

From the Army Acquisition Executive

Focus on Ground Combat Systems (GCS) and Combat Support and Combat Service Support (CS&CSS)

On behalf of the Army Acquisition Corps and the greater acquisition workforce, I would like to take this opportunity to extend my sincere congratulations to Frank J. Anderson Jr. on his recent retirement as Defense Acquisition University (DAU) President. Frank has been a personal friend since his days as a bright, energetic, and very talented Air Force general officer. I greatly enjoyed the opportunity to serve with him on active duty and later as a member of the DAU Board of Visitors. Frank will always be remembered for transforming a miscellaneous consortium of service schools, including the Defense Systems Management College, into an award-winning, internationally recognized corporate university. He also implemented the Acquisition, Technology, and Logistics (AT&L) Performance Learning Model that now provides continuous learning assets well beyond the classroom to the more than 130,000 Defense Acquisition Workforce members. It is clear that Frank's lasting legacy is his great success in significantly expanding educational opportunities and the resulting tremendous increase in our workforce's professionalism and capability.



The importance of a well-educated, appropriately sized cadre of acquisition professionals with the right skills and training to successfully perform their jobs cannot be overstated. Over the last two decades, the acquisition workforce suffered a sharp reduction in personnel and an increase in workload that contributed to the inability to effectively apply remaining critical skills. That trend is being reversed! With assistance from Congress and the Office of the Secretary of Defense, we have begun to rebuild our ranks and have plans in place to grow the acquisition workforce and hire a bench of technically trained personnel, including cost estimators, systems engineers, and quality assurance specialists. With these hiring initiatives on track, I am now focusing my energies on leading the transformation of Army acquisition to improve management and execution of the acquisition process from start to finish, in close collaboration with our stakeholders, including Congress and our defense industry partners. Join me in this effort! I urge you to summon the courage to challenge the status quo. "No" is a perfectly acceptable answer. We must each have the moral courage to stand and speak the truth, or true transformation will not be achieved.

To ensure an efficient and effective acquisition system, we are guided in our efforts by the *Weapon Systems Acquisition Reform Act of 2009*, which was designed to help put major defense acquisition programs on a sound footing from the outset by addressing program shortcomings in early acquisition phases. Additionally, we are undertaking a far-reaching set of reforms and studies, including the Value Task Force established by the Under Secretary of Defense for AT&L, the Army Acquisition Study chartered by the Secretary of the

Army, and other critical initiatives and improvement opportunities generated from within our community. Our ongoing operations in Iraq and Afghanistan and the projections of a continued, complex operational environment demand more agile, innovative, and streamlined processes and institutions, including how we acquire goods and services.

We are also guided in our important work by the Army Modernization Strategy, which focuses on three major lines of effort:

- *Developing and fielding new capabilities.* We must leverage technologies harvested from the Army's science and technology program and shorten the time between requirement identification and solution delivery.
- *Continuously modernize equipment to meet current and future capabilities needs through procurement of upgraded capabilities, recapitalization, and divestment.* In conjunction with our strategic partners, we must validate and implement affordable capability portfolio strategies for selected equipment fleets and capitalize on technology-based initiatives.
- *Meet our force's needs through Army priorities and the Army Force Generation (ARFORGEN) model.* It is essential that we embrace ARFORGEN as a key driver to inform our modernization investment decisions, as we continue to support ongoing operations in Iraq and Afghanistan and effectively support responsible drawdown and reset.

The Army modernizes for our Soldiers. The Army's objective is to develop and field a versatile and affordable mix of the best equipment available to allow Soldiers and units to succeed in both today's and tomorrow's full-spectrum operations. In addition to our statutory responsibilities, we in the Army acquisition community have an absolute moral responsibility to ensure our Soldiers have the best equipment in sufficient quantities, so that they always have a distinct and significant advantage in any fight. This responsibility requires us to constantly explore new technologies, conduct exhaustive testing and experimentation, and never be afraid to ask ourselves if every aspect of our equipping programs can withstand the scrutiny of rigorous cost-benefit analyses.

This issue of *Army AL&T Magazine* showcases two of our program executive offices (PEOs): PEO GCS and PEO CS&CSS. It is clear that both PEOs have a critical role in executing the Army's Modernization Strategy and transforming our acquisition capabilities to meet current and future warfighter needs. The articles that follow provide valuable insights into this transformation and the ways these PEOs are addressing their many challenges and opportunities.

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