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FY10 Centrally Selected List (CSL) Review

The Army Acquisition Corps (AAC) Director conducted the FY10 annual review for CSL on Aug. 28, 2008. Thirteen project manager, 44 product manager, and 27 acquisition director positions rotating out in FY10 were reviewed as well as consideration of establishing 13 new project/product manager positions. The CSL review's intent was to ensure continued clarity in achieving AAC CSL objectives and meeting *Defense Acquisition Workforce Improvement Act* requirements. All positions were closely analyzed to ensure that AAC's limited resources were used in the best possible manner to support identified acquisition category-level programs. During the review, the AAC Director made decisions on revalidating, establishing, disestablishing, downgrading, upgrading, and merging acquisition key billets of project/product managers and acquisition directors. Other areas reviewed included special qualifications and the need for a military officer versus best-qualified (military or civilian) slate. For more information about the FY10 CSL review, contact Randy Williams at (703) 805-4363/DSN 655-4363 or randall.williams@us.army.mil.

USAASC Division Chief Farewells

I would like to say goodbye to two departing USAASC Division Chiefs. Maria Holmes, former Strategic Planning and Analysis (SP&A) Chief, and David Duda, former Acquisition Career Development (ACD) Chief, were selected to attend the Industrial College of the Armed Forces. Although their positive influence on this organization will be felt for many years to come, they will be deeply missed. We wish Maria and David the very best in their future endeavors. LTC Norm Hilton, coming from ACD, will be taking the reins as SP&A Chief, and Joan Sable is stepping up as the new ACD chief. I'm looking forward to watching these two professionals succeed in their new responsibilities.



Craig A. Spisak
Director, U.S. Army
Acquisition Support Center

Contracting Community Highlights



As we begin FY09, Army contracting remains deeply involved in improving its support to the warfighter. The activation of the U.S. Army Contracting Command, with its Expeditionary Contracting Command, and Mission and Installation Contracting Command, has streamlined Army contracting. The new Army Contracting Campaign Plan has brought battle-focused improvements in contingency contracting operations, management, and oversight. Additionally, efforts to increase the contracting workforce and enhanced personnel training are beginning to pay off.

In addition to these pivotal Army contracting transformations, several contracting process changes in cost controls, technical innovations, and procurement policy are featured in this issue. Our feature article explains how Earned Value Management is used by the Army and other government agencies to judge a program's capability and execution success.

Other articles cover the Army Purchase Card Program changes, an Army Contracting Think Tank update, and the *DAR* Council Corner provides details on how to volunteer for *Federal Acquisition Regulation* and *Defense Federal Acquisition Regulation Supplement* committees.

These articles demonstrate how the contracting community at every leadership level constantly improves, discusses, develops, and implements the procurement process. Thanks to all the contributors for sharing their experiences and knowledge. As we enter FY09, I challenge you to continue sharing best practices and innovative ideas within the contracting community.

Wimpy Pybus

Acting Deputy Assistant Secretary of the Army
(Procurement)

Putting Earned Value Management (EVM) in Perspective

Daron D. Fullwood and LTC Keith J. Samuels

According to a recent *New York Times* article, the chairman of the Senate Armed Services Committee declared that cost overruns for DOD weapons had “reached crisis proportions” after government auditors reported that the projected final cost of the Pentagon’s major programs had ballooned \$295 billion over initial budget estimates. We can address and help mitigate this problem by embracing EVM as part of our daily project management discipline. EVM provides a consistent and repeatable decision-making discipline to objectively measure a program’s capability and execution success. Whether the goal is to save money, execute cost effectively, or forecast efficiently, EVM plays a significant role. EVM allows leadership to proactively assess who may be the better steward of future funds, who has performed better with the funds they have already been given, and which programs will show a better return on investment.

What Is EVM?

EVM is a process for planning, managing, and controlling large cost-type contracts in DOD. EVM represents a clear and accepted way to identify and control program costs. It quantifies cost and schedule growth and reports this information in a series of standardized reports and formats. However, this is not the answer to all program challenges. EVM

can give us a clear picture that trouble is coming, but cannot fix an unexecutable program. What EVM can do is point out to leadership early on that a program is facing significant challenges or requires a change in strategy. In the end, EVM metrics, combined with other data points, such as unit cost, risk analysis, and congressional reporting, should give leadership the breadth and depth needed to make complex acquisition decisions.

Why Use EVM?

The Army uses EVM to objectively assist leadership in making the best possible program decisions in support of the warfighter (see EVM Considerations figure). At the senior leadership level, EVM accomplishes four goals:

- Improves the quality and speed of program decision making.
- Standardizes the analytical rigor and discipline to make effective investment and disinvestment decisions.
- Provides a consistent method to determine program value and understand execution risks.
- Integrates program budgeting, funding, and costs into one performance-based process.

Who Needs EVM?

All project and acquisition professionals should have an understanding of EVM. What and how much EVM you need to know is different depending on your level and position within an organization. However, everyone must have an understanding of the basic principles that apply to their role; otherwise, project management and decision making are more difficult.

When Does a Program Need EVM?

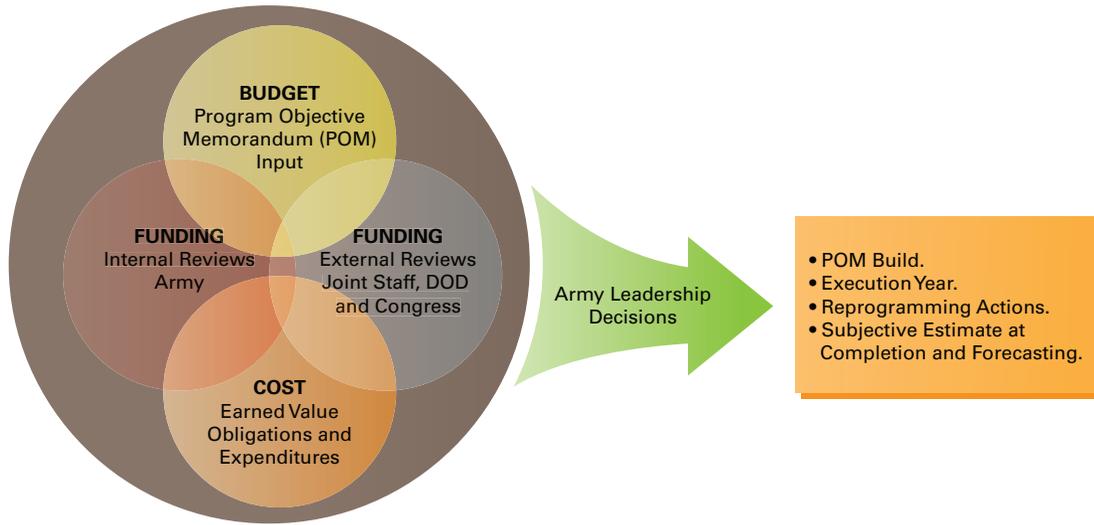
Per the *Defense Federal Acquisition Regulation Supplement*, cost- or incentive-type contracts greater than or equal to \$20 million are required to have an EVM system (EVMS) and to adhere to the reporting requirements and guidelines outlined in *Military Handbook-881-A*. Cost- or incentive-type contracts greater than or equal to \$50 million are required to have their EVMS formally validated by the Defense Contract Management Agency.

How Do We Use EVM?

To successfully implement EVM in the Army, the Office of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT) is assessing a 3-tiered management approach:



The Army uses EVM to objectively assist leadership in making the best possible program decisions in support of the warfighter. Here, 1LT Kurt Shingledecker and his platoon participate in a mission conducted by the 101st Airborne Division (Air Assault) in central Iraq, July 3, 2008. (U.S. Army photo by SPC Richard Del Vecchio.)



EVM Considerations

- **Analysis.** Tier-1 is program execution and initial EVM analysis. The contractor and program manager (PM) will plan, measure, and analyze scope, schedule, cost, and performance. The proposed Center of Excellence (COE) staff will have the primary duty of performing cost, schedule, and performance analysis in addition to program reviews on all Acquisition Category I and II programs.
- **Core Processes.** Tier-2 defines core processes, manages Army EVM challenges, and implements recommendations from the Army’s Communities of Interest (COIs). The COE staff, in addition to their program analysis function, will lead one of the six core

processes that make up the COE and support Army program execution. The six core processes are Policy and Governance, Training, Interdepartmental Collaboration, Analytics, Business Systems, and Strategic Communications. In addition to the COE staff lead, each core process is comprised of subject matter experts who are tasked to solve particular functional issues and provide the day-to-day perspective of the PMs and program executive offices (PEOs). The COE staff lead will serve as the COI facilitator. The COI facilitator will work hand-in-hand with the PEO’s community to prepare for EVM functional efforts. The facilitator will also serve as a liaison between the COI and the EVM operational teams.

- **Governance and Direction.** Tier-3 forms the body that provides the COE governance and direction. There are two levels of governance: the COE Board of Directors and the EVM decision makers. The COE Board is a 7-person panel made up of Deputy Assistant Secretary of the Army Executive Officers within ASAALT. The divisions represented include Procurement; U.S. Army Acquisition Support Center; Acquisition and Systems Management; Plans, Programs, and Resources; Strategic Communications and Business Transformation; and one member-at-large. EVM decision makers are the ASAALT senior staff who set policy, vision, goals, and direction.



EVM provides a consistent and repeatable decision-making discipline to objectively measure a program’s capability and execution success. Here, Oregon Army National Guard Medics SSG Jo Turner (left) and SPC Cheryl Ivanov are “battle buddies” who stick together and help each other cope with the emotional and mental stress of combat operations in Afghanistan. (U.S. Army photo by 1LT Amanda Straub.)

EVM can provide a consistent and repeatable decision-making discipline to program assessments. Embracing EVM as part of daily project management discipline greatly mitigates the military’s largest vulnerability. Simply put, in the future

when we are confronted with programs of similar stature, cost, and technical and political value requesting additional funding, the use of sound EVM principles will assist leadership in objectively determining who would be the better steward of the funds, who has performed better with the funds they have already been given, and which program will show a better return on investment.

Daron D. Fullwood is the ASAALT EVM Specialist, Army. He holds a B.S. in mathematics from the U.S. Naval Academy and completed the Executive Business Resource Program at the University of Virginia's Darden School of Business Administration. Fullwood is Level III certified in business, cost estimating, and financial management.

LTC Keith J. Samuels, a mobilized Army Reservist, is the Chief of the ASAALT Program Visibility, Analysis, and Reporting Team. He holds a B.S. from the U.S. Military Academy and an M.B.A. from the University of Kansas. Samuels is Level III certified in both program management and business, cost estimating, and financial management. He is a U.S. Army Acquisition Corps member.

New Task Order Awarded for the Army Purchase Card Program

KeYanna R. Boone

On June 3, 2008, the U.S. General Services Administration (GSA) awarded a new task order for the Army Purchase Card Program under the GSA SmartPay[®] 2 (SP2) contract to U.S. Bank. This award was made on a competitive basis by using a best-value approach. The task order is for a 10-year performance period, including options, with an estimated refund potential of \$471 million over the task order's life. It will support the Army's continuing need for purchase card services in the acquisition of micro-purchases and provide a more efficient process for making payments against contract vehicles. This task order will also provide new and unique requirements and processes that will improve the Army's Purchase Card Program oversight and management.

The Army's current task order under the GSA SP1 contract, awarded in 1998, expires on Nov. 29, 2008. With the recent task order award, the Army Purchase Card Program is working diligently with U.S. Bank to help bring an efficient and

smooth transition from SP1 to SP2 without interruptions in purchase card services. Since the Army's Purchase Card Program is the largest in the GSA SP Program, the change-over will be a significant task. In FY07, the Army managed 76,810 accounts and executed more than 4 million transactions with \$4 billion in sales volume.

On Nov. 30, 2008, all purchase cards, checking accounts, and foreign drafts will be canceled under SP1 and reissued under SP2. The cards will have a "face lift" so that cardholders will find it easier to distinguish them from personal credit cards. To enhance internal controls and refund potential, the Army task order requires a new electronic access system (EAS). This new Internet-based system will provide account access, bill payments, and various reports that assist in effective management of the charge card program capabilities. EAS will also support new program requirements, such as dual hierarchy reporting, contract payment cards, and electronic check imaging.

Dual hierarchy will provide direct reporting capabilities to both the contracting and financial chains of command more efficiently and effectively. EAS allows major commands (MACOMs) or equivalent organizations to electronically track and report on their Government Purchase Card (GPC) accounts across various installations using one unique reporting hierarchy. Currently, a MACOM must run a financial report within the bank's EAS for each installation contracting office that manages its accounts. This is a cumbersome process because, in most cases, MACOMs must request multiple reports and then manually consolidate the financial data to obtain a "roll-up" of their accounts. With this change, MACOMs can readily obtain financial data for all their accounts by using a new reporting hierarchy and gain budget management and oversight tools for all of their GPC accounts. This new capability will track spending streams from the Army to the MACOMs to the field.

This task order also requires the bank to provide a purchase card solely to make payments against contracts when GPC use is authorized. U.S. Bank offers improved management through its EAS "Access Online." One of the new features available to process contract payments is the single-use account. This is done by assigning a unique account number for each payment transaction and transmitting notification to the contractor once the cardholder authorizes the amount to be charged. This authorization will occur only after the cardholder has confirmed receipt and acceptance of goods or services. Additionally, to minimize the risk of unauthorized payments to the contractor, the organization program



The Army's current task order under the GSA SP1 contract, awarded in 1998, expires on Nov. 29, 2008, and will be replaced with the GSA SP2. (Photo courtesy of U.S. Bank.)

coordinator has the option to set account controls, such as specifying transaction amounts and the time the single-use account is valid.

The new EAS capabilities for contract payments will allow the cardholder to assign a complete line of accounting, including an Army standard document number, to each payment transaction and transmit certified invoices to multiple defense and finance administration service offices from a single billing official account. The system will transmit a discrete line of accounting for each transaction that will match the obligation posted by the resource manager after contract award. This process is critical in preventing double obligation associated with contract payments. Currently, the reconciliation and payment processes, including preventative measures for double obligation, are performed manually. The new electronic reconciliation and payment processes will have a positive effect on delinquencies because bills will be processed more timely and efficiently. Historically, delinquency rates have been higher for contract payment accounts because of the manual payment process.

In addition, the new system allows for daily certification of contract payments on a transaction-by-transaction basis. Electronic certification should minimize the government's risk for interest penalties that are authorized by the *Prompt Payment Act* for late contract payments. The Army Purchase Card Program Manager (PM) anticipates an increase in purchase card use, as well as improved refund potential, because of these new EAS capabilities.

Another notable EAS functionality required by the new task order is the ability to view both sides of redeemed checks via

the bank's EAS. Many concerns have been raised in reports from the DOD Office of General Counsel, the U.S. Army Audit Agency, and the U.S. Government Accountability Office concerning inadequate convenience check controls. In essence, this new capability will create another layer of oversight on check writers and allow for effective cross-walks between the data entered in the "books" and the data on the checks for those performing audits or third-party reviews on convenience checks.

With SP2, the Army Purchase Card Program will continue to provide purchase card services and achieve significant savings by reducing paperwork and acquisition costs associated with micro-purchases of goods and services. This new task order leverages commercially available technology to facilitate purchase card actions as well as provide more effective management tools to strengthen internal controls. The Army Purchase Card PM recognizes the need for continuous improvement and has established flexible requirements that will allow the Army to explore and take advantage of emerging technologies to further enhance its Purchase Card Program.

KeYanna R. Boone is a procurement analyst with Program Executive Office Simulation, Training, and Instrumentation. She completed a 6-month developmental assignment at the Office of the Deputy Assistant Secretary of the Army (Procurement) supporting the Army Purchase Card PM. Boone holds a B.A. in finance from the University of Central Florida and is Level III certified in contracting.

U.S. Military Supports More Than Troops During Exercise

SPC Crystal Abbott

U.S. service members spend a great amount of time training and working with coalition militaries during deployments and exercises. These exercises do more than just enhance our coalition partners' militaries; they can also help boost the local economy.

In Tbilisi, Georgia, more than 30 local vendors attended a vendor's conference hosted by two Soldiers from the 409th Contracting Support Brigade (CSB) on July 21-22, 2008, as a part of the Immediate Response 2008 Exercise.



MAJ James Conatser, 409th CSB Contracting Officer Team Leader, answers questions from local business owners during the vendor conference held in Tbilisi, Georgia, July 22, 2008. (U.S. Army photo.)

MAJ James Conatser, Contracting Officer Team Leader, and MAJ Todd Cundy, Contracting Management Officer, put together the conference to teach attendees how to register with the Central Contractor Registry (CCR) and to look for future contracting opportunities with the U.S. government.

“The purpose of the vendor conference was to gather information regarding supply and service capabilities within the country of Georgia,” said Conatser. “We explained the normal supplies and services that [the Army] requires when supporting training exercises. These services can include local cell phone recharging units, nontactical vehicles, and interpreters.”

“It is important to identify the capabilities that can meet our contracting requirements,” said Cundy. “By registering with the CCR, local businesses will get the opportunity to compete. This can be a stepping stone for some of the smaller businesses.”

The vendor attendees were a bit weary about this new system, but excited about the new opportunities the program would provide them. “I find this a little overwhelming, but I want to personally look at this as part of our company’s business strategy,” said Nino Ositashvili,

a local business owner. “I think our government knows what will benefit our economy, so I feel, why not keep that opportunity here in our country with our friends?”

Conatser is glad to have the opportunity to meet with the local business owners. “The best part of this job is being able to provide solutions to complex problems,” said Conatser. “I really enjoy the interaction with the local population.”

The 409th CSB is part of the U.S. Army Sustainment Command’s global network of units on the line with troops in the field. Plans call for transition this year of CSBs and their subordinate elements to the newly established U.S. Army Contracting Command.

SPC Crystal Abbott is with the Southern European Task Force (Airborne) Public Affairs Office.

MICC Accepts Service-Disabled Veteran-Owned Small Business (SDVOSB) Awards

Bryon Young, Executive Director, U.S. Army Mission and Installation Contracting Command (MICC) and Alice Williams-Gray, Associate Director, Office of Small Business Programs, accepted 25 awards from the Center for Veterans Enterprise (CVE). The awards, presented at the 4th Annual National Veteran Small Business Conference and Exposition, Las Vegas, NV, on July 28, 2008, were for significant contributions and dedication to expanding prime contract opportunities for service-disabled veterans.

Young had challenged the contracting officers and small business advisors to exceed the congressionally mandated 3-percent SDVOSB goal for FY07. His focused support to the warfighter led to contract awards of more than \$416 million for SDVOSBs — the highest dollar amount for this category in Army history. MICC’s collective efforts and focus on the small business program resulted in an unparalleled \$1.1 billion increase in small business prime contract awards.

Previously named the U.S. Army Contracting Agency, MICC transitioned to the newly formed U.S. Army Contracting Command (ACC) in March 2008. ACC, led by Executive Director Jeffrey Parsons, is a U.S. Army Materiel Command major subordinate command.



Pictured from left to right: MICC small business advisors Deanna Ochoa, Michelle Currier, Lashone Goodman-Cooper, and Lenneia Jennings; MICC Director Bryon Young; Associate Director for Small Business Programs Office Alice Williams-Gray; and MICC small business advisors Jackie Robinson-Burnette, Delores Thompson-Gad, and Pamela Monroe. (U.S. Army photo.)

Since 2001, the Gordon H. Mansfield, Deputy Secretary of Veterans Affairs, U.S. Department of Veterans Affairs CVE Awards Program, has been recognizing significant contributions by organizations and individuals who are dedicated to expanding business opportunities for veterans and service-connected disabled veterans. The Enterprising Veteran Award is CVE's most prestigious honor. This award recognizes veterans whose quality performance provides advocates with specific success stories, a critical tool in promoting the program nationwide.

For more information, contact Jackie Robinson-Burnette at (703) 806-4017/DSN 656-4017 or jackie.l.robinsonburnette@us.army.mil.

Infantry Combat Identification (ICID) Targets Bring Realism To Training

Gregory K. Johnson and Aaron M. Stetson

The face of war is changing and the environments in which it is waged are varied and extreme. Battlefields are becoming increasingly asymmetrical; enemies are becoming more resourceful, opportunistic, and elusive. The majority of Army live-fire ranges feature target arrays with clearly defined front lines and little or no variation in training targets. Mitigating this problem is a driving force in shaping warfighter training doctrine, methodology, and equipment. Integrating ICID targets into Army live-fire ranges will fill capability gaps by providing Soldiers more realistic training situations.

The Targetry Team at TACOM Life Cycle Management Command-Rock Island (LCMC-RI) and the U.S. Army Training and Doctrine Command's Capability Manager-Live are providing the Army realistic targets with the capacity to exercise modern sights, optics, and sensors. This material solution to support force-on-target training has been recognized Armywide. ICID requirements and specifications were refined following a multidisciplinary working group held in June 2007 at Fort Benning, GA. The group included representatives from more than a dozen Army commands and agencies as well as industry leaders in targetry and thermal technology. Responding to a tight deadline, TACOM LCMC-RI executed a multiple award, Indefinite Delivery Indefinite Quantity contract for ICID targets in September 2007. The contracts provide a vehicle for fielding realistic, high-resolution ICID targets representing allied/coalition, neutral, and enemy forces.

These ICID targets feature lifelike visual and thermal cues that are viewable with the naked eye, image intensification optics, and thermal sights to support training conducted both day and night. The thermal signatures of allied/coalition ICID targets will be used in cooperation with standard Soldier marking kits to differentiate between enemy and neutral entities during night training exercises. The targets will also provide Army live-fire training facilities immediate flexibility to set scenarios that more accurately represent contemporary operating environments (COEs), where operational environments often simultaneously include allied/coalition, enemy threat, and neutral personnel. Dynamic target presentations



ICID targets offer versatile training alternatives at the command level aimed at enhancing survivability in various combat environments. Here, a Soldier from Co. C, 2nd Battalion, 39th Infantry Regiment, uses the prone firing position to engage targets on Range 10, Fort Jackson, SC. (U.S. Army photo by Mike A. Glasch.)

during COE training scenarios afford Soldiers opportunities to improve their situational awareness and combat effectiveness by honing their target identification and shoot/don't shoot decision skills. Deploying more combat-effective Soldiers represents a primary inroad to eliminating fratricide.

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Aaron M. Stetson is a TACOM LCMC-RI General Engineer. He holds a B.S. in industrial engineering and an M.B.A. from St. Ambrose University. Stetson is certified Level II in systems planning, research, development, and engineering (SPRDE)-systems engineering and Level I in SPRDE-program systems engineering, life-cycle logistics, and program management.

Think Tank Members Help Set Army Contracting Direction

Dona Alexander

The Army Contracting Think Tank is a small consortium of senior contracting executives who meet several times a year. Established in 2005 by the then-Deputy Assistant Secretary of the Army (Policy and Procurement) (DASA(P&P)), which is now DASA (Procurement) (P), this forum guides the Army contracting community's strategic direction for business processes by leveraging expertise across the Army contracting workforce and setting contracting priorities.

One of the Think Tank's first initiatives was to establish an Army contracting brand identity. Its efforts culminated with a vision that sums up the level and depth of the contracting purpose — "Army Contracting: One Community Serving our Soldiers, Serving our Nation," a contracting creed expressing the workforce's commitment to fulfilling this vision. The members next focused on workforce issues and business practices. They identified and accomplished 55 action items during their first 6 months. An early achievement was the creation of a Workforce Development Roadmap for the Contracting Career Program. The roadmap provides contracting personnel with direction and guidelines to plan and navigate their career progression, education, training, experiences, and leadership development. It also helps ensure that

the Army maintains well-trained and highly skilled contracting workforces that are empowered to carry out the mission.

The Think Tank instituted biannual Army Procuring Contracting Officer (PCO) training symposiums with the first session held in July 2006. Leveraging its success, the Think Tank held the first combined PCO/Intern Training Symposium in April 2008. Feedback from the more than 650 attendees deemed this training event an overwhelming success. The symposium offered PCOs and interns practical technical and leadership training. It also addressed Army-identified audit deficiencies and fundamental changes to contracting laws and processes. The training program furthered individual development and enhanced the PCO/interns' ability to efficiently procure the goods and services that outfit, support, and protect Soldiers.

The Think Tank members, instrumental in developing new Army contracting business practices and processes, created and implemented the *Army Source Selection Manual (ASSM)* in 2007. This manual standardized the Army source selection process through best practices and lessons learned. The *ASSM* ensures greater consistency across the spectrum from post, camp, and station to major weapons systems, construction, services, and information technology. It provides flexibility within a standardized framework so contracting officers can design and execute tailored source selection plans and proposal document requests, providing optimal procurement solutions for their customers. The *ASSM* is a pivotal reference and training tool for Army contracting to export procurement excellence and sound business practices throughout the Army acquisition community. Improvement in the source selection process is an ongoing effort. An annual reporting requirement collects key data elements, identifying areas that can be improved and those that have demonstrated improvement.

In seeking to strengthen the Army's contracting capability and correct deficiencies noted in audits and, more recently, by The Commission on Army Acquisition and Program Management in Expeditionary Operations, more commonly known as The Gansler Commission, the Think Tank has supported initiatives to improve managerial oversight. The Procurement Management Review (PMR) program is one of the most significant mechanisms used by the Think Tank to identify areas for improvement. The PMR assesses the health of Army contracting, improves overall quality, and assists organizational leaders with management control responsibilities. In 2007, HQDA PMR teams reviewed 15 CONUS and OCONUS contracting offices, examining more than 1,100 contracts with the results

summarized in an annual health report. The PMR provides Army leadership with detailed insight into areas that require attention and assists the Think Tank members to set community priorities and initiatives.

The Think Tank members are an integral part of the contracting community, keeping Army senior leadership apprised of workforce issues and identifying business process improvements. The Think Tank is an active group that has identified 255 contracting actions with a 90-percent completion rate — an outstanding accomplishment. The Think Tank's mission is best described by Tina Ballard, then-DASA(P&P), in a 2005 meeting — “Our [contracting] support depends on three things: our ‘corporate’ view, our workforce, and the business practices we employ to get the Soldiers what they need. These three prongs, combined with the realization that [like] any corporation we must have a unity of understanding ... an understanding and commitment to our vision, our mission, and our strategy for sustaining our capability into the future.”

Dona Alexander is a DASA(P) Senior Procurement Analyst. She holds a B.S. in business management from the University of Maryland. Alexander is Level III certified in contracting and is a U.S. Army Acquisition Corps member.

DAR Council Corner

Ann Budd

The successful implementation of the statutes, executive orders, DOD policy, and other regulatory directives in the *Federal Acquisition Regulation (FAR)* and the *Defense Federal Acquisition Regulation Supplement (DFARS)* strongly depends on Soldiers and Army civilians volunteering for part-time responsibility as a committee or team member. These volunteers bring subject matter expertise, general policy advice, and working experience to the contracting, legal, quality assurance, environmental, government property, industrial base, information technology, finance, transportation, utilities, logistics, hazardous material, and critical safety functional areas. Committee and team members represent the Army and DOD in *FAR* and *DFARS* cases and their work is of the utmost importance across the DOD acquisition community.

As committee and team members transition, an e-mail to the Army contracting community is sent to request nominations for a specific *DAR* committee or *FAR* team. Committee members must be Level III certified O-4, O-5, or O-6 officers and GS-13 to -15 (or pay band equivalent) civilians. Committee work is considered to be an “other duty as assigned” with agreement from the member's supervisor. It is on a part-time basis (estimated 10 to 25 percent depending on the committee) with little or no travel required. There is usually 1 day of off-site annual training for the *DAR* committee members, and the caseload fluctuates depending on the committee. At the beginning of the fiscal year, some cases will be opened as a result of the *DOD Authorization Act*. The *DAR* System director requests any committee chair to be local to the National Capital Region (NCR).

Because there are only seven *FAR* teams, the caseload is heavier and probably would involve about 30 to 35 percent for a permanent member's time and about 10 percent for a rotational member or a supplemental advisor. For a permanent *FAR* team member, meetings are held in the NCR on a regular basis, so it would be best for a permanent team member to be local. Rotational members or supplemental advisors could be located outside the NCR. They would link into meetings via video teleconferencing, conference call, or e-mail. The usual *DAR* committee or *FAR* team assignment is for 2 years, with the caseload varying among the *DAR* committees. Meetings are scheduled by the respective committee chair as needed.

A listing of the 21 *DAR* committees and 7 *FAR* teams, as well as general information, can be found at the *DAR* System Web site at <http://www.acq.osd.mil/dpap/dars>. To learn more about volunteering for a committee membership, contact Ann Budd at (703) 604-7030/DSN 664-7030 or ann.budd@us.army.mil.

Ann Budd is a DASA(P) staff member responsible for all efforts related to the DAR System council as its Army policy member. She holds a B.A. in business administration from Mary Washington College, an M.B.A. from Strayer University, and an M.A. in national resource strategy from the National Defense University. Budd is certified Level III in contracting and Level II in program management and is a U.S. Army Acquisition Corps member.