can be issued by the DoD Directives Office, this policy memorandum deletes Section C3.8 and all of its paragraphs and subparagraphs regarding waivers from DoD 4120.24-M.

I request that you take appropriate action to ensure that everyone in your acquisition and logistics communities is aware that a waiver to cite military specifications and standards in solicitations and contracts is no longer required. As noted in the Defense Acquisition Guidance, however, this waiver elimination should not be interpreted as returning to the "old way of doing business," but as recognition of the cultural change that took place in DoD regarding the proper application of specifications and standards. We need to ensure that those in the acquisition and logistics communities have the flexibility to assess program requirements, make good decisions, and where appropriate, require conformance to military specifications and standards.

If there are any questions about this policy memorandum or the status of the change to DoD 4120.24-M, my point of contact is Mr. Stephen Lowell at (703) 767-6879 or e-mail stephen.lowell@dla.mil.

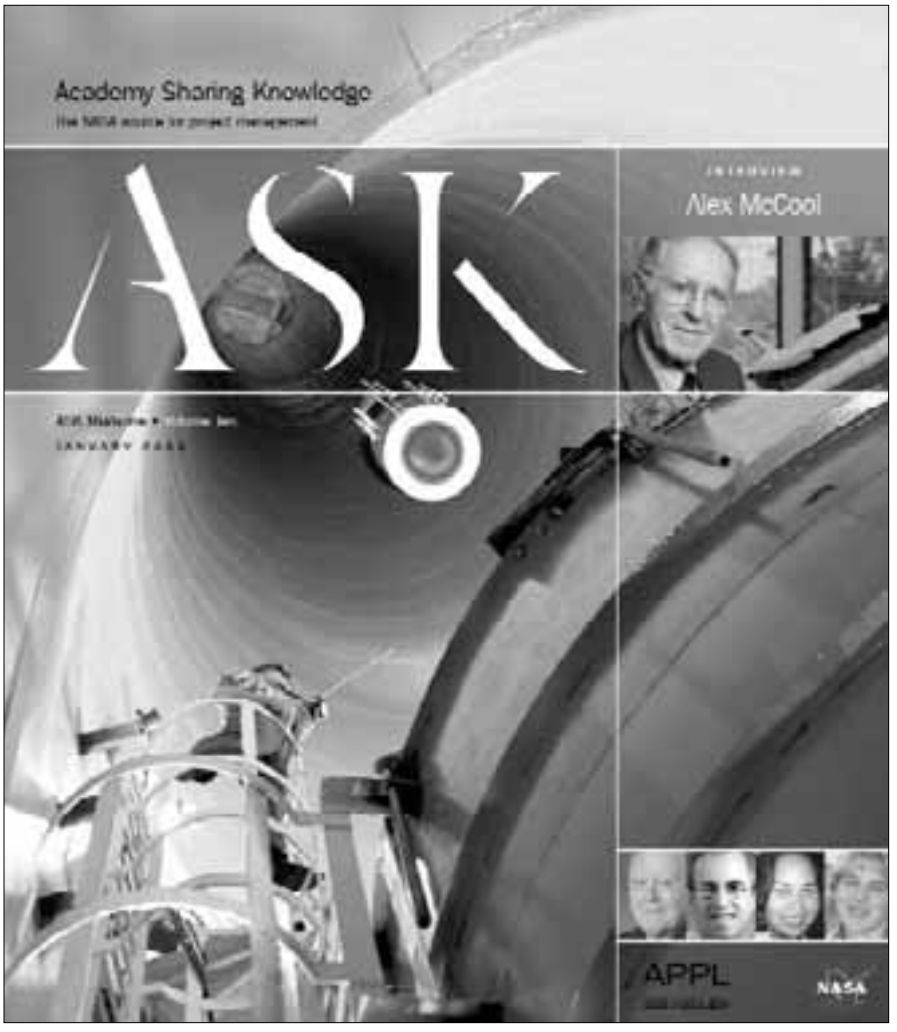
Louis A. Kratz
Assistant Deputy Under Secretary of Defense
(Logistics Plans and Programs)

# Conferences, Workshops & Symposia

## NASA STORYTELLERS ENGAGE, ENCOURAGE, REFLECT

*Maj. Dan Ward, USAF*

I recently had the opportunity to participate in a Masters Forum of program managers, sponsored by NASA's Academy of Program and Project Leadership (APPL). The three-day conference was amazing and enlightening and left my head spinning for days. This is a brief story of some of what I saw, heard, and learned during my time with these spacemen and women.




The first thing that struck me was how deeply cool NASA's mission is. It's all about discovery, exploration, and adventure. Seriously, how many government agencies (or any endeavor at all) can you name that use the word "adventure" in their vision statement, not just their marketing and recruiting materials? I very much wanted to be a part of it.

Next, it was quickly obvious NASA does acquisition, technology development, and program management a little differently from the Department of Defense. That basically means we make different mistakes, so there's probably a lot we can learn from each other. We've each figured out ways around certain pitfalls that the other hasn't yet. Sounds like a ripe field for collaboration and cooperation to me.

As the conference progressed, technology developers from NASA and the DoD began to sound more and more alike. NASA PMs and their teams wrestle with many of the same issues—micromanagement, fear, bureaucracy, funding instability, requirements creep, and the like—that all too often plague the DoD. Even on a technical side, we share some similar challenges. If you think Afghanistan is a low-bandwidth environment, check out Mars. If you think target ID and engagement is tough in Iraq, try doing it from more than 750 million miles away. In one recent example, NASA hit Saturn's moon Titan with their Huygens probe, which was zipping along at 12,400 mph (and experienced 16 Gs of deceleration, by the way). There's a reason they call it rocket science.

### Once Upon A Time

My big take-away from the Masters Forum (aside from the autographed photos of astronaut Paul Richards for my kids) is the power of stories. In the 18th century, Andrew Fletcher of Saltoun, wrote (reputedly quoting the Earl of Cromarty), "I knew a very wise man that believed that … if a man were permitted to make all the ballads, he need not care who should make the laws of a nation." Stories, like ballads (which are, after all, stories in rhyme) carry power. In recognition of this fact, APPL uses stories as their chief knowledge transfer method—the mechanism these program leaders use to shape and define

their culture and to pass along lessons to the younger generation. Quite frankly, the process of writing the stories is often how they discover lessons in the first place.

The storytellers at the Masters Forum don't offer "best practices" for imitation, but instead share "practices" for reflection and encouragement. They are more *de*scriptive than *pro*scriptive, and they understand that adult education is more about drawing out than stuffing in. NASA's storytelling is an engaging, memorable, often amusing approach. It is powerfully effective, and I would love to see DoD practitioners follow suit.

One presenter spun a fascinating yarn about the trials and tribulations involved with fabricating a uniquely designed metal canister for a space experiment. His little cylindrical box was not as sexy as some of the more high-tech gizmos NASA is known for producing, but his story kept us riveted, laughing, listening, and cheering him on. He didn't use a single PowerPoint chart, relying instead on an actual sample canister that he turned over and over in his hands as he spoke. The principles he gently shared with us were both personal and universal, and they cut to the core of how people relate to each other. There's no way I could do his story justice in this article, but I assure you I won't soon forget him.

His presentation (and the others like it) demonstrated that stories are more convincing and enlightening than traditional academic approaches. They capture and present values and priorities, rather than just numbers and charts. They are, in fact, the ideal medium for passing along the accumulated wisdom of "the tribe" to the other members. APPL's objective is to develop "reflective practitioners"—people who take the time to evaluate and learn from their experiences and the experiences of the people around them. Taking some time out of the day to listen to thoughtfully crafted stories certainly encourages reflection—long after the campfire has burned low.

### Check It Out

Of course, we can't all attend NASA's Masters Forum, but that doesn't mean we can't learn from their experiences. APPL publishes stories from the forum in their journal ASK Magazine, which is available online as well as in print. I encourage everyone to visit ASK online at <appl.nasa.gov/ask>. I think you will find the stories and practices interesting, relevant, stimulating—and sometimes even funny. NASA and the DoD have a lot in common, and the bonds we build between us will strengthen us all as we serve this great nation.

## DEFENSE LOGISTICS INFORMATION SERVICE (MARCH 21, 2005)
## ONLINE REGISTRATION AVAILABLE FOR NATO SYMPOSIUM

BATTLE CREEK, Mich.—Organizers have established an online registration system to help interested parties sign up for the 10th International Symposium on Codification, Oct. 10–13 in Edinburgh, Scotland.

Members of the Defense Logistics Information Service will join international logisticians, business leaders, trade associations, and other interested individuals gathering from around the world for the symposium. The meetings are conducted every few years to review the current state of the NATO Codification System and discuss future development.

"Logistics continues to change and is becoming more complex. Accordingly, the logisticians' need for standard, accurate information at their fingertips is growing," said Richard Maison, DLIS' executive director, who also serves as the chairman of the NATO Group of National Directors of Codification (Allied Committee 135).

The committee sponsors the meetings to continue the advancement of the NCS, based on the U.S. cataloging system, as the world's standard language of government supply chain logistics. Originally adopted for NATO, the system is now used by more than 50 nations. It is also becoming a standard for e-commerce.

According to Maison, supporters of the NCS are reaching out to industry to build a common language between government and business. Countries are improving their information products and focusing on accuracy and relevancy, and National Codification Bureaus in participating countries seek to build synergy in the logistics chain from the factory to foxhole.

"This is a very exciting time for those involved with codification. The developments we are pursuing and the projects we are now actively supporting can revolutionize the way cataloging is performed in the next five years," Maison said.

The symposium agenda includes speakers from around the world discussing a range of supply chain and codification issues as well as a number of social events planned for both before and during the main conference. Anyone interested in supply chain management, codification (cataloging), logistics and engineering support,



international standards for data management, and related topics—whether within a military, government, industrial, or commercial enterprise or organization—should attend. All spoken and written material will be presented in English and French.

Those who would like to register online for the symposium can log on to <https://registration.meetingmakers.co.uk/dev-cgi/nato_2005/register?short_conference_name=nato_2005> or use the online tool at <www.codification2005.org> to learn about exhibition or sponsorship opportunities for the symposium.

## NATIONAL SMALL BUSINESS INNOVATION RESEARCH (SBIR) PHASE II CONFERENCE & EXHIBITION (JULY 11–14, 2005) BEYOND PHASE II: READY FOR TRANSITION

The National SBIR PH II Conference will be held July 11–14, 2005, at the Sheraton Hotel and Marina in San Diego, Calif. This conference gives acquisition professionals the chance to meet one on one with small high-tech firms that have innovative technologies. Don't miss this opportunity to learn about transitioning advanced SBIR research and development into your acquisition program

For more information on this event, check the SBIR Web site: <http://www.dodsbir.com/conference> or e-mail sbirconference@brtrc.com.

## PRECISION STRIKE PEO FORUM (JULY 28-29, 2005)

The Precision Strike Association (PSA) will host a Precision Strike PEO Forum July 28-29, 2005, at the Emerald Coast Conference Center, Fort Walton Beach, Fla. This year's theme will be "Precision Strike Capabilities for the Future Battlefield." Exhibit and sponsorship opportunities will be available. Send inquiries to Dawn Campbell at info@precisionstrike.org.

## ACQUISITION SENIOR LEADERS' CONFERENCE

The Acquisition Senior Leaders' Conference is scheduled for Aug. 22–25, 2005, in Detroit, Mich. Watch the U.S. Army Acquisition Support Center Web site at <http://asc.army.mil/events/conferences/2004/slc_geninfo.cfm> for future updates and conference information.

## 2005 ANNUAL INTERNATIONAL TEST & EVALUATION ASSOCIATION (ITEA) INTERNATIONAL SYMPOSIUM (SEPT.26–29, 2005)

The ITEA Symposium 2005 will be held Sept. 26–29, 2005, at the Albuquerque Convention Center in Albuquerque, N.M. This year's event will provide a forum for addressing the issue of transformational test and evaluation, examining the topic from three perspectives:

- **Programs** that are or will be testing in the Joint Force and Coalition Battlespace
- **Methodologies**, processes, resources, tools, and limitations that enable or hinder our testing in the Joint Force and Coalition Battlespace
- **Lessons Learned**, including recommendations for the way ahead.

For more information on this event, check the ITEA Web site: <http://www.itea.org> or call (703) 631-6220.

## 2005 PEO/SYSCOM COMMANDERS' CONFERENCE (OCT. 18–19, 2005)

The 2005 Program Executive Officer/Systems Command (PEO/SYSCOM) Commanders' Conference will be held at the Defense Acquisition University, Fort Belvoir, Va., Oct. 18–19, 2005. The PEO/SYSCOM Conferences and Workshops are a series of senior-level, invitation-only, non-attribution events that host approximately 400 Department of Defense and industry participants at each event. They provide senior leadership from the Department of Defense and Industry an excellent opportunity to meet and share their views and priorities. As the agenda is finalized, information on the 2005 conference will be posted to the conference Web site at <http://www.peosyscom.com>.

## 8TH ANNUAL SYSTEMS ENGINEERING CONFERENCE (OCT. 24–27, 2005)

The 8th Annual Systems Engineering Conference will be held Oct. 24–27, 2005, at the Hyatt Regency Islandia, San Diego, Calif. The call for papers and the conference announcement will be mailed and will be available at <http://register.ndia.org/interview/register.ndia?PID=Brochure&SID=_1D00RC2RA&MID=6870>. If you would like to add your information to the mailing list, please contact Phyllis Edmonson at (703) 247-2588 or pedmonson@ndia.org.

## DAU ALUMNI SYMPOSIUM 2005—BEST PRACTICES AND SOLUTIONS FOR RAPID ACQUISITION, LOGISTICS AND TECHNOLOGY

*Bill Bahnmaier*

The 22nd Annual DAU Alumni Association Acquisition Symposium was held April 19–20 on the Capital/Northeast Campus of DAU at Fort Belvoir, Va. It was billed as a practical learning experience on rapid acquisition processes and models, and it lived up to expectations in all aspects. The theme of the symposium was especially timely as our nation's warfighters are currently actively engaged in combat with terrorists world-wide, with particular emphasis on Iraq and Afghanistan. They rely on acquisition leaders and managers to provide the best technology available in a short period of time.

DAUAA's vision—to bring together the best leadership and management resources for improving defense systems acquisition—drives the association and is the key rationale for holding the symposium.

### Outstanding Professional Development Work

The symposium opened with Jeff McKeel, retiring president of the DAUAA, recognizing the Capital Area Chapter and DAUAA South Region Chapter for their outstanding professional development work in joint DoD-industry events. He also paid tribute to the financial and intellectual support that the DAUAA has received from corporate sponsors Boeing, Northop-Grumman, Lockheed Martin, Raytheon, and ESI International.

### Keynote Address: Retired Air Force Lt. Gen Lawrence P. Farrell Jr.

Frank J. Anderson Jr., DAU president, introduced the keynote speaker, first briefly describing some of the learning awards that DAU has earned over the past several years and the role of DAU in providing an agile, integrated learning environment where acquisition work in the field merges with learning.

Retired Air Force Lt. Gen. Lawrence P. Farrell Jr., focused his keynote address on the need to use good old common sense in working program management issues, quoting Will Rogers to make his point: "If common sense is so common, how come we don't see more of it around?" Farrell stressed the need to pay attention to technology readiness levels in transitioning new technology to acquisition programs when we are trying to acquire materiel rapidly. Alluding to recent improprieties that have surfaced on some DoD programs, Farrell opined that acquisition leaders at all levels need to "just follow the rules and behave."

### Service Perspectives

One of the highlights of the morning session on April 19 was a panel discussion on "Service Perspectives on Rapid Acquisition," moderated by Claude Bolton, assistant secretary of the Army (acquisition, logistics and technology (AL&T)). The discussion explored new DoD policy on rapid acquisition; for example, one of the key items recently activated in the Office of the Secretary of Defense—a Joint Rapid Acquisition Cell (JRAC). The Cell acts as a coordinating mechanism to reach agreement quickly on joint procurements, both strategy and funding, and

Congressman Kurt Weldon, R-Pa., vice-chairman of the House Armed Services Committee spoke on the role of acquisition managers in supporting the warfighter.
Photograph by Staff Sgt. Mason Lowery, USA.

Dr. Nancy Spruill, director, acquisition resources and analysis, in the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, receives the David D. Acker "Skill in Communication" Award from DAU President Frank J. Anderson Jr.

Photograph by Staff Sgt. Mason Lowery, USA.

has been very effective in speeding the process. The only negative is that the JRAC has experienced push-back from other staff elements throughout DoD because it does not follow traditional acquisition paths. The panel consisted of Dr. Robert Buhrkuhl from the Office of the Secretary of Defense; Army Col. Richard Hansen Jr., PM Soldier Warrior; Barry Dillon, deputy commander, Marine Corps Systems Command; Army Col. Gregory Tubbs, director, U.S. Army Rapid Equipping Force; and Blaise Durante, deputy assistant secretary of the Air Force for acquisition integration.

## View from Congress

Congressman Kurt Weldon, R-Pa., was the featured speaker in the afternoon of the first day. Weldon is vice-chairman of the House Committee on Armed Services and very well-informed on acquisition matters. To make the point about the need to get equipment and materiel rapidly to the troops in combat, he told a story about one of his constituents who lost his life in Iraq, his message being that acquisition managers should not lose sight of the warfighter, who counts on them for rapidly deployed, yet reliable, supported, and effective equipment. He also admonished the audience to put aside differences between the executive and legislative branches of government and cooperate to the fullest in order to better serve the warfighter. Weldon closed his presentation to a standing ovation.

## Spruill Receives David D. Acker Award

At the symposium reception and banquet at the Fort Belvoir Officers Club, John J. Young Jr., assistant secretary of the Navy (research, development & acquisition (RD&A)), spoke about the need to encourage innovation within the acquisition community, citing several real-life cases of innovative practices.

Dr. Nancy Spruill, the director, acquisition resources and analysis, in the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, was awarded the coveted David D. Acker "Skill in Communication" Award, the DAUAA's most prestigious award. Created to honor the late Professor David Acker, the award is presented annually to one individual who has promoted and communicated acquisition management excellence to the acquisition workforce.

### DAU Hall of Fame Awards

The evening reception and banquet was also the scene of the annual DAU Hall of Fame awards. Four persons were inducted into the DAU Hall of Fame: Claude Bolton, assistant secretary of the Army (AL&T) and former commandant of the Defense Systems Management College; Gregory Caruth, former director of the DAU Visual Arts and Press; Paul McIlvaine, former DAU logistics department chair and renowned author; and Donna Richbourg, former director, acquisition initiatives Office of the Under Secretary of Defense (AT&L).

### Logistics and Defense Industry Views

Other key rapid acquisition practitioners and panelists during the remainder of the symposium were Lt. Col. John Wright from the U.S Army Rapid Equipping Force, who presented several examples of how the Army is rapidly equipping (not necessarily fielding) urgently required equipment to the warfighter; Dr. Bob Buhrkuhl, who presented on the need for coordinated responses across the Services to meet urgent operational needs; a Performance-Based Support Panel, led by Randy Fowler of the DAU faculty, which included senior Service representatives discussing how best to support equipment rapidly delivered to the troops; and an industry panel on rapid acquisition, co-moderated by Brad Brown, past president of the Pioneer Unmanned Aerial Vehicle Company and currently a DAU faculty member, and Richard Rumpf, former assistant secretary of the Navy (RD&A). The panel looked at how industry can best support the concept of rapid acquisition.

### Non-Defense Industry View: The Last Word

The final speaker of the symposium was John Phillips, a former assistant secretary of defense for logistics and a retired Air Force general officer. Phillips is now the vice-president for government operations for the Home Depot. His engaging presentation stressed how Home Depot is employing innovative ideas in getting material to the customer faster, whether that customer be Harry or Harriet Homeowner or the DoD warfighter.

This year's Symposium was well-attended, and participants went away with a sense that a model for rapid acquisition, technology, and logistics is beginning to emerge.

For more information on the DAUAA, go to <www.dauaa.org>.

*Bahnmaier is the newly elected president of the DAUAA. He is a retired Marine and a former major system program manager.*

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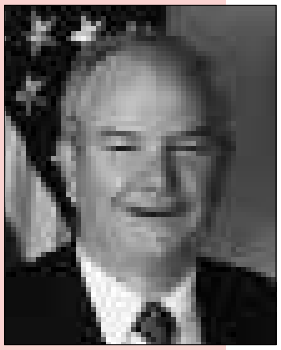
ACQUISITION, TECHNOLOGY AND LOGISTICS



09 MAR 2005

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Under Secretary of Defense (Acquisition, Technology and Logistics) Workforce Development Award

To help promote the objectives of the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) Goal 7—Motivated, Agile Workforce, I have established a USD(AT&L) Workforce Development Award. This program recognizes Department of Defense At&L field organizations that have made exemplary contributions to the career-long learning and development of their workforce.

Specific guidelines on eligibility, nomination, and selection are attached. Please submit nominations no later than August 17, 2005, to:

Defense Acquisition University
ATTN: Planning, Policy and Leadership Support
9820 Belvoir Road
Fort Belvoir, Virginia 22060-5522

The ceremony for the presentation of the Learning and Development Award will be held October 18, 2005, in conjunction with the PEO SYSCOM Conference. I encourage your participation in this inaugural award program.

My point of contact is Dr. Russell A. Vacante at (703) 805-4864 or via e-mail at russ.vacante@dau.mil.

Michael W. Wynne
Acting

Attachments
As stated

**Editor's note**: View the distribution and attachment to this memorandum at <http://www.acq.osd.mil/dpap/UID/index.htm >.

DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 4, 2005)

## SECRETARY OF THE NAVY ENVIRONMENTAL AWARD WINNERS NAMED

Seventeen winners have been selected in the 2004 Secretary of the Navy (SECNAV) Environmental Awards competition, sponsored by the assistant secretary of the Navy (installations and environment).

The annual SECNAV Environmental Awards program recognizes Navy and Marine Corps individuals, teams, ships, and installations for their exceptional environmental stewardship. Competition categories include natural resources conservation, cultural resources management, environmental quality, pollution prevention, and environmental restoration.

Awards were presented May 3, 2005, in Washington, D.C., at the U.S. Navy Memorial & Naval Heritage Center. The 2004 Navy and Marine Corps winners are:

**Natural Resources Conservation Large Installation Award**:
Naval Base Coronado, Calif.
Marine Corps Base Camp Lejeune, N.C.

**Cultural Resources Management Installation Award**
Naval Base Kitsap at Bremerton, Wash.
Marine Corps Recruit Depot Parris Island, S.C.

**Cultural Resources Management Individual or Team Award**
James V. Sartain, Naval Support Activity, Panama City, Fla.
Bryan P. Howard, Marine Corps Recruit Depot, Parris Island, S.C.

**Environmental Quality Industrial Installation Award**
Naval Air Depot Cherry Point, N.C.
Marine Corps Air Station Cherry Point, N.C.

**Environmental Quality Overseas Installation Award**
U.S. Naval Air Facility Atsugi, Japan
Marine Corps Base Camp Butler, Okinawa, Japan

**Environmental Quality Small Ship Award**
*USS McClusky*, San Diego, Calif.

**Pollution Prevention Non-industrial Installation Award**
Commander Navy Region Mid-Atlantic, Norfolk, Va.
Marine Corps Base Hawaii

**Pollution Prevention Individual or Team Award**
Navy Region Northwest Spill Prevention and Response Team, Wash.
Kathleen Stiles, Marine Corps Recruit Depot Parris Island, S.C.

**Environmental Restoration, Installation Award**
Naval Facilities Engineering Command Pacific, Hawaii
Marine Corps Base Camp Lejeune, N.C.

DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 5, 2005)

## DOD TO AWARD $11.4 MILLION FOR SCIENCE AND ENGINEERING RESEARCH

The Department of Defense announced today plans to award $11.4 million to 20 academic institutions in 16 states to perform research in science and engineering fields important to national defense.

Twenty-seven projects were competitively selected under the fiscal 2005 Defense Experimental Program to Stimulate Competitive Research (DEPSCoR), which is designed to expand research opportunities in states that have traditionally received the least funding in federal support for university research. The average award will be approximately $422,000. All awards are subject to the successful completion of negotiations between DoD and the academic institutions.

Academic researchers in Alaska, Arkansas, Delaware, Hawaii, Idaho, Kansas, Kentucky, Maine, Montana, New Hampshire, Nebraska, Nevada, North Dakota, Oklahoma, Puerto Rico, Rhode Island, South Carolina, South Dakota, Tennessee, the U.S. Virgin Islands, Vermont, West Virginia, and Wyoming were eligible to receive awards under this competition.

The Air Force Office of Scientific Research, the Army Research Office, and the Office of Naval Research solicited proposals using a defense-wide broad agency announcement. The announcement was published on the Internet and accessed by the DEPSCoR state committees, which solicited and selected projects for each state's proposal. In response, 22 state proposal packages consisting of 108 projects were submitted, requesting more than $56.4 million.

The list of projects selected for fiscal 2005 DEPSCoR funding can be found on the Web at <http://www.defenselink.mil/news/Apr2005/d20050405press.pdf>.

AIR FORCE PRINT NEWS
(MARCH 17, 2005)

## AIR FORCE 2005 DESIGN AND CONSTRUCTION AWARD WINNERS NAMED

BROOKS CITY-BASE, Texas (AFPN)—Air Force officials announced the winners of the 2005 Air Force Design Awards, Air Force Agent Awards, and Air Force Design Excellence Awards.

Recipients of an honor award in the design competition:
- **Concept Design**: indoor community pool at Osan Air Base, South Korea
- **Interior Design**: bowling center at Royal Air Force Mildenhall, England.
- **Landscape Design**: Davis Conference Center Park at MacDill Air Force Base, Fla.
- **Facility Design**: Santa Rosa Island Tower at Eglin AFB, Fla.
- **Family Housing**: replacement family housing at Mountain Home AFB, Idaho.

Winners of a merit award are:
- **Planning Studies**: base comprehensive plan at Misawa AB, Japan, and Air Force Space Command installations.
- **Sustainable Design**: consolidated support facility at Edwards AFB, Calif.
- **Concept Design**: family housing tower at Osan, and the aircraft maintenance complex of the Tennessee Air National Guard at Nashville.
- **Interior Design**: dining hall renovation at the U.S. Air Force Academy, Colo.
- **Facility Design**: passenger terminal canopy and force protection facility at Andrews AFB, Md., and consolidated support facility at Barnes Air National Guard Base, Mass.
- **Family Housing**: military family housing at MacDill AFB, Fla.

Citation Awards went to:
- **Interior Design**: rescue wing headquarters at Patrick AFB, Fla., and Arctic Oasis Community Center at Elmendorf AFB, Alaska.
- **Facility Design**: entry gate alignment and the control tower at Wright-Patterson AFB, Ohio.

Winners of the 2005 Air Force District, Division or Host Nation Agent of the Year awards and their categories are:
- **Design**: LBB Kaiserslautern, the German state construction agency.
- **Construction**: Southern Division Naval Facilities Engineering Command.
- **Design Through Construction**: Transatlantic Program Center by the U.S. Army Corps of Engineers.

The 2005 Air Force Project Managers of the Year are:
- **Design**: Douglas Cunningham with the Mobile District of the U.S. Army Corps of Engineers.
- **Construction**: Paul Jalowski with the New York District of the U.S. Army Corps of Engineers, and Larry J. Smith with the Sacramento District of the U.S. Army Corps of Engineers.
- **Design Through Construction**: Michael Fischer of LBB-Kaiserslautern.

The 2005 Air Force Design Excellence Award went to:
- **Civilian**: Robert Woodson of Pacific Air Forces headquarters at Hickam AFB, Hawaii.
- **Military**: Lt. Col. Guy Wells of U.S. Air Forces in Europe headquarters at Ramstein AB, Germany.

## J. LISA ROMNEY NAMED AS 2005 FEDERAL 100 AWARD WINNER

Washington, D.C. (March 2005)—*Federal Computer Week* has named J. Lisa Romney, a senior procurement analyst within the Department of Defense (DoD), as a recipient of its prestigious Federal 100 Award. The annual award recognizes the top 100 public and private sector information technology professionals for outstanding contributions to the federal Information Technology community.

Romney, a senior procurement analyst, procurement and acquisition policy, electronic business (DPAP, EB), within the Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), is being recognized for the significant role she played in AT&L's transformation to strategic processes and her role as a trusted advisor and point of contact on e-business issues to DoD senior executives. She also was a key player in the DoD's adoption of six acquisition programs mandated to deploy under the President's Integrated Acquisition Environment initiative. As a member of the DPAP, E-Business team, she is an authoritative voice for enacting change.

*Federal Computer Week* readers nominated award candidates based on their contributions to the development, acquisition, or management of federal information technologies and were then selected by an independent panel of judges. *Federal Computer Week* honored recipients of the Federal 100 Award at a gala on March 23 at the Ritz Carlton in McLean, Va.

## MOVEMENT TRACKING SYSTEM WINS E-GOV PIONEER AWARD

*Linda Polonsky-Hillmer*

The Movement Tracking System (MTS) is one of 13 government programs to win this year's E-Gov Government Solutions Center Pioneer Award. The award recognizes government programs that are making substantial progress on the objectives outlined in the President's Management Agenda, specifically, measuring performance results and taking steps to streamline information sharing across enterprises.

MTS' recognition is a result of the system's numerous capabilities, including tracking Army logistics vehicles and materiel in combat, using global positioning system and commercial communications satellites; continuous communications among vehicles and central commands; and integration with Blue Force Tracking to promote the safe movement of vehicles in combat. MTS reports to the Army Logistics Information Systems, a program within the Army's Program Executive Office, Enterprise Information Systems (PEO EIS). For more information about MTS, visit <http://www.pmlis.lee.army.mil/PM_MTS.htm>.

AMERICAN FORCES PRESS SERVICE (MAY 5, 2005)

## PENTAGON CEREMONY HONORS ENVIRONMENTAL AWARD WINNERS

*Terri Lukach*

WASHINGTON—A senior DoD official thanked winners of the 2004 Secretary of Defense Environmental Awards at a Pentagon ceremony May 4 for their "dedication to a strong national defense" and "commitment to environmental excellence."

"Every day, the men and women involved in the defense environmental program undertake the enormous—and essential—challenge of managing the abundant natural and cultural resources entrusted to the department," said Michael W. Wynne, under secretary of defense for acquisition, technology and logistics. "And you do so in a way that both supports our warfighters and protects public health and safety.

"You are proof that these two goals are not only mutually compatible," he continued, "but are also mutually vital to successfully accomplishing our mission."

Besides congratulating the winners, Wynne also thanked the judges on behalf of Defense Secretary Donald H. Rumsfeld. A panel of expert judges from government, the private sector, and nongovernmental organizations selected the winners based on five categories: cultural resources management, environmental quality, environmental restoration, natural resources, conservation, and pollution prevention.

Wynne said the department's environmental program is based on a forward-looking commitment to sustain the training and testing capabilities the military needs for a strong national defense, while at the same time maintaining healthy ecosystems. He added that DoD's 2004 report to Congress "provides ample evidence" that the program is producing significant results.

"For example," Wynne said, "61 percent of all installations and properties contaminated in some way by past defense operations have undergone environmental restoration; 94 percent of DoD's permitted wastewater systems meet regulatory standards for discharge limits; and the department has increased its purchases of environmentally friendly 'green' products by 24 percent.

"The Department of Defense is proud of our record," the under secretary continued. "Furthermore, we are committed to pursuing a comprehensive, results-oriented environmental program that will continue this record of success well into the future."

In the category of Natural Resources Conservation, there were two winners. Fort Drum, N.Y., took the prize for its work in implementing an ecosystem approach to land management and establishing a wetland mitigation bank.

Lt. Col. Michael Tarpley of the Louisiana Army National Guard at Camp Beauregard won for leading an exemplary cultural resources program across five National Guard installations and 80 armories, achieving 100 percent compliance.

For Pollution Prevention on a non-industrial installation, the award went to Navy Region Mid-Atlantic, Va., for its active pollution prevention program that has exceeded its hazardous waste goal for seven consecutive years, reduced waste shipped off site by more than 70 percent, and reduced energy consumption by one-quarter since 1985.

A second award for pollution prevention, on the individual/team level, went to the Pollution Prevention Team at Tinker Air Force Base, Okla., for applying new technologies to processes that benefit both the environment and base missions, and for implementing an environmental management system that significantly decreased chemical use, sludge production, and disposal costs.

For environmental quality, the awards went to the Naval Air Depot Cherry Point, N.C., and Misawa Air Base, Japan. Through timely and efficient environmental management practices at all levels, the Cherry Point depot reduced environmental risks, improved processes, and enhanced the environment. Misawa distinguished itself through superior program management and by employing innovative and cost-effective solutions to environmental challenges.

In the category of Cultural Resources Management, there was a tie between the Marine Corps Recruit Depot Parris Island, S.C., and the 14th Airlift Wing, Hickam Air Force Base, Hawaii. Both received awards.

Parris Island took the prize for its exemplary commitment to cultural resources by balancing mission needs with the protection of natural resources. Hickam won the award for its innovative cultural resource management program that forged multiple interagency partnerships, contracts, and agreements with state, federal, and educational institutions.

The award for Environmental Restoration was also tied between Keesler Air Force Base, Miss., and Naval Facilities Engineering Command Pacific, Hawaii.

Keesler received the award for an accelerated restoration program that protected both the environment and human health. The base was one of the few in the Air Force to exceed defense environmental restoration program goals and the first facility in Mississippi to sign a land-use control assurance plan.

The Naval Facilities Engineering Command Pacific restored 86 sites with PCB-contaminated soil, addressing the problem comprehensively rather than site by site. They also used more efficient sampling techniques that saved time and money, and conducted tours of the site to keep the public informed of their progress.

In addition to the 10 winners, there were several runners-up in each category.

"The objective of sustainability clearly resonates with the civilians and military personnel we honor today," said Philip Grone, deputy undersecretary of defense for installations and environment. "They are integral to making our environmental management program outcome-oriented and results-focused."

Grone said the department's objective is "to move beyond simply complying with environmental laws and regulations. We must sustain our land, sea, and air and space assets over the long term to achieve our defense mission."

## DAU WINS E-GOV KNOWLEDGE MANAGEMENT AWARD

The Defense Acquisition University received the E-Gov Knowledge Management (KM) Award at a ceremony and reception April 21, 2005, at the Ronald Reagan Building in Washington, D.C. Three KM awards are presented annually at the E-Gov Knowledge Management Conference and Exhibition. The awards recognize innovative KM best practices in public sector organizations.

The DoD Acquisition, Technology and Logistics Knowledge Sharing System (AKSS) won in the category of "KM Initiative Delivering High Value to a Broad User Community/Supporting Agency Mission." Comprised of AT&L Knowledge Sharing System (AKSS) and Acquisition Community Connection (ACC), the award honors DAU's KM initiative that delivers high value, and has been successfully adopted and used by a large user community. The award is a reflection of teamwork and the dedication and hard work of the faculty, staff, and support contractors who have been actively supporting communities of practice, AKSS, Ask a Professor, and the *Defense Acquisition Guidebook*.

On April 14, Deputy Assistant Secretary of the Air Force for Contracting Charlie E. Williams Jr. (left), recognized and honored those individuals, teams, and units who best embodied and applied Air Force core values in all contracting actions during fiscal 2004.

Williams presented the awards during a ceremony held at the Pentagon. The acting secretary of the Air Force, who was testifying on Capitol Hill, was unable to attend to present the first two Secretary of the Air Force awards.

"This year marks the 24th celebration of our annual contracting awards recognition program," Williams said. "I can't tell you how blessed I feel to serve in a position that allows me to contribute to the success of such a dedicated group of men and women. This marks my third opportunity to honor our awardees, and it is perhaps this event that brings me the greatest joy."

Pictured with Williams is Air Combat Command employee William D. Banks, 7 Construction Squadron, Dyess AFB, Texas, who received a Special Recognition Award. Banks, 85, first entered the federal civilian service in 1956.

Photograph by Donna Parry

# FY 2004 AIR FORCE CONTRACTING AWARD WINNERS

**Secretary of the Air Force Professionalism in Contracting Award—Supervisory:** Christine Clark, Warner Robins Air Logistics Center, Robins Air Force Base, Ga. • **Secretary of the Air Force Professionalism in Contracting Award—Non-Supervisory**: Suzanne White, 50th Contracting Squadron, Schriever Air Force Base, Colo. • **Javits-Wagner O'Day (JWOD) Act—The President's Committee Award**: 314th Contracting Squadron, Little Rock Air Force Base, Ark. • **Outstanding Contracting Unit Award**: 374th Contracting Squadron, Yokota Air Base, Japan, Pacific Air Forces • **Outstanding Contracting Team Award**: The C4IT2SR Team, 21st Contracting Squadron, Peterson Air Force Base, Colo. • **Outstanding Field Grade Officer**: Maj. Christopher Barker, United States Central Command Air Forces Contracting Division, Shaw Air Force Base, S.C. • **Outstanding Company Grade Officer**: 1st Lt. Richard Bremer, from the 16th Contracting Squadron, Hurlburt Field, Fla. • **Outstanding Contracting Civilian Award**, GS-12 and Above: Lucretia Sanchez, Headquarters Air Mobility Command Contract Airlift Division, Scott Air Force Base, Ill. • **Outstanding Contracting Civilian Award, GS-11 and Below**: Laurie Whelan, 92d Contracting Squadron, Fairchild Air Force Base, Wash. • **Outstanding Pricing**: Cheryl DiNofrio, Air Armament Systems Center, Contracting Division, Eglin Air Force Base, Fla. • **Outstanding Contracting Senior Noncommissioned Officer**: Master Sgt. Jeffrey Martin, 39th Contracting Squadron, Incirlik Air Base, Turkey • **Outstanding Contracting Noncommissioned Officer**: Tech. Sgt. Marla Hill, 5th Contracting Squadron, Minot Air Force Base, N.D. • **Outstanding Contracting Airman**: Senior Airman Teresa Fox, 22d Contracting Squadron, McConnell Air Force Base, Kan. • **Outstanding Contracting Support**: Jackqueline Meade, 11th Contracting Squadron, Bolling Air Force Base, D.C. • **Outstanding Base-Level Quality Assurance Evaluator**: Master Sgt. Stephen Decker, Air Combat Command Program Management Squadron, Newport News, Va. • **Staff Sgt. Ronald L. King Outstanding Contingency Contracting Award—Officer Category**: Capt. Shawn Beauchamp, Space and Missile Systems Center, Peterson Air Force Base, Colo. • **Staff Sgt. Ronald L. King Outstanding Contingency Contracting Award—Enlisted Category**: Staff Sgt. Michael Allen, 15th Contracting Squadron, Hickam Air Force Base, Hawaii • **Outstanding Reservist Award**: Tech. Sgt. Traci Hamilton, 49th Contracting Squadron, Holloman Air Force Base, N.M. • **Special Recognition Award Winners**: Iraq Reconstruction Team, 311 Human Systems Wing, Brooks City-Base, Texas • Military Interdepartmental Purchase Request Team, 12th Contracting Squadron, Randolph Air Force Base, Texas • Trent Fox, 700th Contracting Squadron, Kaiserslautern, Germany • Air Force Pentagon Communications Agency Contracting Team, 11th Contracting Squadron, Bolling Air Force Base, D.C. • Mary Urey, 311 Human Systems Wing, Brooks City-Base, Texas • William Banks, 7th Contracting Squadron, Dyess Air Force Base, Texas

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ACQUISITION, TECHNOLOGY AND LOGISTICS

FEB 22 2005

DPAP/DARS

MEMORANDUM FOR DIRECTORS, 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
DEPUTY DIRECTOR FOR LOGISTICS OPERATIONS (DLA)
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, ARMY CONTRACTING AGENCY

SUBJECT: Acting Deputy Director for Defense Acquisition Regulations Systems (DARS)

Effective March 04 2005, LTC Robert R. Jarrett is designated the acting Deputy Director, Defense Acquisition Regulations System (DARS). In that capacity he is responsible for all operations and activities of the DARS IAW the DAR operating guide, chapter 5. Ms. Angelena Moy shall assume the duties of the Defense Acquisitions Regulations (DAR) Council Chairperson. In that capacity she shall determine the agenda, preside at DAR Council meetings, and approve DAR Council recommendations.

Mr. Ronald Poussard departs this organization on March 04 2005 to be the Air Force PEO for Combat and Mission Support. We wish Mr. Poussard a warm farewell and congratulations on a job well done.

Thank you in advance for your continued support to LTC Jarrett as he supports you and we competitively fill this critical position.

Deidre A. Lee
Director, Defense Procurement
and Acquisition Policy

# AT&L Workforce— Key Leadership Changes

## NAVSUP SUPPLY CORPS CAPTAIN NOMINATED FOR PROMOTION TO REAR ADMIRAL (FEB. 17, 2005)

The Navy announced that Capt. Charles M. Lilli, Supply Corps, U.S. Navy, has been nominated for promotion to the rank of rear admiral (lower half). He is currently assigned as chief of staff, Naval Supply System Command Headquarters, Mechanicsburg, Pa.

DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 1, 2005)

## FLAG OFFICER ANNOUNCEMENT

Chief of Naval Operations Adm. Vern Clark announced the following flag officer assignment:

Rear Adm. (lower half) Michael C. Bachmann is being assigned as vice commander, Naval Air Systems Command, Patuxent River, Md. Bachmann is currently assistant commander for logistics, Air 3.0, Naval Air Systems Command, Patuxent River, Md.

Rear Adm. (lower half) Peter J. Williams is being assigned as assistant commander for logistics, Air 3.0, Naval Air Systems Command, Patuxent River, Md. Williams is currently assistant commander for aviation depots, Air 6.0, Naval Air Systems Command, Patuxent River, Md.

DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 2, 2005)

## NEW ASSISTANT SECRETARY OF THE NAVY SWORN IN

B.J. Penn, was sworn in yesterday as the assistant secretary of the Navy for installations and environment by Secretary of the Navy Gordon England. In this position, Penn is responsible for formulating policy and procedures for the effective management of Navy and Marine Corps real property, housing, and other facilities; environmental protection ashore and afloat; occupational health for both military and civilian personnel; and timely completion of closures and realignments of installations under base closure laws.

Prior to his appointment, Penn served as the Defense Department's director, industrial base assessments, where he was responsible for the overall health of the U.S. defense industrial base. A retired Navy officer, Penn's assignments included deputy director of the Navy Office of Technology Transfer & Security Assistance; command of Naval Air Station North Island, Calif.; and command of Electronic Attack Squadron Thirty Three (VAQ-33). Penn holds a bachelor of science degree from Purdue University and a master of science degree from George Washington University. He received certificates in aerospace safety from the University of Southern California and in national security for senior officials from the Kennedy School, Harvard University.

DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 18, 2005)

## PETER B. TEETS ANNOUNCES DEPARTURE

Peter B. Teets announced his resignation today as acting secretary of the Air Force and director, National Reconnaissance Office effective March 25. Teets came to the Air Force in December 2001 from private industry.

"Pete Teets has handled challenging assignments during an important period in history, said Secretary of Defense Donald Rumsfeld. "I thank him for his service to the department and the country, and wish him and his family the best."

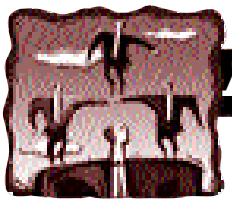
Teets said, "It has been a distinct honor to serve in President Bush's administration with a talented national security team, specifically with the terrific men and women of America's Air Force and the National Reconnaissance Office. I'm confident we've strengthened the world's greatest Air Force to continue providing air and space dominance for the 21st century."

DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 1, 2005)

## GENERAL OFFICER ANNOUNCEMENT

Secretary of Defense Donald H. Rumsfeld announced today that the president has made the following nomination:

Marine Corps Major General Emerson N. Gardner Jr., has been nominated for appointment to the rank of lieutenant general and assignment as the deputy commandant of the Marine Corps for programs and resources. Gardner is currently serving as the assistant deputy commandant of the Marine Corps for programs and resources, Washington, D.C.



# AT&L Workforce—Key Leadership Changes

## DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 1, 2005)
## FLAG OFFICER ANNOUNCEMENTS

Secretary of Defense Donald H. Rumsfeld announced today that the president has made the following nominations:

Navy Capt. Timothy V. Flynn III has been nominated for appointment to the rank of rear admiral (lower half). Flynn is currently serving as commanding officer, Space and Naval Warfare Systems Center, San Diego, Calif.

Navy Capt. Michael S. Frick has been nominated for appointment to the rank of rear admiral (lower half). Frick is currently serving as major program manager for Cooperative Engagement Capability Program for Program Executive Officer for Integrated Warfare Systems, Washington, D.C.

Navy Capt. Charles H. Goddard has been nominated for appointment to the rank of rear admiral (lower half). Goddard is currently serving as major program manager for DD(X) Destroyer Program for Program Executive Officer, Ships, Washington, D.C.

Navy Capt. Michael D. Hardee has been nominated for appointment to the rank of rear admiral (lower half). Hardee is currently serving as chief of Naval Aviation Repair Staff and AIRSPEED project officer, Patuxent River, Md.

Navy Capt. William H. Hilarides has been nominated for appointment to the rank of rear admiral (lower half). Hilarides is currently serving as major program manager for Program Executive Officer, Submarines, Washington, D.C.

Navy Capt. John C. Orzalli has been nominated for appointment to the rank of rear admiral (lower half). Orzalli is currently serving as commander, Naval Shipyard Puget Sound and Intermediate Maintenance Facility Pacific Northwest, Bremerton, Wash.

Navy Capt. William E. Shannon III has been nominated for appointment to the rank of rear admiral (lower half). Shannon is currently serving as deputy program executive officer for Air Anti-Submarine Warfare, Assault and Special Mission Programs, Patuxent River, Md.

## DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 4, 2005)
## GENERAL OFFICER ASSIGNMENTS

The Chief of Staff, Army announces the following officer assignments:

Brigadier General James E. Chambers, commanding general, 13th Corps Support Command, III Corps, Fort Hood, Texas, to director of sustainment, Office of the Deputy Chief of Staff, G-4, United States Army, Washington, D.C.

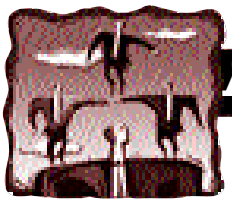
Brigadier General Yves J. Fontaine, commanding general, 1st Corps Support Command, XVIII Airborne Corps currently deployed in support of Operation Iraqi Freedom, Iraq to deputy chief of staff, G-4, United States Army Europe and Seventh Army, Germany, upon completion of his deployment.

Brigadier General Kathleen M. Gainey, director, force projection and distribution, Office of the Deputy Chief of Staff, G-4, United States Army, Washington, D.C., to deputy chief of staff, C-4, Multi-National Force-Iraq, Operation Iraqi Freedom, Iraq.

Brigadier General Kevin A. Leonard, deputy commanding general, United States Army Field Support Command with duty as commanding general, Army Materiel Command Forward-Southwest Asia/C-4, Coalition Forces Land Component Command, Camp Arifjan, Kuwait, to commanding general, 1st Corps Support Command, XVIII Airborne Corps, Fort Bragg, North Carolina, upon completion of his deployment.

Brigadier General Raymond V. Mason, commander, Defense Supply Center Philadelphia, Defense Logistics Agency, Philadelphia, Pa., to deputy commanding general, United States Army Field Support Command with duty as Commanding General, Army Materiel Command Forward-Southwest Asia/C-4, Coalition Forces Land Component Command, Camp Arifjan, Kuwait.

Colonel (Promotable) Michael J. Terry, director of plans, operations and readiness, Office of the Deputy Chief of Staff, G-4, United States Army, Washington, D.C., to commander, 13th Corps Support Command, III Corps, Fort Hood, Texas.



# AT&L Workforce—Key Leadership Changes

## DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 4, 2005)
## GENERAL OFFICER ASSIGNMENTS

The secretary of the Army approved, and the Cchief of staff, Army, announced the assignment of the following officers for projected vacancies from the 2005 United States Army Reserve General Officer Assignment Advisory Board:

**MAJOR GENERAL ASSIGNMENT**

Brigadier General Bruce A. Casella, commander, 311th Corps Support Command, Los Angeles, Calif.

**BRIGADIER GENERAL ASSIGNMENTS**

Colonel William D. Frink Jr., deputy commander, 311th Corps Support Command, Los Angeles, Calif.

Colonel Dempsey D. Kee, deputy director, Reserve Component Mobilization J92, Defense Logistics Agency, Fort Belvoir, Va.

Colonel Charles D. Luckey, commander, 81st Regional Support Group, Fort Jackson, S.C.

Colonel Bert K. Mizusawa, assistant deputy chief of staff for operations, United States Army Materiel Command, Fort Belvoir, Va.

## DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 5, 2005)
## GENERAL OFFICER ANNOUNCEMENT

Secretary of Defense Donald H. Rumsfeld announced today that the president has nominated Air Force Maj. Gen. Christopher A. Kelly for appointment to the rank of lieutenant general with assignment as vice commander, Air Mobility Command, Scott AFB, Ill. Kelly is currently serving as commander, Air Mobility Warfare Center, Fort Dix, N.J.

## DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 5, 2005)
## GENERAL OFFICER ANNOUNCEMENTS

Secretary of Defense Donald H. Rumsfeld announced today that the president has made the following nominations:

Army Lt. Gen. William S. Wallace, has been nominated to the rank of general and assignment as commanding general, U.S. Army Training and Doctrine Command, Fort Monroe, Va. Wallace is currently serving as the commanding general, U.S. Army Combined Arms Center and Fort Leavenworth, Fort Leavenworth, Kan.

Army Maj. Gen. Dell L. Dailey has been nominated to the rank of lieutenant general and assignment as director, Center for Special Operations, U.S. Special Operations Command, MacDill Air Force Base, Fla. Dailey is currently serving as the director, Center for Operations, Plans and Policy, U.S. Special Operations Command, MacDill Air Force Base, Fla.

Air Force Col. Andrew E. Busch has been nominated to the rank of brigadier general while serving as the deputy director for logistics, Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.

Air Force Col. Arthur B. Cameron III has been nominated to the rank of brigadier general while serving as the associate director of resources, Deputy Chief of Staff, Installations and Logistics, Headquarters United States Air Force, Pentagon, Washington, D.C.

Air Force Col. Peter F. Hoene has been nominated to the rank of brigadier general while serving as the director of staff, Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.

Air Force Col. Susan K. Mashiko has been nominated to the rank of brigadier general while serving as the deputy system program director, National Polar-orbiting Environmental Satellite System, Silver Spring, Md.

Air Force Col. Clyde D. Moore II has been nominated to the rank of brigadier general while serving as the deputy director, Global Power, Office of the Assistant Secretary of the Air Force (Acquisition), Headquarters United States Air Force, Pentagon, Washington, D.C.

Air Force Col. Janet C. Wolfenbarger has been nominated to the rank of brigadier general while serving as the commander, C-17 Systems Group, Aeronautical Systems Center, Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.

## DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 7, 2005)
## GENERAL OFFICER ANNOUNCEMENTS

Secretary of Defense Donald H. Rumsfeld announced today that the president has made the following nominations:

Marine Corps Lt. Gen. Robert Magnus has been nominated for appointment to the rank of general and assignment as the assistant commandant of the Marine Corps. Magnus is currently serving as the deputy com-

mandant of the Marine Corps for Programs and Resources, Washington, D.C.

Air Force Maj. Gen. Michael A. Hamel has been nominated for appointment to the rank of lieutenant general with assignment as commander, Space and Missiles Systems Center, Air Force Space Command, Los Angeles Air Force Base, Calif. Hamel is currently serving as commander, 14th Air Force, Air Force Space Command, Vandenberg Air Force Base, Calif.

## SECRETARY OF THE AIR FORCE NEWS RELEASE (MARCH 22, 2005)

### AIR FORCE ANNOUNCES NEW CHIEF OF SCIENTIFIC ADVISORY BOARD

WASHINGTON—Today, acting secretary of the Air Force Peter B. Teets selected Heidi Shyu as chair of the United States Air Force Scientific Advisory Board, an independent group that provides technical advice to Air Force leadership.

Shyu, an electrical engineer with Raytheon Company, will start her duties Oct. 1, 2005. Shyu has been a member of the SAB since 2000 and has served as the current vice chair of the Board since 2003.

"Ms. Shyu is superbly qualified to lead this board. She has a proven track record of successful leadership and management in technology development programs from the industry perspective. Her expertise in space and airborne systems technology development, especially in radar systems, will make an important contribution to the studies of the board," said Lt. Gen. John D. W. Corley, SAB military director and principal deputy assistant secretary of the Air Force for Acquisition.

As chair, Shyu will be responsible for the overall direction and effectiveness of the board with the assistance of the vice chair, the Air Force chief of staff, and other members of the steering committee. The chair will meet periodically with the secretary of the Air Force and the Air Force chief of staff to report on the Board's activities and to obtain guidance regarding future Board activities.

The SAB was established in 1947 as a vital link between the Air Force and the nation's civilian, scientific, and engineering communities to promote the exchange of the latest scientific and technical information that may enhance the accomplishment of the Air Force mission. Many of the recommendations in SAB studies have been implemented by the Air Force.

Members of the SAB include distinguished scientists, engineers, and academicians primarily from the nation's universities, national laboratories, industry, and retired military, who are screened and interviewed by a steering committee that makes membership recommendations to the secretary of the Air Force. The secretary of the Air Force selects members on the basis of their eminence in scientific fields of interest to the U.S. Air Force. The White House Liaison Office approves all board appointments.

"This is an example of military, industry, science, and technology experts committing themselves to study promising scientific and technological developments that enhance accomplishment of the Air Force mission," said Lt. Gen. Corley.

Shyu received bachelor's and master's degrees in mathematics from the University of New Brunswick and the University of Toronto respectively, and master's and engineers' degrees in electrical engineering from the University of California Los Angeles.

Shyu replaces outgoing chair, Dr. Daniel E. Hastings of the Massachusetts Institute of Technology.

## DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 8, 2005)

### FLAG OFFICER ASSIGNMENTS

Chief of Naval Operations Adm. Vern Clark announced the following flag officer assignments:

Rear Adm. Patrick M. Walsh is being assigned as director, Programming Division, N80, Office of the Chief of Naval Operations, Washington, D.C. Walsh is currently director, Navy Quadrennial Defense Review Support Office, N8, Office of the Chief of Naval Operations, Washington, D.C and will retain his current position.

Rear Adm. (lower half) John M. Bird is being assigned as commander, Submarine Group Seven, Yokosuka, Japan. Bird is currently director for operations, plans, logistics and engineering, J3/4, U.S. Joint Forces Command, Norfolk, Va.

Rear Adm. (lower half) Mark A. Hugel is being assigned as deputy commander, logistics, maintenance, and industrial operations, SEA-04, Naval Sea Systems Command, Washington, D.C. Hugel is currently deputy director, Fleet Readiness Division, N43B, Office of the Chief of Naval Operations, Washington, D.C.

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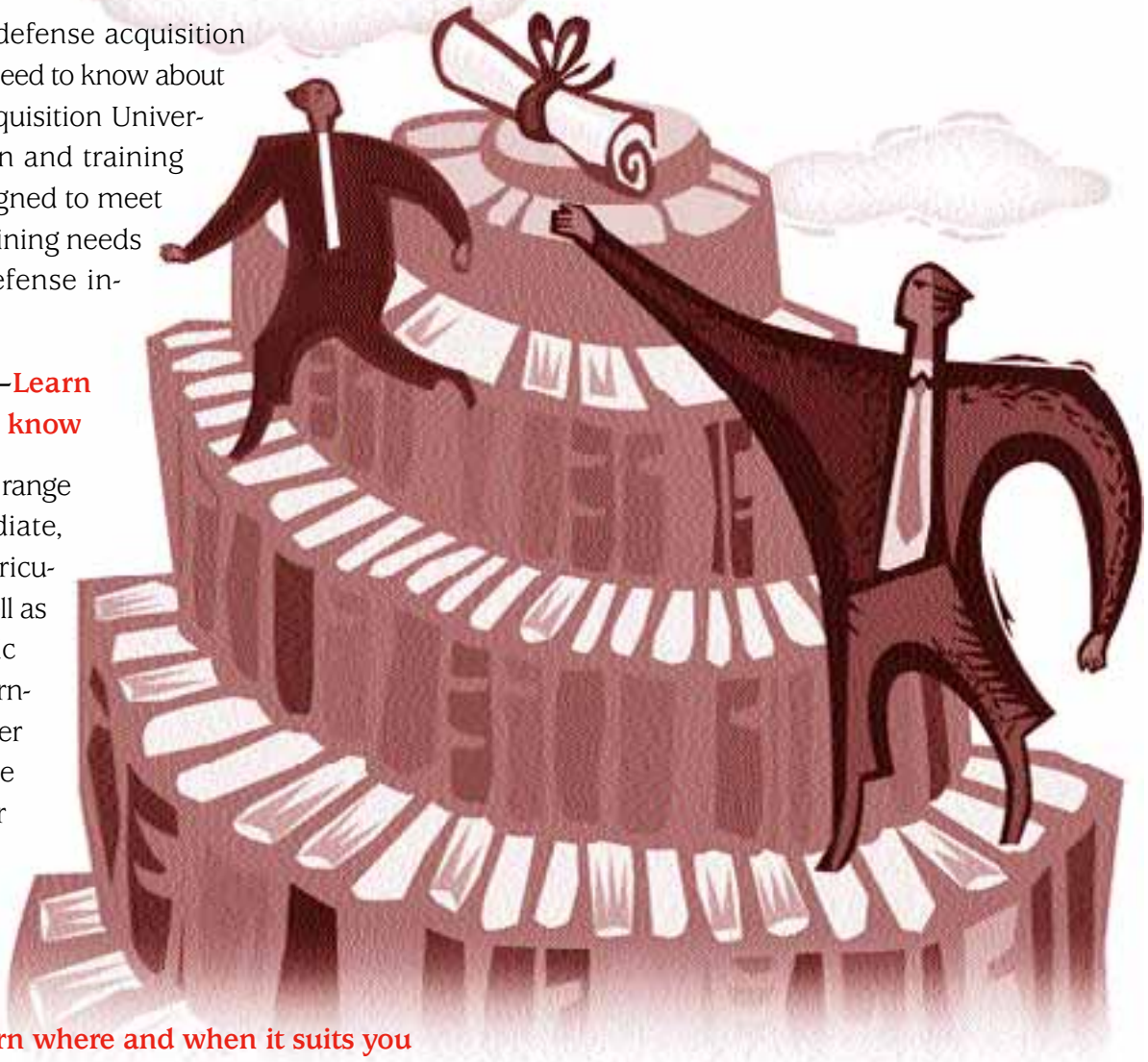

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**Acquisition Reform Network (AcqNet)**
**www.arnet.gov/**
Virtual library; federal acquisition and procurement opportunities; best practices; electronic forums; business opportunities; acquisition training; excluded parties list.

**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://catt.bus.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 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/registrar/apply.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/dpap/ebiz**
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.dmso.mil**
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.

**Deputy Director, Systems Engineering, USD(AT&L/IO/SE)**
**www.acq.osd.mil/io/se/index.htm**
Systems engineering mission; Defense Acquisition Workforce Improvement Act information, training, and related sites; information on key areas of systems engineering responsibility.

**Director, Defense Procurement and Acquisition Policy (DPAP)**
**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.donimit.navy.mil/esi**
Joint project to implement true software enterprise management process within DoD.

**DoD Inspector General Publications**
**www.dodig.osd.mil/pubs/index.html**
Audit and evaluation reports; IG testimony; planned and ongoing audit projects of interest to the AT&L community.

**DoD Office of Technology Transition**
**www.dtic.mil/ott/**
Information about and links to OTT's programs.

**Dual Use Science & Technology (DUS&T) Program**
**www.dtic.mil/dust**
Fact sheet; project information, guidance, and success stories.

**Earned Value Management**
**www.acq.osd.mil/pm**
Implementation of earned value management; latest policy changes; standards; international developments; active noteboard.

**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/fed-proc/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 Government Technology Transfer Links**
**http://dtica.dtic.mil/t2/orgt2.html**
Manpower and Training Research Information System (MATRIS) project offers links to federal government tech transfer programs.

**Federal R&D Project Summaries**
**www.osti.gov/fedrnd/about.html**
Portal to information on federal research projects; search databases at different agencies.

**Federal Research in Progress (FEDRIP)**
**http://grc.ntis.gov/fedrip.htm**
Information on federally funded projects in the physical sciences, engineering, life sciences.

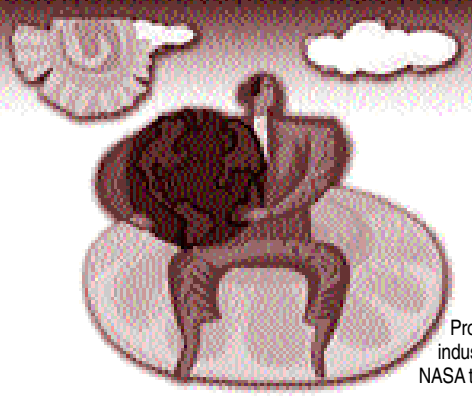
**Fedworld Information**
**www.fedworld.gov**
Comprehensive central access point for searching, locating, ordering, and acquiring government and business information.

**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.

**GOV.Research_Center**
**http://grc.ntis.gov**
U.S. Dept. of Commerce, National Technical Information Service (NTIS), and National Information Services Corporation (NISC) joint venture single-point access to government information.



# Acquisition & Logistics Excellence

**An Internet Listing Tailored to the Professional Acquisition Workforce**

## *Surfing the Net*

**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.

**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.

**Joint Experimentation (JE) Program**
**www.jfcom.mil/about/experiment.html**
The U.S. Joint Forces Command (USJFCOM)'s JE campaign plans support improvements in doctrine, interoperability, and integration for more effective use of military forces.

**Joint Interoperability Test Command (JITC)**
**http://jitc.fhu.disa.mil**
Policies and procedures for interoperability certification; lessons learned; support .

**Joint Spectrum Center (JSC)**
**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.oft.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.

**Project Management Institute**
**www.pmi.org**
Program management publications; information resources; professional practices; career certification.

**RMS Partnership**
**www.rmspartnership.org**
Promotes reliability, maintainability, and supportability to enhance communication, coordination, and collaboration between industry and government and encourage adoption of integrated systems engineering approach to RMS- and logistics-related issues.

**Small Business Administration (SBA)**
**www.sbaonline.sba.gov**
Communications network for small businesses.

**Small Business Innovation Research (SBIR) Program and Small Business Technology Transfer (SBTT) Program**
**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, 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*.

## Clearance and Copyright Release

All articles written by authors employed by or on contract with the U.S. government must be cleared by the author's public affairs or security office prior to submission.

Authors must certify that the article is a work of the U.S. government. Go to <http://www.dau.mil/pubs/damtoc.asp>. Click on "Certification as a Work of the U.S. Government" to download the form (PDF). Print, fill out in full, sign, and date the form. Submit the form with your article or fax it to (703) 805-2917, ATTN: *Defense AT&L*. *Articles will not be reviewed without the copyright form*. Articles printed in *Defense AT&L* are in the public domain and posted to the DAU Web site. In keeping with DAU's policy of widest dissemination of its published products, we accept no copyrighted articles. We do not accept reprints.

## 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.

**http://www.dau.mil/pubs/damtoc.asp**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