Headquarters Department of the Army
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JULY - AUGUST 1995

ARMY RD&A

UNITED STATES ARMY ACQUISITION CORPS

AWARD/CONTRACT | 1. CERTIFIED FOR NATIONAL DEFENSE UNDER BDSA REG. 2 AND/OR DMS REG. 1 | RATING | PAGE OF PAGES

2. CONTRACT (Proc. Inst. Ident.) NO. | 3. EFFECTIVE DATE | 4. REQUISITION/PURCHASE REQUEST/PROJECT NO.

5. ISSUED BY CODE | 6. ADMINISTERED BY (If other than Item 5) CODE

7. NAME AND ADDRESS OF CONTRACTOR (No., street, city, county, State and ZIP Code) | 8. DELIVERY ☐ FOB ORIGIN ☐ OTHER (See below) | 9. DISCOUNT FOR PROMPT PAYMENT | 10. SUBMIT INVOICES (4 copies unless otherwise specified) TO THE ADDRESS SHOWN IN ITEM

CODE FACILITY CODE

11. SHIP TO/MARK FOR CODE | 12. PAYMENT WILL BE MADE BY CODE

13. THIS ACQUISITION WAS: (Check appl. box(es)) ☐ A. ADVERTISED ☐ B. NEGOTIATED PURSUANT TO: ☐ 10 USC 2304(a)( ) ☐ 41 USC 252(

14. ACCOUNTING AND APPROPRIATION DATA

15A. ITEM NO. | 15B. SUPPLIES/SERVICES | 15E. UNIT PRICE | 15F. AMOUNT

15G. TOTAL AMOUNT OF CONTRACT ▶ $

16. TABLE OF CONTENTS

(X)	SEC.	DESCRIPTION	PAGE(S)
		PART I — THE SCHEDULE	
	A	SOLICITATION/CONTRACT FORM	
	B	SUPPLIES OR SERVICES AND PRICES/COSTS	
	C	DESCRIPTION/SPECS./WORK STATEMENT	
	D	PACKAGING AND MARKING	
	E	INSPECTION AND ACCEPTANCE	
	F	DELIVERIES OR PERFORMANCE	
	G	CONTRACT ADMINISTRATION DATA	
	H	SPECIAL CONTRACT REQUIREMENTS	
		PART II — CONTRACT CLAUSES	
	I	CONTRACT CLAUSES	
		PART III — LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACH.	
	J	LIST OF ATTACHMENTS	
		PART IV — REPRESENTATIONS AND INSTRUCTIONS	
	K	REPRESENTATIONS, CERTIFICATIONS AND OTHER STATEMENTS OF OFFERORS	
	L	INSTRS., CONDS., AND NOTICES TO OFFER	
	M	EVALUATION FACTORS FOR AWARD	

CONTRACTING OFFICER WILL COMPLETE ITEM 17 OR 18 AS APPLICABLE

17. ☐ CONTRACTOR'S NEGOTIATED AGREEMENT (Contractor is required to sign this document and return copies to issuing office.) Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. (Attachments are listed herein.)

18. ☐ AWARD (Contractor is not required to sign this document.) Your offer on Solicitation Number including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) the Government's solicitation and your offer, and (b) this award/contract. No further contractual document is necessary.

19A. NAME AND TITLE OF SIGNER (Type or print) | 20A. NAME OF CONTRACTING OFFICER

19B. NAME OF CONTRACTOR | 19C. DATE SIGNED | 20B. UNITED STATES OF AMERICA | 20C. DATE SIGNED

BY (Signature of person authorized to sign) | BY (Signature of Contracting Officer)

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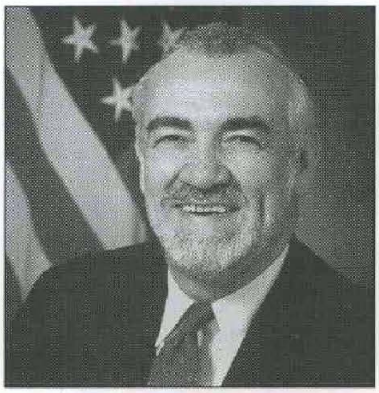
TERMINATED

THE MYTHS & REALITIES OF CONTRACT TERMINATIONS

From The Army Acquisition Executive

STREAMLINING THE ASARC PROCESS



It is no secret that I view my single, most important mission while I am the Army Acquisition Executive as leaving behind a much better, more agile, enlightened, and more efficient acquisition system for the Army and for the Department of Defense (DOD) as a whole. Declining budgets require us to use our resources more wisely by reducing management and control costs of our products and services. For example, it has been calculated that the non-value added overhead associated with DOD's acquisition process ranges from 18 to 40 percent of the overall acquisition budget, depending on certain assumptions about value added. What this means is that there is *at least* 18 percent in defense premiums or non-value added processes but, in all probability, it may be closer to the 40 percent number. In other words, DOD spends from 18 cents to 40 cents of each procurement dollar just to check a mandatory compliance box, not for added performance or quality in the end product. It is not difficult to see why change is imperative.

The acquisition reform thrust to date has been on streamlining the contracting process by eliminating military specifications and standards and adopting commercial specifications. As Secretary of Defense Perry believes, if the Department of Defense (DOD) is to meet future needs, we must increase access to commercial state-of-the-art technology and must facilitate the adoption by our suppliers of business processes characteristic of world class suppliers. I am happy to report that we are making good progress. The Army is executing a detailed plan to eliminate milspecs from Army solicitations by next year. In the interim, we are "scrubbing" all Requests for Proposals above $10 million to eliminate milspecs, non-essential terms and conditions, and non-essential Contract Data Requirements List items. We are moving toward non-developmental items, commercial off-the-shelf products and technologies, and innovative contract management which encourages contractors to propose non-government standards and industry-wide practices in place of milspecs and standards.

We are now moving to a new front. Secretary Perry recently announced new, bold initiatives to further reform the acquisition process by streamlining the management of major systems. These initiatives result primarily from recommendations made by a DOD Process Action Team (PAT) chartered to reengineer the oversight and review process. As enunciated in the directive by Secretary Perry, DOD will institutionalize the adoption of an Integrated Product and Process Development (IPPD) management technique that simultaneously integrates all essential acquisition activities through the use of Integrated Product Teams (IPTs). IPTs include representatives from all appropriate functional disciplines—operators, designers, developers, testers, etc.—working together to build successful programs by identifying and resolving issues early. While IPPD facilitates meeting cost and performance objectives from product concept through production, including field support, IPTs require cooperative, "team" efforts to make a program successful from the start.

In support of the management oversight reform effort, I directed that a lean, fast-paced PAT be formed to streamline the Army Systems Acquisition Review Council (ASARC) process. Many of the report findings echo the spirit of Secretary Perry's directive, and I look forward to issuing implementation instructions soon, based on the following ASARC PAT recommendations:

- Establishment of an ASARC Coordination Team (ACT) for each ASARC program to replace all ad hoc working groups, committee meetings, and the pre-ASARC. This is, in essence, an IPT. We must move away from hierarchical decision making to horizontal decision making.
- Flexible attendance at each ASARC according to the issues to be resolved by senior Army leaders.
- Review of only one document by the ASARC, the modified Integrated Program Summary (IPS). A single document should be sufficient to address major issues posed to the Army's senior acquisition forum and comply with statutory requirements.
- Availability of oversight documentation/status reports to all members of the ACT on a continuous basis rather than just prior to a milestone decision. This will facilitate program success through continuous teamwork.
- Minimal oversight documentation to answer review and oversight questions.
- Follow-on review by functional elements of support and program-specific documents generated within their functional area to find additional efficiencies in documentation.
- Conduct "paper" ASARCs whenever the ACT determines that there are no major or critical issues that aren't resolved.

Adoption of these DOD and Army initiatives represents a new day for defense acquisition and launches another fundamental difference in the way we conduct business. Our goal is to reduce government decision cycle times and administrative costs to conserve our fiscal resources and better serve our soldiers.

The entire acquisition community must focus on building quality programs by identifying and resolving issues early. The teamwork approach is a real winner. Successful results have already been achieved on the first Army test case, the Joint Surveillance Target Attack Radar System Light Ground Station Module (JSTARS LGSM) Low Rate Initial Production (LRIP) decision. Review documentation was reduced, briefings were held to a minimum, and the Army leadership was issue focused. The streamlined ASARC process is designed to assist us in managing risk, and it worked very well in its first test case. The process allowed us to save both time and money on the JSTARS LGSM program. I expect to see similar results with our other programs as the reforms are implemented and they become our standard way of doing business.

The underlying principles are: (1) empowerment/delegation to those responsible for the program (PEOs and PMs), and (2) teamwork among those responsible, proponents, and senior management.

Gilbert F. Decker

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FEATURES

Termination For Convenience: The "T4C" Myths And Reality — *CPT Roch A. Switlik and COL Thomas J. Quigley* 2

Contractor Performance Certification Program — *Ralph Wunder* 5

Electric Power For The Digital Battlefield's Foot Soldiers — *James E. Stephens* 7

Acquisition Reform At The Army Simulation, Training And Instrumentation Command — *Tom Mazza* 10

Will Army Software Win The Information War? — *COL Jerry M. Henderson* 13

Textile Structural Composites — *Diane S. Kukich* 15

Mentoring In The Acquisition Community 18

Commercial Equipment For Power Projection — *Marty Wall* 21

From Technology To Capability: The Case For Innovation — *COL Nicholas L. Straffon* 23

Chemical And Biological Defense For The New Century — *Larry M. Sturdivan, Elaine Stewart-Craig, Amnon Bierenzvige, And Van R. Jones* 26

What Is A '53'?. . . A Perspective — *LTC Earl D. Rasmussen* 29

From Industry: Commercial Off-The-Shelf Software Issues — *Arthur I. Hersh* 31

A Synthetic Scene Generation Process For Smart Weapons — *Dr. James P. Welsh and Dr. Lewis E. Link* 33

Mountain Highway Brake Testing — *CPT Philip Schoenig and Robert McHugh* 37

The Demise Of Missile Defense Technology — *CPT(P) Scott E. Shifrin* 40

A Farewell Letter From LTG William H. Forster 61

DEPARTMENTS

From The Army Acquisition Executive ..... **Inside Front Cover**

Speaking Out 42

Career Development Update 44

Personnel 59

Awards 59

Books 60

Letters 60

COVER

Termination of a contract for the convenience of the government, or T4C, is not the high-speed exit off the freeway, as many believe. T4C is a complex and time-consuming process which contracting officers must understand.

TERMINATION FOR CONVENIENCE: THE "T4C" MYTHS AND REALITY

By CPT Roch A. Switlik
and COL Thomas J. Quigley

Introduction

Some governments around the world choose to own and operate factories to supply their Defense needs. However, the U.S. government has chosen to rely on private industry to perform this role. This is a successful arrangement for the U.S. government and most contractors successfully meet the contractual requirements. But there are times when the contractor is unable to complete the specified work for various reasons or the government decides to cancel the contract. One of the methods available to the government to cancel a contract is called a termination for the convenience of the government or T4C. This method of halting contract performance is unique.

In the commercial contracting world, rarely will a company permit any buyer to have such complete authority to escape from its contractual obligations. The termination for convenience gives the government the right to terminate without cause. Ostensibly, a tool to wind down after wartime mobilization or when there is no longer a need for the contracted item, a T4C is a valuable tool in the contracting officer's peacetime tool kit. A contracting officer should understand the realities, pitfalls and caveats associated with a T4C before using it.

Some managers see a termination for convenience as an easy exit off a crowded freeway or as an economical, swift way to disentangle from a failing enterprise. But, beware of the urge to oversimplify the situation and beware of the mythology that surrounds a T4C. In our experience, the T4C is rarely an easy, safe, cheap, or quick way to solve complex contracting problems.

Basic Principles

The authority to terminate for the convenience of the government resides in Federal Acquisition Regulation (FAR) Part 49. In a T4C, the contractor is entitled to all incurred costs that are allowable, allocable and reasonable. This trio is aptly explained in FAR Part 31.2. In addition, the contractor is entitled to receive a profit on the costs incurred, but not anticipatory (expected) profit. This is how the process works.

Regardless of the type of contract all contracts effectively become cost reimbursable contracts when terminated for convenience.

Once the procuring contracting officer (PCO) decides to terminate for the convenience of the government, the contractor is immediately advised of the termination in accordance with FAR Part 49.102 and specifically told who will manage the proceedings. From that point, the contractor has one year to submit a termination settlement proposal to the termination contracting officer (TCO). Once the TCO receives the contractor's proposal, several factors may influence the timeliness of settlement. If the contractor has inventory associated with the contract, it may take six months or longer to dispose of this property utilizing plant clearance procedures. The TCO may not bypass the plant clearance procedures nor utilize prudent business judgments with respect to the expedient disposition of inventory. Additionally, the Defense Contract Audit Agency (DCAA) is required to review termination proposals valued at $100,000 or greater. This DCAA review can take two to three months on some proposals.

The TCO is required by FAR Part 49.105-2 to notify the PCO of any excess funds that may be released, within 30 days of the termination. However, the contractor may be very reluctant to estimate his costs. Therefore, the TCO must either recommend that the PCO releases no funds or estimate the funds required to settle the termination. Keep in mind that accurate estimates are often difficult to make without the contractor's

input. Myth-breaker number one is: It takes time to conclude a termination for convenience, probably more time than you think. The average time to settle a T4C is 18 months.

More Facts and Myths

• ***Fact: A contractor's lack of knowledge and actions influence the close-out proceedings.*** A contractor's lack of knowledge of termination procedures often slows proposal submission or results in faulty or incomplete proposals. This all adds to the closure time. Some contractors are reluctant to estimate termination cost due to uncertainty. Some contractors will delay settling the matter and/or hire "high priced" consultants, in an effort to extract every possible cost related to the contract.

• ***Fact: Terminations with large companies usually mean large proposals and an unlevel playing field!*** Larger companies negotiating T4C settlements may dedicate a portion of their large staff and ample resources to aggressively focus on all allowable cost and settlement expenses. The TCO usually has more limited resources and must deal with a company's sophisticated legal staff. Unfortunately, this is the nature of the business. So, if the TCO has large claims or requests for equitable adjustment (REAs), he must simply allow the time necessary to close out these termination actions.

• ***Myth: A terminated fixed price contract remains a fixed price contract forever!*** Regardless of the type of contract, all contracts effectively become cost reimbursable contracts when terminated for convenience. This means all incurred costs that are allowable, allocable and reasonable will be included in the settlement. The main principle in settling a T4C is to fairly compensate the contractor for the work performed (FAR Part 49.201). Material costs, labor, start-up costs, severance pay, settlement expenses (to include outside consultants) and associated overhead costs are potential valid settlement costs. Even if a contractor has produced a faulty product, the associated costs are allowable under a T4C. Furthermore, a contractor may not be forced to repair faulty items under a T4C unless the government provides additional consideration (money!).

• ***Myth: The government usually wins court cases in termination situations.*** Sorry, not true. Often, judgments do not favor the government. The reasons for this are many. All too often, terminated contracts are troubled affairs, terminated in an attempt to shed a problem. While there are many sources of these troubles, our experience says that changing requirements or poorly written, ambiguous contracts fall in this category. Be wary when overriding the pre-award survey recommendations. Regrettably, many troubled contracts that are eventually terminated for convenience received a "no award" recommendation during the pre-award survey.

• ***Myth: T4Cs save money.*** Not necessarily. Saving money depends upon timing and the complexity of the contract. If a contract has been in effect for a long duration, little savings may be gained from a termination. A contract of short duration probably has a greater potential for savings. One must consider whether the contracted item is a developmental item or commercial-off-the-shelf item. Terminating a developmental item usually involves paying developmental costs even if the development is incomplete or inconclusive. Termination costs may even exceed the original contract price in cases where the contractor's investments and settlement expenses are extensive.

Remember, T4C settlements allow contractors reimbursement for contract-related expenses and the costs associated with settling the T4C. The First Article Limitation Clause may not limit the amount of settlement even if the contractor has not completed the first article. So you see, the universe of acceptable expenses changes when a T4C occurs. Beware of using a T4C as an economizing measure. It does not always work out that way.

Reality: Pitfalls We Have Not Avoided

This is the *believe-it-or-not* portion of this article. Believe it or not, these things actually occur. For reasons that are self-evident (volume of contracts, number of personnel or agencies involved), they do not help the termination contracting officer perform the mission. While the examples listed below are certainly not the norm, these situations could have (should have) been avoided through adequate dialogue between the appropriate government personnel or agencies. Communication is the key!

• ***The T4C clause was omitted from the contract!*** Granted, the "Christian Doctrine" which stipulates that if the "law" requires a particular clause to be placed in the contract but is omitted, the clause is still a part of the contract. However, contracts without the required T4C clause have surfaced on more than one occasion, causing delays in settling the termination. Very often, contractors are upset that the contract was terminated in the first place. Consequently, they are usually not in a very forgiving mood when negotiating such a change to the contract.

• ***The product was ready to ship or already shipped when the contract was terminated!*** More often than not, this indicates that the communication between the PCO, the contractor and/or the administrative contracting officer (ACO) is incomplete. We have actually had cases where the product was delivered and accepted but a T4C notice was issued anyway. This requires considerable administrative effort and expense to correct and could lead to a contractor requesting additional compensation.

• ***The PCO deobligates contract funds before the TCO sends notice of excess funds!*** FAR Part 49.105-2 states that the TCO shall notify the PCO of the amount of excess funds within 30 days of the termination date. However, if the PCO deobligates funds prior to notification, the result may be more work for all parties involved. The TCO will continue settling the costs of the terminated contract, but when this work is done, the PCO will be required to find replacement funding for the funds that were previously reachable and on hand.

• ***The PCO or ACO fails to provide the TCO a copy of the enabling contract modification defining the contract termination!*** Sometimes it is a mere matter of forgetfulness, but this failure to act slows the close-out process significantly. Once a contract is terminated, the clock starts regardless of when the TCO receives the notification. FAR Part 49.105 requires the TCO to promptly conduct several actions. If these actions are not conducted "promptly" there is room for the contractor to allege that the time constraints placed upon him are no longer in effect because of the government's inaction. More importantly, during the process of settling the termination, it is imperative that the PCO responds promptly to issues brought forth by the TCO. The best example is the consideration of disposition

During contract performance it is imperative that all government personnel understand their role in the process.

It is certain that the right and privilege of terminating contracts for the convenience of the government will continue to be a means of concluding contracts.

of government-furnished material/property and contractor inventory. Quite often, T4C procedures are drastically delayed awaiting decisions by either the buying command or PCO.

• ***Sometimes we forget work-in-process (WIP) and associated inventory!*** WIP and associated inventories are often abandoned in place. As far as WIP is concerned, the government has little use for unfinished goods. Remember that the government pays for the cost of material purchased and holds title to the property. Sometimes, the cost of shipping residual material exceeds the value of the material itself, so work-in-process and associated inventory must be evaluated carefully.

• ***Contractors sometimes react to unauthorized direction!*** During contract performance it is imperative that all government personnel understand their role in the process. Sometimes various government personnel direct contractors without the authority. The contractor should know better than to act upon direction provided by someone other the contracting officer, but it happens and both parties are at fault. This could lead to the contractor submitting an REA as a part of the T4C settlement. There are numerous court cases that will support the contractor in these cases of unauthorized direction, especially if a small business is involved.

As a procurement official, you must do your "homework" and maintain an open line of communications with other government agencies involved, prior to contacting a contractor. Here is a "real life" example where the lack of research and communication impacted negotiations and caused great embarrassment to the government.

As a part of a termination settlement, the contractor submitted an REA based on government direction (not the PCO). The TCO attempted to defend the government's position, stating that "a change in the contract did not take place and that the government 'has-its-act-together' and would not have provided such direction without going through the PCO." The contractor presented a recently received certified letter from the buying office demanding information on the delivery status of the contracted items. Since this contract was terminated a year before, the contractor was amused that the government now demanded delivery status. Thus, the TCO had difficulty in maintaining a professional atmosphere defending the government's position, on the one hand, while trying to explain why the buying command wanted to know the delivery status on terminated items.

• ***T4C activity surfaces all the undefinitized contract changes that ever existed!*** Upon termination, many issues that the contractor previously "let slide" may resurface as REAs. Be ready to take your medicine as contractors rightfully or wrongfully ask for compensation for work they performed based on government action or inaction. By using REAs, contractors seek compensation for expenses incurred. REAs are sometimes no more than uncertified claims and on occasion, denied REAs reappear later as certified claims.

In one case, the government and the contractor could not agree on what exactly the contract required. Rather than stopping all actions until clarification and agreement was made, the contractor was instructed to continue with work while negotiations were taking place. After much discussion, the government decided to terminate the contract. The contractor, in compliance with the government's wishes, continued to work during negotiations. The termination cost ended up significantly higher than the original contract price. Basically, the government received nothing for its money.

Conclusion

We believe the U.S. government will continue to use private industry to provide its goods and services through contracting. It is certain that the right and privilege of terminating contracts for the convenience of the government will continue to be a means of concluding contracts. Correspondingly, many of the myths and results will continue to thrive to some degree, but less so as we learn more from our mistakes and improve the communications between government agencies.

We are also optimistic about the recommendations related to acquisition reform. With the Federal Acquisition Streamlining Act (FASA) and Contract Administrative Service Process Action Team (CAS PAT) recommendations, we may witness many improvements soon. For example, the CAS PAT sanctions innovation, streamlining, risk management (not risk avoidance) along with an array of other innovative approaches. These approaches include the quicker disposition of property, rapid auditing, sharing information, streamlining documentation, empowerment, rewarding high performance contractors, contractor self-oversight and self-certification, and a tide of other refreshing approaches. These new approaches will change and improve the way we conduct business.

In summary, we need to improve the way we presently conduct business and at the same time, incorporate the recommendations and opportunities before us in the FASA. But regardless of the changes we invoke, we doubt that terminations for convenience will be the high-speed exit off the freeway of government contracting that the uninformed may think it is.

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CONTRACTOR PERFORMANCE CERTIFICATION PROGRAM

By Ralph Wunder

Introduction

The Army Materiel Command's (AMC) Contractor Performance Certification Program (CP)2, continues to evolve and expand its scope to better serve the acquisition community. From its initial thrust toward the production side of the house, it has now made substantial inroads into the R&D community.

For those who may be unfamiliar with the program, it was conceived in the mid-1980s as a means of recognizing those contractors who demonstrated exceptional commitment to quality and productivity improvement. Industry leaders questioned why those who continually provided quality products and services should be treated the same as those who were not. A program needed to be developed that would reduce the government presence at the good producers, and make available resources that could then be applied toward assisting those who had not embraced quality and productivity improvement.

Those participating in the program would be evaluated through the means of audits. An initial "no-fault" audit would establish a baseline from which the participant would move toward certification. A series of in-process audits would insure that the correct path was being taken, and a final audit would verify that all requirements had been satisfied. All of the audits were to be joint contractor and government, as represented by the participating AMC major subordinate commands and the Defense Logistics Agency representatives. A spirit of cooperation and concern for improvement vs. "gotcha" was to be the hallmark of the audits, something new and innovative in audit methodology.

Certification Criteria

The criteria for certification consisted of elements that evaluated management commitment to quality, the effectiveness of the quality assurance plan, how effectively statistical process control methods were being employed, and how metrics were being used to assure continuous improvement in quality and productivity. The participant would have to demonstrate compliance in all areas in order to become certified.

The contractors who became certified could then expect to see less day-to-day involvement of the government in their operations. They would be granted greater autonomy in the preparation and application of their quality assurance and statistical process control programs.

As the production side of the program began to gain momentum, it was a logical outgrowth of that success that dictated that the research and development side of the house become involved.

The cultural changes that had to take place in a production-oriented facility, in order for (CP)2 to flourish, were ideal for incorporation in the R&D community. Management commitment to quality improvement and the use of statistical methods and metrics to track successes were vital to R&D successes.

Eventually, separate criteria for R&D certification was developed. While management commitment and the use of statistical methods (especially as they can be applied in production), and metrics were to remain key elements of this new criteria, some adaptations were made. One of the new areas of review concerned the manner in which software was developed, managed, and used.

Regardless of whether or not the effort was to be an R&D or production certification, the methodology of participative audits remained the process by which the participant was evaluated.

As of this date, several participants have been certified by both the R&D and production sides of the house. The lessons learned have flowed in both directions, with some of the facilities seeking R&D certification prior to production certification and vise versa. Whatever the route, the benefits of certification were readily acknowledged and actively sought.

Just as those who join the program must demonstrate continuous improvement, so has the program itself. Although an AMC-directed effort, the approach taken by the various major subordinate commands was not uniform. Each command had developed

The cultural changes that had to take place in a production-oriented facility, in order for the Contractor Performance Certification Program to flourish, were ideal for incorporation in the research and development community.

Any program that has demonstrated its worth to the acquisition community as the Contractor Performance Certification Program has, and has been as responsive to its customers, should find a home for a long time to come.

its own criteria, verification methodology, and overall approach to the program. If the program was to have the validity that it deserved, then something needed to be done to assure that a certification by one command was as meaningful as that of any other. Also, many participants were suppliers to more than one command, so a uniform approach was needed.

Process Action Teams

While much had been accomplished through informal meetings and discussions, it was apparent that a more organized and dedicated approach toward uniformity was in order. To that end, AMC, with personal inputs by the principle assistant for acquisition, revitalized the effort by charging two process action teams (PATs) with examining the areas of benefits, criteria, methods, and metrics.

The PATs went to work to put together programs and proposals that would meet the needs of all of the commands, and make those improvements that would strengthen the program. Their work continues in the cooperative spirit that promises to provide those changes. In addition, the teams not only involved representatives of the commands, but included industry representatives, through the American Defense Preparedness Association. This is an excellent example of the teaming concept that is at the heart and soul of the (CP)2 effort.

Audit Teams

Another improvement in the process has been the professionalization of the audit teams. At the onset of (CP)2, those performing the audits had a great deal of enthusiasm, but very little audit training. Today, we find that the most progressive of the commands have taken the opportunity to develop their auditor's skills through formal training programs. Many auditors have been certified as quality auditors by the American Society for Quality Control. Still others have received training on the International Quality Standards (ISO9000 series), and have achieved the status of quality systems lead auditor, as granted by the Registrar Accreditation Board. These credentials are not easily attained, but contribute tremendously to the audit staffs' credibility.

The emphasis upon training people on the International Quality Standards is indicative of the type of continuous improvement that keeps the program abreast of current trends and the needs of our customers. As more and more suppliers use the international standards, assessment of their compliance becomes essential.

In addition to involving both R&D and production facilities in the (CP)2 process, the scope has been expanded with the offer to include Army depots. Under the guidance of the Army's Armament Munitions and Chemical Command's (AMCCOM) Commanding General MG Dennis L. Benchoff (who currently is also the commanding general of the Depot System Command, and the Industrial Operations Command), depots have been invited to participate in (CP)2, and have demonstrated a keen interest.

Conclusion

The (CP)2 effort has undergone many changes since its inception in the mid-1980s. The involvement of the R&D community, the inclusion of Army depots, and the professionalization of the audit staff have all contributed to the spirit of "continuous improvement" that is the hallmark of not only this program, but any successful endeavor. The support of industry has been extremely refreshing. Their perception that (CP)2 equates to sound business practices suggests that the program "hits the nail on the head."

What road (CP)2 will follow in the future is open to speculation. There are efforts being directed toward offering it as a Department of the Army level program. Perhaps someday it could even be presented as a Department of Defense initiative.

Any program that has demonstrated its worth to the acquisition community, as (CP)2 has, and has been as responsive to its customers, should find a home for a long time to come. With emphasis on continuous improvement in quality and productivity, it just makes sense to sign-up!

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ELECTRIC POWER FOR THE DIGITAL BATTLEFIELD'S FOOT SOLDIERS

By James E. Stephens

Introduction

Computers and other electronic equipment will be the foot soldiers of the information war. These soldiers will work tirelessly, reliably, and without complaint if they receive a proper ration of quality electric power. Therefore, consistently supplying, under battlefield conditions, the correct quality of electric power is an important facet of the "digital battlefield."

It is an imperative that this quality facet of electric power must be properly considered, or the electronic foot soldiers may rebel in various ways. They may stop work at a critical moment in the larger battle, or corrupt, albeit non-maliciously, the data management process.

Fortunately, the private sector has wrestled with the power quality issue for the last 10 years and has made significant progress to both define and resolve the problem. Much of its effort can be used to benefit the Army as it moves to the "digital battlefield."

This article outlines a U.S. Army Communications-Electronics Command program designed to exploit these private sector efforts to benefit the military. The objective is to ensure that the electronic foot soldiers' rations contain the proper quality and quantity of electric power so that they can reliably perform their mission. More importantly, these rations must be cost-effectively prepared and provided to the electronic foot soldier.

What is a Power Quality Problem?

The civilian sector answers the question this way: *"Any power problem manifested in voltage, current or frequency deviation that results in failure or misoperation of user equipment/systems."* This definition should be adopted by the Army as part of its thrust to digitize the battlefield. The failure of an electronic foot soldier to process or pass information, because of a poor ration of electric power, can be as devastating as the failure of a courier to deliver a written battle order in a bygone era.

Historical Perspective

The predominant electrical loads, such as electric lights, motors, and heaters in the Army were defined as linear loads. By definition, linear loads do not distort the input current waveform shown in its familiar sinusoidal form in Figure 1. Direct current (DC), if required, was produced from alternating current (AC) by a transformer-rectifier.

Transformer-rectifiers were often designed for 400 hertz (cycles per second) input power. The 400 hertz transformer-rectifier design is significantly more compact and lightweight than one using 60 hertz input power. Their compact size and weight savings is the major reason why, in the past, many of the Army's weapon systems required 400 hertz input power from its supporting generator. The Patriot missile system is an example.

The Army's mobile generators were procured and tested to power linear loads reliably. The output power quality of the Department of Defense's generators was specified in Military Standard 1332. For many years, this standard has also been successfully used by system developers as the quality baseline for the supply of electricity to battlefield systems.

The Army's generator fleet contains approximately 80,000 generators. They produce Class 2B or better power (See Figure 2) at 60 hertz except for the small percentage which produce 400 hertz for special applications. The interface with the electrical load is described only from the perspective of the generator. Military Standard 1332 does not place any restraint on the electric load regarding its impact on the generator or other equipment connected to the generator. These generators reliably power electrical loads up to their size ratings within the environmental conditions and altitude described in Military Standard 1332. This standard was last revised in 1973.

What Happened?

Lightweight and compact switch-mode power supplies replaced the transformer-rectifier beginning in the early 1980s. These switch-mode power supplies are designed to operate on 60 hertz power which explains why new tactical systems no longer are being designed to use 400 hertz input power. Their use has become pervasive because electronic equipment operates on DC power. This DC power is provided by embedded power supplies which convert AC power to DC. These power supplies, many of which use silicon controlled rectifiers (SCR), brought with them their own penalty.

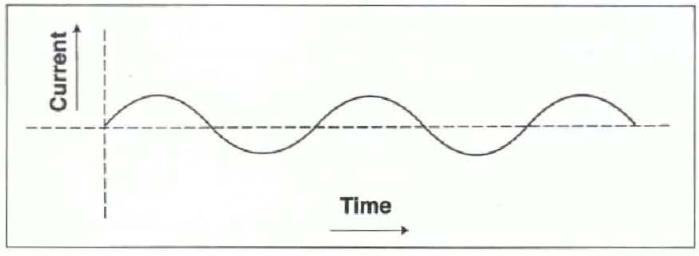

Figure 1. Normal current waveform.

Voltage	
Regulation	115.4 - 120 (Volts)
Transient Performance	
(a) Apply Rated Load	
(1) Dip (20%)	96 Volts (min.)
(2) Recovery to 120 Volts	3 sec. (max.)
(b) Remove Rated Load	
(1) Rise (30%)	156 Volts (Max.)
(2) Recovery to 120 Volts	3 sec. (max.)
Frequency	
Regulation	58.2 - 60 Hz
Transient Performance	
(a) Apply Rated Load	
(1) Undershoot	57.6 Hz
(2) Recovery to 60 Hz	4 sec. (max.)
(b) Remove Rated Load	
(1) Overshoot	62.4 Hz
(2) Recovery to 60 Hz	4 sec. (max.)

Figure 2. Voltage and frequency characteristics of Class 2B (reference Military Standard 1332B at 120 volts/60 hertz).

The SCR's switching action may severely distort the input wave from its familiar sinusoidal form (See Figure 3). This distortion by definition is non-linear and is caused by the power supplies in electronic equipment and other electrical/electronic equipment. The current waveform is distorted at higher frequencies than the fundamental frequency of 60 hertz. These higher frequencies are multiples (or harmonics) of the fundamental power frequency which is 60 hertz in the United States.

Unfortunately, harmonics can cause problems in the electrical system. They manifest themselves in ways which often appear to be system dependent. The symptoms of an underlying power quality problem related to high harmonics include overheating, clocks/timers not regulated, nuisance tripping of breakers, unreliable operation of electronic equipment, and elevated and, at times, dangerously high, current in the neutral wire of three phase electric distribution systems. The equation can be written that an electronic load equals non-linear electrical load.

A recent field study of harmonics in seven different building types concluded "non-sinusoidal wave forms are the norm, not the exception...current in the neutral that exceeds the current in the phase conductors is a problem NOW and needs to be taken into account when designing electrical systems." The study involved 66 harmonic analyses in these seven building types: office, medical, industrial, municipal/government, laboratories, audio-visual studio, and banking. Although not specifically stated in the study, many of the electronic items listed in Figure 4 were being used in these buildings. The items in this list can cause severe distortions.

Many of the items listed in Figure 4 have also been drafted to serve as the electronic foot soldiers crucial to winning the information war. Drafted is the operative word since the Army will purchase and use more and more commercial off-the-shelf equipment in the future. The Army must be prepared to provide the ration of quality electric power demanded by these draftees which are so critical to winning the information war. These conscripts can and will rebel if they are not provided the same quality of power on the battlefield that they received back home.

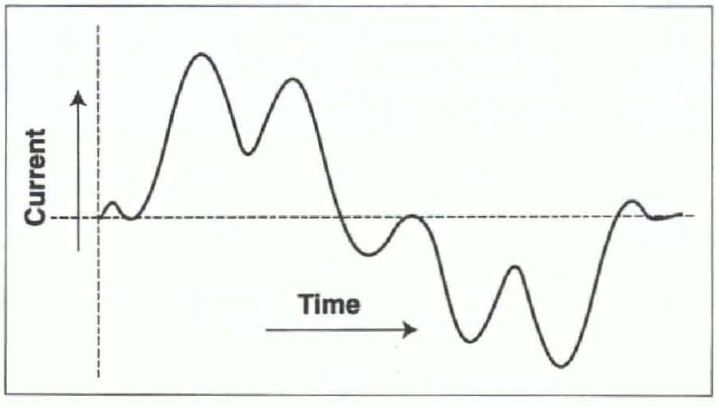

Figure 3. Distorted current waveform.

An Acceptable Ration

The Computer and Business Equipment Manufacturer's Association (CBEMA) developed the curve shown in Figure 5. It very clearly describes part of the power quality ration from the perspective of the consumer, or, for that matter, the Army's electronic foot soldier. CBEMA warrants that their equipment will continue to operate if the voltage change from the nominal voltage stays in the white area of the figure. As an example, their equipment is designed not to reset if zero voltage occurs for less than half of one cycle (or 0.0083 seconds at 60 hertz).

The manufacturers have also established permissible limits regarding other electrical parameters; including, power surges, total harmonic distortion, frequency variations, waveform, and waveform disruptions. Many of these are more fully defined in two documents published to ensure the issues of power quality are properly accommodated in both design and equipment application. The first and most recent is IEEE Standard No. 1100-1992, *IEEE Recommended Practice for Powering and Grounding Sensitive Electronic Equipment.* IEEE 1100-1992 complements the information contained in the second, but older, document which is the *Federal Information Processing Standards (FIPS)* Publication No. 94 published by the U.S. Department of Commerce.

The electric power ration described by

- Personal Computers
- Video Displays
- Electronic Ballasts
- Copy Machines
- File Servers
- Uninterruptible Power Supplies
- Battery Chargers
- Telecommunications Equipment

Figure 4.
Typical electronic equipment which may cause harmonic distortion.

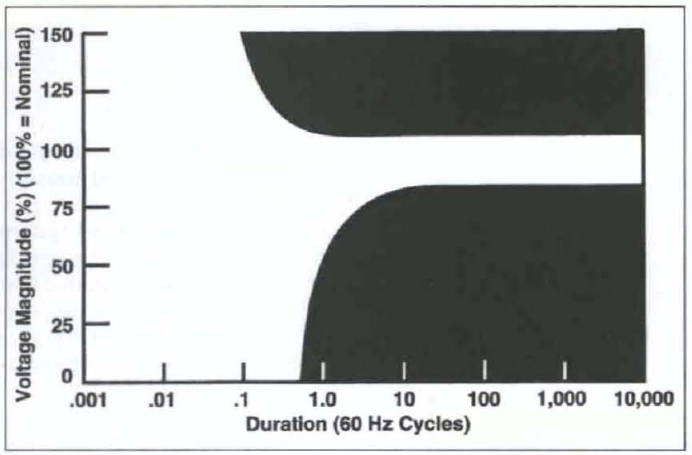

Figure 5.
Computer and business equipment manufacturer's association equipment sensitivity curve.

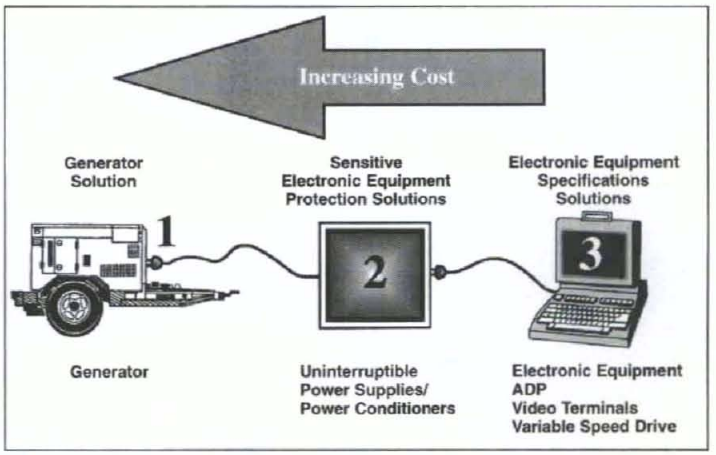

Figure 6.
Economic evaluation of alternatives for supplying power to electronic foot soldiers.

these documents and the CBEMA curve is difficult for a municipal utility to consistently provide, even in their benign environment when compared to a battlefield. This explains the rise in the last 10 years of the large industry involving uninterruptible power supply (UPS) and power conditioning equipment. UPS with embedded standby generators are installed as insurance policies in critical facilities where costly consequences occur whenever electric power supplied by the municipal utility is disrupted. These standby generators backup the municipal utility, which is very reliable. However, the Army has a more difficult task. The Army must provide the same ration of electric power on the battlefield from a mobile generator in lieu of a municipal utility. These mobile generators must serve as both the highly reliable municipal utility as well as the standby generator.

The size difference between the municipal utility and the Army's mobile generator also makes the Army's job of supplying the correct ration of electric power more difficult. The Army's mobile generators are small (rated in kilowatts) compared to municipal utilities which are large (rated in megawatts). A single Army electrical load may consume 60 percent or more of the power from a individual mobile generator.

The power consumption factor of an individual load is inconsequential if the power source is a municipal utility. Therefore, the same electrical load will influence the mobile generator differently than a large municipal power source. Finally, the ability of a single electrical load to influence other equipment sharing the same generator is a significant concern. This concern is shared by the civilian sector when multiple loads are connected together on the same power grid or at the same facility.

Who Assures the Power Ration is Adequate?

The major players involved are Project Manager—Mobile Electric Power, and the digital battlefield system developers, as well as subsystem developers, and electronic equipment manufacturers. All these players must aggressively cooperate to assure the integrated systems so crucial to the digital battlefield are compatible with the mobile generator supplying its power. The other electronic equipment sharing the same generator must not adversely impact the generator or other electrical equipment sharing the same generator.

Generators must also be procured which can cost-effectively power non-linear loads. In some instances, UPS will be required to assure the most essential electronic foot soldiers receive the power quality they demand. This parallels the civilian sector installing UPS at their critical facilities to backup the municipal utility. If the Army power quality players interact properly, the Army's electronic foot soldiers will work reliably and without complaint. High mission reliability of digital battlefield systems will be the end result.

How Will the Electric Power Be Produced?

Of the three alternatives outlined in Figure 6, the mobile generator is the most costly alternative to upgrade the power quality ration now being demanded by electronic foot soldiers. As stated earlier, it is practically impossible to pack into a mobile generator just the electrical and reliability characteristics associated with a municipal utility. Therefore, more and more systems are installing expensive and heavy UPS between the generator and the consuming electronic devices. The UPS and other electronic devices may distort the current and voltage wave forms. This affects all devices having common electrical interfaces including the generator.

These effects must be determined by harmonic analyses, similar to the studies of the seven building types mentioned earlier. Representative systems where a high proportion of non-linear loads are expected will be analyzed. These systems will include radar, and command, control and communication systems associated with the digital battlefield. Analyses will be performed at various locations within the systems as they are operated under simulated tactical scenarios. The conclusions will be coordinated with program executive officers and program managers who depend on electric power from the Army's mobile generators.

The *Power Quality Ration Manual* (Mil Std 1332) will then be updated or commercial standards will be identified to describe the electric power ration the Army must supply its electronic foot soldiers. Defining and cost-effectively supplying this ration on the battlefield is crucial to an Army win of the information war.

JAMES E. STEPHENS recently completed a detail to the Office of the Project Manager—Mobile Electric Power from the Communications and Electronics Command's Research, Development and Engineering Center, Fort Monmouth, NJ. He leads a task force to define the "power quality" which mobile generators should produce to compliment the future battlefield. A member of the Army Acquisition Corps, Stephens holds an undergraduate engineering degree from Virginia Polytechnic Institute and an M.S. in engineering administration from George Washington University.

ACQUISITION REFORM AT THE ARMY SIMULATION, TRAINING AND INSTRUMENTATION COMMAND

By Tom Mazza

Introduction

Acquisition reform for training systems acquisition had its roots in work that began three years prior to the formation of the Simulation, Training and Instrumentation Command (STRICOM). In 1991—with the guidance of LTG Billy Thomas, deputy commanding general of the Army Materiel Command (AMC)—the Project Manager (PM) for Training Devices (TRADE) began investing time and resources in the new "Total Quality Management" movement.

A newly-established Quality Management Board examined the internal processes of PM-TRADE and identified acquisition package preparation as the one area where the most improvement could be made. At PM-TRADE, acquisition was almost solely limited to new R&D systems or major modifications, both of which involve significant effort in procurement package preparation.

Improvement Areas

Process Action Teams (PATs) were established to improve the areas of new work acceptance, scope of work preparation, and specification preparation. Almost every new acquisition package was taking between 12 and 18 months to prepare and was consuming more than 8,000 manhours each. With 8-12 new system acquisitions occurring a year in an organization of only 250 people, PM TRADE was strangling itself with the way business was being conducted. The time for improvement was ripe!

The PATs identified many areas for improvement; however, each recommended major improvements in automation as a requirement before significant progress would be made. In November 1991, a team of five individuals was given a special assignment to survey all of the Services and develop an "automated system" for preparing draft procurement packages. While the team found several automation efforts geared towards small purchase and secondary item procurement, there was no automated system that could accommodate new major system procurement. The team also concluded that automation alone would not solve the current manpower intensive request for proposal (RFP) process. The following problems were identified:

- *RFP Preparation Process Takes Too Long:* too many reviews; too many standards, regulations, etc; process not responsive to changing user requirements; process is cumbersome; and tremendous rework required.
- *RFP Preparation Process Is Not Well Understood:* lack of process documentation; lack of training and experience; and program management team not integrated.
- *RFP Process Is Not Well Managed:* lack of management vision/product focus; lack of schedule visibility; lack of project team stability; and continually changing acquisition strategy.

Acquisition Principles

The team concluded that complete process re-engineering would be necessary to make significant improvements. In April 1992, the team's recommended changes were briefed to the PM TRADE Corporate Board and a new approach to acquisition began. The team's major recommendations became the guiding principles for acquisition reform at PM TRADE and STRICOM. They include:

- Describe only performance characteristics in a solicitation and allow each offeror to respond with their design approach in the form of a specification. The contractor-developed specification becomes the only government controlled baseline at contract award. Also allow each offeror to recommend changes to any part of the solicitation, including the work statement, data requirements, delivery schedule, and contract clauses, but include cost and time impact for each change recommended.
- Rename solicitation volumes to enforce the changes in thought process contained in DODI 5000.2. The renamed volumes are: past performance, requirements evolution, integrated management, supportability, affordability, and administrative.
- In the contract, which is structured in sections A to M, restrict data requested in Section L (Instructions to Offerors) to only that being used to make a decision and to support evaluation standards in the source selection plan.
- Define all evaluation factors and relative importance, without specific numerical weights, in contract Section M (Evaluation

Factors for Award). Require approved source selection plan prior to development of contract Sections L & M.

• Limit the page count for each volume of the RFP response, and obtain a digitized version of the offerors' responses.

• Utilize an electronic bulletin board to allow industry access to pre-draft (i.e. working documents) in real time. Use a *Commerce Business Daily* announcement to alert industry that a new solicitation effort has begun.

• Hold formal release for comment until contract Sections L & M, the work statement, and performance requirements are completed and identify areas most susceptible to change.

• Provide a delivery date as the only milestone in the solicitation and allow each offeror to propose an event-oriented schedule in the form of a system engineering master schedule. Each milestone must have defined exit criteria and the schedule is incorporated in the resultant contract.

• Use most probable life cycle cost for comparison among offerors.

• Use teleconferencing as the preferred method of conducting business.

• Require a Contractor Technical Integrated Service (CITIS) for all contracts. Use electronic mail and file transfer for small businesses and require completely integrated data bases with government on-line access for large corporations. Only require delivery of data items which require a DD250 (i.e. product definition data and technical manuals).

• Use a standard work breakdown structure which eliminates stove pipe disciplines and requires a concurrent engineering/integrated product team approach.

• Use past performance to evaluate performance risk.

• Use a software capability evaluation for risk identification on software intensive contracts.

• Do not require any management plans or mandatory program plans. Instead, require each offeror in the proposal to describe its integrated management processes, areas of risk, and plans for managing risk.

Acquisition Tools

Once the above basic principles were set, then the task of developing automation tools was re-started. A new self-directed team was established consisting of a logistician, a tester, a contract specialist, a systems engineer, and a configuration/data manager. This integrated product team capitalized upon previous automation efforts of the Air Force, Army and Navy, using the "best of breed" and developed several new modules in a PC-windows based, multi-user environment. The tool, now known as the Joint Acquisition Management System (JAMS), assists a new project team throughout the acquisition preparation process, providing on-line access to DOD regulation and guidance, FAR/DFAR data bases, Service acquisition regulations and guidance, and document-sensitive help and expert advice. The system provides instant access to most references that may be needed and, with the incorporation of the Air Force Acquisition Manual (AFAM), can even walk a beginner through the entire acquisition process and provide examples and "gray beard" advice along the way. JAMS currently is in beta testing.

A major source of previous rework was the lack of up front management guidance and direction to the project team. The use of JAMS enforces a structured approach to the acquisition, beginning with the preparation of the acquisition strategy report and followed in turn by the source selection plan and acquisition plan. Once the management decision authority, source selection authority, head of contracting activity and PM have approved the basic acquisition structure, the team uses JAMS to develop and draft the RFP.

The team builds all contract sections (A-M), the work statement, the system requirements document (performance specification), contract data requirements list and all other attachments and exhibits. The output is a complete draft of the RFP. As each section matures, it is exported to the STRICOM bulletin board for industry review.

Training

Because any one individual on a new project team may not have prepared an RFP for some time, STRICOM has also implemented "just in time" training for each new development team. The training currently consists of four modules:

• A two-day team-building experience to emphasize the need and advantages of using integrated product teams, followed by an industry/government session after contract award. Experience has shown that integrated product teams do not just happen, they must be carefully and continually nurtured.

• A one-day session on preparation of the acquisition strategy, source selection plan and acquisition plan which includes the latest guidance. Other elements include procurement integrity, selecting evaluation factors, best value concepts, acquisition improvement principles, and evaluating past performance. After this session, the teams utilize JAMS to develop each plan and then obtain approvals prior to preparing the actual RFP.

• A one-day session on the latest guidance for preparation of the RFP itself. This includes guidance on preferred structure, performance based wording and format of each element of the RFP. Special emphasis is

The use of the Joint Acquisition Management System enforces a structured approach to the acquisition, beginning with the preparation of the acquisition strategy report and followed in turn by the source selection plan and acquisition plan.

placed on contract Sections L & M, contract types, proper work statement language, data, use of the work breakdown structure, and information exchange with industry. JAMS is then used to develop the draft RFP.

• A one-day session occurring just prior to the beginning of source selection. This session covers the actual conduct of the source selection, preparation of the Source Selection Evaluation Board report, and briefing the results to the Source Selection Advisory Council or the source selection authority. Emphasis is placed on following contract Section M, using the standards for each factor, and proper government interface with each offeror. An automated tool to assist the team during source selection is being developed.

First Application

The first major program to be exposed to the new concept of operation was the Advanced Gunnery Training System. This development will become the next generation Conduct of Fire Trainers for Armored Systems. In 1993, the project manager decided to take advantage of the acquisition initiatives. Without the automation services now available through JAMS or benefit of the team training available, the project team released the RFP to industry in just 99 days. This included a solicitation "scrub" by HQ AMC. Industry was allowed to propose its own unique design solutions, propose its own schedules, establish its own internal management plans and recommend any changes to the RFP. Lessons learned from this effort have been instrumental in the development of the training now being offered to future teams.

Pilot Program

In 1993, STRICOM nominated a new development effort for inclusion in the DOD Acquisition Pilot Program. Opportunities for "free reign" in DOD acquisition do not happen often.

Whoever dreamed of having the opportunity to buy a weapon support system like you would buy a swimming pool? The Fire Support Combined Arms Tactical Trainer (FSCATT) Program is a fixed-priced development contract with prospective milestone payments based upon exit criteria proposed by each offeror. This is similar to paying 15 percent up front for your swimming pool, another 15 percent when the hole is dug, 25 percent when the shell is poured, 25 percent when all plumbing is installed and working, and the final 20 percent after the pool screen is installed and everything is checked out and working.

Other innovative approaches in this pilot program included: the elimination of all military specifications and standards from the solicitation; stating that the contractor and government would be working as an integrated product team in a fixed-price environment; allowing the industry to propose the time frames for testing; and lastly, utilizing an open access project data architecture so that all industry and government team members have real time access to information developed during the project, with delivery of only the product definition data and maintenance manuals.

While new DOD and Service guidance is causing many organizations to question how the government can function without the safeguards of specifications, standards, government oversight, etc., STRICOM has implemented many of these changes and both the government and the training, simulation and instrumentation industry are benefitting.

Previous STRICOM policies that were incorporated include: leaving the design solution to each offeror to propose; specifying only one date in the solicitation—the initial delivery date; not specifying any government management processes and instead requiring the offerors to define their integrated management approach; page limitations; and allowing industry to define all intermediate milestones schedules with exit criteria.

Additionally, the government will not be approving intermediate design solutions nor requiring preliminary or critical design reviews. The contractor will be responsible for configuration management of all documents other than the system specification provided with the solicitation.

The user representatives, as members of the integrated product team, will be involved fully during the entire development time frame to serve as subject matter experts and provide feedback to the industry/government design team. Testing will be limited to in-process developmental evaluations and a final operational evaluation.

After the pre-solicitation conference and prior to formal RFP release, prospective offerors were given the opportunity to conduct one-on-one discussions with the government RFP development team. This proved to be a very useful exercise, benefiting both parties. The FSCATT Program is in source selection, and again lessons learned will be applied to future programs.

Acquisition Culture Change

The cultural change in source selection continues to be the toughest hurdle to overcome. Evaluators continue falling back into their previous mode of wanting complete design disclosure and detailed management plans, even if the Section M and the standards for evaluation factors have no relationship to this information. Compliance issues often receive far more attention than merit and risk.

Future acquisition improvements will be concentrated in the conduct of the source selection itself. One goal is to be able to make a competitive range determination after allowing one week proposal review for each offer.

While new DOD and Service guidance is causing many organizations to question how the government can function without the safeguards of specifications, standards, government oversight, etc., STRICOM has implemented many of these changes and both the government and the training, simulation and instrumentation industry are benefitting.

STRICOM may be a small command by comparison (total staff of 500); however, this limited size, more than anything else, has forced acquisition reform so the organization can survive. Hopefully, others will capitalize on this experience and continue to make future improvements and change the culture.

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WILL ARMY SOFTWARE WIN THE INFORMATION WAR?

By COL Jerry M. Henderson

Will the pace of software development sustain the Army's future appetite for information? Former Army Chief of Staff GEN Gordon R. Sullivan emphasized that winning the information war is key to maintaining a decisive edge in future military operations. His vision for tomorrow's Army provides sound evidence of the Defense Department's determination to join the information age, as cited in *War in the Information Age,* published by the Strategic Studies Institute, and co-bylined with James M. Dubnik.

In their book, *War and Anti-War,* Alvin and Heidi Toffler describe a military that will be dependent on the third wave revolution of information technology. However, the software needed to penetrate this third wave era fails to meet this book's basic mass production criteria of the second wave industrial age. Most software is neither reproducable nor interchangable. This weak software link in the automation chain must improve substantially if information is to flow seamlessly across the command, intelligence, logistic, and fire control networks of the Force XXI battlefield. What actions can Army information system developers take to meet the software demand? Can computer-aided software engineering (CASE) tools help?

A critical look at trends in software development projects highlights serious shortfalls in the production of efficient software applications. The average commercial software development project exceeds the program schedule by half, according to an article by W. Wayt Gibbs in the September 1994 issue of *Scientific American.* Large Army efforts fare even worse. One estimate suggests that some three-quarters of all large systems are initial "operating failures" that do not function as intended or are not used at all, according to Gibbs. In June 1994, IBM's Consulting Group released these results from a survey of 24 large systems developers: 55 percent of the projects cost more than expected, 68 percent experienced schedule overruns and 88 percent required redesign. Unfortunately, a similar software crisis plagues Army software projects.

A software development organization's ability to produce cost-effective and quality products is based on several controllable factors. These include the development process, the skills and experience of the people developing the software, the technology used, product complexity, and environmental characteristics such as schedule pressure and communication, as noted by Daniel J. Paulish and Anita D. Carleton in the Sept. 9, 1994 issue of *Computer.* This article concentrates on modifications in Army software development relating to two of these critical elements, the process and the technology.

A candid review of the process used by typical Army frontline software developers surfaces two glaring shortcomings. The first is cumbersome requirement definition and the second is a lack of process structure and rigor.

The subjective nature of the way programming languages are used and standards are applied and programs are documented creates a mine field in the path to quality software products.

A typical Army software project designates someone other than the user of the future automated system to be responsible for defining system requirements. These user representatives, most often called functional analysts, use a system analysis approach to developing the functional design. Some functional analysts may have extensive background in the target business process while others must rely on their own interpretation of the requirements. In both cases, however, their understanding of the user requirements quickly diminishes without frequent exposure to the target system work place. Misrepresentation of the user requirement is a major, if not the greatest, contributor to software failure.

Once developed, the resulting functional specifications are passed on to the programmer, who must again interpret the specifications and produce the software. Large projects can easily have 50 or more programmers receiving functional guidance using this methodology. Considering that the initial guidance is likely to be at least partially erroneous, a second translation can only compound the situation. During the project testing phase, considerable effort is devoted to simply determining if a software fault was introduced during functional design or in actual programming. The likely result of this cumbersome design-to-product process is the most costly of the development outcomes, software redesign.

Commercial and government software projects alike lack process structure and rigor. Just as two artists can survey the same landscape and then produce remarkably different sketches, so too can two programmers produce different software from the same

design specifications. The vast majority of computer code is handcrafted from raw programming languages, Ada, COBOL and others. The resulting software is both difficult to measure and impossible to duplicate consistently, according to W. Wayt Gibbs. It fails to meet the basic industrial age criteria. One case study revealed that even when organizational policy mandated structured programming standards, only 58 percent of the software modules complied with those standards. Shari Lawrence Pfleeger, Norman Fenton, and Stella Page wrote about this in their article, "Evaluating Software Engineering Standards," which was published in the Sept. 9, 1994, issue of *Computer*. The quality of the program documentation, a particularly critical element during the software maintenance phase, varies widely from programmer to programmer. The subjective nature of the way programming languages are used and standards are applied and programs are documented creates a mine field in the path to quality software products.

Meaningful product improvement will only be possible by altering the organizational culture of the development activities. The specific challenges to improving the development process described above lie in reducing the development distance between the ultimate system user and the software end product and instituting formal and measurable process controls.

Just as the laptop has equipped the mobile and computer-literate manager to shoulder much, and in some cases all, of the administration previously performed by a secretary, the introduction of (CASE) tools (details later) now makes it possible for the system analyst to both design and produce the application software. The duties once shared between the functional analyst and programmer can now be accomplished by a new breed, the "information engineer."

Using the CASE software, the information engineer can create the business design model and the CASE software will produce the application software. Although portions of the software applications will still require traditional programming, this process change will eliminate the bulk of the interpretation errors currently introduced when requirement specifications move between the functional analyst and programmer.

The user-to-product distance can be further reduced by adopting techniques used at the Army's National Training Center for software development. The CASE environment allows the target software users to experience the touch and functions of the developing software in a way similar to that of the combatant on the simulated battlefield at the National Training Center. The challenge will be to ensure that the user allows the "best and brightest" to participate in the development process. Without this critical user input, the final product will never reach its full potential.

A second cultural change involves instituting formal, repeatable and measurable process controls. Fortunately, the Software Engineering Institute at Carnegie Mellon University has developed the Capability Maturity Model (CMM), which provides a means for development activities to evaluate their process quality and control competencies. The CMM goal is to grade the ability of the programming team to predictably create software that meets its customers' needs, according to Gibbs. Some Defense Department organizations are using CMM to improve their development process. Once an organization clearly defines a software process, the true test is to insure compliance throughout the organization. Here again the computer enforced rigor provided by the CASE environment can help managers in this effort.

It is crucial that program managers craft innovative acquisition strategies that foster the cultural changes necessary to reduce user-to-product distance, enforce process structure and insert proven software development tools.

Technology is a second controllable element of software development currently hindering the Army's ability to move software development to the mass production stage. Although Army leadership is acutely aware of the need to standardize, Army software development activities employ a mind boggling array of development technologies. Development environments employ a wide range of hardware platforms with unique and varied operating systems.

Even though the Defense Department mandates the use of the Ada programming language, it is difficult to find sufficient government and contract programmers to meet the need. One reason for the shortage is that Ada is not the information system language of choice in the commercial community.

Although the number of data base management software (DMNS) products used in Army software applications has been reduced to a few industry leaders, the lack of a standard DBMS creates, at a minimum, a training challenge. Finally, the lack of compatible development environments makes software reuse extremely difficult. Donor software modules, even when they perform the same function, must be adjusted for the operating environment of the recipient software. It is unlikely that a single environment is feasible, however, movement toward a limited number of sanctioned development architectures is critical.

The emergence of CASE technology provides an excellent opportunity for the Army to embrace a commercially proven CASE product as a development standard. Admittedly, CASE will not solve all the developer's difficulties but, as indicated previously, it can lend support in some very critical areas. Besides the contributions already mentioned, CASE tools assist in other technical aspects. In the CASE environment, system changes are made to the business model not to the programs themselves. As a result, the actual programming language used becomes less critical. The CASE environment creates repositories that support module reuse, allows global application and data element modifications, and enforces documentation rigor. Finally, many CASE tools are compatible with several DBMS and hardware platforms.

It is crucial that program managers craft innovative acquisition strategies that foster the cultural changes necessary to reduce user-to-product distance, enforce process structure and insert proven software development tools. Leadership responsible for the various Army business disciplines must commit the best-in-the-business to the development of "their" automation systems. No doubt the development activities have the talented personnel needed to create quality software. Introducing them to CASE tools will markedly improve their capabilities to produce quality software. With this firm commitment to improving information automation, the Army can equip the force to fight and win the future information war.

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TEXTILE STRUCTURAL COMPOSITES

A Route to Enhanced Wear Resistance, Fracture Toughness, and Damage Tolerance

By Diane S. Kukich

Introduction

As defined in previous articles in *Army RD&A*, composites are materials with two or more components: *reinforcement* in the form of fibers, fabric, whiskers, or particulates encapsulated in a *matrix*. The fibers and matrix are combined to form a composite with properties that are superior to those of the individual constituents. Reinforcing fibers may be short or long, aligned or random, continuous or discontinuous, depending on the processing method and the intended use. In some cases, a network of fibers is fabricated first to form a "skeleton" of the intended part, or *preform*, which is then infiltrated with resin. While some preforms are as simple and inexpensive as chopped-glass-fiber mats, others—based on more sophisticated textile technology—are made by braiding, weaving, or knitting fibers together in a specified two- or three-dimensional design.

Textile preforming technology has contributed substantially to recent advances in structural composites development by eliminating many of the problems found in laminated composites (delamination, for example) and by enabling production of "near-net-shape" parts. Composites reinforced with textile preforms also offer enhanced wear resistance, fracture toughness, and damage tolerance, all of which are of value in such potential Army applications as lightweight bridging and armored ground vehicles. Another advantage of composite parts made via textile preforming is the potential for parts integration. Complex-shaped parts can be made with textile preforms, and metal inserts/attachments can be molded directly into the composite component, reducing the need for mechanical fastening or adhesive bonding. Finally, sensors and shape-memory fibers can be incorporated into textile preforms both for on-line control purposes and for the production of smart materials.

Under the direction of Dr. Tsu-Wei Chou, Jerzy L. Nowinski Professor of Mechanical Engineering, researchers at the University of Delaware Center for Composite Materials (UD-CCM) are investigating textile preforming, primarily for reinforcing polymer-matrix composites produced via liquid molding techniques such as resin transfer molding (RTM). Chou is co-principal investigator of the Army Research Office/University Research Initiative (ARO/URI) Center of Excellence for Composites Manufacturing Science, a program that was established at UD-CCM in 1986.

Approach

Chou's research in textile structural composites began with funding from the ARO in the late 1970s, a time when very little analytical work was being done. The initial analytical work was followed by property characterization; during the past five years, facilities have been developed at UD-CCM for processing and manufacturing. As with all of UD-CCM's manufacturing science research, the emphasis is on microstructure/property/processing relationships. The researchers are focusing on identifying the connections among these three areas through two strategies developed at the Center: performance maps and processing windows.

Performance maps relate microscopic and macroscopic properties. Based on material properties (which include the properties of the fiber and those of the matrix) as well as on processing parameters (including preform dimensions, fiber volume fraction, pitch length, and yarn orientation), models are established to predict the elastic, thermal, and mechanical properties of the finished composite.

Processing windows enable designers to select processing parameters within a limited range of possibilities and then, based on the microstructure, to predict the macroscopic properties. Based on the understanding that such parameters as the fiber volume fraction and the yarn orientation angle will fall within a limited range, the processing window for a given technique (braiding or weaving, for example) is defined by the range of allowable parameters. Basically, a three-step procedure is followed:

- the processing window is identified;
- the processing parameters are fed into the model; and
- the range of macroscopic properties is predicted, thereby closing the loop.

The theoretical predictions are verified by characterization results from composites fabricated in the center's textile laboratory. If the final properties as predicted by the model are lower than required for the intended application, the designer goes back to the processing window and starts over again either by trying another set of processing parameters or by selecting a different fabrication

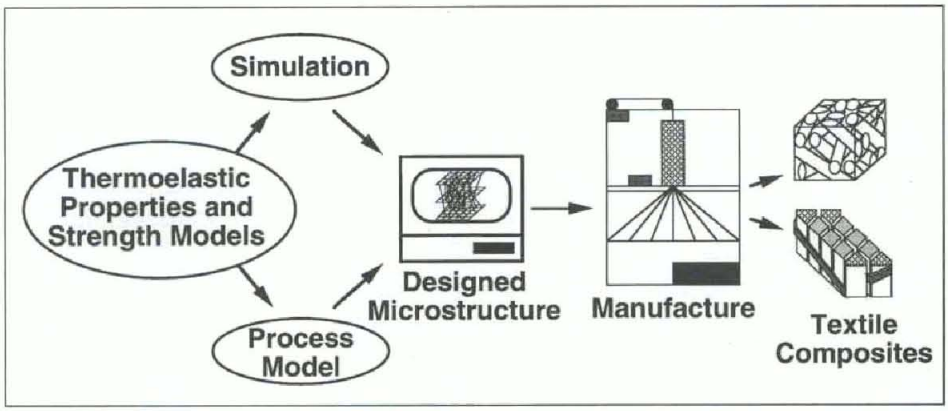


Figure 1.
Modeling efforts provide the foundation for intelligent manufacturing of textile composites.

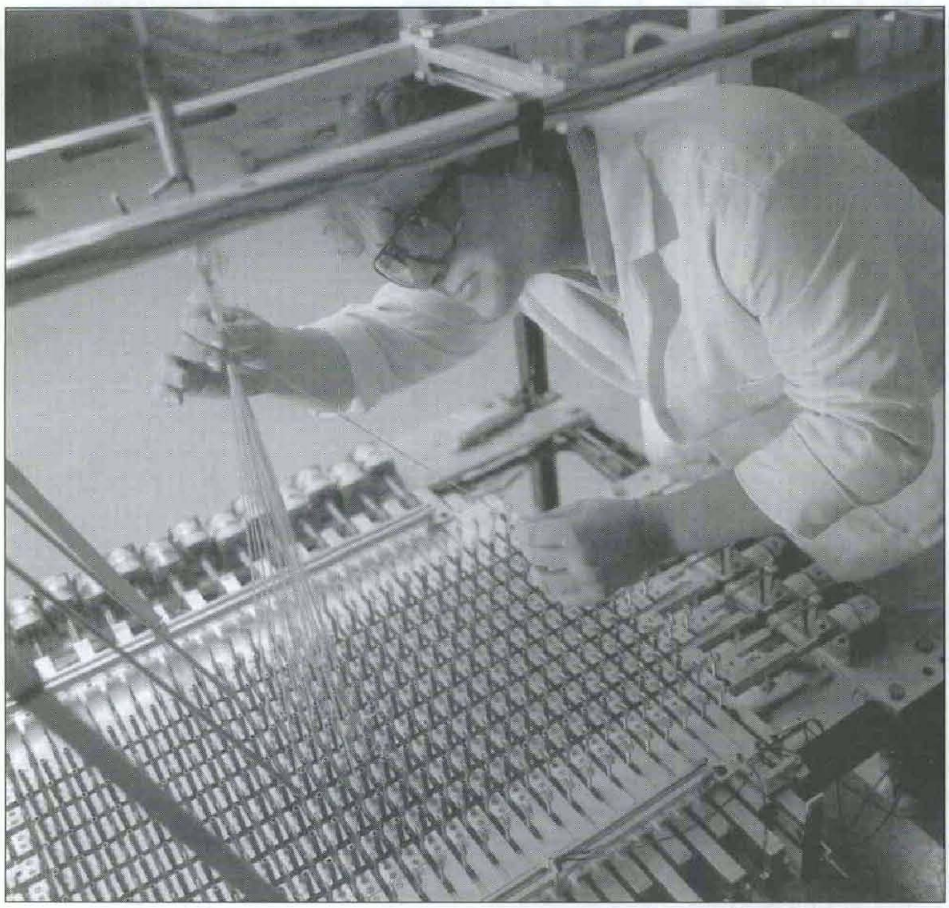


Figure 2.
The center's automated, computer-controlled 3-D multi-step braiding machine is used to manufacture textile preforms.

technique. The approach eliminates the need for trial-and-error in processing and for testing a large number of specimens with varying microstructural designs; instead, the model can be used to predict the composite properties with a particular textile preform within the given processing window.

Since the microstructure, properties, and performance of composites are so intricately linked, work is conducted concurrently on all three areas in an effort to develop an "intelligent" manufacturing system (see Figure 1). The remainder of this article focuses primarily on the processing facet of the work, which has been supported by the ARO/URI program for several years, and on the use of textile preforming technology for the development of smart materials, which has been supported with ARO funding since 1994.

Automated Braiding

ARO/URI Fellow Tim Kostar, now a doctoral candidate in mechanical engineering, has been working on the processing facet of the textile work since 1989. Under Chou's direction, Kostar designed and constructed an automated braiding machine capable of making a variety of three-dimensional (3-D) braided structures and shapes (see Figure 2). The advantages of 3-D braiding include not only the ability to form thick, complex shapes via single-procedure net-shape preforming, as mentioned earlier, but also built-in through-the-thickness reinforcement. In contrast, laminated composites and those reinforced with 2-D preforms such as fabric mats can be reinforced in only two directions. Overall, structural composites formed by this method have been found to have excellent tensile, bending, and impact-resistant properties.

With support from the ARO/URI program, computer codes and simulations have been developed for the design and manufacture of braided preforms. The software allows for tailored design of the braid cycle and the resulting preform geometry. The simulation identifies the individual carrier paths, the number and location of yarn groups, and the overall braid geometry. Since its initial construction, the center's track-and-column type braider has also been enhanced to include axial yarn insertion and individual track/column control. The most-recent development in this project is the use of braiding technology as the basis for "smart" composites, with sensing wires braided in at a predetermined spatial orientation. Several industrial contacts have expressed an interest in the work.

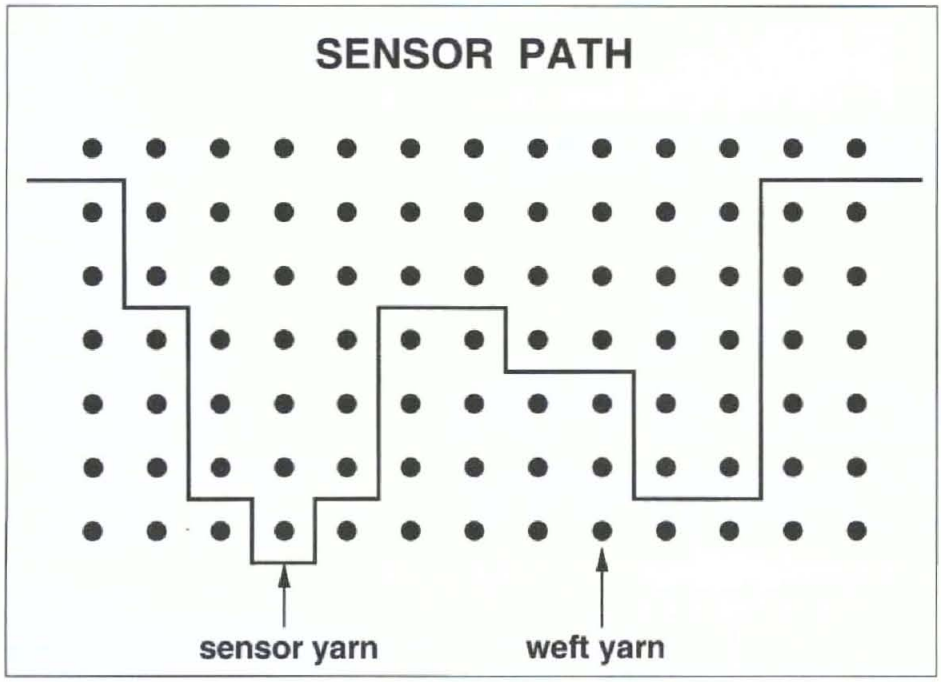


Figure 3.
Sensor yarns can be woven into textile preforms to create "smart" composites.

Smart Materials

Smart materials and structures, currently an area of high interest to the Army, can be viewed as an attempt to bring the traits of living organisms to inanimate objects—with their built-in sensors and actuators, smart materials mimic the responses of nerves and muscles. Thus, smart materials are based on the concept of coupling mechanical, electrical, and magnetic behaviors with a response to an environmental stimulus. Polymer-matrix composites with embedded sensors ("nerves") and actuators ("muscles") can be used to increase lift and reduce drag in rotocraft through geometric shape change as well as to reduce noise and vibration. Piezoelectric materials, for example, generate an electrical current when they are bent; conversely, when an electrical current is passed through these materials, they become stiffer. This property can be used to suppress vibration: the electrical current generated during vibration causes the material to stiffen and stop vibrating. Shape-memory alloys—metals that are able to regain (upon heating) a "memorized" shape after being subjected to plastic deformation—can be used for the same purpose, with the sensors able to adjust the curvature of a vibrating shaft and thus bring it back into balance. In land systems, smart structures can detect detection devices on other land vehicles or aircraft and give back either a false response or no response.

Because the "intelligene" of smart materials is usually based on their microstructure or chemistry, the task of designing a smart material depends strongly on the ability to control the microstructure. Many textile preforming technologies, such as multi-layer weaving and 3-D braiding, offer unique opportunities to effect this control. Textile preforming technology also enables incorporation of sensors and actuators into a smart material at the time of preform manufacture *before* the resin is infiltrated and cured around the preform to create a rigid part. Multi-step braiding, for example, allows for a multitude of yarn orientations throughout the preform, lending itself to the development of smart composites with sensing wires braided in at a predetermined spatial orientation.

ARO Fellow Eric Lang, another doctoral candidate in mechanical engineering, is investigating the development of intelligent textile composite materials using distributed sensing (see Figure 3). The goal of this research is to determine whether distributed sensing can overcome some of the shortcomings of *discrete* sensing (i.e., the sensors are located only at specific, discrete points, limiting the amount of information they are able to provide). The equipment and computer code developed by Kostar have been used to good advantage in this project; the braiding machine offers a means for efficient fabrication, and the software enables control of the orientation of individual yarns.

This control is necessary for determining the optimal path of an embedded sensing wire based on the desired deformation mode: the first step in Lang's project was to formulate the problem of finding the path a lineal sensor must follow so that its output is maximized when the structure undergoes one mode of deformation but is zero when the structure undergoes other modes of deformation. The second step is to develop strategies for solving this problem, with the constraint that the sensor must be one of the yarns in a textile preforming process. The third step is to manufacture some test specimens and experimentally verify the predictions of the theory and the concept of intelligent textile composites.

Thus far, mathematical formulation of the sensor path problem has been completed, and the numerical methods needed to implement the solution have been developed. In addition, test specimens have been fabricated and used to verify thermomechanical property models.

Future Work

Under Chou's advisorship, Kostar is continuing the effort to develop advanced three-dimensional textile preforming methods, including versatile "multi-step" braiding and a novel three-dimensional weaving scheme. The emphasis is on high-speed preforming that can produce unique preform geometries. Modeling and characterization contributions from other members of the research team have enabled identification of the governing process-structure relations, which, in turn, allows for tailored design of braided architectures and selected positioning of individual yarns. Development of advanced preforming techniques will allow for extended control of individual yarn orientation and placement. This capability has the potential to enable not only the development of smart materials but also the construction of hybrid composites, with select fibers placed only where needed for a specific application. Smart and hybrid materials may well exemplify the truly tailored materials that composites have the potential to be.

DIANE S. KUKICH is editor at the Center for Composite Materials at the University of Delaware.

MENTORING IN THE ACQUISITION COMMUNITY

The mentor is one who has achieved professional success, acquired self confidence, experienced professional satisfaction, and wishes to share his or her experiences with a junior or less experienced employee.

Editor's Note: The following article was extracted from a pamphlet on mentoring written by Jack Kime, an employee of the Civilian Personnel Management Directorate, formerly U.S. Total Army Personnel Command, now part of the Office, Assistant Secretary of the Army (Manpower and Reserve Affairs) organization. Kime retired in September 1994. Formal publication of the pamphlet is expected during the 2nd Quarter FY 95. Assistance in preparing this article was provided by Dale Fradley, chief, program management, Army Acquisition Executive Support Agency.

Background

In Greek mythology, Mentor was a friend whom Ulysses tasked with educating and caring for his son. The modern mentor is one who assumes similar responsibility to assist the associate (a less experienced employee who participates in mentoring) in clarifying career goals and planning how to achieve these goals.

In Lewis Carroll's book, *Alice in Wonderland,* Alice, while walking through Wonderland, comes to a junction with several possible roads to choose from. The Cheshire Cat notices her confusion and asks where she is going. Alice replies that she doesn't know. "Well, Alice, then it's going to take you a lot longer to get there." The mentor's task is to help an associate decide on a destination and, just as importantly, which road to take to get there.

Introduction

The objectives of mentoring civilians are to prepare them to be the managers and executives required to meet future needs, to provide opportunities for employees to advance their own careers, and to help meet affirmative action plans and ensure equality of opportunity for every employee. Mentoring takes place across the spectrum from very informal and unstructured to highly structured and formal. Each method has its advantages and disadvantages. The commander or manager has a responsibility in establishing or encouraging mentoring and to select the method which best meets command or organizational needs.

Although formal classroom training is the main forum for teaching new supervisors and managers the skills and knowledge they need to effectively direct the work of others, some of the managerial skills are acquired through interaction with other managers and executives. Leadership is a combination of science and art and the art portion can best be learned by studying the artists—the successful managers and executives.

There are few tasks more important to an organization than preparing for the future. It is evident, then, that one of the most important tasks for a manager or executive is to help prepare subordinates to assume managerial and executive level responsibilities in the future.

Benefits

Although the primary intent of mentoring is to benefit the associate, there are substantial benefits which accrue to the mentor as well. Among these are developing greater insights into the associate's line of work and organization, using the associate as a sounding board for ideas and obtaining feedback on cross-generational, cross gender, and cross-functional issues, growth in counseling and guidance skills, and the general sense of satisfaction which comes from helping another person to grow and develop.

Effective mentoring can provide the opportunity for experienced managers and executives to pass on their practical expertise

and professional knowledge to employees who are committed to advancement and success. As we fully implement the Total Army Culture (TAC) concept, previous distinctions between military and civilian leadership are lessening. Mentoring relationships may encompass a variety of situations: civilians mentoring other civilians, military mentoring civilians or civilians mentoring military. Though each of these situations may involve differing styles of management, perspectives, and experiences, both military and civilian members can become better managers or executives by sharing their insights and differences, and each can acquire better insight into the perspectives of the other.

Role, Characteristics and Responsibilities

A mentor serves as an objective confidant and advisor with whom the associate may discuss work-related and other concerns related to career development and planning. It is important to understand that a mentor is not a "molder of clay"; he or she must not seek to create a clone of themselves, but rather to serve as a role model and source of inspiration, information and experience from which the associate can select qualities most likely to help him or her achieve success. Neither is the associate an employee of the mentor. Mentors must be cautious when suggesting developmental tasks to ensure that the employee's immediate supervisor has been consulted and that any projects likely to require time away from the job have the approval and support of the supervisor.

The mentor is one who has achieved professional success, acquired self confidence, experienced professional satisfaction, and wishes to share his or her experiences with a junior or less experienced employee. A mentor should possess certain characteristics for the most effective performance of mentoring responsibilities. Although not all prospective mentors will possess every characteristic listed, nor possess them to the same degree, these are highly desirable traits for all mentors.

The effective mentor must have a view of the organizational broad goals and objectives that transcend day-to-day routine operations. He or she must be able to look beyond the imperatives of the moment to consider where the organization as a whole is now, where it is headed and, more importantly, where it should be going. An ideal mentor understands that all Army programs are means to an end, not merely processes to be followed, and that frequently there is a requirement for vision that transcends a demanding involvement with the task at hand. A person with this kind of vision looks ahead to the needs of the Department of the Army and their own organization over the next 10 years, and considers those needs when setting professional and organizational goals. A good mentor is aware of the world outside his or her own environment.

A mentor should be experienced in networking. Networking entails the ability to make, maintain, and benefit from wide contacts with Army and other DOD executives and managers, both military and civilian, in a variety of career areas, organizations, and levels of management, over an extended period of time. Networks can help provide information, insight, and problem-solving and career-enhancing contacts. An effective mentor not only participates in networking, but understands how networking can benefit the associate, and will ensure that the associate learns the importance of such networks and begins to establish their own networks.

A successful manager may not always be a successful mentor. The mentor must be competent and effective and possess a positive attitude about the goals and objectives of mentoring. He or she must believe that the associate can substantially benefit from participation, and enthusiastically share these beliefs with the associate.

Mentors should be recognized within their own function and career areas as competent, resourceful, perceptive, and dedicated. Mentors without the qualifications and qualities that such recognition validates risk failing to accomplish their intent, and they may actually damage the career of a associate in making recommendations or taking action on their behalf.

Although all government employees should possess such characteristics as integrity, compassion, courage, competence, commitment and candor, these qualities are of heightened importance to a mentor. The mentor, in addition to applying these qualities on the job, guides associates by setting a positive example, through encouragement and open communication.

The discussion may have seemed to suggest that only a very few managers have the qualifications to be an effective mentor. Far from it. Senior specialists, supervisors, managers, and executives have already demonstrated by their success that they possess many, if not all, of those qualities and characteristics that ensure an effective mentoring relationship with an associate.

Relationship Phases

There are several phases to a mentor-associate relationship. An awareness that these exist may help to ward off potential problems of each phase and to enhance the positive.

• *Introductory Phase.* In the initial stage of the mentor/associate relationship, they become acquainted, and share information concerning their backgrounds and professional qualifications and experiences. The mentor must gain an understanding of the associate's career goals and potential. The associate should be receptive to the direction and guidance of the mentor and be willing to discuss his or her professional goals, strengths and weaknesses in order to design an effective program. As in any new relationship, mentors and associates both initially wish to please each other. Associates may accept uncritically much of what the mentor says and mentors may shy away from being critical when the associate does not meet the mentor's expectations. However, this is an important beginning to the relationship. Both must establish their professional acceptability to each other during this time. The associate must convince the mentor that he or she is right for the mentoring relationship, and must persuade the mentor that time devoted to the associate is being well-spent.

• *Developmental Phase.* During this phase, both mentor and associate are busy establishing the ground rules for the

Associates should understand that the contact with the mentor and with those other managers and executives met through the mentor are an important part of the networking essential in any career.

Suggested Commercial Publications on Mentoring

• ***Beyond the Myths and Magic of Mentoring.*** Margo Murray (with Marna A. Owen), San Francisco: Jossey-Bass Publishers, 1991.

• ***In Search of Excellence,*** T. Peters and R. Waterman, New York: Harper Bros., 1982.

• ***Mentors and Proteges,*** Linda Phillips-Jones, New York: Arbor House, 1982.

professional relationship: how they will relate to each other, when and under what circumstances they will meet, how their relationship in other places (social or professional) will function, how advice will be given, and how acted upon.

• *Implementation Phase.* It is during this period that the associate systematically acquires the skills, knowledge, and abilities which are the focus of the mentoring experience. During this phase, the associate may participate in a variety of experiences including "shadowing" of the mentor throughout a day or longer period, seminars, training and developmental assignments, discussions with the mentor, or other experiences which contribute to effective mentoring.

• *Post-Developmental Phase.* At some point, the mentor and associate will begin to realize that there is little left for the mentor to share with the associate at this stage of the associate's career, and the process of ending the relationship will begin. This has been called by some the "disillusionment" phase when the associate begins to question the mentor's continued usefulness in providing guidance. The associate begins to show more independence from the mentor and may begin to question the mentor directly concerning advice or guidance. This is a healthy sign because it means that the associate is, much like a student to a teacher, beginning to assert an independence from the mentor.

• *Termination Phase.* The final phase in the mentor-associate relationship is ending it. This can result in complete separation, as when the associate moves on to another organization and location and severs any contacts, or in some form of continued contacts. It is not unusual that, after the professional mentor-associate relationship ends, the two individuals will remain in contact as friends or close acquaintances. The important thing is that the professional mentoring relationship be clearly terminated—so that the associate may continue his or her professional career independently, to seek other mentors, and perhaps to begin mentoring others. This may be one of the more important of the role model examples that the mentor will give the associate.

Potential Pitfalls

As with any relationship, there are potential pitfalls in mentoring. Most are organizational or administrative and can be resolved through the application of accepted management practices and ordinary problem-solving techniques. Some, however, arise substantially out of the relationship of mentor to associate. Some typical situations and suggested methods of resolution are described below.

• *Resentment or Jealousy.* Other employees not selected for mentoring or those who choose not to participate may harbor resentment or jealousy. Although difficult to resolve, this problem can be minimized by stressing the professional nature of the mentoring relationship with colleagues, supervisors and managers. Mentors and associates alike must be very careful not to allow their relationship to show or appear to be showing favoritism. For example, training or developmental opportunities must continue to be offered to employees based on normal considerations such as mission and organizational requirements and individual development plans.

• *Inappropriate Appearance.* Mentoring may create the appearance of other than a professional relationship. The relationship between mentor and associate is a professional one. Maintaining this professional relationship visibly and consistently can reduce, if not eliminate, perceptions that the relationships have any other purpose. This is particularly important when the relationship is cross-gender. Mentors and associates must ensure that their meetings are for clear purposes related to mentoring, that there is visible progress by the associate toward legitimate mentoring goals, and that office relationships between the mentor and associate remain professional.

• *Supervisory and Mentor/Associate Conflicts.* The supervisor of the associate may resent the influence of the mentor, may not wish to approve necessary time away from the job to accomplish mentoring goals, or may have priorities which conflict with goals for the associate. Mentoring efforts that will impact in the workplace environment must always be developed in cooperation with the associate's immediate supervisor so that there is no conflict with the supervisor's work plans for the associate. The mentor must be careful to communicate regularly with the supervisor and be especially cautious when suggesting tasks that require time away from the associate's worksite. The mentor should seek advice and guidance from the supervisor to demonstrate his or her concern that development of the associate be a joint effort.

• *Terminating the Relationship.* The associate will, at some point, have benefitted from a particular mentoring relationship to the extent possible at a given stage of career development. When this occurs, mentors must be able to gracefully remove themselves from the relationship. The associate may initiate the termination of the relationship. Ideally, however, the mentor should have been alert to the progress of the associate and should suggest that the associate seek another mentor for a continuing stage of development. Associates should understand that the contact with the mentor and with those other managers and executives met through the mentor are an important part of the networking essential in any career. They should also make the effort to retain the mentor as a trusted colleague.

COMMERCIAL EQUIPMENT FOR POWER PROJECTION

By Marty Wall

The Gulf War was the world's first experience with "Third Wave" warfare, "a lethal twin of today's new computer-precise global economy," according to Alvin Toffler, author of *Future Shock.*

The Third Wave to which Toffler refers is the information age when information will enhance tempo, lethality and survivability. The greatest delta in battlefield performance, from this point on, may well be in a battlefield commander's ability to receive and process information—and to make decisions quickly.

Force XXI is the Army's vision for its future combat capability. Maintaining a highly mobile, lethal and morally-responsive Army will require advanced communications and information processing technology. The sheer volume of information available to our combat leaders demands that we place modern communications and data processing equipment in their hands and keep that equipment current with the explosive technology revolution. Of course, all that must be done within budget constraints.

How can the Army meet such imposing demands? One way is through the use of commercial off-the-shelf equipment popularly known as COTS. MG Samuel A. Leffler presides over an organization that specializes in providing COTS solutions to Army information processing needs. That organization is the U.S. Army Information Systems Command (USAISC) headquartered at Fort Huachuca, AZ. Through its component activities (Information Systems Management Activity (ISMA), Information Systems Engineering Command (ISEC) and subordinate field commands), USAISC offers total information packages, based on commercial technology, to its customers.

According to Bernhard Kappes, ISC's advocate for non-developmental items, "COTS is now the preferred method of acquisition primarily because it shortens life-cycle acquisition of information technology by taking advantage of commercial research and development, testing, prototyping, etc. This gives the Army an ability to acquire, install and field equipment without the delays associated with costly traditional life-cycle development processes."

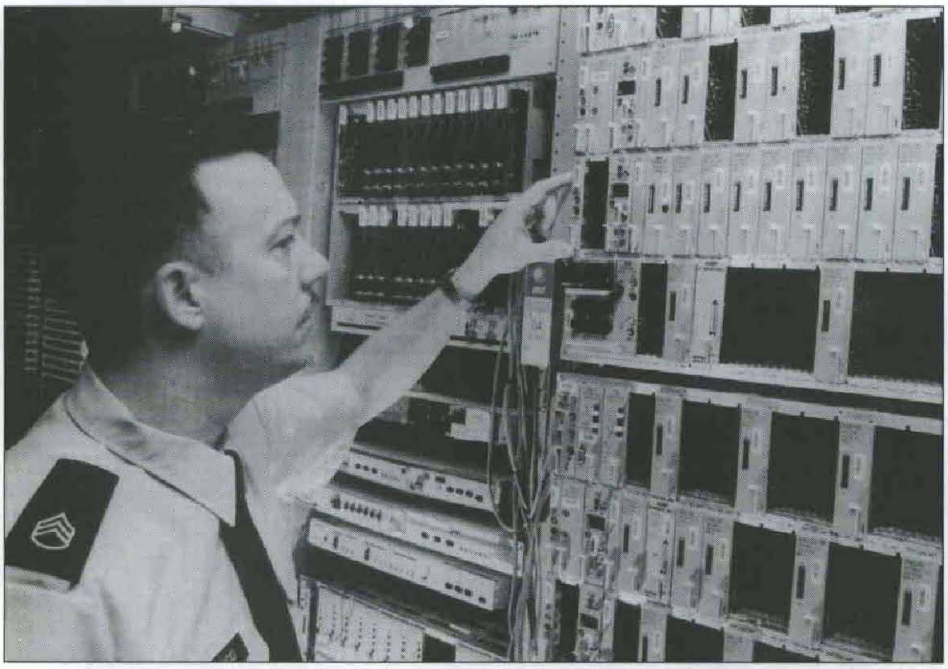
For some 30 years, ISC acquisitions and project management have been conducted by the ISMA. ISMA's mission is to acquire and field commercial electronics and communications equipment and systems for the Army centric force. From 1980 to 1994, ISMA managed projects to upgrade facilities and information systems at Headquarters, Department of Army, U.S. European Command, U.S. Southern Command and U.S. Forces Korea with current state-of-the-art commercial technology. During Desert Shield, ISC directed ISMA to support Army computer maintenance needs in theater. A total maintenance facility was conceived, stocked and operating in 30 days. That effort truly represented a collective partnership between ISMA, CECOM, FORSCOM and industry.

Today, ISC is heavily engaged in modernizing the Army's base infrastructure and streamlining communications processes. The demarcation between strategic and tactical has disappeared and new technology needs to support both environments simultaneously. The key to keeping current technology in the hands of the troops is to use commercial offerings of the industrial base. This is accomplished by a cooperative agreement with industry and the ISC Technology Integration Center, which serves as a test site for new technology. This facilitates introduction of the latest state-of-the-art equipment.

Recognizing the challenge of how to rapidly field advanced information processing technology to the total Army, MG Leffler focused ISMA and ISEC on pursuing the use of indefinite delivery/indefinite quantity (IDIQ) acquisition solutions. This approach allows Army and other DOD customers to "pick and choose" features they need to solve their specific information requirements. While selecting the equipment they need, units are supported with engineering planning by ISEC and sustainment through the ISC field commands. Thomas J. Michelli, director of ISMA, sees a significant benefit from IDIQ contracts "through reducing the burden on the user of developing acquisition documentation and conducting the acquisition process. Commanders using these contracts have their people freed from administrative actions to pursue assigned missions."

Through ISMA-managed IDIQ contracts, Army users can select computer capability ranging from palm tops and notebooks to PCs and workstations. In every case, they receive current, proven technology normally delivered within 45 days or less and supportable with a simple phone call.

The IDIQ contract approach to fielding commercial equipment is not limited to computers. Army base infrastructure is currently undergoing significant modernization worldwide. The major command Telephone Modernization Program provides the Army with the latest in telephone switch technology offered by the vendor. Over the life of the contract, technology insertion becomes standard parts of the commercially delivered product, thus ensuring that, at any point in time, the customer receives a state-of-the-art system.



Upgraded telephone switches at Army facilities worldwide are provided by the MACOM Telephone Modernization Program.

ISMA's Long Term Life Cycle Support IDIQ contracts allow users to keep their switch "modernized" as part of their maintenance program and to add upgrades and enhancements of new software releases, new features or improvements to existing features.

Other IDIQ initiatives under the ISC umbrella include:

- The outside cable rehabilitation II (OSCAR II) program is one component of the Army's power projection initiative to use fiber optic cable, bulk power systems, local area network equipment and asynchronous transfer mode switches to provide a fully-functional communications infrastructure at active bases.
- Base support trunk radios will offer state-of-the-industrial base radio systems designed to network base emergency services together as well as provide commanders with full connectivity throughout their installation.
- Desktop teleconferencing through personal computers will provide users the benefits of conferencing on a regular basis without the need for excessive (and expensive) travel to achieve "face to face" discussions.
- Defense satellite communications systems will modernize capabilities with the introduction of fiber optic technology to satellite interconnect facilities. ISMA's tri-service procurement effort will bring COTS technology to increase data transmission speed and capacity for both tactical and strategic users.

In addition to increasing the use of IDIQ contracts to make commercial technology available to Army commanders, ISC is fielding commercial equipments that cross the traditional strategic to tactical environment.

The need for a complete office information system offering voice, data and visual communications while on the road, has long been a desire of senior Army leadership. Until now, a system with the requisite capability and portability was not available. The man-portable office system (MPOS) designed and tested by ISC is now available through ISMA. It includes a computer, cellular phone, secure facsimile, color printer and global positioning receiver all in one package. The MPOS fits in a wheeled suitcase weighing less than 50 pounds and transportable as carry-on luggage on an airplane. The MPOS offers leaders a complete information processing capability with their headquarters, major command or whomever they need to be in touch with while away from the office.

The Defense Message System (DMS) is a major DOD undertaking with the goal of eliminating AUTODIN message centers by evolving to a true writer-to-reader system. Currently, the DMS processes traffic using commercial PCs throughout the DOD. In 1994, ISMA fielded the first DMS system in a van configuration to Kuwait where it currently operates as the message processing center for the Army in Kuwait. In January 1995, ISC built and fielded a Mobile Gateway Van at its 11th Signal Brigade headquartered in Fort Huachuca, AZ. The van provides packet switching capability for the 11th when deployed in a tactical environment.

The Army's Center for Strategic Leadership at the Army War College, Carlisle Barracks, PA, was dedicated in 1994. ISMA and ISC played key roles in providing the latest in commercial technology for voice, data and visual display systems and in connecting those systems to world-wide networks.

In a coordinated effort between ISMA, the Defense Information Systems Agency, Department of State and the Defense Nuclear Agency, COTS proved to be the solution for modernizing the Washington to Moscow Direct Communications Link and the establishment of new links to former Soviet republics of Belarus, Kazakhstan and Ukraine.

In each of these areas, the capabilities are provided exclusively through the use of commercial equipment. According to Michelli, "Technology available from the market place enables us to field cost effective solutions to our Army users in relatively short time frames. Even more, we can keep our soldiers equipped with the best capability in the world by acquiring commercial improvements as enhancements to the COTS equipments already fielded."

GEN Leon E. Salomon, commander, U.S. Army Materiel Command, pointed out in the Jan-Feb 1995 issue of *Army RD&A* that keeping the Army as the premier land force into the 21st century will require our "...collective creativity, careful planning and persistent effort." Those words carry a powerful statement of how we need to conduct business to produce the Force XXI envisioned by the Army leadership and expected by the American taxpayer.

With the "collective creativity" philosophies espoused by leaders such as GEN Salomon and MG Leffler, we no longer need to hear the old lament, "We're living with 30-year-old technology" echoed by soldiers in the field. Now ISMA can provide them with the information processing technology necessary to make rapid and intelligent decisions on the battlefield and in the headquarters. Readiness is, in part, a function of information processing. COTS solutions offer the Army an excellent way to ensure Force XXI is equipped with the latest technology to support power projection around the world.

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FROM TECHNOLOGY TO CAPABILITY: THE CASE FOR INNOVATION

Will Our Acquisition and Combat Development Leaders Select the Right Systems?

By Nicholas L. Straffon

Introduction

Technology, whether initially developed for commercial or military purposes, is the fuel of the ongoing advancements in military affairs. New technological capabilities, along with concepts for their implementation, support development of dramatically new doctrine: the engine that revolutionizes the basic force structure of our military.

It takes competent, innovative, and enlightened leadership to mold the most effective technologies into superior systems. But will our future acquisition and combat development leaders make the right choices from the cauldron of emerging technologies? Will they see in a given configuration merely the sum of individual elements of combat power? Or will they envision capabilities achievable through the synergistic effects of combining complementary elements? They will be bombarded with a constant continuum of advanced technologies that must be thoroughly exploited for military use. Their rate of review must be much faster and much less expensive than we currently are capable of achieving. They must know how to work in this new era but today's education process and working environment will not support the development tempo. The dramatic, ever-increasing speed of technological evolution requires a new order of education and career progression systems for acquisition and combat development officers.

It Is Working Today But ...

Today's leaders are tackling the near-term challenges by bringing new technology into the Army in a forward-looking manner. One only needs to look at the accomplishments of Louisiana Maneuvers and the dynamic evolution and planned experimentation of the Force XXI concepts as proof. But the world is changing at an ever-increasing rate. In only a few years, today's majors and captains will lead development and application of new military concepts and technology well into the next century. They will use Force XXI baseline capabilities only as a starting point from which to achieve innovations beyond our comprehension today—into an age that some call the revolution in military affairs.

We need acquisition and combat development leaders who are capable of selecting the most cost effective capabilities—the golden nuggets that will propel our Army well into the 21st century. We must shape the culture and environment of the innovators through equally innovative education and career management initiatives. This is not an easy task.

The dramatic, ever-increasing speed of technological evolution requires a new order of education and career progression systems for acquisition and combat development officers.

Resistance to Change

Unfortunately, organizations with strong cultures often tend to encourage innovation more in word than in deed. Almost all societies discourage innovation. Such reluctance is compounded in bureaucratic organizations, which maintain long-standing structures that promote the status quo. Over 400 years ago Machiavelli observed: "There is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things. For the reformer has enemies in all those who profit by the old order, and only lukewarm defenders in all those who would profit by the new order—who do not truly believe in anything new until they have had actual experience of it."

Machiavelli's skepticism of bureaucracies is as warranted now as it ever was. Our uniformed military does not introduce mid-level managers into the ranks from outside sources where an innovator could influence the culture as new transfers do within commercial enterprises. Rather, the military acquires its future leaders during their formative years. Throughout their careers, they are exposed to the hierarchy, traditionalism, and doctrine that worked well in the past. They prosper

We need acquisition and combat development leaders who are capable of selecting the most cost-effective capabilities—the golden nuggets that will propel our Army well into the 21st century.

and then promote the culture as senior leaders. It is, therefore, difficult for them to accept anything other than incremental change.

As a young captain, Dwight Eisenhower notes in his book *At Ease: Stories I Tell to Friends* that he experienced this culture when he was threatened with a court martial by a short-sighted chief of infantry in the early 1920s because Ike was suggesting radically new missions for the tank—using tactics which would displace infantry units. Less than two decades later and using similar tactics, Hitler's Panzers defeated France in a mere six weeks. Because of resistance, it was only late in the planning stages for Desert Storm that the Special Operations Forces were assigned novel targeting missions behind enemy lines. The Special Forces prevented hundreds if not thousands of coalition force casualties through such missions using new innovative systems. The culture that accepts the status quo as "good enough" will not survive in the future. Innovations are occurring so swiftly that what's good enough now may be an inferior force within 10 to 20 years.

Vision of the Future

A small and agile information age force in the 21st century will be able to inflict major damage and likely destroy a modern industrial age army. Small military units will be able to inflict damage and destruction with unprecedented efficiency. An information age company size joint force unit with an optimum mix of air, sea, and ground personnel and weapons will have military power equivalent to that of a small World War II era division. The precision and accuracy of the new weapon systems coupled with the ability to know exactly where the enemy is at all times will make virtually every shot count. Desert Storm, we have seen, was a proving ground for many first generation systems where they performed exceptionally well in their infancy. Our military has the capability of achieving quantum leaps in operational tempo but only if we select the most effective systems and operational concepts.

GEN Gordon R. Sullivan, former chief of staff of the Army, and other senior military leaders recognize that emerging technologies will significantly enhance all aspects of military capabilities in both war and peace. Our senior leaders are leading development of doctrine, the engine of change, with supporting organizational and personnel structures to harness this new technology as we enter the 21st century.

The battle labs, established in 1992, experiment with changing methods of warfare incorporating new technical capabilities emerging from both commercial and government sources. Each of the five Training and Doctrine Command (TRADOC) battle labs and the Army Materiel Command (AMC) laboratories play organizational and technical roles. The battle labs mirror the combined arms and Services organizations by sponsoring tests of potential changes in the battlefield dynamics.

AMC's commodity research, development and engineering centers and the Army Research Laboratory compliment the process by furnishing the technological capability to the experiment manager. Louisiana Maneuvers and the follow-on Force XXI programs are our Army's forums for experimenting with new concepts that incorporate emerging information age technologies. They hold a justified urgent priority for developing new concepts which effectively utilize the newly acquired capabilities. This thrust has been led by combat developers and Acquisition Corps leaders. Today, the organization and process are now in place for experimenting with systems.

But how do we ensure that future leaders will be capable of exploiting the best and most appropriate technologies? How can we assure ourselves that we have done our best to prepare them to make the best selections from seemingly similar capabilities generated from unrelated approaches? Our future acquisition and combat development leaders must be successful in an environment that is volatile, uncertain, complex, and ambiguous. An educational program that develops one's ability to work in a fluid environment is a critical step in ensuring that the right people are selected for senior leadership assignments. We must also ensure that the most successful acquisition leaders receive recognition and rewards based upon innovation and risk-taking, rather than by implementing low-risk alternatives.

New Educational Order

Much of the training will occur within the acquisition organization through day-to-day concepts development and design of hardware and systems. But on-the-job training, as we know it now, is not enough. We must expand leadership training and education systems beyond the walls of our current school system and the immediate work area. The new educational order must emphasize how to think. Every acquisition team member must be capable of envisioning both the potential utility of the new technology and the demands it will make in maintenance, sustainment, transportability and other contextual variables. And that's not all. In addition to technology choices, changes in the national military strategy, resources, policies, threats, and political circumstances must be considered by our future developers. On a daily basis, our leaders must make decisions based upon these external parameters. Training scenarios must realistically portray the future as an unknown, forcing students to extend themselves well into this fog of future technologies.

Interactive acquisition and combat simulations will provide the centerpiece of the new hands-on training. With the advent of information age technologies this becomes achievable. The educational process will incorporate a Louisiana Maneuvers team approach, where major new weapon systems will be designed and tested in the virtual environment. The student teams will use this capability to swiftly develop and experiment with both designs and concepts. They will exercise multiple combinations of technologies, as well as evaluate intrinsic dependencies caused by seemingly unrelated but nonetheless important peripheral factors.

As the leader and the program staff select alternatives within a simulated environment they will gain a realistic perception for the

successes and failures. Small variations of new technological capabilities could be tested swiftly on a synthetic theater battlefield. System performance, concept validation, logistics efficiencies, and command and control issues would be easily reviewed, and more refined selections developed through interactive simulation programs as they are re-run—a capability only achievable within the virtual environment. The process will be conducted on networked simulations with team players located at Army labs, research, development and engineering centers, battle labs, and professional training centers along with counterpart sister Service organizations. The barrier between active and reserve component training—and for that matter resident and corresponding studies—will be invisible since only a personal computer and a phone modem are required at the participant's location.

Just as in Louisiana Maneuvers' virtual battlefield experiments, this process will incorporate a mix of progressive and iterative simulations using realistic constructive and virtual scenarios. The TRADOC simulation internet will tie the network together through the Defense Simulation Internet nodes at the Defense Systems Management College, senior Service schools, and the Services' command and staff colleges. This educational process, geared for the warfighter, is now unfolding in the Command and General Staff College Mobile Strike Force exercise. Although the subject area is quite different, the educational process is similar. The student development effort will culminate with inclusion of the team-selected, technically-advanced systems in a simulation scenario conducted with soldiers—including sailors, airmen and marines as appropriate—and units in a tactically competitive synthetic environment. Soldiers will be the final evaluators of the student-developed weapon system design and the employment concept within the virtual environment. Such user feedback will help the student acquisition team members gain a better understanding of how well they thought through the process.

Members of other Services will be key players. The training will focus on joint operations and incorporate the contributions of the sister Services where their warfighters and developers would play Service roles. They will bring their own variables into this simulated environment with their own needs for training being met on a virtual joint Service battlefield. The sister Services in turn may see complimentary technology development possibilities through the simulated training exercises and, as development partners, evolve mutually beneficial hardware and joint warfighting concepts.

Great strides will be made in joint operations, according to the deputy director for technical operations, Force Structure, Resources and Assessment Directorate, J-8, in the Joint Modeling and Simulation Evolutionary Overview, 1994. Advancements will occur, possibly in the principal missions of the respective Services, but more likely within shared or similar processes such as logistics or communications functions. The leader and his acquisition team will become better able to make knowledgeable decisions within the highly volatile development environment.

Enhance Career Development

In addition to a strengthened education process, we must also enhance our current environment to foster higher levels of innovation and encourage vigorous pursuit of problem-solving methods based on critical thinking. Conventional military wisdom will be only one avenue toward the desired solution. Quite likely, it will be the unconventional wisdom that will bring about the most dramatic successes.

Chance takers and challengers of conventional principals and tenants are the type of leaders who may arrive at the best solutions whether or not their ideas are culturally acceptable. In the past, these skeptics of conventional wisdom have generally been considered as mavericks. Radically new thinking did not generally solve problems requiring incremental advances and their insight may have not been considered. In this environment, the innovators either changed their ways early in their careers or they soon found themselves outside the military. These soldiers may not have the warfighter ethos but the Army cannot afford to lose their expertise in this highly volatile environment. They may not think on the same plane as those responsible for immediate actions on the battlefield, but they form the nucleus of innovation. They must be protected and allowed to achieve success, for they will bring the future to the Army.

True, the Acquisition Corps career progression already rewards innovation within today's culture but in the future environment this will not be sufficient. We must go beyond the present personnel policies of the Acquisition Corps and incorporate a career and promotion system which rewards successful risk-taking accomplishments in both active and reserve components. The system must support the innovator's career by rewarding the ability to effect innovation. Stephen Rosen, in his book *Winning the Next War*, so aptly states "Military organizations are disciplined hierarchical bureaucracies. Power is won through influence over who is promoted to positions of senior command. Control over the promotion of officers is the source of power in the military ... The organizational struggle that leads to innovation may thus require the creation of a new promotion pathway to the senior ranks so that young officers learning and practicing the new way of war can rise to the top."

Now more than ever before, in the career development of acquisition and combat development personnel, emphasis needs to be placed on the ability to innovate. A focused performance evaluation system must ensure that officers who have demonstrated successful innovations have a stable and achievable career path as we proceed through Force XXI and further into the revolution in military affairs.

Conclusion

Just as warfighters fight in the fog of war, so must innovators work in the fog of future technologies. As the Force XXI brigade, division, and corps experiments prove out today's new concepts, industry and government labs will be generating more advanced technologies at an ever-increasing rate. Our Army must have the best innovators leading the assession of new technologies through the Force XXI era and into the 21st century. An education process that advances an innovator's clear thinking on a fluid terrain, and a firm career progression environment that supports risk taking will equip our future acquisition and combat development leaders for the challenges of the 21st century. The revolution in military affairs is upon us and we cannot afford to make the wrong acquisition decisions.

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CHEMICAL AND BIOLOGICAL DEFENSE FOR THE NEW CENTURY

By Larry M. Sturdivan, Elaine Stewart-Craig, Amnon Birenzvige and Van R. Jones

Introduction

The Army's Edgewood Research, Development and Engineering Center, along with the U.S. Army Chemical School and the Dismounted Battlespace Battle Laboratory, has been given the task of developing the research and development plan for chemical and biological (CB) defense equipment for the next 10 to 25 years. To gain insight about the CB defense needs of the armed forces out to the year 2020, we asked our ultimate customers—the war fighters.

The initial forum for the dialogue with the war fighter was a series of two seminar war games and a technology outlook workshop. It was designed to determine the war fighters' future needs for CB defensive capability, and to evaluate and project the state-of-the-art technologies that could contribute to the development of new CB defense equipment to meet future needs. The dialogue culminated with a set of weighted criteria to measure the various CB equipment concepts. The result was a list of conceptual CB defense equipment that the technical experts thought to be feasible for development within the next 25 years. The method by which that list was built, then reduced to an affordable one, is not uniquely suited to CB defense and could be adapted to a variety of commodity areas within the Army or in the commercial world.

Matching Technologies and Needs

Developing new military technology is an evolutionary process. The technologist is not always aware of the war fighters' needs and sometimes the war fighter is not aware that he needs a particular technology until it is introduced. At the end of the Spanish-American War there was no requirement for an airborne vehicle to fly over the battlefield and drop bombs. Yet, 15 years later, both sides had aircraft that were bombing the World War I battlefields of Europe. The development of up-to-date technology has always relied on a continuing dialogue between the warrior and the technologist. In this vein, we staged the two activities—the seminar war games and the technology workshop.

The first seminar war game was held in June 1993 and primarily involved the CB defense community. In this game, the participants were asked to project military operations 25 years into the future and to discover the capabilities that would be needed to defend against the projected CB threat. A number of new capability needs were surfaced in that game, along with many that we are working on today. Among the new needs are:

- Real-time mapping of the location and type of CB contamination, including the ability to map where the contamination hazard will be a short time into the future;
- Chemical-resistant regular battle dress uniform to eliminate the donning and doffing of protective suit;
- Unattended, remote CB detection that is light and inexpensive; and
- Large-scale decontamination that is light, cheap, and easy to use.

The war game was followed in the fall of 1993 by a technology outlook workshop in which the technology experts were asked to project technologies which would be maturing in the next 10 to 25 years that have the potential to answer the needs for CB defense capabilities. During and following the technology workshop, the emerging technologies were developed into a number of equipment concepts that were thought to be feasible for development in the next 25 years and that would directly address those needs identified in the war game.

The workshop was followed by a second seminar war game in November 1993 in which the most feasible of the equipment concepts were furnished to the gamers. The purpose of the second war game was to obtain the war fighters' opinion of the conceptual equipment based on its usefulness in the war game scenarios. Most of the equipment concepts were favorably received by the war fighters, but it was impossible to determine from the war game alone which concepts would add the most value to the CB defense capability on the battlefield.

Since we cannot afford to develop all the concepts, we found it necessary to devise a scoring method by which war fighters' opinions could be transformed into a quantitative measure of battlefield effectiveness. The scoring system combines the battlefield operational effectiveness of the equipment with technical descriptions of the equipment concepts and the risk and cost of development. The effectiveness is based on weighted criteria obtained from fighting units.

We employed Tom Saaty's Analytical Hierarchy Process to develop the scoring system because it allowed us to determine the criteria of greatest importance to the war fighter and the relative importance of the criteria. The war fighters' criteria were obtained during a meeting between Army and Air Force personnel at Fort Benning in March 1994. Separate meetings were later held with the Navy and Marines to insure that their criteria were also included.

The final criteria were in terms of the physical and operational characteristics of the equipment. Physical and operational descriptions of the equipment, along with the risk and cost of successful development, were obtained from technical experts. The weighting of the criteria was obtained from Army light forces at Fort Bragg in July and by Army heavy forces at Fort Hood in August. We used the weighted criteria to determine operational effectiveness of the new equipment concepts as well as equipment that is scheduled to be fielded within the next few years. The numerical difference between the

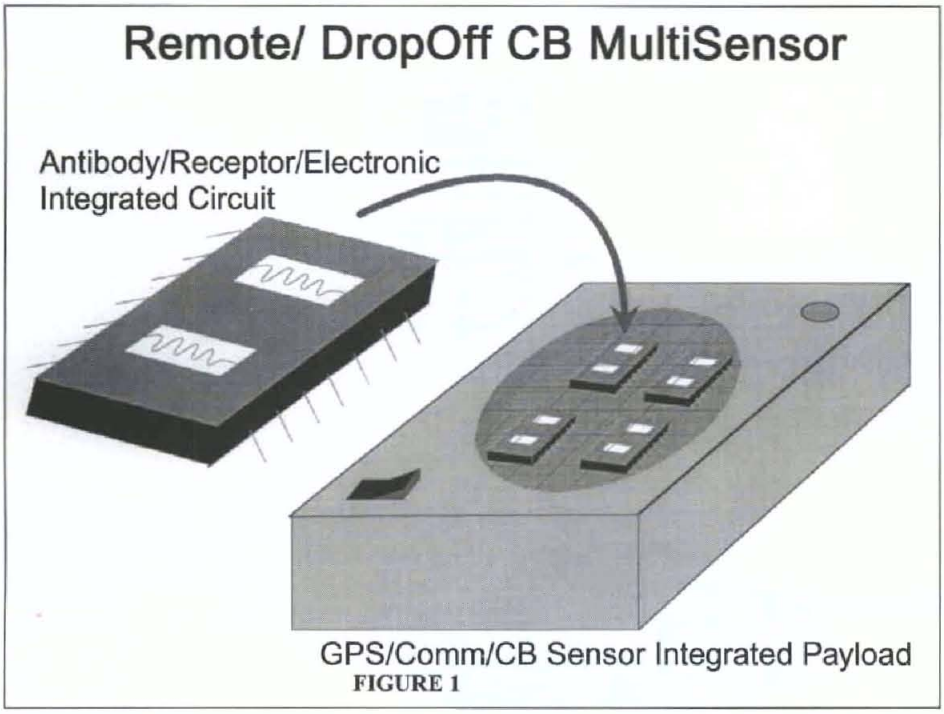

FIGURE 1

new concept and the equipment it replaces was termed "value-added." The value-added was then multiplied by the probability of successful development and divided by cost to produce an expected rate of return on investment (ERRI) for each equipment concept. The ERRI scores of the concepts using weights from the Army heavy forces and light forces were somewhat different, but the best scoring complementary suite of equipment was the same for both. The resulting single Army suite consists of the following:

Contamination Avoidance

- Standoff Detector Systems (already under development): Lightweight Standoff Chemical Agency Detector (Passive IR); Laser Standoff Chemical Detector (IR Laser); Short-range Standoff Bio Detector (UV Laser); and Long-range Standoff Bio Detector (IR Laser);
- Point and Deployable Detector Systems: Miniature CB Multisensor (solid state) (see Figure 1).
- Mapping and Decision Aids: CB Mapper Detector (hand-held for equipment and patients); and Commander's Monitor (residing on Digitized communication assets) (See Figure 2).

Protection

- Individual: Chemical Resistant Battle Dress Uniform; Lightweight Bio Agent Mask;

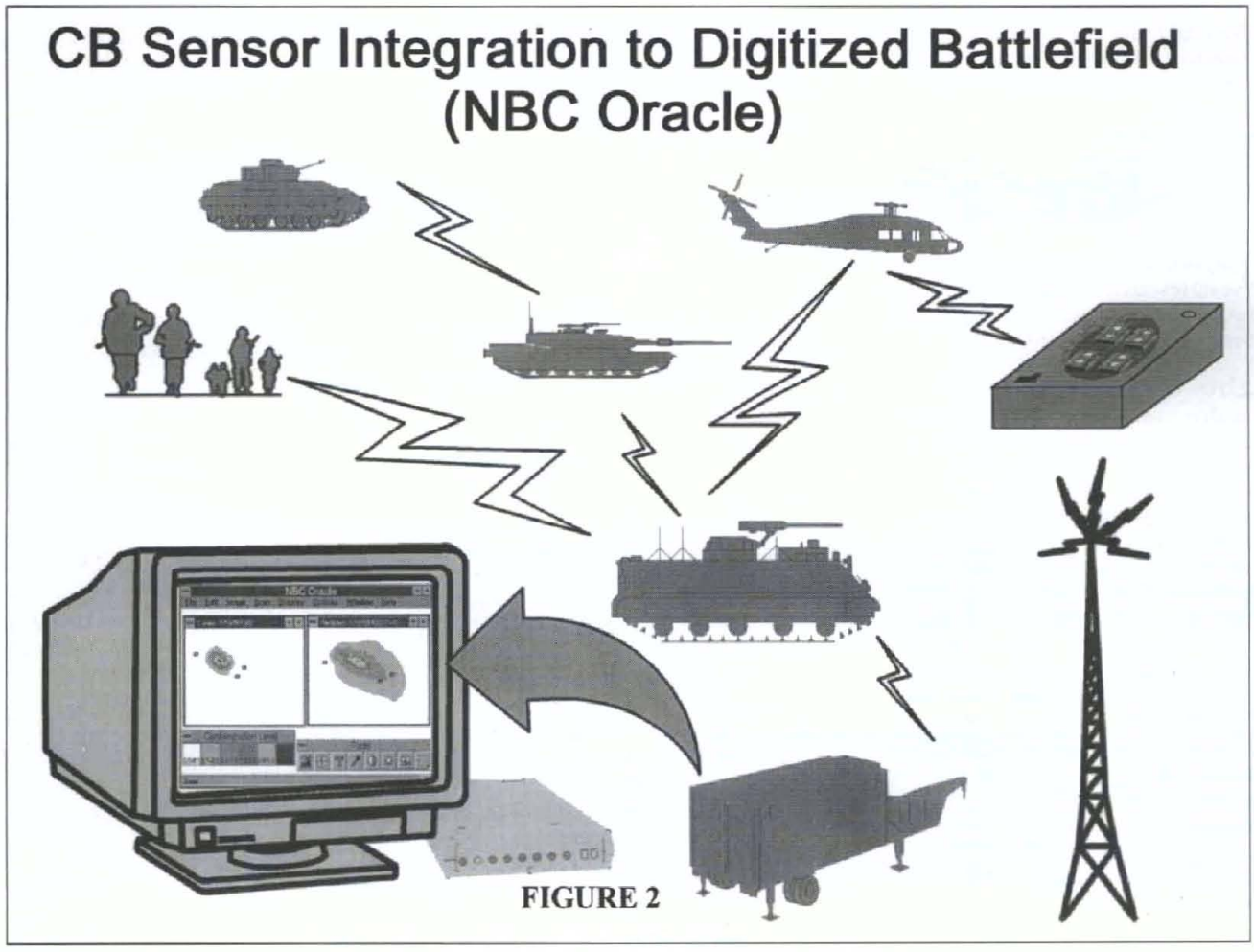

FIGURE 2

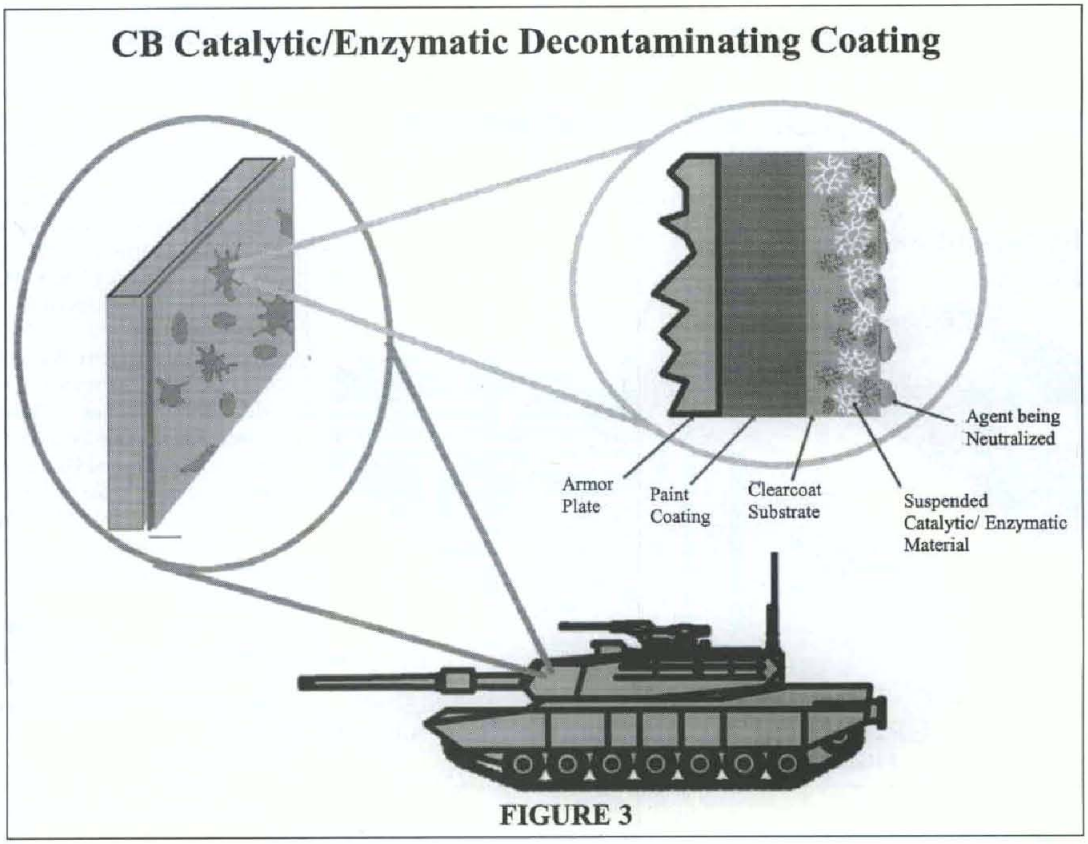

FIGURE 3

and Advanced Combat Mask.

• Collective: Advanced Integrated Collective Protection System (in development).

Decontamination

• Strippable (adsorbant) Coating (either pre- or post-attack) (see Figure 3) Catalytic (or enzymatic) Sorbent (dry powder).

The output of this study will be a long-term (10-25 year) research and development plan for CB defense equipment to serve the needs of all Services.

Insights Gained

Unreliable, maintenance-intensive, heavy, cumbersome, power-hungry, and/or fragile equipment scored badly regardless of its functional capability. The challenge to the developer is to put the latest technologies into equipment that avoids those problems. However, the best suite of equipment that we can project today is not expected to be blindly pursued to complete development in 25 years. Advances in technology and changes in the needs of the war fighter will require periodic readjustment of the R&D goals. The evaluation system is designed to provide an objective method of doing that. In addition, the scoring system is not tied specifically to CB defense. With some revision of the criteria, it could be used to score the combat value-added per dollar of any kind of conceptual equipment from field rations to combat aircraft.

Future Developments

Criteria weights have been obtained from some Navy units. We will complete the obtaining of weights from all the different types of fighting units from Army, Marine, Navy, Air Force, and Special Operations forces. The next stage of the process will be to test for the significance of the differences in the equipment scores for different types of units. If there are statistically significant differences, the proposed suite may need to be modified to address specific concerns of a particular type of unit.

Based on our data to date, it is anticipated that the majority of the proposed new equipment will be valuable to all types of units. Thus, only a small percentage of newly developed equipment would be unique to one or two types of units. The analysis system, the war fighters' weights and the computer program that contains them will be made available to researchers, developers and analysts so that they can evaluate new concepts and new technologies. Projected suites of CB defense equipment will be continually updated as breakthroughs in science and manufacturing technologies change the characteristics, cost, and probability of success of current developments and new concepts. As the world situation changes and the methods of conducting military operations change significantly, it will be necessary to return to the warfighting and support units to obtain updated criteria and weights. These updates will keep the measure of value-added current and keep the proper focus on technical developments that will be of the greatest benefit to our fighting forces.

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WHAT IS A '53'?. . .

A PERSPECTIVE!

By LTC Earl D. Rasmussen

Introduction

Force XXI, digitization, horizontal technology, simulation, virtual reality, and distributed networks are terms that are spoken more and more often. These concepts are playing a key role in shaping the future of our force structure and how we do business. The movement to an information dependent environment is a necessity to ensure our ability to quickly deploy and mass decisive forces when required in our current and foreseeable fiscally constrained reality. How does one grasp and deal with such a rapidly changing scenario? How does one prepare to move into the 21st century? Where do we go from here? The answer must include exploiting the talents available in a 53.

This article is the first of a two-part series about Functional Area 53, systems automation, officers. This initial segment discusses what FA 53s are. The second part will discuss how these Army automators should be used within an organization and what they can contribute.

The Army currently has more than 2,000 officers who are designated with Functional Area 53. These Army automators are broken into three basic categories: Acquisition Corps—391; single track—79; and dual track—1556. Acquisition Corps officers maintain their branch affiliation yet have been developed as acquisition professionals bringing computer expertise into the acquisition environment to address technical issues affecting future systems.

Single track officers provide technical expertise in management, education, and operational environments throughout the Army. Dual track officers represent officers who can provide significant technical computer expertise to the operational Army and can act to integrate computer literacy within their own branches. The focus of this article is primarily on Acquisition Corps FA 53 officers and missions.

The need to exploit the capabilities of this cohort of officers was highlighted by the FY96 MAPL Review Board. This review revealed a significant lack of computer (Functional Area 53) expertise in the materiel development of computer intensive weapon systems. Analysis of these results show that our current force structure is not postured to address information warfare and digitization acquisition (research, development, manufacturing, and procurement) issues as we strive to effectively realize Force XXI's information dependent vision for the future battlefield.

Professional Army Officers

Combat Arms leads the way! Surprisingly, in light of the lack of computer/automation officers in the computer intensive weapon systems, combat arms basic branches constitute nearly 38 percent of all FA 53 AAC officers. Combat arms is the predominant source as compared to combat support's 34 percent and 28 percent from combat service support branches.

FA 53 AAC officers have field experience and are qualified in their basic branches. For the most part, these officers have followed a typical early career path, then augmented that by developing or refining a specialized skill in information and computer related fields. They have attended schooling in basic and advance branch courses and completed Combined Arms Services Staff and Command and General Staff schools.

Officers selected into the Army Acquisition Corps are branch qualified and have held positions as platoon leader, company commander, and battalion and brigade level staffs. They have not been in technology oriented staff positions in their formative years. They are only selected for the Acquisition Corps if they have first exhibited promotion potential in their basic branch.

Education and Training

Acquisition Corps automation officers have a diverse educational background with more than 70 percent having a graduate level degree; that percentage increases to more than 80 percent for majors and above. More than 65 percent of AAC 53 officers have degrees in a computer science, computer engineering, software engineering, or information systems related discipline area. Another 10 percent have a hard science/engineering degree (mechanical engineering, physics, etc.).

From another perspective, engineering and hard science related degrees make up 57 percent of FA 53 educational backgrounds with management degrees making up approximately 27 percent. Those without computer related degrees have completed military computer/system automation programs of study. As with other acquisition specialties, FA 53 officers have the required hours in business and management in addition to this specialized skill in computers and automation.

Outside of the 53 arena there may be a misconception that 53 officers are simply officers trained in using existing software applications. Computer curriculums do include a significant amount of software intensive courses. These courses, however, do not revolve around commercial applications. Those that extend beyond specific computer language type programming, focus on applying programming and engineering skills to solve real problems. These problems typically involve manufacturing/production control, network traffic analysis, simulation and modeling, communication protocols, or designing and developing a database, operating system, or compiler. This does not mean merely using, but designing and developing the system application itself; a completely different perspective and significantly more complex.

Additionally, study in the computer field involves courses addressing hardware design, communications, and mathematics, as well

Systems Automation Officer Duties

Systems automation encompasses a wide variety of information technology functions and requires the systems automation officer to be knowledgeable of a myriad of activities. These duty descriptions are drawn from AR 611-101:

- Conducts analysis, research, design, and development for future systems.
- Designs, develops, documents, engineers, tests, accepts, quality assures, implements, and modifies software, firmware, and data base systems to support functional mission and sustaining base requirements.
- Designs interfaces to accommodate various data communications protocols, and distributed processing, and networked systems.
- Plans, engineers and installs computer-communications networks.
- Develops objectives, plans, and procedures for testing and evaluating efficiency of computer systems processes.
- Translates computer systems operational concepts, requirements, architectures, and designs into detailed engineering specification and criteria for acquisition and installation of software and firmware for weapons, command and control, and management information systems.
- Manages and participates in all aspects of systems acquisition: conception, research, development, and acquisition of system automation materiel for the Army, from requirements formulation through disposal.
- Maintains awareness of advances in emerging computer systems technologies and evaluates and assesses competing technological approaches which may affect present or projected system requirements.

as theory based courses addressing all four areas. Typical courses taken, and the associated research, in a computer based degree are listed in the table above. The key is applying this education and training to functional area problems. A 53, systems automation officer, is uniquely qualified to do this based on basic branch qualification coupled with the computer automation and information systems skills they have acquired. Applying an engineering thought process in the problem identification, analysis, design, development, and system integration is critical to success in this highly technical and rapidly evolving field.

Artificial Intelligence	Computer Theory	Numerical Analysis
Combinatorics	Database Design	Operating Systems
Compiler Design	Data Structures	Queuing Theory
Computer Architecture	Digital Logic	Probability and Statistics
Computer Circuits	Discrete Mathematics	Simulation and Modeling
Computer Languages (Ada, C, Pascal, Fortran, Smalltalk, LISP, etc)	Distributed Systems	Software Engineering
Computer Networks	Graphics	Switching Theory

Computer Curriculum

Technical Competency and Experience

FA 53 encompasses disciplines that span the breadth of the information technology field. Software, computer circuits, data communications, robotics, simulation, artificial intelligence, information systems, and technology transition are just a few of the areas in which 53 officers have developed and demonstrated expertise. In addition to operational basic branch skills, they possess both the educational and experience qualifications to resolve and manage these technological challenges.

Following formal graduate level education, each officer is typically sent to a developmental assignment. These assignments include faculty positions at one of the Service academies or graduate schools, research or system development positions, system engineer positions, technical advisors, and project management. Officers, utilizing their Army background, work in a variety of areas in computers and information technology, gaining real-world expertise and reinforcing graduate schooling. These areas include software development, computer network analysis and design, artificial intelligence, simulation, computer system architectures, and systems integration. The sidebar article above describes duties that a 53 may perform depending on the requirements of a given job.

Acquisition Professionals

In addition to having specialized technical and proven management skills, Army Acquisition Corps Functional Area 53 officers are acquisition professionals with successive acquisition assignments. Assignments and hands-on experience typically are in program management, development, as technical advisors for contracting teams, or in testing, and education. Officers are involved in all areas of systems acquisition from concept development and requirements analysis to system testing, fielding, and maintenance. They are graduates of the same Defense Systems Management College Program Management Course as FA 51 and FA 97 acquisition officers, and have attended courses in materiel acquisition management, procurement strategies, systems engineering, software management, and quality assurance.

Conclusion

Perhaps the greatest strength brought to the table by many AAC 53 officers is one of a total system perspective. Coupled with basic branch qualifications, they possess knowledge across multiple areas to address requirements, design, development, and integration issues as they relate to software, data communications, and computer system architectures. This becomes critical as the military contracts out a growing percentage of developmental efforts. These officers provide the capability to draft requirements, evaluate proposals, and supervise implementation of complex systems.

As we advance in an information age and a distributed war fighting environment we will face a multitude of challenges. The rapid distribution of information, development of synthetic environments, and integration of existing commercial technologies and practices is essential. To meet these challenges we need to leverage our inherent abilities to mitigate the risks we face in the future and ensure success.

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From Industry. . .

COMMERCIAL OFF-THE-SHELF SOFTWARE ISSUES

By Arthur I. Hersh
President and Chief Executive Officer
Software Productivity Consortium

This article describes some of the key issues and "lessons learned" in commercial off-the-shelf (COTS) software acquisition and management, identified during the Software Productivity Consortium's second annual Executive Round Table, "Putting COTS Software to Work," held last fall. These critical issues were identified by senior executives from a variety of defense contractors, and should be of interest to Army RD&A *readers. Briefly summarized, these "key issues" indicate that, while COTS software can be successfully implemented within systems and software development programs, there are many lessons yet to be learned—in industry and government—about the true payoffs (and perils) of COTS software implementations.*

The Situation and Mission

"We will use commercial off-the-shelf software as much as possible ... we will depend on the marketplace for life cycle maintenance and support."

—The Honorable Emmett Paige Jr., Assistant Secretary of Defense For Command, Control, Communications and Intelligence

Pressure is increasing on government organizations and the Defense contracting community to deploy COTS software in Defense systems. As was confirmed during the consortium's Executive Round Table presentations, the use of COTS software *can* provide significant benefits in reduced development and maintenance costs and improved product portability and enhancement.

With these payoffs, however, come perils. To what extent do COTS software vendors understand the rigors of the real-time systems environment, and to what extent do their products support such applications? To what extent do COTS software products incorporate proven software engineering processes, or support Ada implementations?

7 Key Issues in COTS Software

The following were the key issues identified during the executive presentations of the Round Table:

• *What is "off-the-shelf" software? (COTS? MCOTS? NDI? GCOTS?).* Significant differences exist between commercial off-the-shelf (COTS), modified COTS (MCOTS), non-development items (NDI), and government COTS (GCOTS). All are different, and all must be treated differently by both government customers

The Software Productivity Consortium

The Software Productivity Consortium provides its industrial members and government, academic, and non-profit affiliates with the processes, methods, tools, training and support services needed to successfully develop software-intensive systems. Several Army organizations are consortium government affiliates, including the U.S. Army Research Lab and the Army Information Systems Software Development Centers in Washington, DC and Fort Lee, VA. Affiliation is open to all interested government organizations.

Other government affiliates include the Central Intelligence Agency Office of Information Technology; the Defense Information Systems Agency Center for Software; The Defense Mapping Agency Systems Center; the Naval Information Systems Management Center; the Oklahoma City Air Logistics Center; Rome Labs; Office of the Deputy Assistant Secretary of the Air Force for Communications, Computers and Support Systems; and the Air Force Software Technology Support Center.

Industrial member companies include Aerojet, BDM, Boeing, CACI, Computing Devices International, GDE Systems Inc, Lockheed Martin, Logicon, Northrop Grumman, Rockwell, United Technologies, Vitro, BTG, DUAL Inc., EER Systems, Intermetrics, PRB Associates, SEMA Inc., and Space Applications Corp.

Academic and other affiliates include software and information sciences organizations at Draper Lab, Drexel University, George Mason University, Johns Hopkins University Applied Physics Lab, National Electronics Manufacturing Technology Consortium, Software Valley, the University of Maryland, and the University of Southern California.

For information regarding the consortium's affiliate program, contact Randy Scott at (703) 742-7202.

and the contracting company. Who *owns* off-the-shelf software, once it is modified and used in a new system? While it seems that our focus should appropriately be *all* off-the-shelf software, doesn't that magnify our management challenges?

• *COTS Applicability for Real-Time Systems.* While COTS software offers much promise in reducing costs in systems development and maintenance, its suitability for use in customized (and often mission-critical) systems is hardly guaranteed. For the COTS vendor, as one consortium member company executive put it, a "system crash is not presumed to be fatal."

• *Business Relationships.* COTS vendors will support their largest markets—commercial businesses and consumers. Do government software development organizations enjoy enough "market leverage" with COTS vendors to ensure adequate support?

Successful relationships (addressing both business and technical concerns) with COTS software suppliers are paramount to successful use of COTS tools. Pay particular attention to support contracts (who provides support? Bug-fixing procedures?, Overtime?, Support provided at your site?, Extent of documentation and training available?), and licensing procedures (establish licensing arrangements before embedding COTS software).

Licensing COTS software "by workstation" or "by user" can be costly; support contracts are often vague; COTS vendors differ greatly in range of services/support available. Will source code purchases be required? Or is source code considered proprietary?

Beware of dependency on the vendor for bug fixes (or, "product enhancements") that are often not available until the next version of product—which is often delayed, if it delivers at all.

• *Life-cycle Costs.* No one has yet evaluated the true life cycle costs of large systems using COTS software packages. While it seems that the bottom line *should* be lower costs to the government for systems using COTS technology, no definitive studies have yet been concluded which might confirm cost reductions. Yes, initial software acquisition costs may be lower—but what of longer-term costs from necessary modifications, solving integration and test problems, and ensuring ongoing maintenance support?

Particularly in its initial implementations, with high learning curves, using COTS software may actually cost *more* than custom-developed software—while introducing many *new* risks into the development life cycle and system functionality.

What is the life expectancy of your system? Consortium member companies often develop systems with life spans of 15 to 20 years. What are the life expectancies of most COTS tools? Or of the vendors who develop them?

• *Documentation, Acceptance, and Maintenance. Key Issues:* Quality of available documentation and training; ownership and responsibility during acceptance and maintenance; is "software in escrow" necessary? *Version updates* can wreak havoc on development schedules, system functionality, and long-term maintenance. Vendor support usually covers only the current version of the tool (Version N) and the one preceding it (Version N-1), with new versions often arriving every 18 months. Are you "on your own" if your system is built in Version N-2? Will you (or your contractor) then take on maintenance of the COTS software in your systems?

New COTS software versions and upgrades also may not have the same functionality as earlier versions, and may even require *hardware upgrades* to operate as designed—posing significant risks to schedules, budgets, and systems performance, even in those cases where implementations of such upgrades are feasible. Given the tendency of commercial software delivery schedules to slip, avoid planning development activities or deliverables around announced COTS software ship dates.

Modifications will almost certainly be required to apply COTS tools in Defense systems; no COTS software tool will meet all system requirements. Ensure the willingness and ability of the vendor to assist in any modifications (can they meet your schedules, with adequate resources? Are their development practices suitable for test and verification?). Who owns (and has to maintain) the modified product?

While it seems that the bottom line should be lower costs to the government for systems using commercial off-the-shelf technology, no definitive studies have yet been concluded which might confirm cost reductions.

Do your COTS tools support the levels of verification, validation, and configuration management your program demands? Is your COTS software extensible and tailorable? How easily?

• *Integration and Performance.* This is a critical issue when using COTS software with existing or customized software; it is exacerbated when more than one COTS application is being used in a system. Disparate version upgrades among COTS vendors can have a persistent and negative impact on system development and long-term maintenance.

Plan on conducting your own, extensive and intensive performance evaluations of the COTS tool in question (don't rely on product demos controlled by the vendor); analyze the tool's ability to support existing/emerging processes and methods for systems and software engineering.

Plan for contingencies that consume extra time. Don't underestimate the time required for system integration and testing when using COTS software. Configuration management and version control procedures of vendor may not be adequate; product update schedules are rarely adhered to in the commercial software industry.

• *Impact of Lower-Tier Suppliers.* Maintenance and support for COTS tools is often provided by third-party, lower-tier suppliers, which can often be small, "Mom and Pop" operations. Know these lower-tier suppliers as you know your primary vendors; determine, as one consortium member said, "whether their front door opens in and out, or up and down."

Closing Thought

In short, there are many significant issues facing those of us who are seeking to implement COTS software into our systems and software development programs. One executive from a consortium member company may have put it best by saying: "**REMEMBER:** You are probably the ultimate beta-test site for a product that was just good enough to ship to relatively unsophisticated users."

Note: The Defense Science Board issued a report in June 1994 entitled "Acquiring Defense Software Commercially," making recommendations regarding DOD software practices, program management, personnel, use of COTS software, software acquisition, architectures, and the software technology base. For a copy of this report, call the Defense Science Board at (703) 695-4157.

A SYNTHETIC SCENE GENERATION PROCESS FOR SMART WEAPONS

By Dr. James P. Welsh
and Dr. Lewis E. Link

Background

The variety and dynamics of operating environments are two of the more challenging aspects of developing and testing smart weapons systems. Non-target features in the field of view of a sensor can often resemble targets, thus causing false alarms. At times, the scene can be so complex that targets are not detectable. Future systems are being designed to autonomously detect and identify specific targets within a field of view. Discrimination of targets from non-targets is necessary for delivery of a warhead. For some locations and weather conditions they simply cannot do this job consistently with current capabilities.

Reflection and emission from surface features, as detected by a sensor system, can vary dramatically; not only spatially, e.g., from one geographic region to another (mountains to deserts) but also with time. The weather can change (often very quickly) the signal from surface features detected by a sensing system. For example, a rain storm, through wetting the surface, changes the visual, thermal and microwave properties. Dry vegetation will become quite warm in sunshine, causing "hot" features on thermal infrared (IR) imagery. These often can look like targets to sensor systems. Rain can cool vegetation and produce low contrast background conditions in which most targets would be easily detected. A sudden drop in temperature can change a wet snow pack into a dry snow pack and simultaneously change an area from a low to a high backscatter millimeter wave signature.

Dynamics are clearly important considerations for design and evaluation of smart sensor systems that must perform in a wide range of operating conditions. They are also critical to testing, both to understand the observed performance of systems and to quantitatively compare the performance of competing systems that may have been tested under different environmental conditions. Authoritative portrayal of the dynamic operating environment is a necessary capability for distributed interactive simulation; in fact, it is essential for the full exploitation of this concept. It is impractical to collect enough environmental data to adequately represent the range and variety of features and conditions that smart weapons will encounter, not to mention the data necessary to cover the numerous sensor types that are

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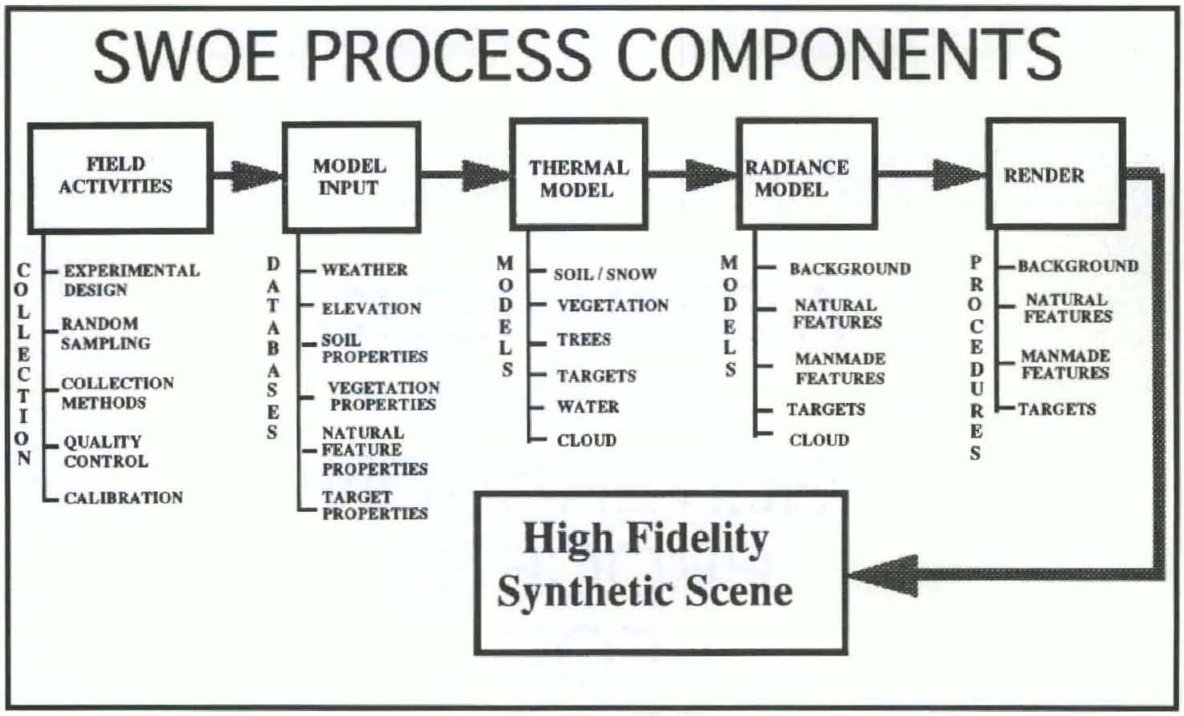

Figure 1.
Smart Weapons Operability Enhancement Process Components.

The Smart Weapons Operability Enhancement Program has assembled a physics-based scene modeling capability that represents a significant step toward a credible ability to simulate the complex and dynamic operational environment for smart weapon system applications.

planned for use in these systems. One solution (to help fill in gaps) is to use numerical modeling to generate scenes as they would appear to specific smart weapon sensor systems under a wide variety of environmental conditions.

Scene Modeling

The Smart Weapons Operability Enhancement (SWOE) Program has assembled a physics-based scene modeling capability that represents a significant step toward a credible ability to simulate the complex and dynamic operational environment for smart weapon system applications. While this process can not mimic all conditions or features in surrogate battlefield scenes, it is possibly the most sophisticated capability yet available. The SWOE Program is wrapping up a three-year validation effort funded by the Office of the Secretary of Defense (OSD), deputy director, Air and Space Programs, Defense Test and Evaluation, Acquisition and Technology. A team comprised of 15 Army, Navy, Marine Corps, and Air Force laboratories, and the National Aeronautics and Space Administration (NASA), the Advanced Research Projects Agency (ARPA), five universities and two contractors have partnered in this effort. The scene modeling package is part of the SWOE process which is an iterative, end-to-end battlefield environment scene generation capability that incorporates experimental design, random sampling procedures, data collection methods (including quality control and calibration), physics formulations modeling package, and a statistical inference approach to validation. Data collected from field activities or from existing sources, such as climatological databases and the Defense Mapping Agency (DMA) elevation, can be used to initialize the modeling package. The scene generation capability produces images that simulate a broad range of surrogate battlefield conditions. The components of the SWOE process are illustrated in Figure 1.

The basic model inputs are: elevation, surface features, material properties, and meteorological conditions (for a time sequence) for the area of interest, soils and vegetation properties, including fundamental descriptors for some features such as trees or shrubs, specified in three dimensions. This static terrain information is coupled with weather data to supply inputs to the models. Thermal models predict temperature histories for each specific feature and condition, producing, in essence, a temperature map for the scene. Radiance models are used to include the impact of the atmosphere and cloud cover, for any sensor field of view, and the three-dimensional aspects of the topographic surface and distributed features. The result is rendered as an image (part of the generated scene) that represents how the scene would appear at the aperture of a specific thermal infrared sensor for the conditions modeled in the field of view of the sensor.

This model package produces a high fidelity representation of reality, as shown in Figure 2, a comparison of a measured and synthetic IR scene at Grayling, MI. The scene demonstrates the flexibility and versatility of

the model package. The physics formulations and 1/2 meter spatial resolution of the input terrain data (elevation, etc.) and the possibility of using highly detailed weather data allow quantitative representation of complex scenes, possibly the most sophisticated representation available to date. The tradeoff is the level of detail and sophistication needed for the particular application versus the cost and time required to provide the inputs to the models and the computational time to generate the scenes. Since this model package is physics based, it is possible to use any practical spatial or time resolution information required for a given application.

The power of the SWOE scene generation approach is considerable. It can be used to: exercise and evaluate system designs; plan and structure field test activities; quantitatively evaluate the performance of systems for a broad range of combat-pertinent conditions specific to planned mission scenarios; evaluate the effectiveness of countermeasures; define which factors are really driving system performance; and to interpolate and extrapolate system performance for a greater variety of conditions than practical or affordable with full scale developmental or operational field test activities. Performance criteria can be quantitatively evaluated for "what if" and "trade off" decisions for scenarios to select the best weapon systems for a global variety of battlefields. The SWOE process provides a tool for decision makers at many levels. SWOE leverages advances in computer graphics by providing high-fidelity battlefield environment simulation to enhance realism in training.

Validation

A modeling process is useless to a decision maker unless there is convincing evidence that the products are representative of the real situation for which they are the intended surrogate. To quantitatively evaluate the capabilities of the SWOE scene generation capability, a comprehensive data set was collected during three field activities, two at Grayling, MI (Sep. 15 - Oct. 25, 1992, and March 4 - April 15, 1994) and one at Yuma, AZ (March 15 - April 30, 1993). The field data collection efforts used random sampling plans to ensure unbiased data for a broad range of environmental conditions. Seasonal transition periods were chosen, on the basis of climatology, to increase the range of environmental conditions measured. Data collected includes: environmental conditions, physical properties of features, temperatures, etc., and airborne and ground based IR and millimeter waveband images. The data sets used for validation have been placed on four compact disks (CD ROMs). Approximately 350 gigabytes of the total data collected (more than 1.4 terrabytes) is being placed on CD ROMs to facilitate distribution and use.

This validation approach uses statistical inference methods to evaluate a hierarchy of stratified comparisons of measured and modeled data sets. The primary measure of comparison used is the chi-squared goodness of fit test (Press, et al, 1986). This hypothesis testing procedure compares the distributions of radiance values for corresponding areas of interest from the synthetic and measured images. This approach assumes that the measured and synthetic images were randomly sampled from the same population. A total of 173,724 IR images were collected, based on random sampling, during the field trials. A total of 288 synthetic images were generated, based on a random sub-sample of the measured data set and compared to their measured counterparts for validation of the process.

The highest level of comparison was for aggregates of the image data sets. These comparisons showed that, at the aggregate level, the synthetic scenes are statistically similar to the measured scenes or can be said to be sampled from the same populations. This would imply that an analysis done with a set of synthetic images would be representative of the results from an analysis using a a comparable measured image data set.

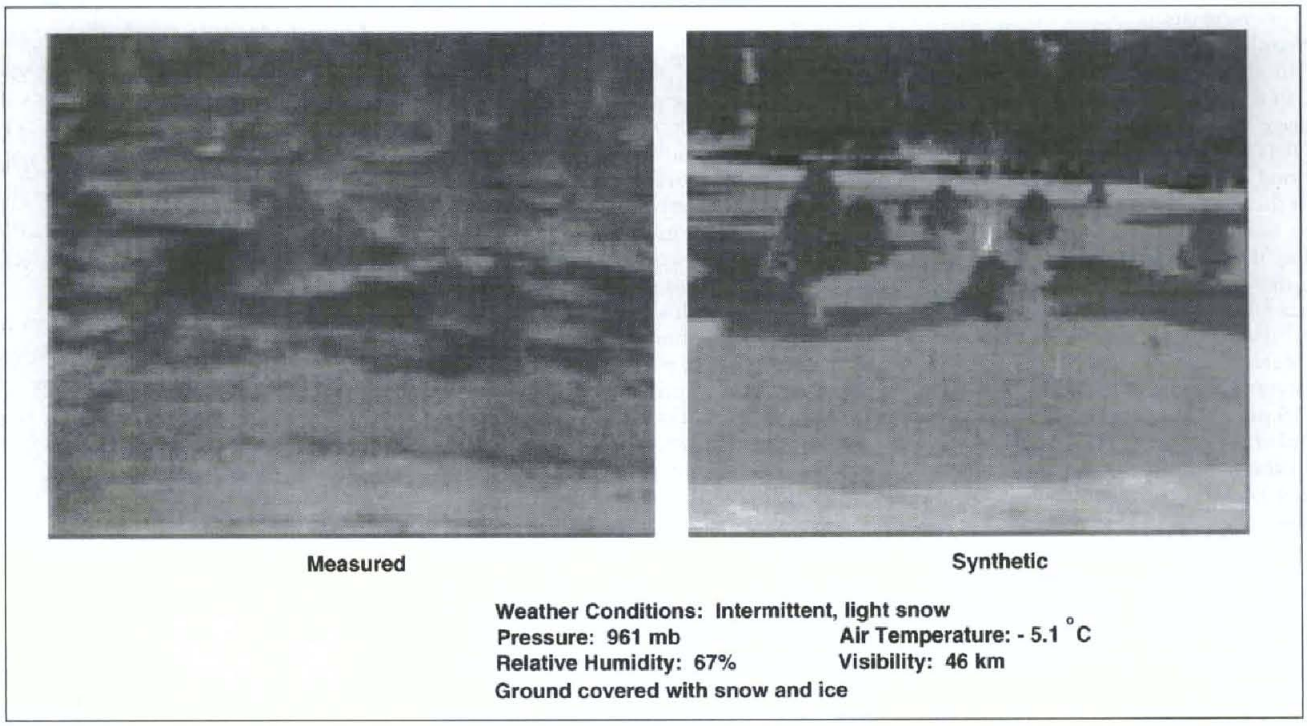

Figure 2.
Smart Weapons Operability Enhancement comparison, Grayling II, 1300 hours, March 15, 1994 infrared (8-12 microns).

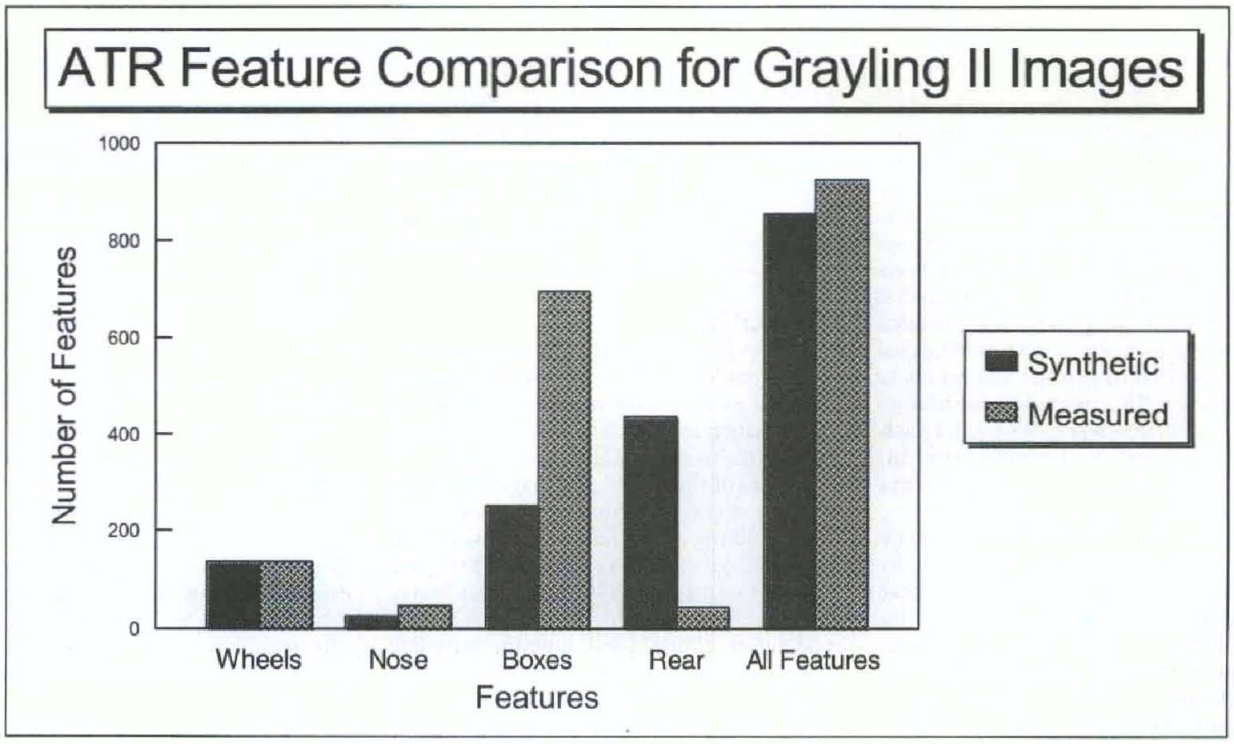

Figure 3.

A functional approach to validation was also used. An aided target recognition (ATR) algorithm was exercised on SWOE images to determine the number of false alarm features found in comparable pairs of synthetic and measured images. ATR algorithms that were designed to recognize features of a missile launcher were used. An 8- to 12-micron waveband IR image of a target vehicle was used to demonstrate that the algorithms could find the appropriate features. The target image was collected during the Grayling I SWOE JT&E field activity by the ARPA Smart Weapons Evaluation Program. Figure 3 shows the number of ATR features, by category, found in the 48 IR image pairs for Grayling II. There were no targets present in these 48 IR image pairs. Fewer (7.5 percent) features were found in the synthetic images.

Two major points from this comparison are noteworthy. First, the difference in the total number of target-like features found was only 7.5 percent. Second, there were a large number of "target-like features found on both the synthetic and measured images, an indication of the severity of the false alarm problem when a sensor is tasked to autonomously make a complicated analysis on measured and synthetic images. The SWOE process can generate images for a much broader range of environmental conditions than is practical from field collection of measured images.

Analyses are continuing to compare individual images and components of images to better understand the current capability of the scene generation process for individual features and conditions. This is both a gage of the current applicability of the SWOE process and an identification of the specific areas where the models may be improved. The random sampling methodology/statistical inference approach allows this to happen.

Conclusion

The SWOE scene generation process has produced a variety of validated scenes, judged by statistical inference and application of an ATR algorithm, for a range of surrogate battlefield environmental conditions. Random sampling procedures lead to unbiased samples, as well as, efficient and effective allocation of resources for conduct of field test activities. A statistical inference approach to validation provides a tool for decision makers. The SWOE scene generation capability can be an asset for quantitative evaluation of system performance alternatives for a world-wide variety of combat-pertinent environmental conditions. A variety of synthetic scenes can be produced at relatively low cost. The SWOE modeling capability represents a significant step forward in the quest to realistically model the complex environment for a wide variety of applications. This article has described an effort to model, simulate, and validate thermal IR signatures of surrogate battlefield environments. A companion effort (not at the same level of maturity) is in progress to generate synthetic millimeter wave signature images. The combination of these capabilities would provide a dual mode system analysis capability important to many developing systems.

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MOUNTAIN HIGHWAY BRAKE TESTING

By CPT Philip Schoenig
and Robert McHugh

Braking is a basic element of all automotive testing. Because of its correlation with safety, comprehensive testing and evaluation of vehicle braking systems is essential to ensure effectiveness and dependability under all conditions. The principal factors in the evaluation of vehicle braking systems are stopping and holding ability, vehicle control during brake applications, and component wear under various conditions.

Quality brake testing involves repeatable tests on both level roads and on mountain highways that have long grades requiring many brake applications. U.S. Route 30, in Western Pennsylvania, has been the automotive standard for mountain testing for more than 50 years. Within the automotive industry, this 25-mile section of U.S. Route 30 in the Laurel Mountain area is better known as Jennerstown.

Jennerstown brake testing began in 1939 because Route 30 offered ideal conditions for road testing of automotive brakes and brake materials. After a half century and hundreds of thousands of miles of testing, the slopes of the Allegheny Mountains are still considered the best location in the country for gathering data to determine brake performance. Many well-known names in the automotive and brake manufacturing industries use the Jennerstown area for their brake testing: Ford, General Motors, Bendix, and Feroda just to name a few. The U.S. Army Combat Systems Test Activity (CSTA), located at Aberdeen Proving Ground, MD, has been conducting mountain brake testing at Jennerstown since the 1950s.

There are several steps to complete before a vehicle can begin at Jennerstown. First, initial measurements of the brake components are recorded. Concurrently, calibrated test instrumentation is installed to the brakes and the vehicle. Thermocouples are embedded in the friction material of the brake shoes to measure the temperature of the brakes. The vehicle is equipped with either a bicycle type or non-contact optical type fifth wheel to measure road speed and stopping distance. The cab of the vehicle is then equipped to collect and record brake test data. This includes air pressure transducers or pressure gauges, decelerometer, pedal effort gauge, brake application counter, and a brake lining temperature indicating selector switch. This instrumentation is connected to an onboard 386 computer, using DAS 1000 software, to process and record the information required for real time data acquisition.

Once the instrumentation has been installed, brake burnishing must be conducted before departing to Jennerstown. The standard for brake burnishing specifies that at least 80 percent of the friction material surface must be in contact with the swept area of the rotating brake member. To meet this requirement, the vehicle makes approximately 400 brake snubs at various brake temperatures from 200 F to 475 F. Upon completion of the brake snubs, the vehicle is ready for Jennerstown.

The mountain highway test is conducted in several cycles. First, an initial effectiveness test is conducted. Stopping distances are obtained from speeds of 20 and 40 miles per hour. Data on road speed, stopping distance, deceleration rate, input pressure, wheel lockup and vehicle slew are collected. All stops are performed with brake lining temperatures below 250 F. The initial effectiveness test is conducted on a level, hard surfaced

The principal factors in the evaluation of vehicle braking systems are stopping and holding ability, vehicle control during brake applications, and component wear under various conditions.

roadway along Pennsylvania Route 219 in the vicinity of Jennerstown. The vehicle is tested at its curb weight and with its rated payload.

After conducting the initial effectiveness test, an initial brake fade test is conducted on the east side of Laurel Mountain. Brake fade test characteristics are determined during repeated brake snubbing applications on the two-mile, 9-to-11 percent grade. Additionally, a 40 miles per hour full effort stop at the bottom of the grade must also be performed. Using the requirements specified in tables 1 and 2, the data obtained from the initial effectiveness and fade test is compiled to provide the baseline comparison.

Once the baseline data is established, the highway mountain cross country cycle can begin. One cycle consists of four round trips along the 25-mile stretch of Route 30, profiled in Figure 1. The driver performs repeated brake applications during the entire cycle in accordance with established test guidelines. A field engineer continuously monitors pedal effort pressures and brake temperatures to ensure safe operations during the test.

As in all CSTA testing, safety is the primary concern. By monitoring real time data, the field engineer can immediately stop the test and take corrective actions if any irregularities are detected. After each cross-country run, the brakes are allowed to cool to below 100 F. After completion of the fourth cross-country run, another effectiveness test and brake fade test is conducted. Additionally, after each cycle of four round trips, the brake system is disassembled. Mechanics and engineers inspect the brake system components and measure the thickness of the brake shoe linings. The brake system is then reassembled and the brakes readjusted before the vehicle initiates the next cycle. At least three complete cycles are conducted. Additional cycles may be added depending on the specific requirements for the vehicle.

If problems develop during testing, such as excessive stopping distances, excessive wear, cracking, chunking of the brake lining or brake table deformation, the incident is investigated and reported in a test incident report. This report goes to the program manager, contractor, evaluator and other organizations involved in testing the vehicle. Testing will continue only when the problem is corrected. After each cycle, the data is compiled and compared with the initial baseline data. When the test engineer returns to Aberdeen Proving Ground, the data is reduced, analyzed and reviewed for technical adequacy and incorporated into a final report.

Conclusion

The U.S. Army Combat Systems Test Activity is the Army's primary automotive tester. It was designated the primary Department of Defense land combat test facility by the Test and Evaluation Reliance Investment Board. Brake testing (safety, per-

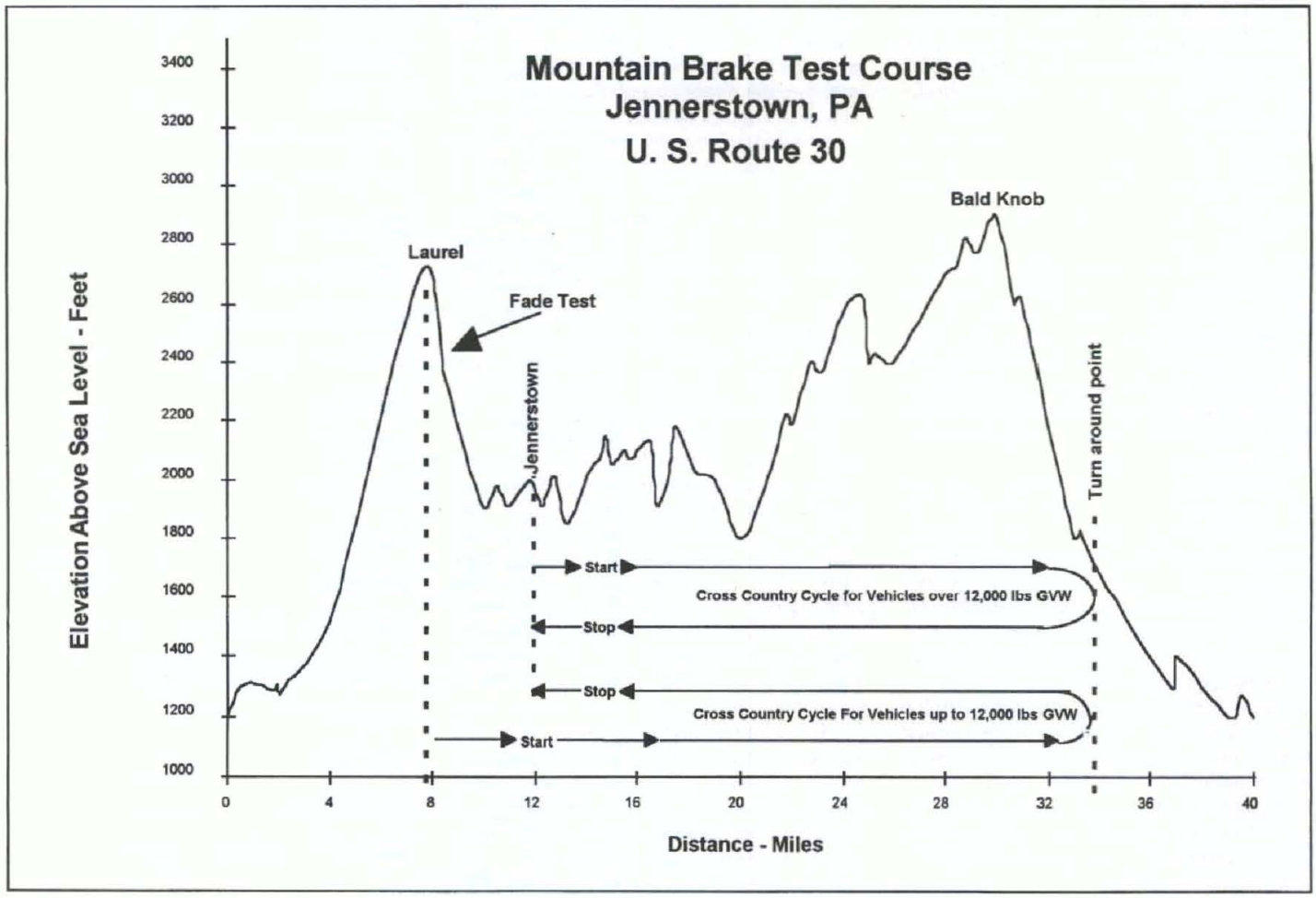


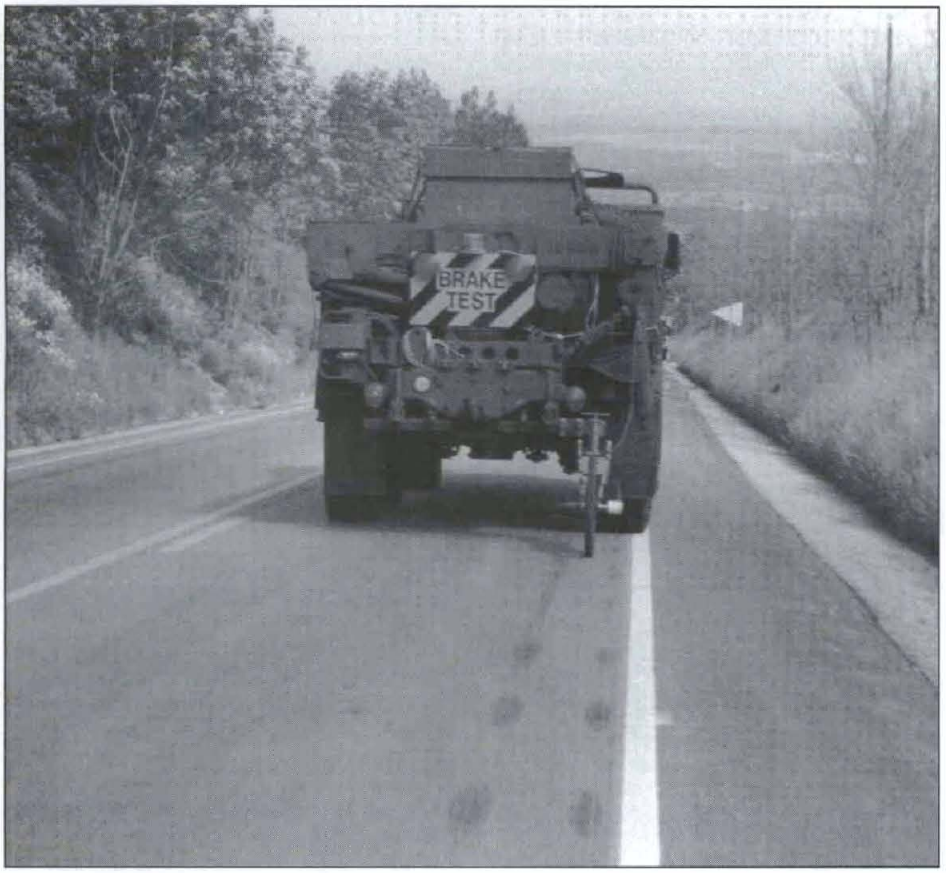
Figure 1.

Table 1.
Criteria for Brake Stopping Ability Stopping Distances.

VEHICLE GROSS WEIGHT	20 MPH	40 MPH DECELERATION
50,000 or less	30 Feet	14.4 FT per Second
50,000 +	40 Feet	11 FT per Second

Table 2.
Snubbing Application Per Vehicle Gross Weights.

GVW UP TO 12,000 lbs	18 brake applications from 40 to 20 MPH. One application from 40 to 0 MPH.
GVW 12,000 – 45,000 LBS	30 brake applications from 30 to 25 MPH. One application from 40 to 0 MPH.
GVW GREATER THAN 45,000 lbs	25 brake applications from 30 to 25 MPH. One application from 30 to 0 MPH.



An Army vehicle undergoes brake testing in Jennerstown, PA.

formance, and reliability) comprise a small portion of the array of automotive testing conducted at CSTA. Striving to improve testing, CSTA continues to enhance facilities, instrumentation, and procedures. In this light, brake testing innovations utilizing physical modeling of energy inputs are currently being investigated. If proven successful, future brake performance evaluations may be accomplished using level roadways at significantly lower costs. Intelligent utilization of capabilities including traditional facilities, instrumentation, advanced engineering concepts, and modeling simulations allows CSTA to provide the highest quality automotive testing available. This commitment to quality and the ability to integrate advanced testing initiatives will ensure the acquisition of quality vehicles for today's and tomorrow's soldier.

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THE DEMISE OF MISSILE DEFENSE TECHNOLOGY

By CPT(P) Scott E. Shifrin

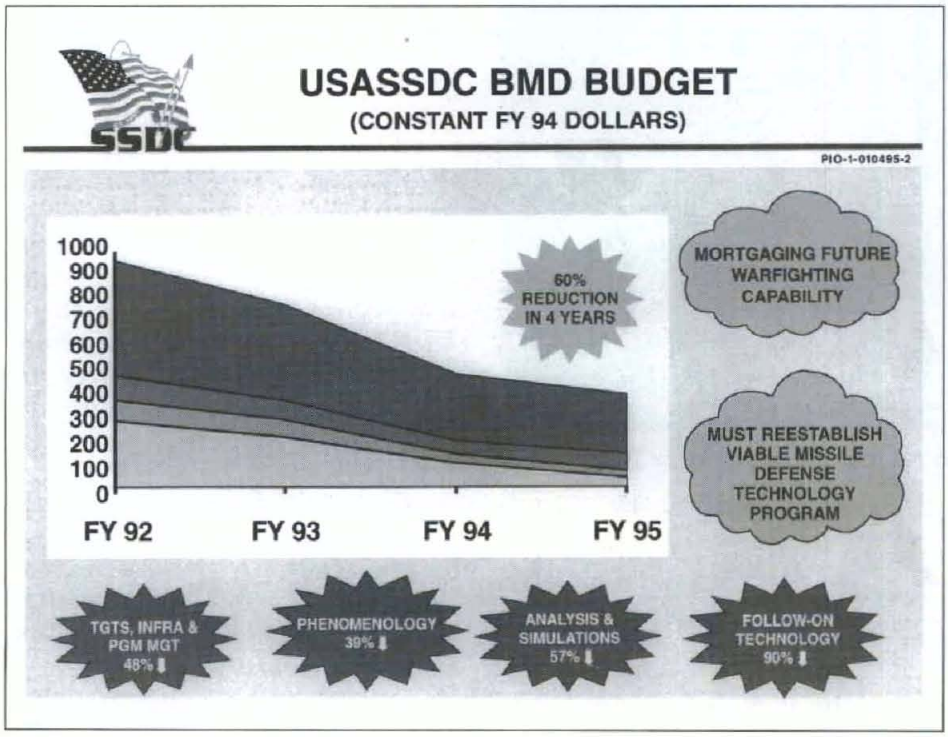
Introduction

The need for additional research and development of advanced missile defense technologies has never been more important than it is today. Missiles are being proliferated all over the world by many third world countries and countries that support terrorist activities. Today's missiles are less expensive, fly faster and farther, and carry increased payloads. Ballistic and cruise missiles are falling into the hands of many third world countries through both in-house development and foreign procurement, leaving our homeland and soldiers vulnerable and unprotected from missile attacks in the years to come. It is for this reason that we as a nation must protect our vital missile defense technology base and insure the "seed corn" of the future is solidly planted for use in the 21st century.

Background

The U.S. Army Space and Strategic Defense Command (USASSDC) and its predecessors have established a legacy as the leader in missile defense research, development, and acquisition for more than 37 years. From missile systems like Nike-Zeus to SAFEGUARD, to today's THAAD (Theater High Altitude Area Defense) and the ERINT (Extended Range Interceptor) missile as the interceptor for the Patriot Advanced Capability-3 (PAC-3) system, USASSDC has led the way in providing technologies to meet the mission and threat needs of U.S. missile defense acquisition programs. Prior to 1985, the Army was responsible for virtually the entire missile defense program, and the research and technology base program was fenced from the major weapon system acquisition development programs. These pre-1985 technology identification, evaluation, and feasibility demonstrations are the basis for today's theater and national missile defense programs.

Several key factors enabled these technologies to thrive, including superb staff expertise, informed continuity of efforts, systematic involvement of the nation's scientific elite, and a determination to maintain currency with all technological innovations that could be used for missile defense and offense. Those factors permitted technology program managers to look beyond the immediate needs of acquisition programs and develop responses to the evolving threat in order to prevent technological surprise by a potential adversary. This capability is crucial, given the years required for most technologies to mature to the point where they can be inserted into a weapon system. A prime example is the hit-to-kill (body-to-body impact) technology which was originally conceived and initiated in the early 1970s but did not make it beyond demonstration and validation in a major weapon system until the 1990s (PAC-3).



Discussion

However, in today's environment of funding reductions and primary emphasis being placed on near term programs, the technology base which has sustained a flexible response for many years and the technology base from which we will draw in the 21st century is being severely diminished. The nation's capability to counter the future proliferation of a diverse and challenging missile threat continues to decline at an alarming pace. The Army's missile defense technology base funding has been cut by nearly 60 percent in four years (See accompanying figure).

What has happened to the USASSDC technology funding budget is typical of many technology research and development organizations. The declining missile defense

budget is virtually precluding the introduction of new technologies into missile defense strategy. The current technology strategies and program thrusts, as well as funding levels, do not permit active exploration and development of new technologies, resulting in a potentially "brittle" missile defense program in the 21st century. Additionally, the reduction in missile defense technology funding is eroding the U.S. industrial base and the capability to provide a flexible response to the international proliferation of missiles.

The technical expertise gained by technologists, scientists, and engineers through many years of experience is also decreasing. Individuals who now work with technologies are seeking more lucrative assignments with mainstream near-term acquisition programs. Also, early retirement has created a vacuum at many senior levels causing younger, less experienced technologists to fill shortages. Because of this, a reorganization is occurring among the personnel involved in the nation's technology base. This, combined with the funding shortage, is causing the technology base to fracture.

Just a few of the critical technologies in jeopardy of elimination include the development of a tactical agile missile, which would provide a maneuvering interceptor capable of intercepting highly maneuverable ballistic and cruise missile threat targets projected for the 21st century; adaptive multispectral sensor technology, which addresses the challenging issues of threat identification and kill assessment; cruise missile defense technology development to improve cruise missile detection and discrimination; the Surveillance Test Bed, which would provide complex and high fidelity integrated surveillance models supporting theater and national missile defense, and many more. These are just a few examples of technology programs which have been stifled by major reductions in funding and the lack of technology expertise. With the current trend of larger segments of missile defense funding going to major acquisition programs, more and more technology programs are being adversely affected. The missile defense technologies, which the Department of Defense is currently working, are urgently needed by the warfighter and the nation to ensure adequate missile defense for the 21st century.

Conclusion

The requirement to anticipate the courses of technological development that our adversaries might invoke has never been more pressing than it is now. Many countries are actively seeking less expensive, less sophisticated missile systems capable of disrupting and terrorizing U.S. interests. In addition, the threat of technology surprise will continue to increase as formerly less well-developed nations improve their scientific infrastructure and increase their pool of highly trained personnel. We, as a nation, cannot afford to be held hostage by a dictator from an undeveloped nation with an acquired strategic or tactical missile capability.

It is imperative that the Department of Defense fence funds strictly for continuing development and maintaining the missile defense technology base and utilize the nearly four decades of Army experience as its principal agent. In order to prevent further erosion of the current technology base, guidelines should be established providing clear lines of responsibility as to how technology fits into the acquisition process and who is responsible for ensuring emerging technologies are focused on user needs based on the potential threat.

Without the missile defense technology programs that were developed in the 1960s and 1970s, much of what is being incorporated into the current systems would not exist today. The technologies needed to meet the impending proliferated threat and associated countermeasures will not be available when called upon in the future unless a dedicated advanced technology program is supported. It is incumbent upon us to provide a robust technology base for future acquisition programs in order to defend our nation and its interests, maintaining our role as world leaders.

An ERINT missile is fired from White Sands Missile Range, NM, during developmental testing. The technology was developed in the early 1980s by the U.S. Army Space and Strategic Defense Command and has since been selected as the Patriot Advanced Capability-3 missile (PAC-3).

CPT(P) SCOTT E. SHIFRIN is an air defense artillery officer who entered the Army Acquisition Corps in 1991. A 1984 graduate of Texas Tech University with a B.B.A. degree in management and a 1993 graduate of Southwest Texas State University with an M.B.A., CPT Shifrin is an Army technology integrator for the U.S. Army Space and Strategic Defense Command (USASSDC), Huntsville, AL.

How Would You Judge the Training You Have Received Thus Far in Preparation for a Career in Army Acquisition?

Carmen J. Strollo
Program Analyst
Office of the PEO Communication Systems
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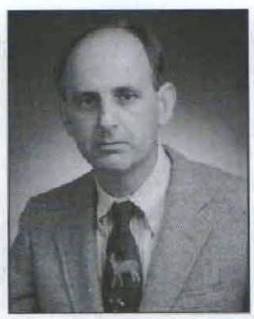

In March of 1994, the Army Acquisition Corps advertised several announcements for long-term training that might be of interest to Army Acquisition Corps members and the acquisition workforce alike. One of those ongoing opportunities is a graduate program at the University of Pennsylvania. That program is the executive master of science in engineering (ExMSE), School of Engineering and Applied Science which meets alternate two-day weekends and is designed to enable students to fully participate in the program while maintaining full-time professional positions. ExMSE is a two-year graduate, multidisciplinary program and provides instruction in engineering, mathematics, business, and government policy. It is this integration of technological innovation, cast in an atmosphere of business opportunity, that makes the ExMSE Program truly unique. The ExMSE Program is rigorous, and admission standards are high. Applicants are expected to have a minimum of two years experience in areas with a strong technological component in design, technical services, marketing, sales, research and development, management or engineering. Students participating in this program average 12 credits in each semester, which has an average length of 12 weeks, three times (tri-semester) per year for two years. Although the program schedule has been designed so that ExMSE students can continue to hold full-time positions, the program is difficult and participants must learn to juggle career, family and school. Students dedicate a tremendous amount of personal time between each alternate weekend with homework assignments, team projects and case studies. Fellow students will agree that they spend at least 50-60 hours on homework and class presentations. It becomes a relentless, but very worthwhile, pursuit of academic excellence. I applied to the University of Pennsylvania ExMSE Program during the winter of 1994, was accepted, and began classes in the fall. I had been trained in acquisition and contracting and program analysis and had only a brief introduction to such areas as engineering, telecommunications, product design and logistics. But through this highly synergistic program, I have been afforded the opportunities to step beyond my perceived capabilities and have been exposed to subject areas previously foreign to me. It has been difficult at times to cross over into a highly technical academic field, but the ExMSE Program curriculum provides the tools to succeed. Instructors make themselves available for consultations, group dynamics sessions and TQM. These activities make learning a whole new experience. I am currently completing my first year in the University of Pennsylvania ExMSE Program and the challenges will, I am sure, continue next fall. This past year has been a turning point in my life and future career. I would not have been able to pursue this wonderful academic opportunity without the encouragement of my wife and support from the Acquisition Education and Training Office (Jim Welsh). ExMSE has been described as the oldest program of this type in the nation, and the only program to intentionally deal with a multiplicity of technologies. You cannot preconceive the notion of what will happen in this program. It is ever changing with technologies. It has been the finest academic year of my life.

Michele Goode
Procurement Analyst
C3I Acquisition Center
U.S. Army Communications-Electronics Command
Fort Monmouth, NJ 07703-5008

On a scale of one to 10, I would judge the training that I have received so far in my career a nine. I feel very fortunate to be in the Acquisition Center at this point in my career. Since the initiation of the Defense Acquisition Workforce Improvement Act and DOD 5000.52M, the acquisition workforce has to have either 24 business credits, or have a B.A. degree. We are encouraged throughout all levels of management (from the director down) within the Acquisition Center to get the necessary education for certification for our current positions and to even further education towards a master's degree. There are several programs available to assist you within the Army.

As an acquisition employee, I am afforded the opportunity to enroll in the Army Acquisition Tuition Assistance Program (ATAP) which allows you to go to college and not have to pay any out-of-pocket expenses towards your degree (except books) up front. Thus alleviating any financial strain which may hinder you from continuing with your college education. I was very pleased to be a part of a unique program here, at CECOM, in association with the local community college, which offers business courses during our lunch periods at our work site. I received my 24 business credits going to college during my lunch period. This was, and still is, extremely important to me, since I am a working wife and mother, and am able to attend college courses at work during the week and not have to go to college at night or on the weekend. This leaves time for family and other personal matters on the weekend. I am currently enrolled in the ATAP Program continuing on with my education to receive a bachelor's degree in business. Since downsizing, doing more with less, seems to be the way of the future, I feel that I am equipping myself with all the necessary tools to enhance my business skills in the Acquisition Center.

SPEAKING OUT

Gloria J. Embrey-Jones
Supervisory Contract Specialist
C4IEW Acquisition Center
Contract Operations-VHFS
Vint Hill Farms Station
Warrenton, VA

I feel my career success in the 1102 field is directly attributable to the training, provided by both civilian and government sectors, that is made available to the 1102 workforce. I cannot honestly say that all the courses have been excellent and worthwhile, because some have not, but, for the most part, the training that the Army has specified for the 1102 series does provide a basic all-around understanding of the acquisition rules, regulations and guidelines and further individual study and on-the-job training reinforce that learning. I have learned at least one new thing in every class I attend and that should be each student's goal.

Since the implementation of the Defense Acquisition Workforce Improvement Act (DAWIA) of 1990, the availability of courses has expanded in an effort to professionalize the series, with a concentrated effort being made to insure that the courses needed by 1102's for certification at their particular levels are available.

Army acquisition courses are primarily offered at Fort Lee, VA, and Wright Patterson AFB, Dayton, OH, with some basic cost and pricing and negotiation technique courses offered by Navy entities. The Level I courses offer the basic knowledges required to gain an overall understanding of the acquisition process with Level II courses expanding those initial course concepts. Both levels have become specialized and are geared toward an overall background to enable the student to gain a working knowledge of the in's and out's of acquisition. The Level III courses provide current updates for the executives in the acquisition career field. While I feel the government-sponsored courses provide the basic acquisition requirements, the advent of DAWIA and its impact on the availability of civilian education is even more important. By the time you read this, I will have received my undergraduate degree—all thanks to the government's tuition reimbursement program. The emphasis today on education is long overdue and no matter what your career field, education broadens horizons and develops well-rounded, not single-focused, Army employees.

But, the training advantages do not stop just with tuition reimbursement. Professional development opportunities for civilian members of the Army Acquisition Corps abound—they're there just for the taking! I plan to take full advantage of these training opportunities to initiate my graduate degree program in the fall.

Pamela Knight
U.S. Army Space and Strategic Defense Command
Huntsville, AL

I am currently enrolled in an excellent master's program in engineering management theories and practices at the University of Alabama, Huntsville (UAH). Surveys indicate that 80 percent of all engineers will eventually assume some management responsibilities. Also, studies show that highly technical programs are more likely to succeed when managed by individuals with a strong technical background. The Engineering Management Program at UAH builds a first class Business and Management Program upon the mathematical and analytical foundation that engineers have already achieved through their formal engineering education and professional experience. Both the M.S. and Ph.D. engineering management degree programs offered at the Huntsville campus provide a unique environment where academia, government and industry integrate "real-world" experience with management theory. I am learning how to effectively manage individuals, teams, projects, funding, scheduling, productivity, quality and all facets of technical program management required by the highly innovative and challenging environment of Army acquisition.

As an example, one of my research projects this semester, entitled, "Reinventing Government" really opened my eyes. It pointed out the remarkable parallels between industries' needs and management strategies and those of the U.S. government. It would seem that Vice-President Gore's *National Performance Review* was trying to implement some level of contemporary management philosophy into the world's largest business—the U.S. government. I was very familiar with many of the reasons government needed reinventing. My course work had covered these management issues as they applied to U.S. and foreign businesses. Many commercial entities have experienced problems similar to those of the U.S. government, and have come to many of the same conclusions and potential remedies. These organizations implemented many of the changes now recommended by the National Performance Review. Fortunately, this provides some empirical data on what might be successful, and what to watch out for, as we apply similar remedies to the unique federal situation.

One of the concepts stressed in my courses is that everything changes. The U.S. is in a global market and both government and industry must have a global perspective and understand the interrelations of global issues in order to prosper. We must, therefore, be ready, willing, and able to continuously modify our management processes to optimize the efficiency and effectiveness of our operations. If we do not, our competitors (government and industrial) will.

Forward thinking management concepts could have an immense impact on the Army Acquisition Program! We must modernize and streamline to maintain our competitive edge just like any other industry or government agency. However, our (Army Acquisition) competitive edge means more than just optimizing dollars spent. Our competitive advantage also means the ability to effectively protect our nation, the soldier, and our allies. We must acquire the management skills and knowledge to optimize the production of new and innovative technology and weapon systems in a timely, cost effective manner.

The new mantra of government and industry is: "do more with less." We must use whatever productivity and enhancement tools are available globally. We must be willing to learn from industry, other governments and from our own history. Our managmeent legacy must be carefully reviewed. Management programs, philosophies, and styles that are in place now undoubtedly served a valuable purpose when instituted. However, some may now be obsolete and hinder our ability to move forward swiftly and efficiently. Army acquisition must be knowledgeable enough to know what needs to be changed, flexible enough to implement the required changes, willing to learn from our mistakes and able to grow our management systems like we have our technological ones.

In summary, I have found this training program to be a real consciousness-raising and useful knowledge-producing experience. I feel it will invaluably enhance my performance and potential contribution to Army Acquisition. As I continue to learn and grow through this educational opportunity, I will continually search for better ways to accomplish tasks and find ways to improve the products and services of the traditional government bureaucracy.

From The AAC Career Manager...

FY 96 Military Acquisition Position List

The FY 96 Military Acquisition Position List (MAPL), below, was approved by LTG William H. Forster (recently retired). Only positions on the approved MAPL are recognized as valid requirements for Army acquisition officers. As we move toward a single functional area, full implementation of DAWIA, and Force XXI, officers should pay particular attention to: the acquisition position code (APC) which specifies each position's mandatory career field certification requirement and the advanced civil school entry which identifies the desired master's degree associated with each position. An electronic copy of the MAPL can be obtained by contacting LTC Mark Jones, AAC Proponency Office, Office of the Assistant Secretary of the Army (Research, Development and Acquisition). His E-Mail address is: JONESM@BELVOIR-AIM1.ARMY.MIL.

FY 96 Military Acquisition Position List (MAPL)

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
1 CORPS SPT	WBGUAA	FC00038	PROCUREMENT OFFICER	LTC	97A00	C	MBA	FT BRAGG NC
1 CORPS SPT	WBGUAA	FC00039	CONTRACT MGT OFFICER	MAJ	97A00	C	MBA	FT BRAGG NC
101 SPT GRP	WCY2AA	FC00044	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT CAMPBELL KY
101ST AA DISCOM	WAB8AA	FC00019	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT CAMPBELL KY
101ST AA DISCOM	WAB8AA	FC00018	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT CAMPBELL KY
10TH ASG	WERGAA	P100005	CONTRACTING OFFICER	CPT	97A00	C	MBA	OKINAWA JAPAN
10TH MTN DISCOM	WD8ZAA	FC00047	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT DRUM NY
10TH MTN DISCOM	WD8ZAA	FC00046	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT DRUM NY
13 CORPS SPT	WEJ1AA	FC00051	PROCUREMENT OFFICER	LTC	97A00	C	MBA	FT HOOD TX
13 CORPS SPT	WEJ1AA	FC00052	CONTRACT MGT OFFICER	MAJ	97A00	C	MBA	FT HOOD TX
135 QM COMPANY	MMB2AA	FC00064	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT HOOD TX
140TH DET	WHEBAA	FC00053	PROCUREMENT OFFICER	CPT	97A00	C	MBA	FT BRAGG NC
160TH DET	WHECAA	FC00054	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT EUSTIS VA
160TH SOAR SIMO	WDST99	SP00045	SYSTEM INTEGRATION MGR	LTC	51A15	A	BAT	FT CAMPBELL KY
160TH SOAR SIMO	WDST99	SP00046	TEST & EVAL OFFICER	MAJ	51A15	T	BAT	FT CAMPBELL KY
17TH ASG USARJ	WDCAAA	P100003	CONTRACTING OFFICER	MAJ	97A00	C	MBA	HONSHU JAPAN
1ST CAV DISCOM	WAGKAA	FC00022	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT HOOD TX
1ST CAV DISCOM	WAGKAA	FC00023	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT HOOD TX
1ST ID DISCOM	WAHHAA	FC00024	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT RILEY KS
1ST ID DISCOM	WAHHAA	FC00025	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT RILEY KS
1ST US ARMY	W0GXAA	FC00059	ASSISTANT IG	MAJ	97A00	C	MBA	FORT MEADE MD
20 MAT MGT CTR	WJDQAA	FC00055	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT LEWIS WA
21ST TAACOM	WC0GAA	E100015	CONTRACTING OFFICER	MAJ	97A00	C	MBA	GERMANY
24 CORPS SPT GP	WJEMAA	FC00056	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT STEWART GA
24TH ID DISCOM	WAQSAA	FC00032	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT STEWART GA
24TH ID DISCOM	WAQSAA	FC00033	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT STEWART GA
25TH ID DISCOM	WAL4AA	P100001	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT SHAFTER HI
25TH ID DISCOM	WAL4AA	P100002	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT SHAFTER HI
2ND AD DISCOM	WANQAA	FC00030	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT HOOD TX
2ND AD DISCOM	WANQAA	FC00031	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT HOOD TX
2ND MAT MGT CEN	WBGZAA	FC00040	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT BRAGG NC
355 TRANS DET	WC3BAA	FC00042	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT LEWIS WA
377 TAACOM	W3E0AA	FC00001	PARC ARCENT	COL	97A00	C	MBA	FT MCPHERSON GA
377 TAACOM	W3E0AA	FC00002	CONTRACT OFFICER ARCENT	LTC	97A00	C	MBA	FT MCPHERSON GA
377 TAACOM	W3E0AA	FC00003	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT MCPHERSON GA
377 TAACOM	W3E0AA	FC00004	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT MCPHERSON GA
390 TRANS DET	WC3KAA	FC00043	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT EUSTIS VA
3RD ARMY	WATGAA	FC00034	PROCUREMENT STAFF OFFICER	MAJ	97A00	C	MBA	FT MCPHERSON GA
41 AREA SPT GRP	WJB8AA	SU00007	CONTRACTNG OFF	CPT	97A00	C	MBA	FT CLAYTON PN
41 AREA SPT GRP	WJB8AA	SU00008	PROCUREMENT OFF	CPT	97A00	C	MBA	FT CLAYTON PN
43 CORPS SPT	WDHEAA	FC00049	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT CARSON CO
45 SPT GRP	WDQDAA	P100004	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT SHAFTER HI
46 CORPS SPT	WEXDAA	FC00050	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT BRAGG NC
488 QM COMPANY	WDZCAA	FC00065	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT BRAGG NC
4TH ID DISCOM	WAJ7AA	FC00026	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT CARSON CO
4TH ID DISCOM	WAJ7AA	FC00027	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT CARSON CO
4TH MTL MGT CEN	WBG2AA	FC00036	CONTRACT MGT OFFICER	MAJ	97A00	C	MBA	FT HOOD TX
507 SPT GRP	WDF9AA	FC00048	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT BRAGG NC
513TH MI BDE	W8VA99	AS00019	AUTOMATION MGT OFFICER	CPT	53B00	R	CUE	FT GORDON GA
528TH SOSB	WDMZAA	SP00054	PURCHASING/CONTRACT OFF	CPT	97A00	C	MBA	FT BRAGG NC
528TH SOSB	WDMZAA	SP00055	PURCHASING/CONTRACT OFF	CPT	97A00	C	MBA	FT BRAGG NC
593 SPT GRP	WA96AA	FC00017	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT LEWIS WA
5TH SIG CMD	WG89JC	CZ00167	CHIEF C4 BRANCH	LTC	53C00	R	CUE	HEIDELBERG GE
5TH SIG CMD	WG86AA	CZ00091	NETWORK OFFICER	MAJ	53B00	R	CUE	WORMS GE
5TH SIG CMD	WG89JC	CZ00095	AUTOMATION MANAGEMENT OFF	MAJ	53B00	R	CUE	HEIDELBERG GE
64 CORPS SPT GP	WJENAA	FC00057	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT LEWIS WA
66TH MI BDE	WBU7AA	AS00018	CHIEF SYSTEMS MGT DIV	LTC	53C25	R	BCF	GERMANY
704TH MI BDE	W001AA	AS00017	SYSTEM ACQUISITION MGR	MAJ	51A00	A	BB1	FT MEADE MD
704TH MI BDE	W001AA	AS00002	COMPUTER SCIENTIST	MAJ	53B00	R	CUE	FT MEADE MD
704TH MI BDE	W001AA	AS00003	SYSTEM ACQUISITION MGR	MAJ	53B00	A	BCF	FT MEADE MD
704TH MI BDE	W001AA	AS00020	CH NONCONVENTIONAL PGMS	MAJ	53B35	R	BB1	FT BELVOIR VA
704TH MI BDE	W001AA	AS00010	PROGRAM BUSINESS MGR	CPT	53B35	A	CUE	FT MEADE MD
704TH MI BN	W001AA	AS00004	SYSTEM ACQUISITION MGR	MAJ	53B00	A	BCF	FT MEADE MD
706TH SPT BN	WDPRAA	P100006	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT RICHARDSON AK
706TH SPT BN	WDPRAA	P100007	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT RICHARDSON AK
7TH TRANS GROUP	WD1HAA	FC00045	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT EUSTIS VA
82ND ABN DISCOM	WABEAA	FC00021	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT BRAGG NC
82ND ABN DISCOM	WABEAA	FC00020	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT BRAGG NC
8TH ARMY	W051AA	P800001	COMMANDER	COL	97A00	C	BAT	KOREA
8TH ARMY	W051AA	P800002	C CONTR ADMN DIV	LTC	97A00	C	MBA	KOREA
8TH ARMY	W051AA	P800005	C CONTR OPS DIV	LTC	97A00	C	MBA	KOREA
8TH ARMY	W051AA	P800007	DOC TEAGU	MAJ	97A00	C	MBA	KOREA
8TH ARMY	W051AA	P800003	DOC PUSAN	CPT	97A00	C	MBA	KOREA
8TH ARMY	W051AA	P800004	DOC KUSAN	CPT	97A00	C	MBA	KOREA
8TH ARMY	W051AA	P800006	DOC OSAN	CPT	97A00	C	MBA	KOREA
AAESA	W27PAA	AE00422	PROFESSOR OF AVIONICS	COL	51A15	X	CFX	SHRIVENHAM ENGLAND
AAESA	W27PAA	AE00441	ARMY REP OSD TASK FORCE	COL	53C00	R	BB1	PENTAGON
AAESA	W27PAA	AE00479	DOD ACQ REFORM OFFICER	COL	53C00	A	BAT	PENTAGON
AAESA	W27PAA	AE00408	CHIEF INFORMATION MGT DIV	LTC	53C00	R	CUE	PENTAGON
ACS INTEL	W0Z1AA	CS00002	ADP SYSTEMS MANAGER	LTC	53C35	R	CUE	PENTAGON
ACS INTEL	W0Z1AA	CS00003	ADP STAFF OFFICER	MAJ	53B35	R	CUE	PENTAGON
ADO	W27P68	AE00496	CHIEF ARCHITECTURE TEAM	COL	53C00	R	CHX	PENTAGON
ADO	W27P68	AE00498	ACQ OFFICER ACQ TEAM	LTC	51A00	A	BAT	PENTAGON
ADO	W27P68	AE00499	ACQ OFFICER INTEG TEAM	LTC	51A00	A	BAT	PENTAGON
ADO	W27P68	AE00497	ACQ OFFICER ARCH TEAM	LTC	53C00	R	BCF	PENTAGON
AE NAVY ACTY	W1BSAA	JA00003	DEP UAV JPO	COL	51A00	A	BAT	CRYSTAL CITY VA
AE NAVY ACTY	W1BSAA	JA00004	DEP PGM TEST MGR	LTC	51A00	T	BAT	CRYSTAL CITY VA
AE NAVY ACTY	W1BSAA	JA00005	PRGM ASSESS/ANAL	MAJ	51A00	A	CUH	CRYSTAL CITY VA
ALMC	W1E1AA	TC00091	DEAN SCH ACQ MGT	COL	51A00	X	BAT	FT LEE VA
ALMC	W1E1AA	TC00241	ACQUISITION INSTRUCTOR	LTC	53C00	X	CUE	FT LEE VA
ALMC	W1E1AA	TC00092	PROCUREMENT INSTRUCTOR	LTC	97A00	X	MBA	FT LEE VA
ALMC	W1E1AA	TC00093	PROCUREMENT COURSE DIR	LTC	97A00	X	MBA	FT LEE VA
ALMC	W1E1AA	TC00094	PROCUREMENT INSTRUCTOR	LTC	97A00	X	MBA	FT LEE VA
ALMC	W1E1AA	TC00099	RDT&E INSTRUCTOR	MAJ	51A00	X	BAT	FT LEE VA
ALMC	W1E1AA	TC00100	ACQ LOG INSTRUCTOR	MAJ	51A00	X	BAT	FT LEE VA
ALMC	W1E1AA	TC00168	CBT DEV COURSE DIRECTOR	MAJ	51A00	X	BAT	FT LEE VA
ALMC	W1E1AA	TC00164	CBT DEV INSTRUCTOR	MAJ	51A00	A	BAT	FT LEE VA
ALMC	W1E1AA	TC00095	PROCUREMENT INSTRUCTOR	MAJ	97A00	X	MBA	FT LEE VA
ALMC	W1E1AA	TC00096	PROCUREMENT INSTRUCTOR	MAJ	97A00	X	MBA	FT LEE VA
ALMC	W1E1AA	TC00097	PROCUREMENT INSTRUCTOR	MAJ	97A00	X	MBA	FT LEE VA
ALMC	W1E1AA	TC00101	SYS AUTOMATION INSTRUCTOR	CPT	53B00	R	CUE	FT LEE VA
ALMC	W1E1AA	TC00201	CBT DEV INSTRUCTOR	CPT	53B00	R	BB1	FT LEE VA
AMC HQ	WO5FAA	X100076	DEP DIRECTOR, ICPA	COL	51A00	A	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100082	CHIEF, SPT SYS DIV	COL	51A00	V	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100088	SPC ASST FOR ACQ REFORM	COL	51A00	A	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100751	DIR, LAM TASK FORCE	COL	51A00	X	BAT	ALEXANDRIA, VA
AMC HQ	W0GWAA	X100631	CHIEF, ARMY CTR-DRUG RDA	COL	51A15	V	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100100	CHIEF, PRGM & PRD DIV	COL	51A91	V	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100081	CHIEF, ENG & IND MAN DIV	COL	97A00	S	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100093	CHIEF, ASSESS & EVAL DIV	COL	97A00	C	MBA	ALEXANDRIA VA
AMC HQ	W0GWAA	X100083	STAFF OFFICER	LTC	51A00	V	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100078	STAFF OFFICER	LTC	51A11	S	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100102	PESO TEAM CHIEF	LTC	51A15	V	CFX	ALEXANDRIA VA
AMC HQ	W0GWAA	X100079	SFTWRE/AUTOMATION OFCR	LTC	53C00	S	CUE	ALEXANDRIA VA
AMC HQ	W0GWAA	X100085	PROCUREMENT STAFF OFF	LTC	97A00	V	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100094	CONTRACTING/IND MGT OFF	LTC	97A00	C	MBA	ALEXANDRIA VA
AMC HQ	W0GWAA	X100096	CONTRA INDUS MGMT	LTC	97A00	C	MBA	ALEXANDRIA VA
AMC HQ	W0GWAA	X100077	STAFF ACTION CONTROL OFF	MAJ	51A00	Z	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100097	RESEARCH & DEV COORD	MAJ	51A00	X	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100637	ACQ MGMNT OFF	MAJ	51A00	X	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100644	SP ASSST TO CG	MAJ	51A00	L	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100086	PROCUREMENT STAFF OFF	MAJ	97A00	V	MBA	ALEXANDRIA VA
AMC HQ	W0GWAA	X100091	CON/IND MGT OFF	MAJ	97A00	C	MBA	ALEXANDRIA VA
AMC HQ	W0GWAA	X100095	CONTRACTING/IND MGT OFF	MAJ	97A00	C	MBA	ALEXANDRIA VA
AMC HQ	W05FAA	X100647	INTNTL R&D COORD	MAJ	97A00	A	MBA	ALEXANDRIA VA
AMC HQ	W05FAA	X100648	INTNTL COOP PGMS COORD	MAJ	97A00	A	MBA	ALEXANDRIA VA
AMC HQ	W0GWAA	X100089	RESEARCH & DEV COORD	CPT	51A00	X	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100090	R&D COORDINATOR	CPT	51A00	X	BAT	ALEXANDRIA VA
AMC HQ	W0GWAA	X100087	STAFF OFFICER	CPT	51A92	V	BAT	ALEXANDRIA VA
AMC LOG SPT ACT	W43TAA	X100652	LOG STAFF OFF	MAJ	97A00	C	MBA	HUNTSVILLE AL
AMC LOG SPT ACT	W43TAA	X100681	LOG STAFF OFF	CPT	51A00	L	BAT	HUNTSVILLE AL
AMC LOG SPT ACT	W43TAA	X100682	LOG STAFF OFF	CPT	51A00	L	BAT	HUNTSVILLE AL
AMC LOG SPT ACT	W43TAA	X100683	LOG STAFF OFF	CPT	51A00	L	BAT	HUNTSVILLE AL
AMC LOG SPT ACT	W43TAA	X100684	LOG STAFF OFF	CPT	51A00	L	BAT	HUNTSVILLE AL
AMC LOG SPT ACT	W43TAA	X100711	LOG STAFF OFFICER	CPT	51A00	L	BAT	HUNTSVILLE AL
AMCCOM HQ	W4MMAA	X100586	DEP COFS FOR ACQUISITION	COL	97A00	C	MBA	ROCK ISLAND IL
AMCCOM HQ	W4MMAA	X100596	GOCO FACILITIES DIRECTOR	LTC	97A00	C	MBA	ROCK ISLAND IL
AMCCOM HQ	W4MMAA	X100572	ACQUISITION OFFICER	MAJ	51A00	A	BAT	ROCK ISLAND IL
AMCCOM HQ	W4MMAA	X100581	PRODUCTION MANAGER	MAJ	97A00	C	MBA	ROCK ISLAND IL
AMCCOM HQ	W4MMAA	X100589	CONTRACTING OFF & TM LDR	MAJ	97A00	C	MBA	ROCK ISLAND IL
AMCCOM HQ	W4MMAA	X100571	PROCUREMENT INVESTIGATOR	CPT	97A00	C	MBA	ROCK ISLAND IL
AMCCOM HQ	W4MMAA	X100582	PRODUCTION MANAGER	CPT	97A00	C	MBA	ROCK ISLAND IL
AMCCOM HQ	W4MMAA	X100583	CONTRACTING MGT OFFICER	CPT	97A00	C	MBA	ROCK ISLAND IL
AMCCOM HQ	W4MMAA	X100584	CONT MGT OFFICER	CPT	97A00	C	MBA	ROCK ISLAND IL
AMCCOM HQ	W4MMAA	X100587	CONTRACTING MGT OFFICER	CPT	97A00	C	MBA	ROCK ISLAND IL
AMCCOM HQ	W4MMAA	X100602	CONTRACTING MGT OFFICER	CPT	97A00	C	MBA	ROCK ISLAND IL
AMCCOM HQ	W4MMAA	X100604	CONTRACTING MGT OFFICER	CPT	97A00	C	MBA	ROCK ISLAND IL
AMCCOM HQ	W4MMAA	X100605	CONTRACTING MGT OFFICER	CPT	97A00	C	MBA	ROCK ISLAND IL
AMSAA	W3JCAA	X100343	R&D COORDINATOR	MAJ	51A02	T	CFX	APG MD
AMSAA	W3JCAA	X100344	R&D COORDINATOR	MAJ	51A02	T	DLX	APG MD
AMSAA	W3JCAA	X100349	R&D COORDINATOR	MAJ	51A02	S	BAT	APG MD
AMSAA	W3JCAA	X100350	R & D COORDINATOR	MAJ	51A02	S	BAT	APG MD
AMSAA	W3JCAA	X100351	R&D COORDINATOR	MAJ	51A02	T	DLX	APG MD
AMSAA	W3JCAA	X100347	R&D COORDINATOR	MAJ	51A25	R	BCF	APG MD
AMSAA	W3JCAA	X100348	R&D COORDINATOR	MAJ	51A91	T	BAT	APG MD
AMSAA	W3JCAA	X100352	R&D COORDINATOR	MAJ	51A91	L	BAT	APG MD
ARL	W262AA	X100252	DEP DIR/COMMANDER	COL	51A00	A	BAT	ADELPHI MD
ARL	W262AA	X100245	DIR TECH ASSESS OFF	COL	51A00	V	BAT	ADELPHI MD
ARL	W262AA	X100270	SLAD MILITARY DEPUTY	COL	51A00	A	CFA	WSMR, NM
ARL	W262AA	X100240	CHIEF/SR COMP SCI	COL	53C00	S	CUE	APG MD
ARL	W262AA	X100234	CHIEF, FUTURE INSTITUTE	LTC	51A00	V	BB1	ADELPHI MD
ARL	W262AA	X100264	MATLS SCIENTIST	LTC	51A00	S	CEX	APG MD
ARL	W262AA	X100277	MECHANICAL ENGR	LTC	51A00	S	CFX	CLEVELAND OH
ARL	W262AA	X100283	ARMOR TECH MGR	LTC	51A12	S	XXX	APG MD
ARL	W262AA	X100284	AVIATION TECH MGR	LTC	51A15	S	XXX	APG MD
ARL	W262AA	X100236	SENIOR COMP SCIENTIST	LTC	53C00	S	CUE	ATLANTA GA
ARL	W26210	X100242	SENIOR COMP SCIENTIST	LTC	53C00	S	CUE	APG MD
ARL	W262AA	X100243	SENIOR COMPUTER SCIENTIST	LTC	53C00	S	CUE	APG MD

CAREER DEVELOPMENT UPDATE

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
ARL	W262AA	X100747	SENIOR COMPUTER SCIENTIST	LTC	53C00	S	CUE	ADELPHI, MD
ARL	W262AA	X100233	FUTURE TECH ANALYST	MAJ	51A00	S	XXX	ADELPHI MD
ARL	W262AA	X100246	FUTURE TECH ANALYST	MAJ	51A00	S	CXX	ADELPHI MD
ARL	W262AA	X100251	FUTURE TECH ANALYST	MAJ	51A00	S	CXX	ADELPHI MD
ARL	W262AA	X100266	PHYSICIST	MAJ	51A00	S	CHX	ADELPHI MD
ARL	W262AA	X100659	R & D COORDINATOR	MAJ	51A00	S	CXX	WEST POINT NY
ARL	W262AA	X100258	INF TECH MGR	MAJ	51A11	S	CUH	APG MD
ARL	W262AA	X100280	INFANTRY TECH MGR	MAJ	51A11	S	XXX	APG MD
ARL	W262AA	X100252	ATMOSPHERIC RSCH OFF	MAJ	51A13	S	CFX	WSMR NM
ARL	W262AA	X100268	FA VULNRBLTY ASSESS OFF	MAJ	51A13	S	BAT	APG MD
ARL	W262AA	X100281	ARTILLERY TECH MGR	MAJ	51A13	S	XXX	APG MD
ARL	W262AA	X100248	ADA TECH OFFICER	MAJ	51A14	S	BAT	ADELPHI MD
ARL	W262AA	X100272	SR EW VUL ASS OFF	MAJ	51A14	A	CYX	WSMR NM
ARL	W262AA	X100285	ADA TECH MGR	MAJ	51A14	S	XXX	APG MD
ARL	W262AA	X100278	AEROSPACE ENGR/UAS	MAJ	51A15	S	CFX	LANGLEY VA
ARL	W262AA	X100241	COMM/ELE ENGR	MAJ	51A25	S	CHX	APG MD
ARL	W262AA	X100728	ELECTRICAL ENGINEER	MAJ	51A25	S	CHX	ADELPHI, MD
ARL	W262AA	X100729	SIGNAL CORPS TECH OFFICER	MAJ	51A25	S	CHX	ADELPHI, MD
ARL	W262AA	X100730	COMMO/ELECTRICAL ENGINEER	MAJ	51A25	S	CHX	ADELPHI, MD
ARL	W262AA	X100761	RESEARCH AUDIOLOGIST	MAJ	51A67	S	CHX	APG MD
ARL	W262AA	X100274	CHEM VULN ASS OFF	MAJ	51A74	S	CEX	APG MD
ARL	W262AA	X100237	COMPUTER SCIENTIST	MAJ	53B00	S	CUE	ATLANTA GA
ARL	W262AA	X100238	COMPUTER SCIENTIST	MAJ	53B00	S	CUE	ATLANTA GA
ARL	W262AA	X100244	SYS AUTO ENGR	MAJ	53B00	S	CUE	APG MD
ARL	W262AA	X100636	COMM/ELCTRCL ENGR	MAJ	53B00	S	CUE	APG MD
ARL	W262AA	X100731	SYSTEM AUTOMATION ENGNR	MAJ	53B00	S	CUE	ADELPHI, MD
ARL	W26210	X100732	COMPUTER SCIENTIST/ORSA	MAJ	53B49	S	CUE	APG, MD
ARL	W262AA	X100261	CERAMIC ENGR	CPT	51A00	S	CEX	APG MD
ARL	W262AA	X100273	GRND CBT TECH OFF	CPT	51A11	S	BBR	WSMR NM
ARL	W262AA	X100276	AERO ENGR	CPT	51A15	S	CFX	CLEVELAND OH
ARL	W262AA	X100259	INTEL/ELECTR WF TECH MGR	CPT	51A35	S	BAT	FT HUACHUCA AZ
ARL	W262AA	X100239	SYS AUTO ENGR	CPT	53B00	S	CUE	ATLANTA GA
ARL	W262AA	X100267	COMPUTER SCIENTIST	CPT	53B00	B	CUE	ADELPHI MD
ARL	W262AA	X100675	COMPUTER SCIENTIST	CPT	53B00	S	CUE	ATLANTA, GA
ARL	W26210	X100676	COMUPTER SCIENTIST	CPT	53B00	S	CUE	APG MD
ARL	W26210	X100677	COMPUTER SCIENTIST	CPT	53B00	S	CUE	APG MD
ARL	W26210	X100678	COMPUTER SCIENTIST	CPT	53B00	S	CUE	APG MD
ARL	W26210	X100679	COMPUTER SCIENTIST	CPT	53B00	S	CUE	APG MD
ARL	W262AA	X100721	COMPUTER SCIENTIST	CPT	53B00	S	CUE	ADELPHI, MD
ARMY SCIENCE BD	W27P84	AE00485	DEF SCIENTIST/MIL EXEC	LTC	51A00	S	DLX	PENTAGON
ARMY WAR COLL	W2H6AA	SF00006	DIRECTOR RD& A	COL	51A00	A	BAT	CARLISLE BARRACKS
ARMY WAR COLL	W2H6AA	SF00005	OPERATIONS OFFICER	MAJ	53B00	R	CUE	CARLISLE BARRACKS
ASARDA	W1B0AA	SA00002	EXECUTIVE OFF ASA(RDA)	COL	51A00	Z	BAT	PENTAGON
ASARDA	W1B0AA	SA00007	CHIEF PA&E	COL	51A00	Z	CUH	PENTAGON
ASARDA	W1B0AA	SA00010	DIR INTL COOPERATION	COL	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00014	EXECUTIVE OFFICER ASB	COL	51A00	Z	DLX	PENTAGON
ASARDA	W1B0AA	SA00019	CHIEF PLANS PGMS RESOURCE	COL	51A00	V	BAT	PENTAGON
ASARDA	W1B0AA	SA00025	DIR ACQ/INDUS BASE POLICY	COL	51A00	V	MBA	PENTAGON
ASARDA	W1B0AA	SA00030	DIRECTOR CLOSE COMBAT	COL	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00059	DIRECTOR SPECIAL PRGMS	COL	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00063	DIRECTOR PROG INTGRATION	COL	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00089	DEPUTY DIR TECHNOLOGY	COL	51A00	Z	DLX	PENTAGON
ASARDA	W1B0AA	SA00057	DIRECTOR MISSILE SYSTEMS	COL	51A14	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00046	DIRECTOR AVIATION & IEW	COL	51A15	V	BAT	PENTAGON
ASARDA	W1B0AA	SA00016	PROCUREMENT STAFF OFFICER	COL	97A00	C	MBA	PENTAGON
ASARDA	W1B0AA	SA00017	PROCUREMENT STAFF OFFICER	COL	97A00	C	MBA	PENTAGON
ASARDA	W1B0AA	SA00004	EXECUTIVE OFFICER MIL DEP	LTC	51A00	Z	BAT	PENTAGON
ASARDA	W1B0AA	SA00005	MILITARY ASST ASA(RDA)	LTC	51A00	Z	BAT	PENTAGON
ASARDA	W1B0AA	SA00006	CHIEF STAFF ACTIONS	LTC	51A00	Z	BAT	PENTAGON
ASARDA	W1B0AA	SA00011	STAFF OFFICER INTL COOP	LTC	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00012	STAFF OFFICER INTL COOP	LTC	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00013	EXECUTIVE OFF DAS/R&T	LTC	51A00	Z	DLX	PENTAGON
ASARDA	W1B0AA	SA00018	EXECUTIVE OFF DAS/PLAN	LTC	51A00	Z	BAT	PENTAGON
ASARDA	W1B0AA	SA00020	PLANS PGSM RESOURCES OFF	LTC	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00021	ACQ POLICY STAFF OFFICER	LTC	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00022	PLANS PGMS RESOURCES OFF	LTC	51A00	Z	BAT	PENTAGON
ASARDA	W1B0AA	SA00028	ACQ POLICY STAFF OFF	LTC	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00029	EXECUTIVE OFF DEP SYS MGT	LTC	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00060	STAFF OFFICER SPECIAL PGM	LTC	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00061	STAFF OFFICER SPECIAL PGM	LTC	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00065	STAFF OFFICER PGM INTEGR	LTC	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00088	SMALL BUS IR PGM OFFICER	LTC	51A00	Z	DLX	PENTAGON
ASARDA	W1B0AA	SA00033	STAFF OFFICER CLOSE CBT	LTC	51A11	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00042	STAFF OFFICER MSL SYSTEMS	LTC	51A11	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00031	STAFF OFFICER CLOSE CBT	LTC	51A12	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00034	STAFF OFFICER CLOSE CBT	LTC	51A12	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00035	STAFF OFFICER CLOSE CBT	LTC	51A13	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00038	STAFF OFFICER MSL SYSTEMS	LTC	51A14	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00040	STAFF OFFICER MSL SYSTEMS	LTC	51A14	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00041	STAFF OFFICER MSL SYSTEMS	LTC	51A14	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00052	STAFF OFFICER AVN/IEW	LTC	51A15	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00053	STAFF OFFICER AVN/IEW	LTC	51A15	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00054	STAFF OFFICER AVN/IEW	LTC	51A15	A	CFX	PENTAGON
ASARDA	W1B0AA	SA00057	STAFF OFFICER AVN/IEW	LTC	51A15	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00051	STAFF OFFICER AVN/IEW	LTC	51A25	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00047	STAFF OFFICER AVN/IEW	LTC	51A35	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00049	STAFF OFFICER AVN/IEW	LTC	51A35	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00050	STAFF OFFICER AVN/IEW	LTC	51A35	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00045	STAFF OFFICER MSL SYSTEMS	LTC	51A91	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00023	PLANS PGMS RESOURCES OFF	LTC	53C00	R	BAT	PENTAGON
ASARDA	W1B0AA	SA00064	STAFF OFFICER PGM INTEGR	LTC	53C00	C	CUE	PENTAGON
ASARDA	W1B0AA	SA00015	PROCUREMENT STAFF OFFICER	LTC	97A00	C	MBA	PENTAGON
ASARDA	W1B0AA	SA00026	ACQ POLICY STAFF OFF	LTC	97A00	C	BAT	PENTAGON
ASARDA	W1B0AA	SA00027	STAFF OFFICER PGM EVAL	LTC	97A00	Z	MBA	PENTAGON
ASARDA	W1B0AA	SA00090	EXECUTIVE OFF DIR A&E	LTC	97A00	Z	MBA	PENTAGON
ASARDA	W1B0AA	SA00024	PLANS PGMS RESOURCES OFF	MAJ	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00062	STAFF OFFICER SPECIAL PGM	MAJ	51A00	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00032	STAFF OFFICER CLOSE CBT	MAJ	51A12	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00036	STAFF OFFICER CLOSE CBT	MAJ	51A12	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00044	STAFF OFFICER MSL SYSTEMS	MAJ	51A13	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00043	STAFF OFFICER MSL SYSTEMS	MAJ	51A14	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00055	STAFF OFFICER AVN/IEW	MAJ	51A15	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00056	STAFF OFFICER AVN/IEW	MAJ	51A15	A	BAT	PENTAGON
ASARDA	W1B0AA	SA00048	STAFF OFFICER AVN/IEW	MAJ	51A35	A	BAT	PENTAGON

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
ASG KUWAIT	W47TAA	FC00009	CHIEF CONTRACT DIVISION	LTC	97A00	C	MBA	KUWAIT CITY KUWAIT
ASG KUWAIT	W47TAA	FC00010	CONTRACTING OFFICER	MAJ	97A00	C	MBA	KUWAIT CITY KUWAIT
ASG KUWAIT	W47TAA	FC00011	CONTRACTING OFFICER	CPT	97A00	C	MBA	KUWAIT CITY KUWAIT
ATCOM	W0Y6AA	X100737	ADV TECH INTEGRATION OFF	LTC	51A15	C	CFX	ST LOUIS, MO
ATCOM	W0Y6AA	X100739	EXPERIMENTAL TEST PILOT	LTC	51A15	S	CFX	ST LOUIS, MO
ATCOM	W0Y6AA	X100742	PM FORCE PROVIDER	LTC	51A92	A	BAT	ST LOUIS, MO
ATCOM HQ	W0Y6AA	X100215	AIR WEAP SYS MGMT	COL	51A15	V	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100208	PM MEP	COL	51A91	A	BAT	SPRINGFIELD VA
ATCOM HQ	W0Y6AA	X100192	DIR CONTR OPNS	COL	97A00	C	MBA	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100190	AEROSPACE ENG	LTC	51A15	S	CFX	MOFFET FIELD, CA
ATCOM HQ	W0Y6AA	X100207	DEP DIR SEC ASSIST MNGT	LTC	51A15	A	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100218	WPN SYS MGR, UH-1 & LOH	LTC	51A15	A	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100219	PM FXD WING	LTC	51A15	A	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100223	PM ATC	LTC	51A15	A	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100225	PM COBRA	LTC	51A15	A	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100634	WSM AGSE	LTC	51A15	A	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100213	WSM PSE	LTC	51A31	A	BAT	FT BELVOIR VA
ATCOM HQ	W0Y6AA	X100209	APM MOBILE ELEC POWER	LTC	51A91	A	BAT	SPRINGFIELD VA
ATCOM HQ	W0Y6AA	X100210	PM PWL	LTC	51A92	A	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100194	PROCUREMENT OFF	LTC	97A15	C	MBA	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100214	DIR, NAS JOINT PRO COORD	LTC	97A15	A	BAT	WASHINGTON, D.C.
ATCOM HQ	W0Y6AA	X100216	DEP WSMR (AGSE)	MAJ	51A15	A	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100226	APM LOGISTICS	MAJ	51A15	A	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100205	C.BASE SPT	MAJ	97A00	C	MBA	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100199	PROCUREMENT OFF	MAJ	97A15	C	MBA	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100220	APM - LOGISTICS	MAJ	97A15	A	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100222	ASST WPN SYS MGR, UH-1	MAJ	97A15	A	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100224	WPN SYS MGR FOR ADE	MAJ	97A92	A	BAT	ST. LOUIS, MO
ATCOM HQ	W0Y6AA	X100217	ASST PM - SEMA	CPT	51A15	A	BAT	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100193	PROCUREMENT OFF	CPT	97A00	C	MBA	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100197	PROCUREMENT OFF	CPT	97A00	C	MBA	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100198	PROCUREMENT OFF	CPT	97A00	C	MBA	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100200	PROCUREMENT OFF	CPT	97A15	C	MBA	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100201	PROCUREMENT OFF	CPT	97A15	C	MBA	ST LOUIS MO
ATCOM HQ	W0Y6AA	X100211	APM LOG PM-PWL	CPT	97A92	C	BAT	ST LOUIS MO
ATCOM MRPSC	W37VAA	X100341	COMMANDER	LTC	97A00	C	MBA	GRANITE CITY IL
ATCOM, AATD	W29301	X100736	ADV TECH INT OFFICER	LTC	51A15	S	CFX	FT EUSTIS, VA
AVN APLD TECH	W293AA	X100287	COMMANDER	COL	51A15	A	BAT	FT EUSTIS VA
AVN APLD TECH	W293AA	X100286	EXP TEST PILOT	LTC	51A15	T	CFX	MOFFETT FIELD CA
AVN APLD TECH	W293AA	X100288	EXP TEST PILOT	LTC	51A15	T	CFX	FT EUSTIS VA
AVN APLD TECH	X293AA	X100738	EXPERIMENTAL TEST PILOT	LTC	51A15	T	CFX	MOFFET FIELD, CA
AVN APLD TECH	W293AA	X100289	EXP TEST PILOT	MAJ	51A15	T	CFX	FT EUSTIS, VA
AVN APLD TECH	W293AA	X100290	PROG MGT OFF	CPT	51A15	S	CFX	FT EUSTIS VA
BMDO	W4RTAA	DF00219	DIR TEST & EVALUATION	COL	51A00	T	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00228	DIR PROGRAM MGT & OPNS	COL	51A00	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00230	DIR NAT MSL DEF READINESS	COL	51A00	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00232	DIR INTERCEPT TECHNOLOGY	COL	51A00	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00214	DIR SYSTEM ACQUISITION	COL	51A14	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00216	DIR MODELING & SIMULATION	COL	53C00	A	BB1	WASHINGTON DC
BMDO	W4RTAA	DF00218	EXECUTIVE OFFICER	LTC	51A00	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00225	DEPUTY DIR MODELING & SIM	LTC	51A00	A	BB1	WASHINGTON DC
BMDO	W4RTAA	DF00227	SYSTEM ELEMENT MGR GBI	LTC	51A00	S	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00213	ASST DIRECTOR PAC-3	LTC	51A14	A	DLX	WASHINGTON DC
BMDO	W4RTAA	DF00215	ASST DIRECTOR THAAD/GBR	LTC	51A14	A	DLX	WASHINGTON DC
BMDO	W4RTAA	DF00222	PGM INTEGRATOR SYSTEM APP	LTC	51A14	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00258	CONTRACTING OFFICER	LTC	97A00	C	MBA	WASHINGTON DC
BMDO	W4RTAA	DF00217	PGM INTEGRATOR RADAR TECH	MAJ	51A00	S	CHX	WASHINGTON DC
BMDO	W4RTAA	DF00221	PGM INTEGRATOR SYSTEM APP	MAJ	51A00	S	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00223	PGM INTEGRATOR SYSTEM APP	MAJ	51A00	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00229	PROGRAM INTEGRATOR	MAJ	51A00	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00245	PROGRAM INTEGRATOR BMC3	MAJ	51A00	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00246	BMD SYS ACQ ASSISTANT	MAJ	51A00	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00247	PGM INTEGRATOR SYSTEM APP	MAJ	51A00	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00248	PGM INTEGRATOR SENSOR/COM	MAJ	51A00	S	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00274	PROGRAM INTEGRATOR TEST	MAJ	51A00	S	CFX	WASHINGTON DC
BMDO	W4RTAA	DF00226	PGM INTEGRATOR SYSTEM ACQ	MAJ	51A14	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00233	PGM INTEGRATOR SYSTEM APP	MAJ	51A14	A	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00224	PGM INTEGRATOR ENDO LEAP	MAJ	51A25	S	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00277	PGM INTEGRATOR INTEG/BMC3	MAJ	51A25	R	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00231	COMPUTER RESOURCES ENGR	MAJ	53B00	R	CUE	WASHINGTON DC
BMDO	W4RTAA	DF00275	COMPUTER NETWORK/INFO MGR	MAJ	53B00	R	CUE	WASHINGTON DC
BMDO	W4RTAA	DF00276	INFORMATION SYSTEMS MGR	MAJ	53B00	R	CUE	WASHINGTON DC
BMDO	W4RTAA	DF00273	PROGRAM INTEGRATOR BMC3	MAJ	53B25	R	BB1	WASHINGTON DC
BMDO	W4RTAA	DF00212	PGM INTEGRATOR SYSTEM ACQ	MAJ	97A00	C	BAT	WASHINGTON DC
BMDO	W4RTAA	DF00220	CONTRACTING OFFICER	MAJ	97A00	C	MBA	WASHINGTON DC
CASCOM	W3XTAA	TC00072	CHIEF MOVEMENT TEAM	LTC	51A88	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00075	CHIEF FIX BRANCH (MAINT)	LTC	51A91	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00194	CHIEF SUSTAINMENT BRANCH	LTC	51A92	Z	BAT	FT LEE VA
CASCOM	W3XTAA	TC00073	MOTOR TERMINAL MGT OFF	MAJ	51A88	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00076	MOTOR TRANSPORTATION MGR	MAJ	51A88	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00066	CBT DEV OFF RECOVERY/EVAC	MAJ	51A91	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00063	CBT DEV OFF PETROLEUM	MAJ	51A92	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00067	SUSTAINMENT PROJECT OFF	MAJ	51A92	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00068	SUSTAINMENT PROJECT OFF	MAJ	51A92	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00113	SUSTAINMENT OFFICER	MAJ	51A92	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00260	PERSONAL EXCH OFF-CAN	MAJ	53B00	R	BB1	OTTOWA CANADA
CASCOM	W3XTAA	TC00197	CBT DEV OFFICER AMMO/LOG	MAJ	97A91	C	BAT	FT LEE VA
CASCOM	W3XTAA	TC00069	CBT DEV OFFICER	CPT	51A00	A	BCF	FT LEE VA
CASCOM	W3XTAA	TC00156	LOGISTICS PROJ OFF	CPT	51A00	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00074	CBT DEV OFF WATERCRAFT	CPT	51A88	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00065	SYSTEM STAFF OFF T&E	CPT	51A91	T	BAT	FT LEE VA
CASCOM	W3XTAA	TC00070	CBT DEV OFFICER AMMO/LOG	CPT	51A91	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00234	CBT DEV OFF ELEC MAINT	CPT	51A91	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00235	CBT DEV OFFICER AMMO	CPT	51A91	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00071	SUSTAINMENT PROJECT OFF	CPT	51A92	A	BAT	FT LEE VA
CASCOM	W3XTAA	TC00213	R & D COORDINATOR	CPT	53B92	R	BAT	FT LEE VA
CASCOM	W3XTAA	TC00207	CBT DEV OFFICER	CPT	97A00	C	BAT	FT LEE VA
CASCOM	W3XTAA	TC00198	CBT DEV OFF ELECT MAINT	CPT	97A91	C	BAT	FT LEE VA
CBDCOM	W4MLAA	X100568	PM NBC DEFENSE	COL	51A74	A	BAT	APG MD
CBDCOM	W4MLAA	X100565	NBC RDA LIAISON OFF	LTC	51A74	V	CEX	PENTAGON
CBDCOM	W4MLAA	X100566	PM SMOKE	LTC	51A74	A	BAT	APG MD
CBDCOM	W4MLAA	X100569	APM NBCRS	LTC	51A74	A	BAT	APG MD
CBDCOM	W4MLAA	X100740	CHIEF, USER INTERFACE DIV	LTC	51A74	Z	BAT	CBDCOM (EDGEWOOD)
CBDCOM	W4MLAA	X100741	NBC STAFF OFFICER	LTC	51A74	Z	CEX	EDGEWOOD (CBDCOM)

CAREER DEVELOPMENT UPDATE

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
CECOM	W4MLAA	X100563	R & D COORDINATOR	MAJ	51A74	Z	CEX	APG MD
CECOM	W4MLAA	X100570	APM FOR LOG &FIELDING	MAJ	51A74	L	BAT	APG MD
CECOM	W4MLAA	X100558	R&D REQUIREMENTS OFFICER	CPT	51A74	A	BAT	APG MD
CECOM	W4MLAA	X100559	DEPUTY SYSTEM MANAGER	CPT	51A74	A	BAT	APG MD
CECOM	W4MLAA	X100560	APM FOR TEST AND EVAL	CPT	51A74	T	BAT	APG MD
CECOM	W4MLAA	X100561	APM BIO DEF SYS	CPT	51A74	A	BAT	APG MD
CECOM	W4MLAA	X100562	CHEMICAL STAFF OFFICER	CPT	51A74	S	BAT	APG MD
CECOM	W4MLAA	X100564	R&D COORDINATOR - NBC	CPT	51A74	V	CEX	APG MD
CECOM	W4MLAA	X100567	APM BIO DEF SYS	CPT	51A74	A	BAT	APG MD
CECOM	W4MLAA	X100720	DEPUTY SYSTEM MANAGER	CPT	51A74	A	BAT	EDGEWOOD (CECOM)
CECOM	W4GVAA	X100725	FLDING TEAM SECTION CHIEF	MAJ	51A25	A	BAT	FT MONMOUTH, NJ
CECOM	W4GV01	X100727	FLDING TEAM SECTION CHIEF	MAJ	51A25	A	BAT	GERMANY
CECOM	W4GV21	X1O0726	FLDING TEAM SECTION CHIEF	MAJ	51A25	A	BAT	KOREA
CECOM	W4GVAA	X100760	PERSONAL EXCHANGE OFF-GE	MAJ	53B00	R	BB1	BONN GERMANY
CECOM	W4GVAA	X100716	FIELDING TEAM CHIEF	CPT	51A25	A	BAT	FT MONMOUTH, NJ
CECOM	W4GVAA	X100717	FIELDING TEAM CHIEF	CPT	51A25	A	BAT	FT MONMOUTH, NJ
CECOM	W4GVAA	X100718	FIELDING TEAM CHIEF	CPT	51A25	A	BAT	FT MONMOUTH,NJ
CECOM	W4GVAA	X100719	FIELDING TEAM CHIEF	CPT	51A25	A	BAT	FT MONMOUTH, NJ
CECOM HQ	W4GVAA	X100014	DEPUTY DIRECTOR	COL	51A15	V	BAT	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100402	DEPUTY DIRECTOR	COL	51A25	S	CHX	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100406	CHIEF, SPO, SPACE DIR	COL	51A25	V	CHX	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100419	XO/R&D PROJ OFF	LTC	51A00	S	CHX	FT BELVOIR VA
CECOM HQ	W4GVAA	X100407	C2 & SYS INT DIR SPO	LTC	51A25	S	CHX	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100639	ELECTRICAL ENGR	LTC	51A25	V	CHX	FT MONMOUTH NJ
CECOM HQ	W4GV13	X100673	DEP DIR, CCSLA	LTC	51A25	L	BAT	FT HUACHUCA AZ
CECOM HQ	W4GVAA	X100710	CHIEF PROJECT OFFICER	LTC	51A25	S	CHX	FT MONMOUTH, NJ
CECOM HQ	W4GVAA	X100412	DEP DIR IEWD	LTC	51A35	S	CHX	VINT HILL FARMS VA
CECOM HQ	W4GVAA	X100416	FS PROJECT OFFICER	LTC	53C13	S	CUH	FT SILL OK
CECOM HQ	W4GVAA	X100517	TEST DIR, JTF ARMY ACT	MAJ	51A25	S	CHX	MELBOURNE FL
CECOM HQ	W4GVAA	X100526	SYSTEM MGT OFFICER	MAJ	51A25	A	BB1	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100642	PROJECT OFFICER	MAJ	51A35	S	CHX	FT MONMOUTH, NJ
CECOM HQ	W4GVAA	X100405	SYS ANALYST	MAJ	53B00	S	CUE	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100414	PROJECT OFFICER	MAJ	53B00	S	CUG	FT LEAVENWORTH KS
CECOM HQ	W4GVAA	X100705	SYSTEMS OFFICER	MAJ	53B00	S	CHX	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100417	SIGNAL WF ENGINEER OFF	MAJ	53B13	S	CUH	FT SILL OK
CECOM HQ	W4GV75	AB00130	SOFTWARE DELIVERY MGR	MAJ	53B35	A	BCF	MCLEAN, VA
CECOM HQ	W4GVAA	X100491	CONTRACT MGT OFFICER	MAJ	97A25	C	MBA	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100495	CONTRACT MGT OFFICER	MAJ	97A25	C	MBA	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100502	CONTRACT MGT OFFICER	MAJ	97A25	C	MBA	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100506	CONTRACT MGT OFFICER	MAJ	97A25	C	MBA	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100515	CONTRACT MGT OFFICER	MAJ	97A25	C	MBA	FT MONMOUTH NJ
CECOM HQ	W4GV57	X100709	CONT MGT OFF	MAJ	97A25	C	BBP	WARRENTON, VA
CECOM HQ	W4GVAA	X100520	FIELDING TEAM CHIEF	CPT	51A13	A	BAT	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100522	FIELDING TEAM CHIEF	CPT	51A13	A	BAT	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100687	PROJECT OFFICER	CPT	51A15	S	CHX	FT BELVOIR VA
CECOM HQ	W4GV28	X100028	R AND D COORDINATOR	CPT	51A21	S	CHX	FT BELVOIR, VA
CECOM HQ	W4GVAA	X100523	FIELDING TEAM CHIEF	CPT	51A25	A	BAT	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100493	CONTRACT MGT OFFICER	CPT	97A25	C	MBA	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100494	CONTRACT MGT OFFICER	CPT	97A25	C	MBA	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100512	CONTACT MGT OFFICER	CPT	97A25	C	MBA	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100513	CONTRACT MGT OFFICER	CPT	97A25	C	MBA	FT MONMOUTH NJ
CECOM HQ	W4GVAA	X100514	CONTRACT MGT OFFICER	CPT	97A25	C	MBA	FT MONMOUTH NJ
CECOM RDEC	W4GVAA	X100401	ELECT ENGR	LTC	51A25	V	CHX	FT MONMOUTH NJ
CECOM RDEC	W4GVAA	X100420	PROJECT MANAGEMENT OFF	CPT	51A11	S	CHX	FT BELVOIR VA
CECOM RDEC	W4GVAA	X100410	COMBAT ID PROJ OFF	CPT	51A35	S	CHX	FT MONMOUTH NJ
CHIEF OF STAFF	W0ZUAA	CS00008	RSCH DEV ACQ OFF	LTC	51A00	S	BAT	PENTAGON
CHIEF OF STAFF	W1YSAA	SA00068	ASST DIR ARMY STF	LTC	51A00	Z	BAT	PENTAGON
CHIEF OF STAFF	W47VAA	S800009	C SENS RCDS & INF	LTC	53C25	R	BAT	PENTAGON
CHIEF OF STAFF	W0ZUAA	CS00010	PROC STAFF OFFICER TMO	LTC	97A00	C	BAT	PENTAGON
CHIEF OF STAFF	W0ZUAA	CS00007	HQDA PRGM ANALYST PA&E	MAJ	51A00	K	CUH	PENTAGON
CHIEF OF STAFF	W0ZUAA	CS00006	CSS PROGM ANALYST PA&E	MAJ	97A00	K	CUH	PENTAGON
DACM	W1B0AA	SA00003	DEPUTY DACM	COL	97A00	Z	BAT	PENTAGON
DACM	W27PAA	AE00498	AAC PROPONENCY OFFICER	LTC	51A00	X	DLX	PENTAGON
DACM	W27PAA	AE00400	FA 51 PROPONENCY OFFICER	MAJ	51A00	X	DLX	PENTAGON
DACM	W27PAA	AE00528	FA 53 PROPONENCY OFFICER	MAJ	53B00	X	BB1	PENTAGON
DARO	W1B8AA	DF00288	ADVANCED TECHNOLOGY OFF	LTC	51A00	S	BAT	PENTAGON
DARPA	W27P61	AE00486	CHIEF TACTICAL TECH R&D	LTC	51A00	S	DLX	ARLINGTON VA
DARPA	W27P61	AE00487	DEFENSE SCIENTIST R&D	LTC	51A00	S	DLX	ARLINGTON VA
DARPA	W27P61	AE00488	RESEARCH SCIENTIST R&D	MAJ	51A00	S	DLX	ARLINGTON VA
DARPA	W27P61	AE00489	DIRECTOR ENGINEERING R&D	MAJ	51A00	S	BB1	ARLINGTON VA
DARPA	W27P61	AE00490	ADVISOR AIR DEFENSE R&D	MAJ	51A00	S	CHX	ARLINGTON VA
DARPA	W27P61	AE00491	ADVISOR MANUFACTURING	MAJ	51A00	S	CFX	ARLINGTON VA
DARPA	W27P61	AE00492	ARTIFICIAL INTEL/ROBOTICS	MAJ	51A00	S	DLX	ARLINGTON VA
DCSLOG	W0Z3AA	CS00023	EXECUTIVE OFFICER	LTC	51A00	A	BAT	PENTAGON
DCSLOG	W0Z3AA	CS00005	DEP PGM MGR STRAT SEALIFT	LTC	51A88	A	MAE	ARLINGTON VA
DCSLOG	W0Z3AA	CS00014	LOG STAFF OFF	LTC	51A91	L	BAT	PENTAGON
DCSLOG USARPAC	W4QQAA	P100008	CHIEF SYSTEMS MGT BRANCH	CPT	53B00	R	BAT	FT SHAFTER HI
DCSOPS	W0Z2AA	CS00004	ACQUISITION ANALYST	LTC	51A00	V	CUH	PENTAGON
DCSOPS	W0Z2AA	CS00016	TEST & EVAL OFFICER	LTC	51A02	V	CUH	PENTAGON
DCSOPS	W0Z2AA	CS00017	R & D COORDINATOR	MAJ	51A00	T	BAT	PENTAGON
DCSOPS	W4PDAA	JA00053	PROJECT DIRECTOR	MAJ	51A00	A	BAT	PENTAGON
DCSOPS LAM TF	W2H607	CS00022	ACQUISITIN OFFICER LAM TF	LTC	51A02	A	BAT	PENTAGON
DCSOPS LAM TF	W2H607	CS00020	AUTOMATION OFFICER LAM TF	LTC	53C02	R	CUE	PENTAGON
DCSOPS LAM TF	W2H607	CS00021	PROCUREMNT OFFICER LAM TF	LTC	97A02	C	MBA	PENTAGON
DCSPER	W0ZZAA	CS00011	DEPUTY IMO	COL	53C00	A	CUE	PENTAGON
DCSPER	W0ZZAA	CS00013	C MANPRINT ACQ	LTC	51A00	S	BAT	PENTAGON
DCSPER	W0ZZAA	CS00018	MANPRINT STAFF OFFICER	LTC	51A00	A	BAT	PENTAGON
DCSPER	W0ZZAA	CS00019	SENIOR SYSTEMS ANALYST	LTC	53C00	R	CUE	PENTAGON
DCSPER	W0ZZAA	CS00012	C ACQ POL INT TM	MAJ	97A00	X	BAT	PENTAGON
DCSPER	W0ZZAA	CS00015	MANPRINT STAFF OFFICER	MAJ	97A00	A	BAT	PENTAGON
DEF COM AGCY	W47BAA	DF00205	PROCUREMENT OFFICER	MAJ	97A00	C	MBA	FT LEE VA
DEF MAP AGCY	W4LXAA	DF00278	PROGRAM DIRECTOR	MAJ	51A00	S	DFX	BROOKMONT MD
DEF NUC AGCY	W1ACAA	DF00049	R&D TEST OPNS OFF	MAJ	51A00	T	BAT	ALEXANDRIA VA
DEF NUC AGCY	W1ACAA	DF00047	SYS AUTO MGT OFFICER	MAJ	53B00	S	BAT	ALEXANDRIA VA
DEF NUC AGCY	W1ACAA	DF00048	SYS AUTO MGT OFF	MAJ	53B00	S	BAT	ALEXANDRIA VA
DEF SEC AGCY	W40JAA	DF00200	SEC ASST PM	LTC	53C00	S	MBA	PENTAGON
DEF SEC AGCY	W40JAA	DF00201	SECURITY ANALYST	MAJ	97A00	C	CUH	PENTAGON
DIA	W40JAA	DF00287	ENGR TACT RECON SYSTEMS	LTC	51A35	S	BB1	WASHINGTON DC
DIA	W00TAA	DF00003	CHIEF TECH DEVELOPMENT	LTC	53C00	R	BB1	WASHINGTON DC
DIA	W00TAA	DF00004	ADP OFFICER	LTC	53C00	R	DLX	WASHINGTON DC
DIA	W00TAA	DF00010	TECH RQMNTS MGR	LTC	53C00	R	BAT	WASHINGTON DC
DIA	W00TAA	DF00005	MANAGER COMPUTER SYSTEMS	MAJ	53B00	R	CUE	WASHINGTON DC
DIA	W00TAA	DF00006	INTEL MANAGER	MAJ	53B35	R	BB1	WASHINGTON DC
DIA	W00TAA	DF00008	INTEL PRGM MANAGER	MAJ	53B35	S	BAT	WASHINGTON DC
DIA	W00TAA	DF00007	COMPUTER ANALYST	CPT	53B85	S	CUH	WASHINGTON DC
DIA	W00TAA	DF00009	COMPUTER ANALYST	CPT	53B85	S	CUH	WASHINGTON DC
DISA	W4N3AA	DF00207	PM DISN	COL	53C25	A	BAT	FALLS CHURCH VA
DISA	W4N3AA	DF00011	EXECUTIVE OFFICER	LTC	53C00	R	BAT	FALLS CHURCH VA
DISA	W4N3AA	DF00012	CHIEF SYSTEMS MAINT DIV	LTC	53C00	R	CUE	ARLINGTON VA
DISA	W107AA	DF00016	CH RESOURCE MONITOR DIV	LTC	53C00	R	BCF	ARLINGTON VA
DISA	WRU034	DF00019	CH APPLICATION SW BRANCH	LTC	53C00	R	BAT	RESTON VA
DISA	W4N3AA	DF00021	COMPUTER SYS ANALYST	LTC	53C00	S	BAT	STERLING VA
DISA	W4RUAA	DF00022	CH OPERATING SYS SW BRNCH	LTC	53C00	R	BAT	STERLING VA
DISA	W44MAA	DF00202	SYS ACQUISITION OFFICER	LTC	53C00	R	BAT	FALLS CHURCH VA
DISA	W1AFAA	DF00209	SYSTEM AUTOMATION ENGR	LTC	53C00	A	BAT	RESTON VA
DISA	W4RUAA	DF00250	CH APPLICATION TEST BRNCH	LTC	53C00	R	BAT	RESTON VA
DISA	W4N4AA	DF00280	COMMS COMPUTER OFFICER	LTC	53C00	R	BB1	FALLS CHURCH VA
DISA	W4RU04	DF00281	DIRECTOR, JIEO PLANS	LTC	53C00	R	BAT	RESTON VA
DISA	W1AFAA	DF00050	CHIEF CONTRACTS SUPPORT	LTC	97A00	C	BAT	ARLINGTON VA
DISA	W4N3AA	DF00208	CHIEF ACQUISITION DIV	LTC	97A00	R	BAT	MCLEAN VA
DISA	W1AFAA	DF00282	CONTRACTING OFFICER	LTC	97A00	C	BAT	ARLINGTON VA
DISA	W4N3AA	DF00013	ADP SYS ACQ OFFICER	MAJ	53B00	R	BAT	STERLING VA
DISA	W4N3AA	DF00014	SYSTEMS ACQUISITION OFF	MAJ	53B00	R	BAT	STERLING VA
DISA	W10YAA	DF00017	INFO SYS ACQ OFF	MAJ	53B00	R	BB1	ARLINGTON VA
DISA	W4RUAA	DF00020	SYSTEMS ACQQUISITION OFF	MAJ	53B00	R	BAT	STERLING VA
DISA	W4RUAA	DF00023	COMPUTER SYSTEMS OFFICER	MAJ	53B00	R	BAT	STERLING VA
DISA	W4RUAA	DF00024	APPLICATION SW/DESIGN OFF	MAJ	53B00	S	BAT	STERLING VA
DISA	W4N4AA	DF00251	SYS CONTRACT TECH INTEG	MAJ	53B00	R	BAT	FALLS CHRUCH VA
DISA	W4N3AA	DF00253	DMS PROGRAM OFFICER	MAJ	53B00	R	BAT	FALLS CHRUCH VA
DISA	W4N3AA	DF00254	GE SYSTEMS OFFICER	MAJ	53B00	R	BAT	FALLS CHURCH VA
DISA	W4N4AA	DF00255	GE AUTOMATION OFFICER	MAJ	53B00	R	BAT	FALLS CHURCH VA
DISA	W4N3AA	DF00256	SYSTEMS INTGRATION OFF	MAJ	53B00	R	BAT	FALLS CHURCH VA
DISA	W4N4AA	DF00279	SPECIAL PROJECTS OFFICER	MAJ	53B00	R	BB1	FALLS CHURCH VA
DISA	W3VVAA	DF00199	PROCUREMENT STAFF OFFICER	MAJ	97A00	C	BAT	SCOTT AFB IL
DISA	W4RUAA	DF00015	ACQUISITION SW ENGR	CPT	53B00	S	BAT	STERLING VA
DISA	W1AJAA	DF00051	INFO SYSTEMS ACQ OFFICER	CPT	53B00	R	BAT	MCLEAN VA
DISA	W4N3AA	DF00263	PROCUREMENT OFFICER	CPT	97A00	C	BAT	FALLS CHURCH VA
DISA	W3VVAA	DF00264	CHIEF CONTRACT ADMIN	CPT	97A00	C	MBA	SCOTT AFB IL
DISC4	W4NJAA	SA00084	DEPUTY DIRECTOR INFO MGT	COL	53C25	V	BB1	PENTAGON
DISC4	W4NJAA	SA00091	DEP DIR FOR STANDARDS	COL	53C25	R	BB1	PENTAGON
DISC4	W4NJAA	SA00075	STAFF OFFICER	LTC	51A00	A	BB1	PENTAGON
DISC4	W4NJAA	SA00086	ACQUISITION STAFF OFFICER	LTC	51A25	A	BB1	PENTAGON
DISC4	W4NJAA	SA00082	STAFF OFFICER	LTC	53C00	R	BB1	PENTAGON
DISC4	W4NJAA	SA00083	STAFF OFFICER	LTC	53C00	R	BB1	PENTAGON
DISC4	W4NJAA	SA00076	STAFF OFFICER	LTC	53C25	R	BB1	PENTAGON
DISC4	W4NJAA	SA00077	STAFF OFFICER	LTC	53C25	R	BB1	PENTAGON
DISC4	W4NJAA	SA00079	STAFF OFFICER	LTC	53C25	R	CHX	PENTAGON
DISC4	W4NJAA	SA00085	STAFF OFFICER	LTC	53C25	R	BB1	PENTAGON
DISC4	W4NJAA	SA00092	STAFF OFFICER	LTC	53C25	R	CUE	PENTAGON
DISC4	W4NJAA	SA00093	STAFF OFFICER	LTC	53C42	R	BB1	PENTAGON
DISC4	W4NJAA	SA00074	ACQ PLANS & PGM STAFF OFF	MAJ	51A25	A	BB1	PENTAGON
DISC4	W4NJAA	SA00081	STAFF OFFICER	MAJ	53B00	R	BB1	PENTAGON
DISC4	W4NJAA	SA00103	PERSONAL EXCHANGE OFF-UK	MAJ	53B00	R	BB1	LONDON UK
DISC4	W4NJAA	SA00078	STAFF OFFICER	MAJ	53B25	R	BB1	PENTAGON
DISC4	W4NJAA	SA00080	STAFF OFFICER	MAJ	53B25	R	BB1	PENTAGON
DLA DCMC PLEA	W483AA	DF00241	COMMANDER	COL	97A00	C	MBA	DCMC PLEA AO DALLAS
DLA DCMC PLEA	W483AA	DF00152	COMMANDER	LTC	97A00	C	MBA	DCMC PLEA AO BALTIMORE
DLA DCMCI	W1HSAA	DF00108	COMMANDER	COL	97A00	C	MBA	DCMAO FRANKFURT
DLA DCMCI	W1HSAA	DF00109	COMMANDER	COL	97A00	C	MBA	DCMAO CANADA
DLA DCMCI	W1HSAA	DF00113	COMMANDER	COL	97A00	C	MBA	DCMAO KOREA
DLA DCMCI	W1HSAA	DF00107	DIR MIDDLE EAST	LTC	97A00	C	MBA	DCMCI
DLA DCMCI	W1HSAA	DF00112	COMMANDER	LTC	97A00	C	MBA	DCMAO ISRAEL
DLA DCMCI	W1HSAA	DF00114	COMMANDER	LTC	97A00	C	MBA	DCMAO PUERTO RICO
DLA DCMCI	W1HSAA	DF00115	COMMANDER	LTC	97A00	C	MBA	DCMAO SAUDI ARABIA
DLA DCMCI	W1HSAA	DF00110	CHIEF PROG INTEG&TECH SPT	MAJ	97A00	C	MBA	DCMAO CANADA
DLA DCMCI	W1HSAA	DF00111	CHIEF PROG & TECH SPT	MAJ	97A00	C	MBA	DCMAO SAUDI ARABIA
DLA DCMCI	W1HSAA	DF00130	COMMANDER	MAJ	97A00	C	MBA	DCMO KUWAIT
DLA DCMDN	W1Q8AA	DF00090	COMMANDER	COL	97A00	C	MBA	DCMAO SPRINGFIELD
DLA DCMDN	W1Q8AA	DF00093	COMMANDER	COL	97A00	C	MBA	DCMAO CLEVELAND
DLA DCMDN	W1Q8AA	DF00094	COMMANDER	COL	97A00	C	MBA	DCMAO DETROIT
DLA DCMDN	W1Q8AA	DF00105	COMMANDER	COL	97A00	C	MBA	DCMAO PHILADELPHIA
DLA DCMDN	W1Q8AA	DF00118	COMMANDER	COL	97A00	C	MBA	DPRO RAYTHEON
DLA DCMDN	W1Q8AA	DF00124	COMMANDER	COL	97A00	C	MBA	DCMAO SYRACUSE
DLA DCMDN	W1Q8AA	DF00127	COMMANDER	COL	97A00	C	MBA	DCMAO NEW YORK
DLA DCMDN	W1Q8AA	DF00128	COMMANDER	COL	97A00	C	MBA	DCMAO GARDEN CITY
DLA DCMDN	W1Q8AA	DF00133	COMMANDER	COL	97A00	C	MBA	DCMD NORTHEAST
DLA DCMDN	W1Q8AA	DF00139	COMMANDER	COL	97A00	C	MBA	DCMAO INDIANAPOLIS
DLA DCMDN	W1Q8AA	DF00083	DEPUTY TECH ASSESSMENT	LTC	97A00	C	BAT	DCMAO PHILADELPHIA
DLA DCMDN	W1Q8AA	DF00085	COMMANDER	LTC	97A00	C	MBA	DCMAO READING
DLA DCMDN	W1Q8AA	DF00092	COMMANDER	LTC	97A00	C	MBA	DPRO GEC/KERFOTT
DLA DCMDN	W1Q8AA	DF00120	CHIEF BUSINESS MGT TEAM	LTC	97A00	C	MBA	DCMDN BOSTON
DLA DCMDN	W1Q8AA	DF00142	COMMANDER	LTC	97A00	C	MBA	DCMAO GRAND RAPIDS
DLA DCMDN	W1Q8AA	DF00171	COMMANDER	LTC	97A00	C	MBA	DPRO UNITED DEF YORK
DLA DCMDN	W1Q8AA	DF00195	COMMANDER	LTC	97A00	C	MBA	DPRO MARTIN MARIETTA
DLA DCMDN	W1Q8AA	DF00087	COMMANDER	LTC	97A15	C	MBA	DPRO BOEING HELICOPTER
DLA DCMDN	W1Q8AA	DF00088	CHIEF FLIGHT OPNS	LTC	97A15	H	CFX	DPRO BOEING HELICOPTER
DLA DCMDN	W1Q8AA	DF00098	COMMANDER	LTC	97A91	C	MBA	DPRO GENERAL DYNAMICS
DLA DCMDN	W1Q8AA	DF00100	SYSTEMS ACQUISITION OFCR	MAJ	53B91	R	CUE	DPRO GENERAL DYNAMICS
DLA DCMDN	W1Q8AA	DF00086	PROG INTEGRATOR	MAJ	97A00	C	BAT	DPRO UNITED DEF YORK
DLA DCMDN	W1Q8AA	DF00106	OPNS GROUP TEAM LEADER	MAJ	97A00	C	MBA	DCMAO PHILADELPHIA
DLA DCMDN	W1Q8AA	DF00117	PROG INTEGRATOR	MAJ	97A00	C	BAT	DPRO GRUMMAN
DLA DCMDN	W1Q8AA	DF00119	PROG INTEGRATOR	MAJ	97A00	C	BAT	DPRO RAYTHEON
DLA DCMDN	W1Q8AA	DF00121	COMMANDER	MAJ	97A00	C	MBA	DCMO GTE GOVT SYSTEMS
DLA DCMDN	W1Q8AA	DF00123	OPNS GROUP TEAM LEADER	MAJ	97A00	C	MBA	DCMAO GARDEN CITY
DLA DCMDN	W1Q8AA	DF00131	DEPUTY OPNS GROUP	MAJ	97A00	C	MBA	DCMAO STRATFORD
DLA DCMDN	W1Q8AA	DF00140	DEPUTY OPNS GROUP	MAJ	97A00	C	MBA	DCMAO INDIANAPOLIS
DLA DCMDN	W1Q8AA	DF00141	COMMANDER	MAJ	97A00	C	MBA	DCMO GMC ALLISON
DLA DCMDN	W1Q8AA	DF00132	PROG INTEGRATOR	MAJ	97A15	C	BAT	DPRO SIKORSKY
DLA DCMDN	W1Q8AA	DF00099	PRODUCTION OFCR	MAJ	97A91	C	MBA	DPRO GENERAL DYNAMICS
DLA DCMDN	W1Q8AA	DF00101	PRODUCTION OFCR	MAJ	97A91	C	MBA	DPRO GENERAL DYNAMICS
DLA DCMDN	W1Q8AA	DF00102	PROCUREMENT OFCR	MAJ	97A91	C	MBA	DPRO GENERAL DYNAMICS
DLA DCMDN	W1Q8AA	DF00103	PRODUCTION OFCR	MAJ	97A91	C	MBA	DPRO GENERAL DYNAMICS
DLA DCMDN	W1Q8AA	DF00143	ADMIN CONTRACTING OFCR	MAJ	97A92	C	MBA	DCMAO GRAND RAPIDS
DLA DCMDN	W1Q8AA	DF00081	CONTRACT ADMINISTRATOR	CPT	97A00	C	MBA	DCMAO DAYTON
DLA DCMDN	W1Q8AA	DF00091	TERMINATION CONTRACT OFCR	CPT	97A00	C	MBA	DCMAO SPRINGFIELD
DLA DCMDN	W1Q8AA	DF00095	ASST CH QUALITY ASSURANCE	CPT	97A00	C	CUH	DCMAO DETROIT
DLA DCMDN	W1Q8AA	DF00129	ADMIN CONTRACTING OFCR	CPT	97A00	C	MBA	DCMAO BOSTON
DLA DCMDS	W1WLAA	DF00084	COMMANDER	COL	97A00	C	MBA	DCMAO BALTIMORE

CAREER DEVELOPMENT UPDATE

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
DLA DCMDS	W1WLAA	DF00116	COMMANDER	COL	97A00	C	MBA	DCMAO ATLANTA
DLA DCMDS	W1WLAA	DF00153	COMMANDER	COL	97A00	C	MBA	DCMAO BIRMINGHAM
DLA DCMDS	W1WLAA	DF00165	COMMANDER	COL	97A00	C	MBA	DCMAO DALLAS
DLA DCMDS	W1WLAA	DF00162	COMMANDER	COL	97A15	C	MBA	DPRO BELL HELICOPTER
DLA DCMDS	W1WLAA	DF00078	COMMANDER	LTC	97A00	C	MBA	DCMAO VIRGINIA
DLA DCMDS	W1WLAA	DF00080	CHIEF PROG & TECH SPT	LTC	97A00	C	MBA	DCMAO BALTIMORE
DLA DCMDS	W1WLAA	DF00144	COMMANDER	LTC	97A00	C	MBA	CLEARWATER FLA
DLA DCMDS	W1WLAA	DF00155	COMMANDER	LTC	97A00	C	MBA	DPRO LORAL/VOUGHT
DLA DCMDS	W1WLAA	DF00157	COMMANDER	LTC	97A00	C	MBA	DPRO MARTIN MARIETTA
DLA DCMDS	W1WLAA	DF00166	COMMANDER	LTC	97A00	C	MBA	DPRO STEWART STEVENSON
DLA DCMDS	W1WLAA	DF00104	CHIEF PROG & TECH SPT	MAJ	97A00	C	MBA	DCMAO VIRGINIA
DLA DCMDS	W1WLAA	DF00151	CHIEF TECH ASSESSMENT GP	MAJ	97A00	C	MBA	DCMAO BIRMINGHAM
DLA DCMDS	W1WLAA	DF00158	PROG INTEGRATOR	MAJ	97A00	C	BAT	DPRO MARTIN MARIETTA
DLA DCMDS	W1WLAA	DF00159	COMMANDER	MAJ	97A00	C	MBA	DCMO ROCKWELL INTL
DLA DCMDS	W1WLAA	DF00156	GOVERNMENT FLIGHT REP	MAJ	97A15	C	CFX	APMO MARIETTA
DLA DCMDS	W1WLAA	DF00163	CHIEF FLIGHT OPNS	MAJ	97A15	H	CFX	DPRO BELL HELICOPTER
DLA DCMDS	W1WLAA	DF00164	PROG INTEGRATOR	MAJ	97A15	C	BAT	DPRO BELL HELICOPTER
DLA DCMDW	W1WWAA	DF00137	COMMANDER	COL	97A00	C	MBA	DCMAO-CHICAGO
DLA DCMDW	W1WWWA	DF00150	COMMANDER	COL	97A00	C	MBA	DCMAO-ST LOUIS
DLA DCMDW	W1WWAA	DF00182	COMMANDER	COL	97A00	C	MBA	DCMAO PHOENIX
DLA DCMDW	W1WWAA	DF00240	COMMANDER	COL	97A00	C	MBA	DCMAO SAN FRANCISCO
DLA DCMDW	W1WWAA	DF00184	COMMANDER	COL	97A15	C	BBP	DPRO MCD DOUG MESA
DLA DCMDW	W1WWAA	DF00138	COMMANDER	LTC	97A00	C	MBA	DCMO MILWAUKEE
DLA DCMDW	W1WWAA	DF00147	COMMANDER	LTC	97A00	C	MBA	DPRO HONEYWELL/ALLIANT
DLA DCMDW	W1WWAA	DF00167	CHIEF OF STAFF	LTC	97A00	C	MBT	DCMD WEST
DLA DCMDW	W1WWAA	DF00174	COMMANDER	LTC	97A00	C	MBA	DPRO MCD DOUG-HB
DLA DCMDW	W1WWAA	DF00180	COMMANDER	LTC	97A00	C	MBA	DCMAO SEATTLE
DLA DCMDW	W1WWAA	DF00185	CHIEF PROG & TECH SPT	LTC	97A15	C	BBP	DPRO MCD DOUG MESA
DLA DCMDW	W1WWAA	DF00135	CONTRACTING OFCR	MAJ	97A00	C	MBA	DCMAO-CHICAGO
DLA DCMDW	W1WWAA	DF00145	PROCUREMENT OFCR	MAJ	97A00	C	MBA	DCMAO TWIN CITIES
DLA DCMDW	W1WWAA	DF00146	ASST CH PROG & TECH SPT	MAJ	97A00	C	MBA	DCMAO TWIN CITIES
DLA DCMDW	W1WWAA	DF00169	COMMANDER	MAJ	97A00	C	MBT	DCMO GOLETA
DLA DCMDW	W1WWAA	DF00170	PROG INTEGRATOR	MAJ	97A00	C	BAT	DPRO NORTHROP
DLA DCMDW	W1WWAA	DF00172	PROG INTEGRATOR	MAJ	97A00	C	BAT	DPRO UNITED DEFENSE LP
DLA DCMDW	W1WWAA	DF00175	CHIEF PROG SPT TEAM	MAJ	97A00	C	BAT	DPRO MCD-DOUG HB
DLA DCMDW	W1WWAA	DF00176	COMMANDER	MAJ	97A00	C	BAT	DCMO WOODLAND HILLS
DLA DCMDW	W1WWAA	DF00178	COMMANDER	MAJ	97A00	C	BAT	DCMO LORAL SANTA MARG
DLA DCMDW	W1WWAA	DF00179	COMMANDER	MAJ	97A00	C	MBA	DCMO PORTLAND
DLA DCMDW	W1WWAA	DF00181	COMMANDER	MAJ	97A00	C	BAT	DCMO AEROJET
DLA DCMDW	W1WWAA	DF00243	COMMANDER	MAJ	97A00	C	MBA	DCMO ALBUQUERQUE
DLA DCMDW	W1WWAA	DF00186	CHIEF PROG SPT BR	MAJ	97A15	C	BBP	DPRO MCD DOUG MESA
DLA DCMDW	W1WWAA	DF00148	PROG SPT OFCR	CPT	97A00	C	MBA	DPRO HONEYWELL/ALLIANT
DLA DCMDW	W1WWAA	DF00173	CONTRACT ADMINISTRATOR	CPT	97A00	C	BAT	DPRO UNITED DEFENSE LP
DLA DCMDW	W1WWAA	DF00177	CONTRACT ADMINISTRATOR	CPT	97A00	C	MBA	DCMAO EL SEGUNDO
DLA DCMDW	W1WWAA	DF00188	PROG INTEGRATOR	CPT	97A00	C	BAT	DPRO HUGHES MISSILE
DLA DCSC	W1A7AA	DF00056	DIR CONTRACTING & PRODUC	COL	97A00	C	MBA	DCSC COLUMBUS OH
DLA DCSC	W1A7AA	DF00057	CHIEF LAND BASED ACQ UNIT	LTC	97A00	C	MBA	DCSC COLUMBUS OH
DLA DCSC	W1A7AA	DF00098	CHIEF MARITIME ACQ UNIT	LTC	97A00	C	MBA	DCSC COLUMBUS OH
DLA DCSC	W1A7AA	DF00039	CHIEF COPAD/EDI ADMIN TM	MAJ	97A00	C	MBA	DCSC COLUMBUS OH
DLA DESC	W1BDAA	DF00072	CHIEF ELECTRO-MECH BRANCH	MAJ	97A00	C	CUE	DESC DAYTON OH
DLA DESC	W1BDAA	DF00071	CHIEF BASE CONTRACTING	CPT	97A00	C	MBA	DESC DAYTON OH
DLA DGSC	W1A9AA	DF00044	CHIEF CONTRACTS DIV	LTC	97A00	C	MBA	DGSC RICHMOND VA
DLA DGSC	W1A9AA	DF00045	CHIEF COMMODITY BR	MAJ	97A00	C	MBA	DGSC RICHMOND VA
DLA DGSC	W1A9AA	DF00046	CHIEF LIGHTING EQUIPMENT	CPT	97A00	C	BB1	DGSC RICHMOND VA
DLA DISC	W1BEAA	DF00075	DIR COMMODITY BUSINESS	LTC	97A00	C	MBA	DISC PHILADELPHIA PA
DLA DISC	W1BEAA	DF00074	PROCUREMENT OFCR	CPT	97A00	C	MBA	DISC PHILADELPHIA PA
DLA DPSC	W1A8AA	DF00041	CHIEF TENTAGE & HERALDICS	LTC	97A00	C	MBA	DPSC PHILADELPHIA PA
DLA DPSC	W1A8AA	DF00042	CHIEF BRAND NAME BUS UNIT	LTC	97A92	C	MBA	DPSC PHILADELPHIA PA
DLA DPSC	W1A8AA	DF00040	CONTRACTING OFCR	MAJ	97A00	C	MBA	DPSC PHILADELPHIA PA
DLA DPSC EUROPE	W36NAA	DF00196	DEP ASSOC DIR CONTRACTING	MAJ	97A92	C	MBA	DPSC EUROPE
DLA HDQTRS	W1AIAA	DF00079	CH PROD & MANUF ASSURANCE	COL	97A00	C	MBA	CAMERON STATION VA
DLA HDQTRS	W1AIAA	DF00134	DEP EXEC DIR CONTRACT MGT	COL	97A00	C	MBB	CAMERON STATION VA
DLA HDQTRS	W1AIAA	DF00025	XO DEP DIR ACQ/CDR DCMC	LTC	97A00	C	BAT	CAMERON STATION VA
DLA HDQTRS	W1AIAA	DF00028	ACQ MGMT STF OFCR	LTC	97A00	C	BAT	CAMERON STATION VA
DLA HDQTRS	W1AIAA	DF00029	PRODUCTION MGMT STF OFCR	MAJ	97A00	C	MBA	CAMERON STATION VA
DLA HDQTRS	W1AIAA	DF00030	PRODUCTION MGMT STF OFCR	MAJ	97A00	C	MBA	CAMERON STATION VA
DLA HDQTRS	W1AIAA	DF00032	CONTRACT MGMT STF OFCR	MAJ	97A00	C	MBA	CAMERON STATION VA
DLA HDQTRS	W1AIAA	DF00033	QUALITY MGMT STF OFCR	MAJ	97A00	C	CUH	CAMERON STATION VA
DLA HDQTRS	W1AIAA	DF00242	FLIGHT OPNS OFCR	MAJ	97A15	H	CFX	CAMERON STATION VA
DLA HDQTRS	W1AIAA	DF00027	AIDE TO CDR DCMC	CPT	97A00	C	BAT	CAMERON STATION VA
DSMC/DAU	W1JRAA	JA00036	DEAN COLLEGE OPNS	COL	51A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00071	MILITARY FACULTY	COL	53C00	R	CUE	WASHINGTON DC
DSMC/DAU	W1JRAA	DF00262	PROFESSOR ACQ MGMT	LTC	51A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00019	PROFESSOR ACQ MGMT	LTC	51A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00020	PROFESSOR ACQ MGMT	LTC	51A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00021	PROFESSOR ACQ MGMT	LTC	51A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00022	PROFESSOR ACQ MGMT	LTC	51A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00023	PROFESSOR ACQ MGMT	LTC	51A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00029	PROFESSOR ACQ MGMT	LTC	51A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00030	PROFESSOR ACQ MGMT	LTC	51A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00031	PROFESSOR ACQ MGMT	LTC	51A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00032	PROFESSOR ACQ MGMT	LTC	51A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00033	PROFESSOR ACQ MGMT	LTC	51A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00024	PROFESSOR ACQ MGMT	LTC	53C00	X	CUE	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00025	PROFESSOR ACQ MGMT	LTC	53C00	X	CUE	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00026	PROFESSOR ACQ MGMT	LTC	53C00	X	CUE	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00027	PROFESSOR ACQ MGMT	LTC	53C00	X	CUE	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00028	PROFESSOR ACQ MGMT	LTC	97A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00034	PROFESSOR ACQ MGMT	LTC	97A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00035	PROFESSOR ACQ MGMT	LTC	97A00	X	BAT	FT BELVOIR VA
DSMC/DAU	W1JRAA	JA00037	PROFESSOR ACQ MGMT	LTC	97A00	X	BAT	FT BELVOIR VA
DSS-W	W2TZAA	DF00189	COMMANDER	COL	97A00	C	BB1	PENTAGON
DSS-W	W2TZAA	DF00191	CHIEF TELECOM DIVISION	LTC	97A00	C	BB1	PENTAGON
DSS-W	W2TZAA	DF00194	CHIEF OVERSIGHT DIVISION	LTC	97A00	C	BAT	PENTAGON
DSS-W	W2TZAA	DF00190	CHIEF ADP CONTROL BRANCH	MAJ	97A00	C	CUE	PENTAGON
DSS-W	W2TZAA	DF00192	CHIEF PROCUREMENT BRANCH	MAJ	97A00	C	BB1	PENTAGON
DSS-W	W2TZAA	DF00193	PROCUREMENT OFFICER	MAJ	97A00	C	MBA	PENTAGON
DTS-W	W1UUAA	SA00102	ASST PROJ MANG	LTC	51A25	A	BAT	PENTAGON
FCA 0195	W319AA	SP00056	ACQ MANAGER	MAJ	51A00	A	BAT	FT MEADE MD
HQ AAFES	W1BUAA	JA00012	DIRECTOR PROCUREMENT SPT	COL	97A00	C	MBA	DALLAS TX
HQ CECOM	W4GVAA	X100489	DEPUTY CONTRACT OPNS	COL	97A25	C	MBA	FT MONMOUTH NJ
HQ COE	W4EGAA	CE00004	DEPUTY PARC	COL	97A21	C	MBA	WASHINGTON DC
HQ COE	W1B7AA	CE00006	EXEC DIR INFORMATION MGT	LTC	53C21	R	BB1	WASHINGTON DC
HQ COE	W1B7AA	CE00001	DEPUTY CHIEF CONTRACTING	LTC	97A21	C	MBA	WASHINGTON DC
HQ COE	W1B7AA	CE00005	DEPUTY CH OPNS/CONTRACTS	LTC	97A21	C	MBA	WASHINGTON DC
HQ DEF MAP AGCY	W3NRAA	DF00198	WEAPON SYS SUPPORT MGR	LTC	51A00	S	DLX	FAIRFAX VA
HQ FORSCOM	W3YBAA	FC00005	PARC FORSCOM	COL	97A00	C	MBA	FT MCPHERSON GA
HQ FORSCOM	W3YBAA	FC00006	PROCUREMENT STAFF OFFICER	LTC	97A00	C	MBA	FT MCPHERSON GA
HQ FORSCOM	W3YBAA	FC00007	PROCUREMENT STAFF OFFICER	MAJ	97A00	C	MBA	FT MCPHERSON GA
HQ SW ASIA	W48MAA	FC00013	CONTRACTING OFFICER	MAJ	97A00	C	MBA	DHAHRAN SAUDI ARABIA
HQ SW ASIA	W48MAA	FC00014	CONTRACTING OFFICER	CPT	97A00	C	MBA	DHAHRAN SAUDI ARABIA
HQ TRADOC	W3YTAA	TC00172	DIRECTOR ACQUISITION	COL	97A00	C	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00160	CHIEF, PGM INTEGRATION	LTC	51A00	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00162	CHIEF ADV SYSTEMS DIV	LTC	51A00	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00171	PGM MGT OFF BATTLE LAB	LTC	51A00	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00193	CH CONCEPT DIV BATTLE LAB	LTC	51A00	Z	BAT	FT MONROE VA
HQ TRADOC	W3UTAA	TC00261	DEP DIRECTOR EXP FORCE	LTC	51A12	A	BAT	FT HOOD TX
HQ TRADOC	W3YTAA	TC00173	PROJECT MGR ACQUISITI	LTC	97A00	C	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00050	CBT DEV OFF BATTLE LAB	MAJ	51A00	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00149	CBT DEV OFF BATTLE LAB	MAJ	51A00	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00151	CBT DEV OFFICER	MAJ	51A00	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00158	CBT DEV OFF BATTLE LAB	MAJ	51A00	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00248	R&D OPNS OFF BATTLE LAB	MAJ	51A00	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00249	R&D OPNS OFF BATTLE LAB	MAJ	51A00	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00150	CBT DEV OFF BATTLE LAB	MAJ	51A02	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00159	CBT DEV OFF BATTLE LAB	MAJ	51A02	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00161	CBT DEV OFF COMBAT SYSTEM	MAJ	51A02	A	BAT	FT MONROE VA
HQ TRADOC	W3U2AA	TC00152	CBT DEV OFFICER	MAJ	51A12	A	BAT	FT MONROE VA
HQ TRADOC	W3U2AA	TC00165	CBT DEV OFFICER	MAJ	51A13	A	BAT	FT MONROE VA
HQ TRADOC	W3U2AA	TC00167	CBT DEV COORD	MAJ	51A14	A	BAT	FT MONROE VA
HQ TRADOC	W3U2AA	TC00153	INTEGRATN OFF BATTLE LAB	MAJ	51A35	A	BAT	FT MONROE VA
HQ TRADOC	W3U2AA	TC00166	CBT DEV OFICER	MAJ	51A35	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00157	CBT DEV OFF GS/CSS	MAJ	51A92	A	BAT	FT MONROE VA
HQ TRADOC	W4KVAA	TC00186	PROCUREMENT OFFICER	MAJ	97A00	C	BAT	FT EUSTIS VA
HQ TRADOC	W3YTAA	TC00262	CONTRACTING OFFICER	MAJ	97A00	C	BAT	FT MONROE VA
HQ TRADOC	W3U2AA	TC00191	CBT DEV OFFICER	CPT	51A00	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00155	CBT DEV OFF COMBAT SYS	CPT	51A02	A	BAT	FT MONROE VA
HQ TRADOC	W3YTAA	TC00187	AUTOMATIONS SYS ENGINEER	CPT	53B00	R	CUE	FT MONROE VA
HQ USA SOUTH	W0AIAA	SU00006	PARC USA SOUTH	LTC	97A00	C	MBA	FT CLAYTON PN
HQ USAEC	V0V151	TC00023	SENIOR LOG SYSTEMS OFF	LTC	51A21	A	BAT	FT LEONARD WOOD MO
HQ USAEC	W0VLAA	TC00024	SUPERVISORY CD OFF	MAJ	51A21	A	BAT	FT LEONARD WOOD MO
HQ USAEC	W0VL51	TC00250	SUPERVISOR CD TSM CMS	MAJ	51A21	A	BAT	FT LEONARD WOOD MO
HQ USAEC	W0VL51	TC00251	SUPERVISOR STAMIS TSM CMS	MAJ	51A21	A	BAT	FT LEONARD WOOD MO
HQ USAEC	W0VL51	TC00252	SUPERVISOR BREACH TSM CMS	MAJ	51A21	A	BAT	FT LEONARD WOOD MO
HQ USAEC	W0VL51	TC00253	SUPERVISOR CD HAB TSM CMS	MAJ	51A21	A	BAT	FT LEONARD WOOD MO
HQ USAEC	W0VLAA	TC00029	MATERIEL SYSTEMS OFF	MAJ	53B21	R	BAT	FT LEONARD WOOD MO
HQ USAEC	W0VLAA	TC00025	MATERIEL DEVELOPMENT OFF	CPT	51A21	A	BAT	FT LEONARD WOOD MO
HTI	W27PAA	AB00578	HTI WPN SYSTEM INTEGRATOR	LTC	51A00	R	BB1	PENTAGON
HTI	W27PAA	AB00579	HTI WPN SYSTEM INTEGRATOR	LTC	51A00	A	BB1	PENTAGON
HTI	W27PAA	AB00577	HTI WPN SYSTEM INTEGRATOR	LTC	53C00	R	CUE	PENTAGON
IMCEN	W06HAA	SF00114	DIRECTOR	LTC	53C00	R	BAT	PENTAGON
IMCEN	W06HAA	SF00153	CHIEF INFO MANAGEMENT	LTC	53C00	S	BB1	PENTAGON
IMCEN	W06HAA	SF00121	SYSTEMS ANALYST	MAJ	53C00	R	CUH	PENTAGON
IMCEN	W06HAA	SF00122	SYSTEMS ANALYST	MAJ	53C00	R	CUH	PENTAGON
IMCEN	W06HAA	SF00113	CONTRACTING OFFICER	MAJ	97A00	C	MBA	PENTAGON
IMSA	W4M701	SA00069	DEPUTY DIRECTOR IIAC	COL	53C00	V	BAT	FAIRFAX VA
IMSA	W4M701	SA00094	ACQUISITION MGT OFFICER	LTC	53C00	R	BB1	FARIFAX VA
IMSA	W4M701	SA00070	ACQUISITION MGT OFFICER	MAJ	53B00	R	BB1	WASHINGTON DC
IMSA	W4M701	SA00071	ACQUISITION MGT OFFICER	MAJ	53BC0	R	BB1	FAIRFAX VA
IMSA	W4M701	SA00095	ACQUISITION MGT OFFICER	MAJ	53BC0	R	BB1	FAIRFAX VA
IMSA	W4M701	SA00096	ACQUISITION MGT OFFICER	MAJ	53BC0	R	BB1	FARIFAX VA
IMSA	W4M701	SA00097	ACQUISITION MGT OFFICER	MAJ	53BC0	R	BB1	FARIFAX VA
IMSA	W4M7AA	SA00098	ACQUISITION MGT OFFICER	MAJ	53BC0	R	BB1	FAIRFAX VA
INSCOM	W4V0AA	AS00012	PROJECT LEADER	LTC	51A00	A	BB1	FALLS CHURCH VA
INSCOM	W001AA	AS00001	CHIEF GROUND DIVISION	LTC	51A35	A	BAT	FT MEADE MD
INSCOM	W4V0AA	AS00013	SENIOR TEST ENGINEER	MAJ	51A00	T	CUH	FALLS CHURCH VA
INSCOM	W4V0AA	AS00014	R & D OFFICER	MAJ	51A00	S	CUH	FALLS CHURCH VA
INSCOM	W4V0AA	AS00015	R & D OFFICER	MAJ	51A00	S	BB1	FALLS CHURCH VA
INSCOM	W4V0AA	AS00021	APM INFORMATION WARFARE	MAJ	51A00	S	BB1	FALLS CHURCH VA
INT COOP PROG	W05FAA	X100074	COMMANDER	LTC	51A00	A	BAT	CANBERRA, AUSTRALIA
IOC HQ	W4UVAA	X100628	COMMANDER	LTC	97A92	A	BAT	SEOUL KOREA
IOC HQ	W4FBAA	X100396	PROD BASE R & D OFFICER	MAJ	51A00	A	MBA	PICATINNY NJ
IOC HQ	W4FBAA	X100393	R&D OFFICER	CPT	51A00	A	BAT	PICATINNY NJ
IOC HQ	W0L6AA	X100180	CONTRACTING OFF	CPT	97A91	C	MBA	CHAMBERSBURG PA
IOC HQ	W0L6AA	X100181	CONTRACTING OFF	CPT	97A91	C	MBA	CHAMBERSBURG PA
IOC HQ	W0LXAA	X100182	CONTRACTING OFF	CPT	97A91	C	BCF	ANNISTON AL
IOC HQ	W0LXAA	X100183	CONTRACTING OFF	CPT	97A91	C	BCF	ANNISTON AL
IOC HQ	W0MCAA	X100184	PROCUREMENT OFFICER	CPT	97A91	C	MBA	RED RIVER TX
IOC HQ	W0MCAA	X100185	PROCUREMENT OFFICER	CPT	97A91	C	MBA	RED RIVER TX
IOC HQ	W0MLAA	X100187	CONTRACT & IND MGT OFCR	CPT	97A92	C	MBA	TOBYHANNA PA
IOC HQ	W0MLAA	X100188	CONTRACT & IND MGT OFFCR	CPT	97A92	C	MBA	TOBYHANNA PA
ISC ARPERCEN	W4URAA	CZ00134	COMMANDER ISC ARPERCEN	COL	53C00	R	CUE	ST LOUIS MO
ISC HOFFMAN	W4USAA	CZ00135	DIR INFO SERVICES	COL	53C00	V	CUE	ALEXANDRIA VA
ISC HOFFMAN	W4USAA	CZ00136	CHIEF PERS NETWORK DIV	LTC	53C00	R	BB1	ALEXANDRIA VA
ISC PENTAGON	W1SEAA	CZ00024	CHIEF PROJECTS BRANCH	LTC	53C25	R	BB1	PENTAGON
JOINT STAFF J3	W1B6AA	DF00067	OPNS DEVELOPMENT ENGINEER	MAJ	53B00	R	BAT	PENTAGON
JOINT STAFF J8	W1B6AA	DF00266	C SYS PROGRAM EVALATION	COL	51A00	V	CUH	PENTAGON
JOINT STAFF J8	W1B6AA	DF00069	WPNS SYS PGM EVALUATOR	LTC	51A00	A	CUH	PENTAGON
JOINT STAFF J8	W1B6AA	DF00070	WPNS SYS PGM EVALUATOR	LTC	51A00	A	CUH	PENTAGON
JOINT STAFF J8	W1B6AA	DF00244	WPN SYS PGM EVALUATOR	LTC	51A00	A	CUH	PENTAGON
JPO BIO DEFENSE	W27P63	AB00426	DEP PM BIO DEFENSE SYSTEM	LTC	51A74	A	DLX	FALLS CHURCH VA
JPO BIO DEFENSE	W27P63	AB00455	PGM REQUIREMENTS OFFICER	MAJ	51A74	A	MBA	FALLS CHURCH VA
JRTC	W4W6AA	TC00195	CONTRACT MGT OFF	MAJ	97A00	C	MBA	FT POLK LA
JTPO UAV	W27P85	AE00391	PM JTPO UAV	COL	51A00	A	MBA	HUNTSVILLE AL
JTPO UAV	W27P85	AE00539	PM UAV MANEUVER	LTC	51A00	A	MBA	HUNTSVILLE AL
JTPO UAV	W27P85	AE00392	APM FIELDING UAV	LTC	51A35	A	MBA	HUNTSVILLE AL
JTPO UAV	W27P85	AE00395	LNO JTPO UAV	LTC	51A35	A	MBA	CRYSTAL CITY VA
JTPO UAV	W27P85	AE00394	APM R&D JTPO UAV	MAJ	51A00	A	MBA	FT HUACHUCA AZ
JTPO UAV	W27P85	AE00393	APM LOGISTICS UAV	MAJ	51A35	A	BAT	HUNTSVILLE AL
JUSMAG KOREA	W3GGAA	JA00038	DIR TECHNOLOGY TNG & OPNS	COL	51A00	A	DLX	KOREA
MICOM HQ	W0H9AA	X100141	DIR, SEC ASSIST MGN DIR	COL	51A00	V	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100106	DIR SWMO	COL	51A02	V	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100117	DEP DIR/CHIEF, ASCO	COL	51A91	S	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100108	DEP DIR ACQ CTR	COL	97A00	C	MBA	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100107	SMRT WPNS RQMNTS OFFICER	LTC	51A02	V	DLX	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100143	SYSTEM INTEGRATION OFF	LTC	51A91	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100145	APM TECH UGV JPO	LTC	51A91	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100658	PATRIOT DEPLOYMENT OFF	LTC	51A91	A	BAT	HUNTSVILLE AL

CAREER DEVELOPMENT UPDATE

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
MICOM HQ	W0H9AA	X100115	CON/IND MGT OFF	LTC	97A91	C	MBA	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100643	TEST OFFICER	MAJ	51A00	T	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100136	SPT INTEGRATION MGR	MAJ	51A02	S	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100119	LOGISTICS STAFF OFFICER	MAJ	51A13	L	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100125	TEST & EVAL OFFICER	MAJ	51A13	T	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100135	AD COMMAND & CONTROL OFF	MAJ	51A14	S	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100148	PATRIOT LOG OFFICER	MAJ	51A14	A	BAT	SAUDI ARABIA
MICOM HQ	W0H9AA	X100149	PATRIOT LOG OFFICER	MAJ	51A14	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100151	CHIEF, PATRIOT FT BLISS	MAJ	51A14	A	BAT	FT BLISS TX
MICOM HQ	W0H9AA	X100153	LOG AND FIELDING OFF,FAAD	MAJ	51A14	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100105	INF OFFICER	MAJ	51A35	X	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100127	TEST MGR ATACMS	MAJ	51A91	T	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100156	MLRS FLDG OFFICER	MAJ	51A91	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100157	HELLFIRE FLDG OFFICER	MAJ	51A91	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100160	MLRS FLDG OFFICER	MAJ	51A91	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100162	CHIEF, GRND TOW SYS	MAJ	51A91	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100708	APM/PROD IMP/FLDG	MAJ	51A91	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100110	CON/IND MGT OFF	MAJ	97A91	C	MBA	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100116	CON/IND MGT OFF	MAJ	97A91	C	MBA	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100122	DEP PM BLOCK II	CPT	51A13	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100131	TEST MANAGER	CPT	51A13	T	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100154	LOG & FIELD OFF-AVENGER	CPT	51A14	L	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100163	ITAS FLDG OFFICER	CPT	51A91	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100164	AUAV LOG OFFICER	CPT	51A91	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100166	MLRS FLDG OFFICER	CPT	51A91	A	BAT	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100104	PROCUREMENT OFF	CPT	97A00	L	MBA	HUNTSVILLE AL
MICOM HQ	W0H9AA	X100112	CONTRACTING OFF	CPT	97A13	C	MBA	HUNTSVILLE AL
MICOM, SAMD	W0H9AA	X100714	CHIEF, NATO HAWK	LTC	51A00	A	MBA	PARIS, FRANCE
MISS INTEL CTR	W2USAA	SF00015	R&D COORDINATOR	MAJ	51A35	S	BAT	HUNTSVILLE AL
MISS INTEL CTR	W2USAA	SF00007	PROCUREMENT OFF	CPT	97A00	C	MBA	HUNTSVILLE AL
MISS INTEL CTR	W2USAA	SF00009	PROCUREMENT OFF	CPT	97A00	C	MBA	HUNTSVILLE AL
MISS INTEL CTR	W2USAA	SF00010	PROCUREMENT OFF	CPT	97A00	C	MBA	HUNTSVILLE AL
MISS INTEL CTR	W2USAA	SF00011	PROCUREMENT OFF	CPT	97A00	C	MBA	HUNTSVILLE AL
MISS INTEL CTR	W2USAA	SF00012	PROCUREMENT OFF	CPT	97A00	C	MBA	HUNTSVILLE AL
MISS INTEL CTR	W2USAA	SF00013	PROCUREMENT OFF	CPT	97A00	C	MBA	HUNTSVILLE AL
MISS INTEL CTR	W2USAA	SF00014	PROCUREMENT OFF	CPT	97A00	C	MBA	HUNTSVILLE AL
MTMC	W4PQAA	MT00001	PM TCACCIS	LTC	53C88	A	BAT	NORTHERN VA
NAT DEF UNIV	W37WAA	JA00015	MILITARY FACULTY	COL	51A00	X	BAT	WASHINGTON DC
NAT DEF UNIV	W37WAA	JA00075	MILITARY FACULTY	LTC	53C00	R	CUE	WASHINGTON DC
NAT DEF UNIV	W37WAA	JA00014	CONTRACTING OFFICER	MAJ	97A00	C	BAT	WASHINGTON DC
NAVAIR TEST CTR	W27PAA	AE00XXX	INSTRUCTOR TEST PILOT	MAJ	51A15	A	BB1	PAX RIVER MD
NAVAL PG SCHOOL	W1BSAA	JA00064	INSTRUCTOR SYS ACQ MGT	LTC	51A00	X	BAT	MONTEREY CA
NAVAL PG SCHOOL	W1BSAA	JA00065	INSTRUCTOR SYS ACQ MGT	LTC	51A00	X	BAT	MONTEREY CA
NGB	W0DQAA	CS00001	PARC NGB	LTC	97A00	C	MBA	NORTHERN VA
NTC	W4E6AA	FC00015	CONTRACT PROJECT MGR	LTC	97A00	C	MBA	FT IRWIN CA
NTC	W4E6AA	FC00016	DIRECTOR CONTRACTING	LTC	97A00	C	MBA	FT IRWIN CA
NTC OPNS GROUP	W4JPAA	TC00229	PROCUREMENT OFF	MAJ	97A00	C	MBA	FT IRWIN CA
OCLL	W1BYAA	SA00066	STAFF OFFICER	LTC	51A00	A	BAT	PENTAGON
OCLL	W1BYAA	SA00067	STAFF OFFICER	LTC	51A00	A	BAT	PENTAGON
OCLL	W4CHAA	SB00025	CONG PROC STAFF OFFICER	LTC	97A00	C	DLX	PENTAGON
OPM-SANG	W3ZLAA	X100748	CHIEF, MAT FLDING BRANCH	LTC	97A02	A	MBA	RIYADH, SAUDI ARABIA
OPTEC	W3Q220	SF00062	CHIEF T&E OFFICER	LTC	51A00	A	CUH	FT HOOD TX
OPTEC	W3Q225	SF00103	CHIEF TEST OFFICER	LTC	51A00	T	CUH	FT HUNTER LIGGETT CA
OPTEC	W3Q225	SF00105	CHIEF OPNS OFFICER	LTC	51A00	T	CUH	FT HUNTER LIGGETT CA
OPTEC	W3Q2AA	SF00048	CHIEF INF/SPEC OPNS DIV	LTC	51A11	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00054	CHIEF FSC3 DIVISION	LTC	51A13	T	CUH	ALEXANDRIA VA
OPTEC	W3Q224	SF00045	CHIEF ADA BRANCH	LTC	51A14	T	CUH	FT BLISS TX
OPTEC	W3Q2AA	SF00033	CHIEF TEST MGT DIVISION	LTC	51A15	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00043	SENIOR EVALUATION OFFICER	LTC	51A15	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00034	CHIEF INSTRUMENTATION DIV	LTC	51A25	T	BB1	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00051	CHIEF COMMS SYS EVAL DIV	LTC	51A25	T	BB1	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00057	CHIEF IMAGERY EVAL DIV	LTC	51A35	T	BB1	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00059	CHIEF CSS EVAL DIV	LTC	53C00	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00060	CHIEF SUSTAINMENT DI	LTC	53C00	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00061	CHIEF TACTICAL EVAL DIV	LTC	53C00	T	CUH	ALEXANDRIA VA
OPTEC	W3Q220	SF00067	CHIEF ACQUISITION OFF	LTC	97A00	T	BBP	FT HOOD TX
OPTEC	W3Q220	SF00069	TEST OFFICER	MAJ	51A00	A	CUH	FT HOOD TX
OPTEC	W3Q220	SF00074	TEST OFFICER	MAJ	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q220	SF00076	TEST OFFICER	MAJ	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q223	SF00077	TEST OFFICER	MAJ	51A00	T	CUH	FT HUACHUCA AZ
OPTEC	W3Q220	SF00078	TEST OFFICER	MAJ	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q220	SF00079	TEST OFFICER	MAJ	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q220	SF00081	CHIEF INSTRUMENTATION OFF	MAJ	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q220	SF00082	TEST OFFICER	MAJ	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q220	SF00083	TEST OFFICER	MAJ	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q220	SF00089	TEST OFFICER	MAJ	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q2AA	SF00091	TEST OFFICER	MAJ	51A00	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00095	PLANS & OPNS OFFICER	MAJ	51A00	T	CUH	ALEXANDRIA VA
OPTEC	W3Q225	SF00106	SENIOR TEST OFFICER	MAJ	51A00	T	CUH	FT HUNTER LIGGETT CA
OPTEC	W3Q220	SF00128	TEST OFFICER	MAJ	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q2AA	SF00131	TEST & EVAL OFFICER	MAJ	51A00	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00133	EVALUATION OFFICER	MAJ	51A00	T	CUH	ALEXANDRIA VA
OPTEC	W3Q220	SF00146	TEST OFFICER	MAJ	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q220	SF00147	TEST OFFICER	MAJ	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q2AA	SF00047	EVALUATION OFFICER	MAJ	51A12	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00035	INSTRUMENTATION OFFICER	MAJ	51A13	T	BB1	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00055	EVAL OFFICER	MAJ	51A13	T	CUH	ALEXANDRIA VA
OPTEC	W3Q221	SF00080	TEST OFFICER	MAJ	51A13	T	CUH	FT SILL OK
OPTEC	W3Q2AA	SF00046	EVALUATION OFFICER	MAJ	51A14	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00044	EVALUATION OFFICER	MAJ	51A15	T	CUH	ALEXANDRIA VA
OPTEC	W3Q220	SF00093	TEST OFFICER	MAJ	51A15	T	CUH	FT HOOD TX
OPTEC	W3Q223	SF00132	TEST OFFICER	MAJ	51A15	T	CUH	FT HUACHUCA AZ
OPTEC	W3Q220	SF00134	TEST OFFICER	MAJ	51A15	T	CUH	FT HOOD TX
OPTEC	W3Q222	SF00096	TEST OFFICER	MAJ	51A18	T	CUH	FT BRAGG NC
OPTEC	W3Q225	SF00110	CHIEF T&E OFFICER	MAJ	51A25	T	CUH	FT HUNTER LIGGETT CA
OPTEC	W3Q2AA	SF00058	EVAL OFFICER	MAJ	51A35	T	CUH	ALEXANDRIA VA
OPTEC	W3Q223	SF00098	TEST OFFICER	MAJ	51A35	T	CUH	FT HUACHUCA AZ
OPTEC	W3Q223	SF00100	TEST OFFICER	MAJ	51A35	T	CUH	FT HUACHUCA AZ
OPTEC	W3Q2AA	SF00127	EVALUATION OFFICER	MAJ	51A74	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00052	EVALUATION OFFICER	MAJ	51A88	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00094	EVAL OFFICER	MAJ	51A88	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00053	EVALUATION OFFICER	MAJ	51A91	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00049	EVALUATION OFFICER	MAJ	53B00	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00056	EVALUATION OFFICER	MAJ	53B00	T	CUH	ALEXANDRIA VA
OPTEC	W3Q220	SF00066	ADP OFFICER	MAJ	53B00	T	BCF	FT HOOD TX
OPTEC	W3Q225	SF00107	CHIEF ADP OFFICER	MAJ	53B00	T	BCF	FT HUNTER LIGGETT CA
OPTEC	W3Q220	SF00109	TEST OFFICER	MAJ	53B00	T	BCF	FT HOOD TX
OPTEC	W3Q2AA	SF00143	ADP OFFICER AERB	MAJ	53B00	T	CUE	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00145	ADP SOFTWARE T&E OFFICER	MAJ	53B00	T	CUE	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00039	SUPERVISOR ADP AERB	MAJ	53B25	T	CUE	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00068	PROCUREMENT OFFICER	MAJ	97A00	C	MBA	ALEXVA,W/DUTY FT HOOD
OPTEC	W3Q220	SF00070	INSTRUMENTATION OFFICER	CPT	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q220	SF00071	TEST OFFICER	CPT	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q220	SF00072	TEST OFFICER	CPT	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q220	SF00084	TEST OFFICER	CPT	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q220	SF00088	TEST OFFICER	CPT	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q224	SF00092	TEST OFFICER	CPT	51A00	T	CUH	FT BLISS TX
OPTEC	W3Q220	SF00102	TEST OFFICER	CPT	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q225	SF00129	TEST & ELECTRICAL ENG OFF	CPT	51A00	L	CUH	FT HUNTER LIGGETT CA
OPTEC	W3Q220	SF00138	TEST OFFICER	CPT	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q204	SF00140	TEST & EVAL OFFICER	CPT	51A00	T	BCF	FT GORDON GA
OPTEC	W3Q220	SF00141	INSTRUMENTATION OFFICER	CPT	51A00	T	CUH	FT HOOD TX
OPTEC	W3Q201	SF00085	TEST & EVAL OFFICER	CPT	51A11	T	DLX	FT HOOD TX
OPTEC	W3Q220	SF00050	TEST OFFICER	CPT	51A12	T	CUH	FT HOOD TX
OPTEC	W3Q221	SF00142	TEST OFFICER	CPT	51A13	T	CUH	FT SILL OK
OPTEC	W3Q224	SF00101	TEST OFFICER	CPT	51A14	T	CUH	FT BLISS TX
OPTEC	W3Q224	SF00139	TEST OFFICER	CPT	51A14	T	CUH	FT BLISS TX
OPTEC	W3Q2AA	SF00086	INSTRUMENTATION OFFICER	CPT	51A15	T	BB1	ALEXANDRIA VA
OPTEC	W3Q220	SF00087	TEST OFFICER	CPT	51A15	T	CIJ	FT HOOD TX
OPTEC	W3Q220	SF00090	TEST OFFICER	CPT	51A15	T	CUH	FT HOOD TX
OPTEC	W3Q222	SF00097	TEST OFFICER	CPT	51A18	T	CUH	FT BRAGG NC
OPTEC	W3Q220	SF00104	TEST OFFICER	CPT	51A25	T	CUH	FT HOOD TX
OPTEC	W3Q223	SF00111	TEST OFFICER	CPT	51A25	T	CUH	FT HUACHUCA AZ
OPTEC	W3Q225	SF00112	TEST & ELECTRICAL ENG OFF	CPT	51A25	T	CUH	FT HUNTER LIGGETT CA
OPTEC	W3Q223	SF00099	TEST OFFICER	CPT	51A35	T	CUH	FT HUACHUCA AZ
OPTEC	W3Q220	SF00075	TEST OFFICER	CPT	51A91	T	CUH	FT HOOD TX
OPTEC	W3Q220	SF00086	TEST OFFICER	CPT	51A91	T	CUH	FT HOOD TX
OPTEC	W3Q2AA	SF00038	ADP OFFICER AERB	CPT	53B00	T	CUE	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00040	ADP OFFICER	CPT	53B00	T	BCF	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00041	ADP OFFICER	CPT	53B00	T	CUE	ALEXANDRIA VA
OPTEC	W3Q220	SF00063	TEST OFFICER	CPT	53B00	R	BCF	FT HOOD TX
OPTEC	W3Q220	SF00064	ADP OFFICER	CPT	53B00	T	BCF	FT HOOD TX
OPTEC	W3Q220	SF00073	ADP OFFICER	CPT	53B00	T	BAT	FT HOOD TX
OPTEC	W3Q225	SF00157	TEST OFFICER	CPT	53B00	T	BCF	FT HUNTER LIGGETT CA
OPTEC	W3Q202	SF00136	TEST & EVAL OFFICER	CPT	53B12	T	CUH	FT KNOX KY
OPTEC	W3Q220	SF00065	ADP OFFICER	CPT	53B25	T	BCF	FT HOOD TX
OPTEC	W3Q2AA	SF00126	EVALUATION OFFICER	CPT	53B92	T	CUH	ALEXANDRIA VA
OPTEC	W3Q2AA	SF00042	CHIEF CONTRACTS DIVISION	CPT	97A00	C	MBA	ALEXANDRIA VA
OSD	W1B3AA	DF00054	ACQUISITION OVERSIGHT OFF	COL	51A00	V	BAT	PENTAGON
OSD	W1B3AA	DF00056	MIL STF ASSISTANT ADA/UAV	COL	51A00	A	BAT	PENTAGON
OSD	W1B3AA	DF00057	FOREIGN COMP TEST PGM	COL	51A00	A	BAT	PENTAGON
OSD	W1B3AA	DF00259	THEATER BALLISTIC MSL OFF	COL	51A00	V	BAT	PENTAGON
OSD	W1B3AA	DF00260	MGR INTL COOPERATIVE PGMS	COL	51A00	A	BAT	PENTAGON
OSD	W1B3AA	DF00265	ASST MAJOR WPNS SYSTEMS	COL	51A00	A	BAT	PENTAGON
OSD	W1B3AA	DF00268	SP ASST MGMT POLICY/PGMS	COL	51A00	V	BAT	PENTAGON
OSD	W1B3AA	DF00269	PM CONVENTIONAL FORCES	COL	51A00	V	BAT	PENTAGON
OSD	W1B3AA	DF00272	STAFF SPECIALIST DT&E	COL	51A00	V	BAT	PENTAGON
OSD	W1B3AA	DF00283	SP AST CP THREAT OUSD(AT)	COL	51A00	A	BAT	PENTAGON
OSD	W1B3AA	DF00271	US ADA DEF REP ARMAMENTS	COL	51A14	V	MBA	PENTAGON
OSD	W1B3AA	DF00235	PGM OFFICER ADV WPN SYS	COL	51A15	V	BB1	PENTAGON
OSD	W1B3AA	DF00238	DEF ACQ PROGRAM ANALYST	COL	97A00	V	CUH	PENTAGON
OSD	W1B3AA	DF00270	DEPUTY DIRECTOR SADBU	COL	97A00	V	BAT	PENTAGON
OSD	W4RTAA	DF00284	SPECIAL ASST ACQ REFORM	COL	97A00	C	MBA	PENTAGON
OSD	W1B3AA	DF00052	ASST TO DUSD(AE&T)	LTC	51A00	X	BAT	PENTAGON
OSD	W1B3AA	DF00237	BUDGET/PROGRAMS ANALYST	LTC	51A00	V	CUH	PENTAGON
OSD	W1B3AA	DF00234	DEP ARMS CONT/COMPLIANCE	LTC	51A14	A	MBA	PENTAGON
OSD	W1B3AA	DF00065	A/DEP DIR DEF PROCUREMENT	LTC	97A00	C	MBA	PENTAGON
PEO ASM	W27P10	AE00536	PM ARMORED SYSTEMS INTG	COL	51A00	A	BAT	WARREN MI
PEO ASM	W27P10	AE00330	PM BFVS	COL	51A11	A	BAT	WARREN MI
PEO ASM	W27P10	AE00154	PM TMAS	COL	51A12	A	BAT	PICATINNY NJ
PEO ASM	W27P10	AE00325	PM ABRAMS	COL	51A12	A	BAT	WARREN MI
PEO ASM	W27P10	AE00336	PM AGS	COL	51A12	A	DLX	WARREN MI
PEO ASM	W27P10	AE00345	PM CMS	COL	51A21	A	BAT	WARREN MI
PEO ASM	W27P10	AE00159	PM MCD	COL	51A91	A	BAT	PICATINNY NJ
PEO ASM	W27P10	AE00315	LOG OFFICER INT OPS ASM	LTC	51A00	A	BAT	WARREN MI
PEO ASM	W27P10	AE00495	R&D COORDINATOR ASI	LTC	51A00	A	DLX	WARREN MI
PEO ASM	W27P10	AE00537	PM BRAD FIRE SPT TEAM VEH	LTC	51A00	A	BAT	WARREN MI
PEO ASM	W27P10	AE00538	PM CBT VEH SIGNATURE MGT	LTC	51A00	A	BB1	WARREN MI
PEO ASM	W27P10	AE00332	PM C2V BFVS	LTC	51A11	A	BAT	WARREN MI
PEO ASM	W27P10	AE00155	APM ADVANCED TANK ARM SYS	LTC	51A12	A	DLX	PICATINNY NJ
PEO ASM	W27P10	AE00316	LIAISON OFFICER BFVS	LTC	51A12	A	BAT	PENTAGON
PEO ASM	W27P10	AE00323	ILS MANAGER INT LOG ASM	LTC	51A12	A	BAT	WARREN MI
PEO ASM	W27P10	AE00326	PM M1A1	LTC	51A12	A	BAT	WARREN MI
PEO ASM	W27P10	AE00537	PM ARMAMENTS AGS	LTC	51A12	A	DLX	WARREN MI
PEO ASM	W27P10	AE00348	PM BREACHER	LTC	51A12	A	BAT	WARREN MI
PEO ASM	W27P10	AE00420	PM M1A2	LTC	51A12	A	BAT	WARREN MI
PEO ASM	W27P10	AE00347	PM HVY ASSAULT BRIDGE	LTC	51A21	A	BAT	WARREN MI
PEO ASM	W27P10	AE00346	PM IRV	LTC	51A91	A	BAT	WARREN MI
PEO ASM	W27P10	AE00525	APM DIGITIZATION/SYNC ASI	LTC	53C12	A	DLX	WARREN MI
PEO ASM	W27P10	AE00331	PM M2/M3 BFVS	LTC	97A02	A	BAT	WARREN MI
PEO ASM	W27P10	AE00338	PLANS PRODUCTION OFF AGS	MAJ	51A02	A	DLX	WARREN MI
PEO ASM	W27P10	AE00339	TEST & EVAL OFFICER AGS	MAJ	51A02	T	CUH	WARREN MI
PEO ASM	W27P10	AE00340	LOGISTICS PROJECT OFF AGS	MAJ	51A02	A	BAT	WARREN MI
PEO ASM	W27P10	AE00314	EXECUTIVE OFFICER ASM	MAJ	51A12	A	BAT	WARREN MI
PEO ASM	W27P10	AE00320	R & D COORD BUS MGT ASM	MAJ	51A12	A	MBA	WARREN MI
PEO ASM	W27P10	AE00324	LOG OFFICER INT LOG ASM	MAJ	51A12	A	BAT	WARREN MI
PEO ASM	W27P10	AE00423	LIAISON OFFICER BFVS	MAJ	51A12	A	BAT	PENTAGON
PEO ASM	W27P10	AE00558	APM ARMOR/NBC ASI	MAJ	51A12	A	BAT	WARREN MI
PEO ASM	W27P10	AE00462	APM DEMO/COUNTER MINES	MAJ	51A21	A	BAT	PICATINNY NJ
PEO ASM	W27P10	AE00156	APM ARMAMENT ENHANCE TMAS	MAJ	51A91	A	DLX	PICATINNY NJ
PEO ASM	W27P10	AE00527	R & D COORDINATOR ABRAMS	MAJ	51A91	A	DLX	WARREN MI
PEO ASM	W27P10	AE00463	APM ARMORED GUN SYS TMAS	MAJ	51A91	A	DLX	PICATINNY NJ
PEO ASM	W27P10	AE00557	R&D COORDINATOR BFVS	MAJ	53B02	R	DLX	WARREN MI
PEO ASM	W27P10	AE00333	APM M2/M3 BFVS	MAJ	97A02	A	BAT	WARREN MI
PEO ASM	W27P10	AE00424	APM C2V BFVS	MAJ	97A11	A	BB1	WARREN MI
PEO ASM	W27P10	AE00328	APM READINESS ABRAMS	MAJ	97A91	A	BAT	WARREN MI
PEO ASM	W27P10	AE00329	MATERIEL CHG OFF ABRAMS	MAJ	97A91	A	DLX	WARREN MI
PEO ASM	W27P10	AE00335	R & D COORDINATOR BFVS	CPT	51A11	A	DLX	WARREN MI

CAREER DEVELOPMENT UPDATE

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
PEO ASM	W27P10	AE00349	TEST & EVAL OFFICER IRV	CPT	51A12	T	CUH	WARREN MI
PEO ASM	W27P10	AE00461	APM TEST & EVAL TMAS	CPT	51A12	T	CUH	PICATINNY NJ
PEO ASM	W27P10	AE00143	APM MINES MCD	CPT	51A91	A	BAT	PICATINNY NJ
PEO ASM	W27P10	AE00158	ARMORED SYS OFFICER TMAS	CPT	51A91	A	DLX	PICATINNY NJ
PEO ASM	W27P10	AE00321	R & D COORD BUS MGT ASM	CPT	51A91	A	MBA	WARREN MI
PEO ASM	W27P10	AE00322	R & D COORD BUS MGT ASM	CPT	51A91	A	MBA	WARREN MI
PEO AVN	W27P02	AE00065	PM UTILITY HELICOPTERS	COL	51A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00078	PM LONGBOW	COL	51A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00084	APM REQS/RSI COMANCHE	COL	51A15	A	CUH	ST LOUIS MO
PEO AVN	W27P02	AE00506	APEO INTL OPERATIONS AVN	COL	51A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00056	PM AV ELECTRONIC COMBAT	COL	97A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00038	LIAISON OFFICER LONGBOW	LTC	51A15	A	BAT	PENTAGON
PEO AVN	W27P02	AE00039	LIAISON OFF COMANCHE	LTC	51A15	A	CFX	PENTAGON
PEO AVN	W27P02	AE00047	PM APACHE MOD	LTC	51A15	A	CHX	ST LOUIS MO
PEO AVN	W27P02	AE00058	APM ELECTRO-OPTICS/LASERS	LTC	51A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00079	APM TEST & EVAL LONGBOW	LTC	51A15	T	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00082	PM LONGBOW/APACHE	LTC	51A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00083	PM FIRE CONTROL RADAR	LTC	51A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00085	APM TEST & EVAL COMANCHE	LTC	51A15	T	CFX	ST LOUIS MO
PEO AVN	W27P02	AE00089	PM T800 ENGINE	LTC	51A15	A	CFX	ST LOUIS MO
PEO AVN	W27P02	AE00090	PM COMANCHE CSS	LTC	51A15	A	CHX	ST LOUIS MO
PEO AVN	W27P02	AE00419	PM AVIONICS	LTC	51A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00503	CHIEF FORCE MOD BRANCH	LTC	51A15	L	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00507	SP ASST SIMULATION AVN	LTC	53C15	A	DLX	ST LOUIS MO
PEO AVN	W27P02	AE00059	APM RADAR COUNTERMEASURES	LTC	97A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00068	APM PROCURE/PRODUCTION LB	LTC	97A15	C	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00453	JT TECH COORD GP OFF AEC	LTC	97A15	A	BAT	ARLINGTON VA
PEO AVN	W27P02	AE00060	APM ADV INTEG ASE	MAJ	51A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00475	APM GBL POSITIONING SYS	MAJ	51A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00477	APM INTERNATIONAL LOG AAH	MAJ	51A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00505	APM TADS/PNVS AAH	MAJ	51A15	A	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00510	APM APPLD TECH COMANCHE	MAJ	51A15	S	CHX	ST LOUIS MO
PEO AVN	W27P02	AE00511	APM MSN PLAN COMANCHE	MAJ	51A15	A	CUE	ST LOUIS MO
PEO AVN	W27P02	AE00543	TRAINING OFF LONGBOW	MAJ	51A15	L	BAT	ST LOUIS MO
PEO AVN	W27P02	AE00064	APM SPECIAL AVIONICS AEC	MAJ	53B15	S	DLX	ST LOUIS MO
PEO AVN	W27P02	AE00509	APM COMMAND & CONTROL AEC	MAJ	53B15	A	DLX	ST LOUIS MO
PEO AVN	W27P02	AE00512	APM SIMULATION & TNG CMHE	MAJ	53B15	A	DLX	ST LOUIS MO
PEO AVN	W27P02	AE00544	AEROSPACE ENGINEER LNGBW	MAJ	53B15	S	DLX	ST LOUIS MO
PEO AVN	W27P02	AE00087	PROCUREMENT OFF COMANCHE	MAJ	97A15	C	MBA	ST LOUIS MO
PEO AVN	W27P02	AE00062	APM INFRARED CTR MEASURES	CPT	51A15	A	CFX	ST LOUIS MO
PEO AVN	W27P02	AE00458	APM COMMUNICATIONS AEC	CPT	51A15	A	BB1	ST LOUIS MO
PEO AVN	W27P02	AE00459	APM ELECTRONIC WAR F AEC	CPT	51A15	A	BB1	ST LOUIS MO
PEO AVN	W27P02	AE00508	APM AIR WARRIOR ALSE	CPT	97A15	A	CFX	ST LOUIS MO
PEO CCS	W27P03	AE00101	PM FATDS	COL	51A13	A	CUE	FT MONMOUTH NJ
PEO CCS	W27P03	AE00113	PM ADCCS	COL	51A14	A	CUE	HUNTSVILLE AL
PEO CCS	W27P03	AE00108	PM CHS	COL	51A25	A	DLX	FT MONMOUTH NJ
PEO CCS	W27P03	AE00124	PM INTELLIGENCE FUSION	COL	51A35	A	CUE	MCLEAN VA
PEO CCS	W27P03	AE00098	PM OPTADS	COL	53C25	A	CUE	FT MONMOUTH NJ
PEO CCS	W27P03	AE00110	PM STRATEGIC & THEATER C2	COL	53C92	A	BCF	FT BELVOIR VA
PEO CCS	W27P03	AE00102	PROJECT OFF TEST FATDS	LTC	51A13	T	BAT	FT MONMOUTH NJ
PEO CCS	W27P03	AE00105	PM AFATDS	LTC	51A13	A	BAT	FT MONMOUTH NJ
PEO CCS	W27P03	AE00114	PM FAAD C2	LTC	51A14	A	CUE	HUNTSVILLE AL
PEO CCS	W27P03	AE00115	PM EAD C2	LTC	51A14	A	CUE	HUNTSVILLE AL
PEO CCS	W27P03	AE00093	OPERATIONS OFFICER CCS	LTC	51A25	A	BAT	FT MONMOUTH NJ
PEO CCS	W27P03	AE00095	TEST & EVALUATION OFF CCS	LTC	51A25	T	BAT	FT MONMOUTH NJ
PEO CCS	W27P03	AE00099	INTEROP OFFICER OPTADS	LTC	51A25	A	BB1	FT MONMOUTH NJ
PEO CCS	W27P03	AE00109	PM SICPS	LTC	51A25	A	DLX	FT MONMOUTH NJ
PEO CCS	W27P03	AE00513	PROTOTYPE OFFICER OPTADS	LTC	51A25	A	CUE	FT MONMOUTH NJ
PEO CCS	W27P03	AE00564	PROJECT OFFICER CN/CMS	LTC	51A25	A	BAT	MCLEAN VA
PEO CCS	W27P03	AE00094	SPECIAL PROJECTS OFF CCS	LTC	51A35	A	BAT	FT MONMOUTH NJ
PEO CCS	W27P03	AE00133	C FT HOOD FLD OFFICE IF	LTC	51A35	A	BB1	FT HOOD TX
PEO CCS	W27P03	AE00136	PM ASAS SOFTWARE	LTC	51A35	A	CUE	MCLEAN VA
PEO CCS	W27P03	AE00103	PO INTEROPERABILITY FATDS	LTC	53C13	A	BAT	FT MONMOUTH NJ
PEO CCS	W27P03	AE00417	DIR ATCCS INTEGRATION	LTC	53C25	A	BB1	FT HOOD TX
PEO CCS	W27P03	AE00138	PROTOTYPING MANAGER IF	LTC	53C35	A	CUE	MCLEAN VA
PEO CCS	W27P03	AE00514	SYSTEMS DELIVERY MGR IF	LTC	53C35	A	CUE	MCLEAN VA
PEO CCS	W27P03	AE00531	PM JOINT COLLECTION MGT	LTC	53C35	A	CUE	MCLEAN VA
PEO CCS	W27P03	AE00502	PM CSSCS	LTC	53C92	A	BCF	FT BELVOIR VA
PEO CCS	W27P03	AE00092	OPERATIONS OFFICER CCS	LTC	97A25	A	BAT	FT MONMOUTH NJ
PEO CCS	W27P03	AE00104	PROJECT OFF FT SILL FATDS	MAJ	51A13	A	BAT	FT SILL OK
PEO CCS	W27P03	AE00091	EXECUTIVE OFFICER CCS	MAJ	51A25	A	BAT	FT MONMOUTH NJ
PEO CCS	W27P03	AE00096	PENTAGON LIAISON ADCCS	MAJ	51A25	A	CUH	PENTAGON
PEO CCS	W27P03	AE00118	PROJECT OFFICER STCCS	MAJ	51A25	A	BCF	FT BELVOIR VA
PEO CCS	W27P03	AE00125	SYSTEM PERFORMANCE MGR IF	MAJ	51A35	A	BB1	MCLEAN VA
PEO CCS	W27P03	AE00129	FIELDING&TRAINING OFF IF	MAJ	51A35	A	BAT	MCLEAN VA
PEO CCS	W27P03	AE00515	TEST & INTEGRATION OFF IF	MAJ	51A35	A	CUH	FT HOOD TX
PEO CCS	W27P03	AE00132	FLDG OFFICER EUROPE IF	MAJ	51A91	A	BAT	HEIDELBERG GE
PEO CCS	W27P03	AE00112	TEST OFFICER STCCS	MAJ	53B25	T	BCF	FT BELVOIR VA
PEO CCS	W27P03	AE00545	MCS PROJECT OFF OPTADS	MAJ	53B25	A	CUE	FT MONMOUTH NJ
PEO CCS	W27P03	AE00565	OPERATIONS OFFICER CN/CMS	MAJ	53B25	A	BAT	MCLEAN VA
PEO CCS	W27P03	AE00131	SOFTWARE ENGINEER IF	MAJ	53B35	A	CUE	MCLEAN VA
PEO CCS	W27P03	AE00117	OPERATIONS OFFICER STCCS	MAJ	53B92	A	BCF	FT BELVOIR VA
PEO CCS	W27P03	AE00546	MCS PROJ SPT OFF OPTADS	CPT	51A25	A	BAT	FT HOOD TX
PEO CCS	W27P03	AE00563	TEST OFFICER CHS	CPT	51A25	T	CUH	FT MONMOUTH NJ
PEO CCS	W27P03	AE00097	SR PROJECT OFFICER ATCCS	CPT	51A35	A	BB1	FT HOOD TX
PEO CCS	W27P03	AE00120	SYSTEMS ACQ OFFICER STCCS	CPT	53B25	L	BCF	FT BELVOIR VA
PEO CCS	W27P03	AE00121	SYSTEMS ACQ OFFICER STCCS	CPT	53B25	L	BCF	FT BELVOIR VA
PEO COMM	W27P08	AE00280	PM GLOBAL POSITIONING SYS	COL	51A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00299	PM SATCOM	COL	51A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00302	PM MILSTAR	COL	51A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00291	PM TACTICAL RADIO COMMS	COL	53C25	A	BB1	FT MONMOUTH NJ
PEO COMM	W27P08	AE00288	PM JTACS	COL	97A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00274	CHIEF FIELDING OFFICE	LTC	51A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00287	PM CMS	LTC	51A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00478	DEPUTY JTPO CAL MILSTAR	LTC	51A25	A	BAT	LOS ANGELES CA
PEO COMM	W27P08	AE00524	PM SINCGARS	LTC	51A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00532	PM JTIDS	LTC	51A25	A	BB1	FT MONMOUTH NJ
PEO COMM	W27P08	AE00298	PM EPLRS	LTC	53C25	A	BB1	FT MONMOUTH NJ
PEO COMM	W27P08	AE00472	FIELD & TEST OFF SATCOM	LTC	53C25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00290	FIELDING OFFICER JTACS	LTC	97A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00301	PM TACSAT	LTC	97A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00309	CHIEF GD FIELD OFFICE TRC	LTC	97A25	A	BB1	TALLAHASSEE FL
PEO COMM	W27P08	AE00526	CHIEF TM/ARMY DEP GPS	LTC	97A25	A	BAT	LOS ANGELES CA
PEO COMM	W27P08	AE00570	OPERATIONS OFFICER TRCS	LTC	97A25	A	BAT	PENTAGON

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
PEO COMM	W27P08	AE00276	OPERATIONS OFFICER	MAJ	51A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00277	OPERATIONS OFFICER	MAJ	51A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00281	PROJECT OFFICER GPS	MAJ	51A25	A	BAT	LOS ANGELES CA
PEO COMM	W27P08	AE00300	FIELDING OFFICER SATCOM	MAJ	51A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00304	LNO CAL FLD OFC MILSTAR	MAJ	51A25	A	BAT	LOS ANGELES CA
PEO COMM	W27P08	AE00305	SYSTEMS OFFICER MILSTAR	MAJ	51A25	S	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00310	PROJECT OFFICER TRC	MAJ	51A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00313	PROJECT OFFICER TRC	MAJ	51A25	A	BB1	FT MONMOUTH NJ
PEO COMM	W27P08	AE00471	OPERATIONS OFFICER	MAJ	51A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00527	PROJECT OFFICER GPS	MAJ	51A25	A	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00572	DEPUTY JTPO MILSTAR	MAJ	51A25	A	BAT	CRYSTAL CITY VA
PEO COMM	W27P08	AE00275	FIELDING OFFICER	MAJ	53B25	A	CUE	FT MONMOUTH NJ
PEO COMM	W27P08	AE00295	TEST OFFICER TRC	MAJ	53B25	T	CUE	HANSCOM AFB MA
PEO COMM	W27P08	AE00555	SOFTWARE ENGINEER SATCOM	MAJ	53B25	A	CUE	FT MONMOUTH NJ
PEO COMM	W27P08	AE00569	TEST OFFICER JTACS	MAJ	97A25	T	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00571	CHIEF CAL FIELD OFFICE	MAJ	97A25	A	BB1	FULLERTON CA
PEO COMM	W27P08	AE00283	TEST OFFICER GPS	CPT	51A25	T	BAT	LOS ANGELES CA
PEO COMM	W27P08	AE00460	SYSTEMS OFFICER JTACS	CPT	51A25	S	BAT	FT MONMOUTH NJ
PEO COMM	W27P08	AE00556	SOFTWARE ENGINEER MILSTAR	CPT	53B25	A	CUE	FT MONMOUTH NJ
PEO FAS	W27P04	AE00142	DEP PEO FAS	COL	51A12	A	DLX	PICATINNY NJ
PEO FAS	W27P04	AE00355	PM CRUSADER	COL	51A13	A	DLX	PICATINNY NJ
PEO FAS	W27P04	AE00146	PM SADARM	COL	51A91	A	DLX	PICATINNY NJ
PEO FAS	W27P04	AE00147	SYSTEMS INTEG OFF S ARM	LTC	51A13	A	BAT	PICATINNY NJ
PEO FAS	W27P04	AE00151	PM PALADIN/FAASV	LTC	51A13	A	BAT	PICATINNY NJ
PEO FAS	W27P04	AE00356	C TNG SIMULATION CRUSADER	LTC	51A13	A	BB1	PICATINNY NJ
PEO FAS	W27P04	AE00360	PM CRUSADER ARMAMENTS	LTC	51A13	A	DLX	PICATINNY NJ
PEO FAS	W27P04	AE00361	PM CRUSADER MUNITIONS	LTC	51A13	A	DLX	PICATINNY NJ
PEO FAS	W27P04	AE00144	PNT REP CRUSADER	LTC	51A91	A	DLX	PENTAGON
PEO FAS	W27P04	AE00350	PM CRUSADER MOBILITY	LTC	51A91	A	BAT	WARREN MI
PEO FAS	W27P04	AE00152	SYSTEMS FLDG OFF PALADIN	MAJ	51A13	A	DLX	PICATINNY NJ
PEO FAS	W27P04	AE00357	SYSTEMS ENG OFF CRUSADER	MAJ	51A13	A	BAT	MINNEAPOLIS, MN
PEO FAS	W27P04	AE00363	SYSTEM T&E OFF CRUSADER	MAJ	51A13	T	CUH	PICATINNY NJ
PEO FAS	W27P04	AE00149	SYSTEMS TECH OFF S ARM	MAJ	51A91	A	BAT	PICATINNY NJ
PEO FAS	W27P04	AE00362	SYSTEMS LOG OFF CRUSADER	MAJ	51A91	A	BAT	PICATINNY NJ
PEO FAS	W27P04	AE00358	SYS INTEGR OFF CRUSADER	MAJ	53B13	A	DLX	PICATINNY NJ
PEO FAS	W27P04	AE00547	SYS MAT CHG OFF PALADIN	MAJ	53B13	A	DLX	PICATINNY NJ
PEO FAS	W27P04	AE00153	SYSTEMS LOG OFF PALADIN	CPT	51A13	L	DLX	PICATINNY NJ
PEO FAS	W27P04	AE00548	SYS ENGR OFF CRUSADER	CPT	51A13	A	DLX	PICATINNY NJ
PEO IEW	W27P01	AE00017	PM COMBAT ID	COL	51A00	A	CHX	FALLS CHURCH VA
PEO IEW	W27P01	AE00482	DIR JT PRECISION S DEMO	COL	51A00	A	CHX	FALLS CHURCH VA
PEO IEW	W27P01	AE00014	PM NV/RSTA	COL	51A12	A	CHX	FT BELVOIR VA
PEO IEW	W27P01	AE00025	PM SIG WARFARE	COL	51A35	A	CHX	WARRENTON VA
PEO IEW	W27P01	AE00032	PM JOINT STARS	COL	51A35	A	CHX	FT MONMOUTH NJ
PEO IEW	W27P01	AE00007	OPERATIONS OFFICER JPSD	LTC	51A00	A	BAT	FALLS CHURCH VA
PEO IEW	W27P01	AE00021	PM BCIS	LTC	51A00	A	CHX	FT MONMOUTH NJ
PEO IEW	W27P01	AE00480	PM FLIR	LTC	51A00	A	CHX	FT BELVOIR VA
PEO IEW	W27P01	AE00020	PM FIREFINDER	LTC	51A13	A	CHX	FT MONMOUTH NJ
PEO IEW	W27P01	AE00023	PM FAAD GBS	LTC	51A14	A	CHX	HUNTSVILLE AL
PEO IEW	W27P01	AE00011	PM AERIAL COMMON SENSOR	LTC	51A15	A	CHX	FT MONMOUTH NJ
PEO IEW	W27P01	AE00003	ACQ MGT OFFICER IEW	LTC	51A35	A	BAT	FT MONMOUTH NJ
PEO IEW	W27P01	AE00005	LIAISON OFFICER JT STARS	LTC	51A35	A	BAT	PENTAGON
PEO IEW	W27P01	AE00029	PM GBCS	LTC	51A35	A	CHX	WARRENTON VA
PEO IEW	W27P01	AE00031	PRODUCT OFFICER ABN LOW	LTC	51A35	A	CHX	WARRENTON VA
PEO IEW	W27P01	AE00033	APM JOINT STARS	LTC	51A35	A	BAT	HANSCOM AFB MA
PEO IEW	W27P01	AE00452	PM TESAR	LTC	51A35	A	CHX	FT MONMOUTH NJ
PEO IEW	W27P01	AE00022	APM BCIS	MAJ	51A00	A	BAT	FT MONMOUTH NJ
PEO IEW	W27P01	AE00481	APM FLIR	MAJ	51A00	A	BAT	FT BELVOIR VA
PEO IEW	W27P01	AE00541	TEST & EVAL OFF SW	MAJ	51A00	T	BAT	WARRENTON VA
PEO IEW	W27P01	AE00542	LOG FLD OFF JT STARS	MAJ	51A00	L	BAT	FT MONMOUTH NJ
PEO IEW	W27P01	AE00561	PROJ LEADER LLDR NV/RSTA	MAJ	51A00	A	BAT	FT BELVOIR VA
PEO IEW	W27P01	AE00024	APM FAAD GBS	MAJ	51A14	A	BAT	HUNTSVILLE AL
PEO IEW	W27P01	AE00015	TEST & EVAL OFF NV/RSTA	MAJ	51A15	T	BAT	FT BELVOIR VA
PEO IEW	W27P01	AE00002	EXECUTIVE OFFICER IEW	MAJ	51A35	A	BAT	FT MONMOUTH NJ
PEO IEW	W27P01	AE00026	TEST & EVAL OFF SW	MAJ	51A35	T	BAT	WARRENTON VA
PEO IEW	W27P01	AE00427	APM TESAR	MAJ	51A35	A	BAT	FT MONMOUTH NJ
PEO IEW	W27P01	AE00562	PROJ LEADER LRAS3 NV/RSTA	MAJ	97A00	A	BAT	FT BELVOIR VA
PEO IEW	W27P01	AE00430	TEST & EVAL OFF JPSD	CPT	51A00	T	BAT	FALLS CHURCH VA
PEO IEW	W27P01	AE00429	TEST & EVAL OFF JT STARS	CPT	51A35	T	BAT	FT MONMOUTH NJ
PEO MSL DEF	W27P06	AE00186	CHIEF PGM COORDINATION	COL	51A00	A	BAT	WASHINGTON DC
PEO MSL DEF	W27P06	AE00202	PM THAAD	COL	51A00	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00215	DEP PROGRAM MGR ANMD	COL	51A00	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00467	DIR TECHNICAL SUPPORT MD	COL	51A00	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00521	C ENGAGEMENT PLAN ANMD	COL	51A00	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00197	ASST PEO MISSILE DEFENSE	COL	51A14	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00206	PM PATRIOT	COL	51A14	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00212	PM CORPS SAM	COL	51A14	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00187	STAFF OFF/PGM COORDINATOR	LTC	51A00	A	BAT	WASHINGTON DC
PEO MSL DEF	W27P06	AE00188	PGM INTEGRATION OFF THAAD	LTC	51A00	A	BAT	WASHINGTON DC
PEO MSL DEF	W27P06	AE00189	LIAISON OFF NATL MSL DEF	LTC	51A00	A	BAT	PENTAGON
PEO MSL DEF	W27P06	AE00190	STAFF OFF/PGM COORDINATOR	LTC	51A00	A	BAT	WASHINGTON DC
PEO MSL DEF	W27P06	AE00196	STAFF OFF/PGM COORDINATOR	LTC	51A00	A	BAT	WASHINGTON DC
PEO MSL DEF	W27P06	AE00204	DEP ENGINEER MGT THAAD	LTC	51A00	S	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00207	APM SPECIAL PGMS PATRIOT	LTC	51A00	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00213	APM PGM INTEG CORPS SAM	LTC	51A00	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00224	C INTEGRATION & TEST GBR	LTC	51A00	T	MBA	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00411	DEP TEST & EVAL DIV ANMD	LTC	51A00	T	CUH	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00466	DEP PRODUCT DIR JTAGS	LTC	51A00	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00500	PM LAUNCHER THAAD	LTC	51A00	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00501	PM BM C3 I	LTC	51A00	A	BCF	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00519	DEPUTY EKV OFFICE ANMD	LTC	51A00	A	CFX	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00535	PM THAAD GBR	LTC	51A14	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00517	APM PATRIOT BM C3 I	LTC	53C14	A	DLX	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00184	PM PAC3 MISSILE	LTC	97A91	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00185	EXECUTIVE OFFICER MSL DEF	MAJ	51A00	A	BAT	WASHINGTON DC
PEO MSL DEF	W27P06	AE00191	STAFF OFF/PGM COORDINATOR	MAJ	51A00	A	BAT	PENTAGON
PEO MSL DEF	W27P06	AE00192	STAFF OFF/PGM COORDINATOR	MAJ	51A00	A	BAT	WASHINGTON DC
PEO MSL DEF	W27P06	AE00194	LIAISON OFFICER TMD	MAJ	51A00	A	BAT	PENTAGON
PEO MSL DEF	W27P06	AE00195	PROGRAM COORDINATOR ANMD	MAJ	51A00	A	BAT	WASHINGTON DC
PEO MSL DEF	W27P06	AE00205	APM EXTERNAL LNO THAAD	MAJ	51A00	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00222	R & D COORDINATOR GBR	MAJ	51A00	A	MBA	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00223	SYS INTEGRATION OFF GBR	MAJ	51A00	A	MBA	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00226	R & D COORDINATOR GBR	MAJ	51A00	A	MBA	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00468	DEP MSL ENGINEER THAAD	MAJ	51A00	S	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00476	C LOCKHEED FLD OFC THAAD	MAJ	51A00	A	BAT	SUNNYVALE CA

CAREER DEVELOPMENT UPDATE

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
PEO MSL DEF	W27P06	AE00520	DPM TECHNICAL SPT MSL DEF	MAJ	51A00	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00209	APM PAC-3 MSL TECH MGMT	MAJ	51A14	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00518	APM PAC-3 MISSILE ENGR	MAJ	51A14	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00551	REQUIREMENTS ANAL THAAD	MAJ	51A14	S	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00208	PROCUREMENT MGT OFFICER	MAJ	97A14	C	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00182	R & D COORDINATOR GBR	CPT	51A00	A	MBA	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00465	R&D COORDINATOR LAUNCHER	CPT	51A00	S	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00516	R & D COORDINATOR MSL DEF	CPT	51A14	A	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00552	R&D COORD EMD THAAD	CPT	51A14	S	BAT	HUNTSVILLE AL
PEO MSL DEF	W27P06	AE00464	R&D COORDINATOR BM C3 I	CPT	53B14	S	DLX	HUNTSVILLE AL
PEO STAMIS	W27P11	AE00364	DEP PEO STAMIS	COL	53C00	A	CUE	FT BELVOIR VA
PEO STAMIS	W27P11	AE00368	PROJECT OFFICER TACMIS	COL	53C00	A	BAT	FT BELVOIR VA
PEO STAMIS	W27P11	AE00530	PM JRISS	COL	53C92	A	BB1	FT KNOX KY
PEO STAMIS	W27P11	AE00365	SYSTEMS INTEGRATION OFF	LTC	53C00	A	CUE	FT BELVOIR VA
PEO STAMIS	W27P11	AE00366	SYSTEMS ACQUISITION OFF	LTC	53C00	A	CUE	FT BELVOIR VA
PEO STAMIS	W27P11	AE00375	PROJECT OFFICER CTASC	LTC	53C00	A	BAT	FT BELVOIR VA
PEO STAMIS	W27P11	AE00383	C DEPLOY SPT DIV JCALS	LTC	53C00	A	CUE	FT MONMOUTH NJ
PEO STAMIS	W27P11	AE00384	PM SIDPERS 3	LTC	53C00	A	CUE	FT BELVOIR VA
PEO STAMIS	W27P11	AE00388	PROJECT OFFICER SBA	LTC	53C00	A	BAT	FT BELVOIR VA
PEO STAMIS	W27P11	AE00409	PROJECT OFFICER AIM	LTC	53C00	A	CUE	FT BELVOIR VA
PEO STAMIS	W27P11	AE00454	SYSTEMS ACQUISITION OFF	LTC	53C00	A	CUE	FT BELVOIR VA
PEO STAMIS	W27P11	AE00389	PROJECT OFFICER SBA	LTC	53C25	A	BAT	FT BELVOIR VA
PEO STAMIS	W27P11	AE00379	LOGISTICS STAFF OFFICER	LTC	53C90	L	BAT	FT LEE VA
PEO STAMIS	W27P11	AE00380	PM SAMS	LTC	53C91	A	BAT	FT LEE VA
PEO STAMIS	W27P11	AE00381	PM SARSS	LTC	53C92	A	BAT	FT LEE VA
PEO STAMIS	W27P11	AE00374	MAT ACQ OFF STACOMP	MAJ	53B00	A	BAT	FT BELVOIR VA
PEO STAMIS	W27P11	AE00376	MAT ACQ OFF CTASC	MAJ	53B00	A	BAT	FT BELVOIR VA
PEO STAMIS	W27P11	AE00386	MAT ACQ OFF SIDPERS 3	MAJ	53B00	A	CUE	FT BELVOIR VA
PEO STAMIS	W27P11	AE00413	SYSTEMS ANALYST AIM	MAJ	53B00	A	CUE	FT BELVOIR VA
PEO STAMIS	W27P11	AE00473	MAT ACQ OFF SIDPERS 3	MAJ	53B00	A	CUE	FT BELVOIR VA
PEO STAMIS	W27P11	AE00559	MAT ACQ OFF CTASC	MAJ	53B00	A	BAT	FT BELVOIR VA
PEO STAMIS	W27P11	AE00560	MAT ACQ OFF STACOMP	MAJ	53B00	A	BAT	FT BELVOIR VA
PEO STAMIS	W27P11	AE00414	SYSTEMS ANALYST AIM	CPT	53B00	A	CUE	FT BELVOIR VA
PEO TACT MSL	W27P07	AE00227	DEPUTY PEO TACT MISSILES	COL	51A00	A	DLX	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00237	PM JAVELIN	COL	51A00	A	DLX	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00242	PM AGMS	COL	51A00	A	DLX	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00247	PM MLRS	COL	51A00	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00252	PM CCAWS	COL	51A00	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00264	PM ATACMS-BAT	COL	51A00	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00235	ASST PEO BATTLEFIELD INTG	COL	51A14	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00259	PM NLOS CA	COL	51A14	A	DLX	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00230	PNT LNO PMO JAVELIN	LTC	51A00	A	BAT	PENTAGON
PEO TACT MSL	W27P07	AE00231	PNT LNO PMO CCAWS	LTC	51A00	A	BAT	PENTAGON
PEO TACT MSL	W27P07	AE00249	PM MLRS PRECISION MUN	LTC	51A00	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00258	PM ITAS	LTC	51A00	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00260	APM DEVELOPMENT NLOS-CA	LTC	51A00	A	DLX	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00418	PM LONGBOW HELLFIRE	LTC	51A00	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00484	PM IMP BRAD ACQ SYSTEM	LTC	51A00	A	DLX	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00240	APM DEVELOPMENT JAVELIN	LTC	51A11	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00253	APM MISSILE CCAWS	LTC	51A11	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00241	PM IMPROVED ATACMS	LTC	51A13	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00522	PM IMPROVED BAT	LTC	51A13	A	DLX	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00533	PM ILMS MLRS	LTC	51A13	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00236	ASST PEO STAFF OFF INTG	LTC	51A14	S	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00534	PM STINGER BLOCK I	LTC	51A14	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00523	PM ATACMS BLOCK II	LTC	51A91	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00529	PM MPIM/SRAW	LTC	51A91	A	BAT	DAHLGREN VA
PEO TACT MSL	W27P07	AE00567	APM DEVELOPMENT MLRS	LTC	51A91	A	DLX	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00265	APM C3I/USER INTEGRATION	LTC	53C13	A	DLX	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00243	APM PRODUCTION HELLFIRE	LTC	97A91	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00233	PNT LNO PMO ATACMS-BAT	MAJ	51A00	A	BAT	PENTAGON
PEO TACT MSL	W27P07	AE00234	PNT LNO PMO MLRS	MAJ	51A00	A	BAT	PENTAGON
PEO TACT MSL	W27P07	AE00553	PM STAFF OFF ATACMS-BAT	MAJ	51A00	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00573	PM STAFF OFFICER MLRS	MAJ	51A13	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00576	PM STAFF OFF STINGER BL I	MAJ	51A14	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00245	TEST OFFICER AGMS	MAJ	51A91	T	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00251	PEO REPRESENTATIVE EUROPE	MAJ	51A91	A	BAT	SECKENHEIM GE
PEO TACT MSL	W27P07	AE00469	R & D COORD ATACMS-BAT	MAJ	51A91	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00470	APM PRODUCT/COST JAVELIN	MAJ	51A91	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00554	PM STAFF OFFICER MLRS	MAJ	53B13	A	DLX	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00246	APM AIR-GND MISSILE INTEG	MAJ	97A91	A	BAT	ST LOUIS MO
PEO TACT MSL	W27P07	AE00566	APM PRODUCTION ATACMS-BAT	MAJ	97A91	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00229	EXECUTIVE OFFICER TAC MSL	CPT	51A00	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00268	R&D OPNS OFF ATACMS-BAT	CPT	51A13	A	DLX	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00574	R & D OPNS OFFICER MLRS	CPT	51A13	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00255	STAFF OFFICER CCAWS	CPT	51A91	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00575	R&D OPNS OFFICER NLOS CA	CPT	53B00	A	DLX	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00449	PROJECT STAFF OFF JAVELIN	CPT	97A91	A	BAT	HUNTSVILLE AL
PEO TACT MSL	W27P07	AE00568	PRODUCTION OFFICER CCAWS	CPT	97A91	A	DLX	HUNTSVILLE AL
PEO TWV	W27P05	AE00173	PM FMTV	COL	51A00	A	BAT	WARREN MI
PEO TWV	W27P05	AE00177	PM PLS	COL	51A00	A	BAT	WARREN MI
PEO TWV	W27P05	AE00162	DEPUTY PEO TWV	COL	97A91	A	BAT	WARREN MI
PEO TWV	W27P05	AE00166	PROJECT OFFICER FMTV	LTC	51A00	A	BAT	PENTAGON
PEO TWV	W27P05	AE00167	DEPUTY PM TVSP	LTC	51A00	A	BAT	WARREN MI
PEO TWV	W27P05	AE00163	APEO INTERNATIONAL TWV	LTC	97A91	A	BAT	WARREN MI
PEO TWV	W27P05	AE00168	PROJECT OFFICER TVSP	MAJ	51A88	A	BAT	WARREN MI
PEO TWV	W27P05	AE00549	APM SPECIAL PROGRAMS TVSP	MAJ	51A88	A	BAT	WARREN MI
PEO TWV	W27P05	AE00164	EXECUTIVE OFFICER TWV	MAJ	51A91	A	BAT	WARREN MI
PEO TWV	W27P05	AE00174	PROJECT OFFICER FMTV	MAJ	51A91	A	BAT	WARREN MI
PEO TWV	W27P05	AE00178	PROJECT OFFICER PLS	MAJ	51A91	A	BAT	WARREN MI
PEO TWV	W27P05	AE00179	PROJECT OFFICER PLS	CPT	51A88	A	BAT	WARREN MI
PEO TWV	W27P05	AE00170	PROJECT OFFICER TVSP	CPT	51A91	A	BAT	WARREN MI
PEO TWV	W27P05	AE00550	APM PROD & FLDG FMTV	CPT	51A91	A	BAT	WARREN MI
PERSCOM	W27PAA	AE00483	AAC COL ASSIGNMENT OFF	LTC	51A00	X	BAT	ALEXANDRIA VA
PERSCOM	W3VSAA	MP00001	GO ACQ MGR (GOMO)	MAJ	53B00	X	BAT	PENTAGON
PERSCOM	W3VSAA	MP00002	ARTIFICIAL INTEL ANALYST	MAJ	53B00	R	BAT	ALEXANDRIA VA
PERSCOM	W3VSAA	MP00003	ARTIFICIAL INTEL ANALYST	MAJ	53B00	R	BAT	ALEXANDRIA VA
PERSCOM	W3VSAA	MP00013	CHIEF ACAP ACQUISITION BR	MAJ	53B00	R	CUE	ALEXANDRIA VA
PERSCOM	W3VSAA	MP00014	SOFTWARE ENGINEER	MAJ	53B00	T	CUE	ALEXANDRIA VA
PERSCOM-MAMB	W3VSAA	MP00012	CHIEF MIL ACQ MGT BR	LTC	51A00	X	BAT	ALEXANDRIA VA
PERSCOM-MAMB	W27PAA	AE00580	AAC DISTRIBUTION MANAGER	MAJ	51A00	X	BAT	ALEXANDRIA VA
PERSCOM-MAMB	W3VSAA	MP00009	FA 51 MAJ ASSIGNMENTS OFF	MAJ	51A00	X	BAT	ALEXANDRIA VA
PERSCOM-MAMB	W3VSAA	MP00010	FA 51 LTC ASSIGNMENTS OFF	MAJ	51A00	X	BAT	ALEXANDRIA VA
PERSCOM-MAMB	W27PAA	AE00581	CERTIFICATION MANAGER	MAJ	53B00	R	BAT	ALEXANDRIA VA

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
PERSCOM-MAMB	W3VSAA	MP00007	FA 53 ASSIGNMENTS OFFICER	MAJ	53B00	X	CUE	ALEXANDRIA VA
PERSCOM-MAMB	W3VSAA	MP00008	FA 97 ASSIGNMENTS OFFICER	MAJ	97A00	X	MBA	ALEXANDRIA VA
PERSCOM-MAMB	W3VSAA	MP00004	AAC SCHOOLS OFFICER	CPT	51A00	X	BAT	ALEXANDRIA VA
PERSCOM-MAMB	W3VSAA	MP00016	FA 51 CPT ASSIGNMENTS OFF	CPT	51A00	X	BAT	ALEXANDRIA VA
PERSCOM-MAMB	W3VSAA	MP00017	FA 53 CPT ASSIGNMENTS OFF	CPT	53B00	R	CUE	ALEXANDRIA VA
PERSCOM-MAMB	W3VSAA	MP00015	FUTURE READINESS OFFICER	CPT	97A00	X	BAT	ALEXANDRIA VA
PERSCOM-MAMB	W3VSAA	MP00018	FA 97 CPT ASSIGNMENTS OFF	CPT	97A00	C	MBA	ALEXANDRIA VA
PERSINSCOM	W4ULAA	CZ00131	DEP COMMANDER PERSINSCOM	COL	53C00	A	BB1	ALEXANDRIA VA
PERSINSCOM	W4ULAA	CZ00135	DIRECTOR MILITARY SYSTEMS	COL	53C00	S	BB1	ALEXANDRIA VA
PERSINSCOM	W4ULAA	CZ00132	SYSTEM MANAGER KEYSTONE	LTC	53C00	A	BB1	ALEXANDRIA VA
RIA	W0K8AA	X100178	CONTRACT MANAGEMENT OFF	CPT	97A91	C	MBA	ROCK ISLAND IL
RIA	W0K8AA	X100179	CONTRACT MANAGEMENT OFF	CPT	97A91	C	MBA	ROCK ISLAND IL
SADBU	W4EBAA	SA00072	MIL ASST MAJOR SYSTEM ACQ	COL	97A00	C	BAT	PENTAGON
SADBU	W4EBAA	SA00073	ASST DIR SADBU CONTRACTS	LTC	97A00	C	BAT	PENTAGON
SDG-HUACHUCA	W4Z2AA	CZ00177	COMMANDER ISC HAUCHUCA	LTC	53C00	A	CUE	FT HUACHUCA AZ
SDG-HUACHUCA	W4Z2AA	CZ00160	SR SOFTWARE ENGINEER	MAJ	53B00	R	CUE	FT HUACHUCA AZ
SDG-HUACHUCA	W4Z2AA	CZ00161	SOFTWARE ENGINEER	CPT	53B00	R	CUE	FT HUACHUCA AZ
SDG-HUACHUCA	W4Z2AA	CZ00162	SOFTWARE ENGINEER	CPT	53B00	R	CUE	FT HUACHUCA AZ
SDG-HUACHUCA	W4Z2AA	CZ00163	SOFTWARE ENGINEER	CPT	53B00	R	CUE	FT HUACHUCA AZ
SDG-HUACHUCA	W4Z2AA	CZ00164	SOFTWARE ENGINEER	CPT	53B00	R	CUE	FT HUACHUCA AZ
SDG-LEE	W38DAA	CZ00036	COMMANDER	COL	53C00	V	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00037	DIRECTOR MGT & OPERATIONS	LTC	53C00	Z	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00069	SYSTEMS AUTOMATION ENGR	LTC	53C88	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00070	SYSTEMS AUTOMATION ENGR	LTC	53C88	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00068	SYSTEMS AUTOMATION ENGR	LTC	53C91	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00045	SYSTEMS AUTOMATION ENGR	LTC	53C92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00046	SYSTEMS AUTOMATION ENGR	LTC	53C92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00047	SYSTEMS AUTOMATION ENGR	LTC	53C92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00038	CHIEF SYS AUTOMATION ENGR	MAJ	53B00	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00076	SYSTEMS AUTOMATION ENGR	MAJ	53B21	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00078	SYSTEMS AUTOMATION ENGR	MAJ	53B21	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00043	SYSTEMS AUTOMATION ENGR	MAJ	53B91	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00053	SYSTEMS AUTOMATION ENGR	MAJ	53B91	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00055	SYSTEMS AUTOMATION ENGR	MAJ	53B91	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00058	SYSTEMS AUTOMATION ENGR	MAJ	53B92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00083	SYSTEMS AUTOMATION ENGR	MAJ	53B92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00084	SYSTEMS AUTOMATION ENGR	MAJ	53B92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00039	SYSTEMS AUTOMATION ENGR	CPT	53B00	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00054	SYSTEMS AUTOMATION ENGR	CPT	53B91	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00056	SYSTEMS AUTOMATION ENGR	CPT	53B91	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00062	SYSTEMS AUTOMATION ENGR	CPT	53B91	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00049	SYSTEMS AUTOMATION ENGR	CPT	53B92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00061	SYSTEMS AUTOMATION ENGR	CPT	53B92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00064	SYSTEMS AUTOMATION ENGR	CPT	53B92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00065	SYSTEMS AUTOMATION ENGR	CPT	53B92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00066	SYSTEMS AUTOMATION ENGR	CPT	53B92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00072	SYSTEMS AUTOMATION ENGR	CPT	53B92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00077	SYSTEMS AUTOMATION ENGR	CPT	53B92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00085	SYSTEMS AUTOMATION ENGR	CPT	53B92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00086	SYSTEMS AUTOMATION ENGR	CPT	53B92	S	CUE	FT LEE VA
SDG-LEE	W38DAA	CZ00088	SYSTEMS AUTOMATION ENGR	CPT	53B92	S	CUE	FT LEE VA
SDG-WASH	W4ZDAA	CZ00137	COMMANDER	COL	53C00	A	CUE	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00100	SYSTEMS AUTOMATION ENGR	LTC	53C00	R	BCF	PENTAGON
SDG-WASH	W4ZDAA	CZ00142	SYSTEMS AUTOMATION ENGR	LTC	53C00	R	CUE	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00155	SYSTEMS AUTOMATION ENGR	LTC	53C00	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00185	SYSTEMS AUTOMATION ENGR	LTC	53C42	T	BAT	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00143	SYSTEMS AUTOMATION ENGR	MAJ	53B00	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00144	SYSTEMS AUTOMATION ENGR	MAJ	53B00	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00156	SYSTEMS AUTOMATION ENGR	MAJ	53B00	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00169	SYSTEMS AUTOMATION ENGR	MAJ	53B00	R	CUE	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00145	SYSTEMS AUTOMATION ENGR	MAJ	53B42	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00138	SYSTEMS AUTOMATION ENGR	CPT	53B00	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00139	SOFTWARE ENGINEER	CPT	53B00	R	CUE	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00140	SYSTEMS AUTOMATION ENGR	CPT	53B00	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00152	SOFTWARE ENGINEER	CPT	53B00	R	CUE	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00157	SYSTEMS ENGINEER	CPT	53B00	R	CUE	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00170	SOFTWARE ENGINEER	CPT	53B00	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00146	SYSTEMS AUTOMATION ENGR	CPT	53B42	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00147	SYSTEMS AUTOMATION ENGR	CPT	53B42	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00148	SYSTEMS AUTOMATION ENGR	CPT	53B42	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00150	SYSTEMS AUTOMATION ENGR	CPT	53B42	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00154	SYSTEMS AUTOMATION ENGR	CPT	53B42	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00158	SYSTEMS AUTOMATION ENGR	CPT	53B42	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00149	SYSTEMS AUTOMATION ENGR	CPT	53B92	R	BCF	FAIRFAX VA
SDG-WASH	W4ZDAA	CZ00151	SYSTEMS AUTOMATION ENGR	CPT	53B92	R	BCF	FAIRFAX VA
SEC ARMY	W00EAA	SA00001	MIL ASST	LTC	51A00	Z	BAT	PENTAGON
SPACECOM	W4XQAA	SC00059	SPACE R&D ACQUISITION OFF	MAJ	51A00	S	BAT	COLORADO SPRINGS CO
SPACECOM	W4XQAA	SC00078	SPACE PLANS PROJECT MGR	MAJ	51A13	S	BAT	COLORADO SPRINGS CO
SPACECOM	W4XQAA	SC00058	CHIEF ARMY SPACE SPT DIV	MAJ	51A14	S	BAT	COLORADO SPRINGS CO
SPACECOM	W4XQAA	SC00061	SPACE OPNS OFFICER	MAJ	51A15	S	BAT	HOUSTON TX
SPACECOM	W4XQAA	SC00060	C2 OPNS OFFICER	MAJ	53B25	R	BB1	COLORADO SPRINGS CO
SPEC PROGRAMS	WXXXXX	SP00052	ACQ MANAGER	COL	51A00	A	BAT	
SPEC PROGRAMS	WXXXXX	SP00022	ACQ MANAGER	LTC	51A00	A	BAT	
SPEC PROGRAMS	WXXXXX	SP00023	ACQ MANAGER	LTC	53C00	A	BAT	
SPEC PROGRAMS	WXXXXX	SP00024	ACQ MANAGER	LTC	97A00	C	BAT	
SPEC PROGRAMS	WXXXXX	SP00025	ACQ MANAGER	MAJ	51A00	A	BAT	
SPEC PROGRAMS	WXXXXX	SP00026	ACQ MANAGER	MAJ	51A00	A	BAT	
SPEC PROGRAMS	WXXXXX	SP00027	ACQ MANAGER	MAJ	51A00	A	BAT	
SPEC PROGRAMS	WXXXXX	SP00028	ACQ MANAGER	MAJ	51A00	A	BAT	
SPEC PROGRAMS	WXXXXX	SP00029	ACQ MANAGER	MAJ	51A00	A	BAT	
SPEC PROGRAMS	WXXXXX	SP00030	ACQ MANAGER	MAJ	51A00	A	BAT	
SPEC PROGRAMS	WXXXXX	SP00031	ACQ MANAGER	MAJ	51A00	A	BAT	
SPEC PROGRAMS	WXXXXX	SP00032	ACQ MANAGER	MAJ	53B00	A	BAT	
SPEC PROGRAMS	WXXXXX	SP00034	ACQ MANAGER	MAJ	53B00	A	BAT	
SPEC PROGRAMS	WXXXXX	SP00036	ACQ MANAGER	MAJ	97A00	C	BAT	
SPEC PROGRAMS	WXXXXX	SP00037	ACQ MANAGER	MAJ	97A00	C	BAT	
SPEC PROGRAMS	WXXXXX	SP00021	ACQ MANAGER	CPT	51A00	A	BAT	
SSCOM	W038AA	X100006	COMMANDER, NATICK	COL	51A92	V	BAT	NATICK MA
SSCOM	W1W05A	X100749	PM SOLDIER	COL	51A92	V	BAT	FT BELVOIR, VA
SSCOM	W1W05A	X100743	APM FOR CIE	LTC	51A00	V	BAT	FT BELVOIR, VA
SSCOM	W1W05A	X100744	APM FOR LAND WARRIOR	LTC	51A00	V	BAT	FT BELVOIR, VA
SSCOM	W1W05A	X100745	APM - SOLDIER ENHANCE PRO	LTC	51A00	V	BAT	FT BELVOIR, VA
SSCOM	W038AA	X100007	DEPUTY COMMANDER	LTC	51A92	V	BAT	NATICK MA
SSCOM	W038AA	X100009	CHIEF CUST LIAISON DIV	MAJ	51A02	S	BAT	NATICK MA

CAREER DEVELOPMENT UPDATE

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
SSCOM	W038AA	X100008	PROCUREMENT OFF	MAJ	97A00	C	MBA	NATICK MA
SSCOM	W038AA	X100010	SOF/INFANTRY PROJ OFFICER	CPT	51A11	S	BAT	NATICK MA
SSCOM	W038AA	X100011	CBT ARMS R&D PROF OFFICER	CPT	51A12	S	BAT	NATICK MA
SSCOM	W038AA	X100012	R&D PROJECT COORDINATOR	CPT	51A92	S	BAT	NATICK MA
STC - FAR EAST	W2EDAA	X100295	AV MAT/LOG OFF	MAJ	51A15	S	CFX	JAPAN
STC - FAR EAST	W2EDAA	X100296	ENGR EQPT OFF	MAJ	51A21	S	BAT	JAPAN
STC - FAR EAST	W2EDAA	X100297	GUIDED MISSILE SYST OFF	MAJ	51A91	S	BAT	JAPAN
STC - FAR EAST	W2EDAA	X100686	AMMUNITION OFF	MAJ	51A91	S	BAT	JAPAN
STC - FAR EAST	W2EDAA	X100667	INFO SYSTEMS OFFICER	MAJ	53B25	R	CUE	JAPAN
STC EUR	W2ZJAA	X100746	COMMANDER	LTC	51A35	V	BAT	FRANKFURT, GE
STC EUR	W2ZJAA	X100655	AVN R & D OFFICER	MAJ	51A15	Z	CFX	FRANKFURT GE
STC EUR	W2ZJAA	X100657	ELECTRNCS R&D OFF	MAJ	53B25	S	CUE	FRANKFURT GE
STC EUR	W2ZJAA	X100656	R&D COLLECT COORD	MAJ	97A35	C	MBA	FRANKFURT GE
STC EUR	W2ZJAA	X100703	ENG EQUIP R&D OFF	CPT	51A21	Z	DLX	FRANKFURT GE
STC EUR	W2ZJAA	X100691	ELCTRNICS R&D OFF	CPT	51A25	Z	CHX	FRANKFURT GE
STC EUR	W2ZJAA	X100702	ORDNANCE R&D OFF	CPT	51A91	Z	DLX	FRANKFURT GE
STRICOM	W317AA	X100354	PM ITTS	COL	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100362	PM TRADE	COL	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100386	PM CATT	COL	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100633	PM DIS	COL	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100371	PM CSTS	LTC	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100377	PM CCTS	LTC	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100388	PM FAMSIM	LTC	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100389	PM CAAN	LTC	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100752	APM, CATT	LTC	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100753	DEPUTY DIRECTOR ITTSI	LTC	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100363	PM ACTS	LTC	51A15	A	BAT	ORLANDO FL
STRICOM	W317AA	X100355	DEPUTY DIR ITTS	LTC	51A35	A	BAT	HUNTSVILLE AL
STRICOM	W317AA	X100638	DEP DIR THREAT SIMULATORS	LTC	97A00	A	BAT	HUNTSVILLE AL
STRICOM	W317AA	X100660	DEPUTY DIR ACQUISITION	LTC	97A00	C	BAT	ORLANDO FL
STRICOM	W317AA	X100353	EXECUTIVE OFFICER	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100356	APM CCTS	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100357	DEP DIR INSTRUMENTATION	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100358	PROJECT DIRECTOR ITTS	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100361	PROJECT DIRECTOR ITTS	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100370	APM CGTS	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100372	PROJECT DIRECTOR ITTS	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100374	PROJECT DIR VIRTUAL BDE	MAJ	51A00	A	BBI	ORLANDO FL
STRICOM	W317AA	X100378	PROJECT DIRECTOR AVTB	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100646	APM DIS	MAJ	51A00	A	BBI	ORLANDO FL
STRICOM	W317AA	X100662	APM CATT/CCTT	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100666	PROJECT DIRECTOR DIS	MAJ	51A00	A	BBI	ORLANDO FL
STRICOM	W317AA	X100671	PROJECT DIRECTOR LAM	MAJ	51A00	A	BBI	ORLANDO FL
STRICOM	W317AA	X100754	APM, FAMSIM	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100755	APM, FAMSIM	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100756	APM, FAMSIM	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100757	APM, CATT	MAJ	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100387	APM CATT/CCTT	MAJ	51A11	A	BAT	ORLANDO FL
STRICOM	W317AA	X100663	APM CSTS	MAJ	51A11	A	BAT	ORLANDO FL
STRICOM	W317AA	X100645	PROJECT DIRECTOR CATT	MAJ	51A12	A	BAT	ORLANDO FL
STRICOM	W317AA	X100664	APM CCTS	MAJ	51A12	A	BAT	ORLANDO FL
STRICOM	W317AA	X100379	APM CCTS	MAJ	51A13	A	BAT	ORLANDO FL
STRICOM	W317AA	X100661	APM CSTS	MAJ	51A13	A	BAT	ORLANDO FL
STRICOM	W317AA	X100373	APM CSTS	MAJ	51A14	A	BAT	ORLANDO FL
STRICOM	W317AA	X100364	APM ACTS	MAJ	51A15	A	BAT	ORLANDO FL
STRICOM	W317AA	X100365	APM ACTS	MAJ	51A15	A	BAT	ORLANDO FL
STRICOM	W317AA	X100366	APM ACTS	MAJ	51A15	A	BAT	ORLANDO FL
STRICOM	W317AA	X100367	APM TEMO	MAJ	51A15	A	BAT	ORLANDO FL
STRICOM	W317AA	X100368	APM ACTS	MAJ	51A15	A	BAT	ORLANDO FL
STRICOM	W317AA	X100369	APM ACTS	MAJ	51A15	A	BAT	ORLANDO FL
STRICOM	W317AA	X100384	ACQUISITION MGT OFFICER	MAJ	51A15	A	BAT	HUNTSVILLE AL
STRICOM	W317AA	X100758	APM CSTS	MAJ	51A25	A	BBI	ORLANDO FL
STRICOM	W317AA	X100390	PROJECT DIRECTOR TACSIM	MAJ	51A35	A	BAT	ORLANDO FL
STRICOM	W317AA	X100380	APM CSTS	MAJ	53B00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100382	APM CCTS	MAJ	53B00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100383	PROJECT DIRECTOR CTS/ALSP	MAJ	53B00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100359	LIAISON OFF CATT/FAMSIM	MAJ	97A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100360	APM CSTS	MAJ	97A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100375	APM CSTS	MAJ	97A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100668	PROJECT DIRECTOR JRTC	MAJ	97A00	A	BAT	HUNTSVILLE AL
STRICOM	W317AA	X100669	REQUIREMENTS OFF ITTS	MAJ	97A00	A	BAT	HUNTSVILLE AL
STRICOM	W317AA	X100376	APM CSTS	MAJ	97A12	A	BAT	ORLANDO FL
STRICOM	W317AA	X100385	PROJECT DIRECTOR LWTB	MAJ	97A15	A	BAT	ORLANDO FL
STRICOM	W317AA	X100665	APM CCTS	CPT	51A00	A	BAT	ORLANDO FL
STRICOM	W317AA	X100672	PROJECT DIRECTOR MWTB	CPT	51A00	A	BBI	ORLANDO FL
STRICOM	W317AA	X100381	APM ACTS	CPT	97A02	A	BAT	ORLANDO FL
TACOM	W4GGAA	X100750	CHIEF, SAUDI ARAB MGT OFF	COL	51A12	A	BAT	WARREN, MI
TACOM	W4MMAA	X100612	CHIEF, BUS DEVEL/MGT OFF	MAJ	51A91	A	BAT	PICATINNY NJ
TACOM HQ	W4GGAA	X100457	DIR/WEAPON SYS MANAGEMENT	COL	51A00	V	BAT	WARREN MI
TACOM HQ	W4GGAA	X100444	DEP DIR ACQ CTR	COL	97A92	C	MBA	WARREN MI
TACOM HQ	W4GGAA	X100422	CHIEF, PM ABRAMS (RSLP)	LTC	51A12	A	BAT	SAUDI ARABIA
TACOM HQ	W4GGAA	X100436	CHIEF, PEO ASM MAT FLD TM	LTC	51A12	L	BAT	FT CARSON CO
TACOM HQ	W4GGAA	X100429	CHIEF, ABRAMS LOG/FLDING	LTC	51A91	L	BAT	WARREN MI
TACOM HQ	W4GGAA	X100458	PM M113/M60 FOV	LTC	51A91	A	BAT	WARREN MI
TACOM HQ	W4GGAA	X100460	PM CC/MHE	LTC	97A00	A	BAT	WARREN MI
TACOM HQ	W4GGAA	X100455	DEP FOR IND PREP PLANNING	LTC	97A91	G	BAT	WARREN MI
TACOM HQ	W4GGAA	X100459	APM M113	MAJ	51A00	A	BAT	WARREN MI
TACOM HQ	W4GGAA	X100461	ASST PRODUCT MANAGER	MAJ	51A00	A	MBA	WARREN MI
TACOM HQ	W4GGAA	X100424	APM FLDG SAUDI	MAJ	51A11	A	BAT	RIYADH SAUDI ARABI
TACOM HQ	W4GGAA	X100433	OPS/TNG COORD	MAJ	51A11	L	BAT	WARREN MI
TACOM HQ	W4GGAA	X100431	ABRMS TNG DVC OFFICER	MAJ	51A12	L	BAT	WARREN MI
TACOM HQ	W4GGAA	X100432	ABRAMS OPS & TNG COORD	MAJ	51A12	L	BAT	WARREN MI
TACOM HQ	W4GGAA	X100437	FLD SITE CHIEF/M113	MAJ	51A12	L	BAT	FT CARSON CO
TACOM HQ	W4GGAA	X100440	FLD SITE OFF/M1 TANK	MAJ	51A12	L	BAT	FT CARSON CO
TACOM HQ	W4GGAA	X100441	FLD SITE OFF/BFVS	MAJ	51A12	L	BAT	FT CARSON CO
TACOM HQ	W4GGAA	X100430	ABRMS LOG FLDING OFFICER	MAJ	51A91	L	BAT	WARREN MI
TACOM HQ	W4GGAA	X100445	PROD OFF ABRAMS	MAJ	97A00	C	MBA	WARREN MI
TACOM HQ	W4GGAA	X100447	APM - ABRAMS PRODUCTION	MAJ	97A00	C	MBA	WARREN MI
TACOM HQ	W4GGAA	X100450	CONTRACTING OFFICER	MAJ	97A00	C	MBA	WARREN MI
TACOM HQ	W4GGAA	X100451	CONTRACTING OFFICER	MAJ	97A00	C	BAT	WARREN MI
TACOM HQ	W4GGAA	X100453	CONTRACTING OFFICER	MAJ	97A00	C	BAT	WARREN MI
TACOM HQ	W4GGAA	X100454	CONTRACT OFFICER	MAJ	97A00	C	BAT	WARREN MI
TACOM HQ	W4GGAA	X100670	D, FIELD CHIEF (KUWAIT)	MAJ	97A00	C	BAT	WARREN MI
TACOM HQ	W4GGAA	X100423	PM REP BRADLEY	MAJ	97A91	L	BAT	RIYADH SAUDI ARABI
TACOM HQ	W4GGAA	X100456	PRODUCTION OFFICER	MAJ	97A91	C	BAT	WARREN MI
TACOM HQ	W4GGAA	X100438	PEO, ASM FLDING COORD	CPT	51A12	L	BAT	FT CARSON CO
TACOM HQ	W4GGAA	X100443	M1 FORCE MOD CRD	CPT	51A12	L	BAT	WARREN MI
TACOM HQ	W4GGAA	X100434	A3 BRADLEY LOG PLANNER	CPT	51A91	L	BAT	WARREN MI
TACOM HQ	W4GGAA	X100435	BFVS MAT FLDNG OFF	CPT	51A91	L	BAT	WARREN MI
TACOM HQ	W4GGAA	X100695	LOGISTICS OFFICER	CPT	51A91	A	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100464	DIR ADVANCED CONCEPTS	COL	51A00	S	BBI	WARREN MI
TACOM RDEC	W4GHAA	X100465	CHIEF, EMERGING SYS DIV	LTC	51A02	S	BBI	WARREN MI
TACOM RDEC	W4GHAA	X100476	PM ATP	LTC	51A12	A	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100466	WPN SYS MGR	MAJ	51A11	S	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100467	WPN SYS MGR	MAJ	51A12	S	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100477	APM	MAJ	51A12	A	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100481	SYS TECH MGR	MAJ	51A12	A	DLX	WARREN MI
TACOM RDEC	W4GHAA	X100484	SYS TECH MGR	MAJ	51A12	A	DLX	WARREN MI
TACOM RDEC	W4GHAA	X100485	CHIEF, TEST OPNS	MAJ	51A12	T	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100488	TEST OFFICER	MAJ	51A12	T	BAT	APG MD
TACOM RDEC	W4GHAA	X100475	WPN SYS MGR	MAJ	51A91	S	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100479	WPN SYS MGR	MAJ	51A91	S	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100480	SYS TECH MGR	MAJ	51A91	A	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100483	SYS TECH MGR	MAJ	51A91	A	DLX	WARREN MI
TACOM RDEC	W4GHAA	X100486	TEST OFFICER	MAJ	51A91	A	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100487	TEST OFFICER	MAJ	51B91	T	BAT	APG MD
TACOM RDEC	W4GHAA	X100463	TARDEC PROJECT OFFICER	CPT	51A00	S	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100472	WPN SYS MGR	CPT	51A02	S	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100473	WPN SYS MGR	CPT	51A02	S	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100474	WPN SYS MGR	CPT	51A02	S	BAT	WARREN MI
TACOM RDEC	W4GHAA	X100469	WPN SYS MGR	CPT	51A13	S	BAT	WARREN MI
TACOM, ARDEC	W4MKAA	X100590	DEP CDR ARDEC	COL	51A00	V	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100533	DIR, ADV SYS CONCEPT OFF	COL	51A00	S	BBI	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100538	COMMANDER/DIR FSAC	COL	51A00	A	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100546	COMMANDER/DIR CCAC	COL	51A00	S	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100611	COMMANDER/DIRECTOR	COL	51A91	A	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100553	DIR PROCUREMENT & PROD	COL	97A00	C	MBA	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100680	CHIEF, STRAT PLANNING	LTC	51A02	S	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100608	PM SMALL ARMS	LTC	51A11	A	BAT	DOVER, NJ
TACOM, ARDEC	W4MKAA	X100531	SYS MANGER HVY ARMAMENT	LTC	51A12	S	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100609	PM MORTARS	LTC	51A91	A	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100534	LT INFANTRY SYS OFFICER	MAJ	51A11	S	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100535	ARMOR SYS OFFICER	MAJ	51A12	S	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100547	SYSTEMS INTEGRATION OFF	MAJ	51A12	S	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100536	FIRE SPT SYS OFFICER	MAJ	51A13	S	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100542	FIRE SUPPORT SYS OFFICER	MAJ	51A13	S	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100613	PROJECT OFFICER	MAJ	51A13	A	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100614	LOG TECHNOLOGY PROJ OFF	MAJ	53B01	R	CUE	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100541	SMART WPN SYS OFFICER	CPT	51A02	S	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100539	INFANTRY SYS OFFICER	CPT	51A11	S	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100552	SYS MGR SM ARMS	CPT	51A11	S	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100544	FIRE SPT SYS OFF	CPT	51A13	S	BAT	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100554	CONTRACT MGT OFFICER	CPT	97A00	C	MBA	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100555	CONTRACT MGT OFFICER	CPT	97A00	C	MBA	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100556	CONTRACT MGT OFFICER	CPT	97A00	C	MBA	PICATINNY NJ
TACOM, ARDEC	W4MKAA	X100557	CONTRACT MGT OFFICER	CPT	97A00	C	MBA	PICATINNY NJ
TACOM-ACALA	W1JSAA	X100580	WPN SYS MTRDX MGR	LTC	51A00	A	BAT	ROCK ISLAND IL
TACOM-ACALA	W1JSAA	X100598	CONTRACTING OFFICER	MAJ	97A00	C	MBA	ROCK ISLAND IL
TACOM-ACALA	W1JSAA	X100573	WEAPON SYSTEM MANAGER	CPT	51A00	A	BAT	ROCK ISLAND IL
TACOM-ACALA	W1JSAA	X100575	WEAPON SYSTEM MANAGER	CPT	51A00	A	BAT	ROCK ISLAND IL
TACOM-ACALA	W1JSAA	X100576	WEAPON SYSTEM MANAGER	CPT	51A00	A	BAT	ROCK ISLAND IL
TACOM-ACALA	W1JSAA	X100578	WEAPON SYSTEM MANAGER	CPT	51A00	A	BAT	ROCK ISLAND IL
TACOM-ACALA	W1JSAA	X100579	CONTRACTING OFFICER	CPT	97A00	C	MBA	ROCK ISLAND IL
TACOM-ACALA	W1JSAA	X100597	CONTRACTING OFFICER	CPT	97A00	C	MBA	ROCK ISLAND IL
TACOM-ACALA	W1JSAA	X100599	CONTRACTING OFFICER	CPT	97A00	C	MBA	ROCK ISLAND IL
TECOM HQ	W0JEAA	X100167	DEPUTY COMMANDER	COL	51A00	T	BAT	APG MD
TECOM HQ	W0JEAA	X100168	T&E COORDINATOR	MAJ	51A00	T	BAT	APG MD
TECOM HQ	W0JEAA	X100759	R & D STAFF OFFICER	MAJ	51A00	T	BBI	APG MD
TECOM HQ	W0JEAA	X100669	T & E COORDINATOR	CPT	51A14	T	BAT	APG MD
TRAC	W4AEAA	TC00224	SYSTEMS AUTO ENGINEER	MAJ	53B00	R	BCF	FT LEAVENWORTH KS
TRADOC	W4PSAA	TC00188	CHIEF ARMY ADV GROUP	LTC	97A00	C	MBA	WRIGHT-PAT AFB OH
TRADOC	W4PSAA	TC00189	PROCUREMENT INSTRUCTOR	MAJ	97A00	X	MBA	WRIGHT-PAT AFB OH
TRADOC	W4PSAA	TC00190	PROCUREMENT INSTRUCTOR	MAJ	97A00	X	MBA	WRIGHT-PAT AFB OH
TRANSCOM	W3LBAA	JA00041	AUTOMATION ACQ OFFICER	LTC	53C00	R	CUE	SCOTT AFB IL
TRANSCOM	W3LBAA	JA00043	CHIEF SYS SUPPORT BRANCH	LTC	53C25	R	BBI	SCOTT AFB IL
TRANSCOM	W3LBAA	JA00044	AUTOMATION MGT STAFF OFF	MAJ	53B00	R	CUE	SCOTT AFB IL
TRANSCOM	W3LBAA	JA00040	CMD ACQQUISITION OFFICER	MAJ	97A00	C	BAT	SCOTT AFB IL
UAS IG	W303AA	SB00010	IG INTELL OVRSGT	LTC	51A00	Z	BAT	PENTAGON
UNDER SEC ARMY	W00FAA	SA00100	MIL ASST UNDER SA	LTC	51A00	Z	BAT	PENTAGON
USA ADA SCH	W1D2AA	TC00045	THAAD WEAPON SYS OFF	MAJ	51A14	A	BAT	FT BLISS TX
USA ADA SCH	W1D2AA	TC00046	CHIEF, HIMAD BRANCH	MAJ	51A14	A	BAT	FT BLISS TX
USA ADA SCH	W1D2AA	TC00050	CHIEF, FAADS BRANCH	MAJ	51A14	A	BAT	FT BLISS TX
USA ADA SCH	W1D2AA	TC00055	CHIEF, C2 BRANCH	MAJ	51A14	A	BBI	FT BLISS TX
USA ADA SCH	W1D2AA	TC00057	SENIOR CONCEPTS OFF	MAJ	51A14	A	BBI	FT BLISS TX
USA ADA SCH	W1D2AA	TC00062	COMBAT DEVELOPMENTS OFF	MAJ	51A14	A	BAT	FT BLISS TX
USA ADA SCH	W1D2AA	TC00242	ASSISTANT TSM PATRIOT	MAJ	51A14	A	BAT	FT BLISS TX
USA ADA SCH	W1D2AA	TC00247	ASSISTANT TSM CORPS SAM	MAJ	51A14	A	BAT	FT BLISS TX
USA ADA SCH	W1D2AA	TC00053	SENIOR TACTICAL ANALYST	MAJ	51A25	A	CUH	FT BLISS TX
USA ADA SCH	W1D2AA	TC00056	COMBAT DEVELOPMENT OFF	CPT	51A00	A	BAT	FT BLISS TX
USA ADA SCH	W1D2AA	TC00047	ARMY THEATER MSL DEF OFF	CPT	51A14	A	BAT	FT BLISS TX
USA ADA SCH	W1D2AA	TC00049	HIMAD PROJ OFF	CPT	51A14	A	BAT	FT BLISS TX
USA ADA SCH	W1D2AA	TC00051	FAADS PROJ OFF	CPT	51A14	A	BAT	FT BLISS TX
USA ADA SCH	W1D2AA	TC00058	CONCEPTS OFF	CPT	51A14	A	BAT	FT BLISS TX
USA ADA SCH	W1D2AA	TC00059	CONCEPTS OFF	CPT	51A14	A	BAT	FT BLISS TX
USA ADA SCH	W1D2AA	TC00054	C2 OFFICER	CPT	51A25	A	BBI	FT BLISS TX
USA ADA SCH	W1D2AA	TC00245	C3I OFFICER	CPT	51A25	R	CUE	FT BLISS TX
USA AF ACTIVITY	W1BTAA	JA00072	DIRECTOR OPERATIONS	COL	51A00	A	BAT	PENTAGON
USA AF ACTIVITY	W1BTAA	JA00006	SPECIAL DA STAFF PGM OFF	LTC	51A00	A	BCF	PENTAGON
USA AF ACTIVITY	W1BTAA	JA00007	PROGRAM OFFICER	LTC	51A00	A	BAT	PENTAGON
USA AF ACTIVITY	W1BTAA	JA00008	PROGRAM OFFICER	LTC	51A00	A	CHX	PENTAGON
USA AF ACTIVITY	W1BTAA	JA00009	PROGRAM OFFICER	MAJ	51A00	A	CHX	PENTAGON
USA AF ACTIVITY	W1BTAA	JA00010	APM SYSTEMS ANALYSIS	MAJ	51A00	A	CHX	PENTAGON
USA AF ACTIVITY	W1BTAA	JA00011	PROGRAM OFFICER	MAJ	51A00	A	BAT	PENTAGON
USA AF ACTIVITY	W1BTAA	JA00066	PROJECT ENGINEER	MAJ	51A00	A	BAT	PENTAGON
USA AF ACTIVITY	W1BTAA	JA00067	PROJECT ENGINEER	MAJ	51A00	S	BAT	PENTAGON
USA AF ACTIVITY	W1BTAA	JA00068	PROJECT ENGINEER	MAJ	51A00	A	BAT	PENTAGON
USA AF ACTIVITY	W1BTAA	JA00069	PROJECT ENGINEER	MAJ	53B00	R	BBI	PENTAGON
USA ARMOR	W1DXAA	TC00080	CHIEF TECH BRANCH	MAJ	51A12	A	BAT	FT KNOX KY

CAREER DEVELOPMENT UPDATE

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
USA ARMOR	W1DXAA	TC00087	BATTLE LAB PROJECT OFF	MAJ	51A12	A	BB1	FT KNOX KY
USA ARMOR	W1DXAA	TC00236	CHIEF, C4 BRANCH	MAJ	51A12	A	BB1	FT KNOX KY
USA ARMOR	W1DXAA	TC00237	CHIEF, SOLDIER SPT BRANCH	MAJ	51A12	A	BAT	FT KNOX KY
USA ARMOR	W1DXAA	TC00239	MATERIEL DEV OFF	MAJ	51A12	A	BAT	FT KNOX KY
USA ARMOR	W1DXAA	TC00077	ASST TSM TEST	CPT	51A12	A	BAT	FT KNOX KY
USA ARMOR	W1DXAA	TC00081	MATERIEL DEV OFF, SPT EQ	CPT	51A12	A	BAT	FT KNOX KY
USA ARMOR	W1DXAA	TC00083	MATERIEL DEV OFF ARMAMENT	CPT	51A12	A	BAT	FT KNOX KY
USA ARMOR	W1DXAA	TC00084	MATERIAL DEV OFF ARMAMENT	CPT	51A12	A	BAT	FT KNOX KY
USA ARMOR	W1DXAA	TC00088	MATERIEL DEV OFF	CPT	51A12	A	BAT	FT KNOX KY
USA ARTIF INTEL	W4XFAA	SF00144	DIR USA ARTIFICIAL INTEL	COL	53C00	R	CUD	PENTAGON
USA ARTIF INTEL	W4XFAA	SF00115	CHIEF SCIENTIST	LTC	53C00	R	CUD	PENTAGON
USA ARTIF INTEL	W4XFAA	SF00118	AI ROBOTICS OFFICER	MAJ	51A00	S	CYY	PENTAGON
USA ARTIF INTEL	W4XFAA	SF00119	SENIOR AI/SYS AUTOMATION	MAJ	53B00	R	CUD	PENTAGON
USA ARTIF INTEL	W4XFAA	SF00120	SENIOR AI/SYS AUTOMATION	MAJ	53B00	R	CUD	PENTAGON
USA ARTIF INTEL	W4XFAA	SF00117	AI/SYS AUTOMATION ENGR	CPT	53B00	R	CUD	PENTAGON
USA ATTC	W376AA	X100318	COMMANDER	COL	51A15	T	CFX	FT RUCKER AL
USA ATTC	W376AA	X100319	DIR TEST SPT DIR	LTC	51A15	T	CFX	FT RUCKER AL
USA ATTC	W376AA	X100320	DIR, FLGHT SYS TEST DIR	LTC	51A15	T	CFX	FT RUCKER AL
USA ATTC	W376AA	X100327	COMMANDER, AIRWORTH TEST	LTC	51A15	T	CFX	EDWARDS AFB CA
USA ATTC	W376AA	X100328	CHIEF, FLIGHT TEST OFF	LTC	51A15	T	CFX	EDWARDS AFB CA
USA ATTC	W376AA	X100324	CHIEF, FLT TST DIV B	MAJ	51A15	T	CFX	FT RUCKER AL
USA ATTC	W376AA	X100329	CHIEF, FLT TEST DIV A	MAJ	51A15	T	CFX	FT RUCKER, AL
USA ATTC	W376AA	X100334	EXP TEST PILOT	MAJ	51A15	T	CFX	EDWARDS AFB CA
USA ATTC	W376AA	X100335	AERONAUTICAL ENGR	MAJ	51A15	T	CFX	EDWARDS AFB CA
USA ATTC	W376AA	X100339	CHIEF, OPNS DIV	MAJ	51A15	T	CFX	EDWARDS AFB CA
USA ATTC	W37605	X100724	EXPERIMENTAL TEST PILOT	MAJ	51A15	T	CFX	ADELPHI, MD
USA ATTC	W376AA	X100322	EXP TEST PILOT	CPT	51A15	T	CFX	FT RUCKER AL
USA ATTC	W376AA	X100323	EXP TEST PILOT	CPT	51A15	T	CFX	FT RUCKER AL
USA ATTC	W376AA	X100326	EXP TEST PILOT	CPT	51A15	T	CFX	FT RUCKER AL
USA ATTC	W376AA	X100330	EXP TEST PILOT	CPT	51A15	T	CFX	EDWARDS AFB CA
USA ATTC	W376AA	X100331	EXP TEST PILOT	CPT	51A15	T	CFX	EDWARDS AFB CA
USA ATTC	W376AA	X100333	EXP TEST PILOT	CPT	51A15	T	CFX	EDWARDS AFB CA
USA ATTC	W376AA	X100340	CHIEF, TEST SPT OPNS B	CPT	51A15	T	CFX	EDWARDS AFB CA
USA ATTC	W376AA	X100632	EXP TEST PILOT	CPT	51A15	T	CFX	FT RUCKER AL
USA ATTC	W376AA	X100340	CHIEF, TEST SPT OPS	CPT	51A15	T	CFX	EDWARDS AFB, CA
USA AVN CTR	W0U9AA	TC00012	ASST TSM LONGBOW	LTC	51A15	A	BAT	FT RUCKER AL
USA AVN CTR	W0U9AA	TC00015	ASST TSM COMANCHE	LTC	51A15	A	CFX	FT RUCKER AL
USA AVN CTR	W0U9AA	TC00013	ASST TSM LOG	MAJ	51A15	A	BAT	FT RUCKER AL
USA AVN CTR	W0U9AA	TC00014	ASST TPO/LOG	MAJ	51A15	A	BAT	FT RUCKER AL
USA AVN CTR	W0U9AA	TC00016	ASST TSM LOG	MAJ	51A15	A	CFX	FT RUCKER AL
USA AVN CTR	W0U9AA	TC00017	SR R&D STAFF OFF	MAJ	51A15	A	BAT	FT RUCKER AL
USA AVN CTR	W0U9AA	TC00018	SR R&D STAFF OFF	MAJ	51A15	A	CFC	FT RUCKER AL
USA AVN CTR	W0U9AA	TC00020	C AV EW BRANCH	MAJ	51A15	A	CHA	FT RUCKER AL
USA AVN CTR	W0U9AA	TC00022	SR R&D STAFF OFF	MAJ	51A15	A	CFX	FT RUCKER AL
USA AVN CTR	W0U9AA	TC00019	AVN MAT MGT STF	CPT	51A15	A	CFX	FT RUCKER AL
USA AVN CTR	W0U9AA	TC00021	C/E DEV OFF	CPT	51A15	A	DLB	FT RUCKER AL
USA CAC	W0VPAA	TC00036	CHIEF, BATTLE LAB OPNS	LTC	51A02	A	CUH	FT LEAVENWORTH KS
USA CAC	W0VPAA	TC00034	SR BATTLE LAB PROJECT OFF	MAJ	51A00	A	BB1	FT LEAVENWORTH KS
USA CAC	W0VPAA	TC00032	SR BATTLE LAB PROJECT OFF	MAJ	51A02	A	BB1	FT LEAVENWORTH KS
USA CAC	W0VPAA	TC00033	SR BATTLE LAB PROJECT OFF	MAJ	51A02	A	BCF	FT LEAVENWORTH KS
USA CAC	W0VPAA	TC00044	AVCATT PROJECT OFF	MAJ	51A02	A	CFX	FT KNOX KY
USA CAC	W0VPAA	TC00259	INSTRUCTOR CGSC	MAJ	51A02	A	BAT	FT LEAVENWORTH KS
USA CAC	W0VPAA	TC00226	INFO MANAGEMENT OFF	MAJ	53B00	R	BB1	FT LEAVENWORTH KS
USA CAC	W0VPAA	TC00258	INSTRUCTOR CGSC	MAJ	53B91	R	CUE	FT LEAVENWORTH KS
USA CAC	W0VPAA	TC00041	BATTLE LAB PROJECT OFF	CPT	51A35	A	BCF	FT LEAVENWORTH KS
USA CAC	W0VPAA	TC00230	CONTRACTING OFF	CPT	97A02	C	MBA	FT LEAVENWORTH KS
USA CAC	W0VPAA	TC00231	CONTRACTING OFF	CPT	97A02	C	MBA	FT LEAVENWORTH KS
USA CENTCOM	W4DMAA	JA00074	DIF INDUSTRIAL COOPERATION	LTC	97A00	C	ADU	MCDILL AFB FL
USA CM SCH	W4K9AA	TC00188	CHIEF MATERIAL SYS DIV	LTC	51A74	A	BAT	FT MCCLELLAN AL
USA CM SCH	W4K9AA	TC00184	SENIOR MATERIEL DEV OFF	MAJ	51A74	A	BAT	FT MCCLELLAN AL
USA CM SCH	W4K9AA	TC00185	CH CONTAMINATION BRANCH	MAJ	51A74	A	CEX	FT MCCLELLAN AL
USA CNT SPT AGY	W4QSAA	SB00027	CHIEF PROCUREMENT MGT DIV	COL	97A00	C	MBA	FALLS CHURCH VA
USA CNT SPT AGY	W4QSAA	SB00032	CH INSTALLATION CONTRACTS	COL	97A00	C	MBA	FALLS CHURCH VA
USA CNT SPT AGY	W4QSAA	SB00026	PROCUREMENT OFFICER	LTC	97A00	C	MBA	PENTAGON
USA CNT SPT AGY	W4QSAA	SB00028	PROCUREMENT OFFICER	LTC	97A00	C	MBA	FALLS CHURCH VA
USA CNT SPT AGY	W4QSAA	SB00033	PROCUREMENT OFFICER	LTC	97A00	C	MBA	FALLS CHURCH VA
USA CNT SPT AGY	W4QSAA	SB00034	PROCUREMENT OFFICER	LTC	97A00	C	MBA	FALLS CHURCH VA
USA CNT SPT AGY	W4QSAA	SB00035	PROCUREMENT OFFICER	LTC	97A00	C	MBA	FALLS CHURCH VA
USA CNT SPT AGY	W4QSAA	SB00030	FA 97 PROPONENCY OFFICER	MAJ	97A00	X	MBA	PENTAGON
USA CNTR CMD EU	WATL99	E100013	PARC/CDR USACCE	COL	97A00	C	MBA	GERMANY
USA CNTR CMD EU	W05GAA	E100002	CHIEF USAREUR CONTRACTING	LTC	97A00	C	MBA	GERMANY
USA CNTR CMD EU	WATL99	E100014	PROCUREMENT OFFICER	LTC	97A00	C	BAT	GERMANY
USA CNTR CMD EU	W05GAA	E100004	CH CENTRAL CONTRACT DIV	MAJ	97A00	C	MBA	GERMANY
USA CNTR CMD EU	W05GAA	E100005	PROCUREMENT OFFICER	MAJ	97A00	C	MBA	GERMANY
USA CNTR CMD EU	W05GAA	E100006	CH CONTRACT ADMIN DIV	MAJ	97A00	C	MBA	GERMANY
USA CNTR CMD EU	W05GAA	E100010	PROCUREMENT OFFICER	MAJ	97A00	C	MBA	GERMANY
USA COE KANSAS	W07X01	CB00008	ENGINEER OFFICER CONTRACT	MAJ	97A21	C	BAT	KANSAS CITY KS
USA COE OMAHA	W07X02	CB00007	PROJECT ENGINEER CONTRACT	CPT	97A21	C	MBA	OMAHA NE
USA COLD RGN RS	W4DRAA	CB00002	R & D COORDINATOR	CPT	51A21	S	BAT	HANOVER NH
USA COLD RGN RS	W4DRAA	CB00003	R & D COORDINATOR	CPT	51A21	S	BAT	HANOVER NH
USA CRTA	W04XAA	X100015	COMMANDER	LTC	51A00	T	BAT	FT GREELY AK
USA CRTA	W04XAA	X100019	INFANTRY TEST OFFICER	CPT	51A11	T	BAT	FT GREELY AK
USA CRTA	W04XAA	X100020	ARMOR TEST OFFICER	CPT	51A12	T	BAT	FT GREELY AK
USA CSTA	W4QUAA	X100615	COMMANDER	COL	51A00	T	BAT	APG MD
USA CSTA	W4QUAA	X100618	T&E OFFICER	CPT	51A00	T	BAT	APG MD
USA CSTA	W4QUAA	X100623	T&E OFFICER	CPT	51A00	T	BAT	APG MD
USA CSTA	W4QUAA	X100624	T&E OFFICER	CPT	51A00	T	BAT	APG MD
USA CSTA	W4QUAA	X100626	SENIOR TEST DIRECTOR	CPT	51A00	T	BAT	APG MD
USA CSTA	W4QUAA	X100627	T&E OFFICER	CPT	51A00	T	BAT	APG MD
USA DPG	W30MAA	X100304	COMMANDER	COL	51A74	T	CEX	DPG UT
USA DPG	W30MAA	X100305	COMMANDER	LTC	51A74	T	CEX	DPG UT
USA DPG	W30MAA	X100309	TEST DIRECTOR	CPT	51A74	T	CEX	DPG UT
USA DPG	W30MAA	X100310	TEST DIRECTOR	CPT	51A74	T	CEX	DPG UT
USA DPG	W30MAA	X100311	TEST DIRECTOR	CPT	51A74	T	CEX	DPG UT
USA DPG	W30MAA	X100313	TEST DIRECTOR	CPT	51A74	T	CEX	DPG UT
USA ELE DARPA	W46HAA	DF00203	TECH ACQ MGR	LTC	51A00	S	BAT	ARLINGTON VA
USA ELE DARPA	W46HAA	DF00204	TECH ACQ MGR	LTC	51A00	S	BAT	ARLINGTON VA
USA EPG	W04WAA	X100058	COMMANDER, USAEPG	COL	51A25	T	BAT	FT HUACHUCA AZ
USA EPG	W04WAA	X100062	TEST & EVAL COORDINATOR	CPT	51A25	T	BAT	FT HUACHUCA AZ
USA EPG	W04WAA	X100063	TEST & EVAL STAFF OFFICER	CPT	51A25	T	BAT	FT HUACHUCA AZ
USA EPG	W04WAA	X100064	T&E PROJECT OFFICER	CPT	51A25	T	BAT	FT HUACHUCA AZ
USA EPG	W04WAA	X100066	C-E ENGINEER	CPT	51A25	T	BB1	FT HUACHUCA AZ
USA EPG	W04WAA	X100060	C-E AUTOMATION OFFICER	CPT	53B25	T	BB1	FT HUACHUCA AZ
USA EPG	W04WAA	X100061	T&E PROJECT OFFICER	CPT	53B25	T	BAT	FT HUACHUCA AZ

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
USA FA SCH	W2NTAA	TC00125	ASST TSM AFAS/FARV	LTC	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00257	ASSISTANT TSM MLRS/MFOM	LTC	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00126	ASST TSM AFAS/FARV	MAJ	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00127	ASST TSM PERS/LOG	MAJ	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00128	ASST TSM LOG	MAJ	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00129	CBT DEV STAFF OFF	MAJ	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00132	CBT DEV STAFF OFF SADARM	MAJ	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00138	CBT DEV STAFF OFF AFAS	MAJ	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00140	CBT DEV STAFF OFF AFATDS	MAJ	53B13	R	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00130	CBT DEV STAFF OFF	CPT	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00131	SCIENCE & TECH BATTLE LAB	CPT	51A13	A	BB1	FT SILL OK
USA FA SCH	W2NTAA	TC00133	CBT DEV STAFF OFF	CPT	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00134	CBT DEV STAFF OFF FSV	CPT	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00135	CBT DEV STAFF OFF	CPT	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00136	CBT DEV STAFF OFF AFAS	CPT	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00137	CBT DEV STAFF OFF PALADIN	CPT	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00141	CBT DEV STAFF OFF	CPT	51A13	A	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00142	CBT DEV STAFF OFF C2	CPT	51A13	R	BB1	FT SILL OK
USA FA SCH	W2NTAA	TC00143	CBT DEV STAFF OFF C2	CPT	53B13	R	BB1	FT SILL OK
USA FA SCH	W2NTAA	TC00144	CBT DEV STAFF OFF	CPT	53B13	R	BAT	FT SILL OK
USA FA SCH	W2NTAA	TC00145	CBT DEV STAFF OFF TGT ACQ	CPT	53B13	R	BAT	FT SILL OK
USA IG	W303AA	SB00011	IG INTELL OVRSGT	LTC	51A00	Z	BAT	PENTAGON
USA IG	W303AA	SB00012	IG INTELL OVRSHT	LTC	51A00	Z	BAT	PENTAGON
USA IG	W303AA	SB00013	IG ACQUISITION BRANCH	LTC	97A00	C	BAT	PENTAGON
USA IG	W303AA	SB00014	IG ACQUISITION BRANCH	LTC	97A00	C	BAT	PENTAGON
USA INF SCH	W215AA	TC00081	CHIEF FIREPOWER BRANCH	LTC	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00114	DEP TSM IFS(HVY)	LTC	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00118	DEP TSM (SOLDIER)	LTC	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00192	ASST TSM BFVS	LTC	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00040	ASST TSM BFVS	MAJ	51A11	A	DLX	FT BENNING GA
USA INF SCH	W215AA	TC00042	CHIEF, MOBILITY BRANCH	MAJ	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00043	ASST TSM BFVS	MAJ	51A11	A	DLX	FT BENNING GA
USA INF SCH	W215AA	TC00115	ASST TSM NLOS-CA	MAJ	51A11	A	BB1	FT BENNING GA
USA INF SCH	W215AA	TC00116	ASST TSM ITAS	MAJ	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00117	ASST TSM LOSAT	MAJ	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00119	SURV/MOB	MAJ	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00120	ASST TSM	MAJ	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00122	CHIEF SPID BRANCH	MAJ	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00124	SR PROJECT OFF BATTLE LAB	MAJ	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00169	CHIEF ELECT SPECIALTY	MAJ	51A11	A	CHX	FT BENNING GA
USA INF SCH	W215AA	TC00199	SR PROJECT OFF T&E	MAJ	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00200	CHIEF, CIE/NBC	MAJ	51A11	A	CEX	FT BENNING GA
USA INF SCH	W215AA	TC00202	CHIEF SMALL ARMS BRANCH	MAJ	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00035	PROJECT OFFICER MOBILITY	CPT	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00121	PROJECT OFFICER CIE/NBC	CPT	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00154	PROJECT OFF SMALL ARMS	CPT	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00163	PROJECT OFFICER T&E	CPT	51A11	A	CUH	FT BENNING GA
USA INF SCH	W215AA	TC00215	PROJECT OFFICER ELCT SP	CPT	51A11	A	BB1	FT BENNING GA
USA INF SCH	W215AA	TC00216	PROJECT OFFICER ELCT SP	CPT	51A11	A	BB1	FT BENNING GA
USA INF SCH	W215AA	TC00217	PROJECT OFFICER FIREPOWER	CPT	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00254	PROJ OFFICER BATTLE LAB	CPT	51A11	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00123	PROJECT OFFICER MOBILITY	CPT	51A12	A	BAT	FT BENNING GA
USA INF SCH	W215AA	TC00255	PROJ OFFICER BATTLE LAB	CPT	53B11	R	BB1	FT BENNING GA
USA INF SCH	W215AA	TC00256	PROJ OFFICER BATTLE LAB	CPT	97A11	C	BB1	FT BENNING GA
USA INT SCH	W1B8AA	TC00240	ASSISTANT TSM TRAINING	LTC	51A35	A	BAT	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00243	ASSISTANT TSM TRAINING	LTC	51A35	A	BAT	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00105	ASST TSM LOGISTICS-ASAS	MAJ	51A00	A	CUE	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00102	ASST TSM TRAINING-JSTARS	MAJ	51A35	A	BB1	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00103	ASST TSM LOGISTICS-JSTARS	MAJ	51A35	A	BB1	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00104	ASST TSM PERSONNEL-ASAS	MAJ	51A35	A	CUE	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00107	CHIEF, MATERIEL & LOG DIV	MAJ	51A35	A	BAT	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00222	SYS RQMNTS OFF BATTLE LAB	MAJ	51A35	A	BAT	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00241	ASSISTANT TSM PERSONNEL	MAJ	51A35	A	BAT	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00106	ASST TSM PERSONNEL/GBCS	MAJ	53B35	R	BB1	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00108	MANPRINT OFFICER	CPT	51A35	A	BAT	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00109	LOGISTICS OFFICER	CPT	51A92	A	BAT	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00110	SYSTEM REQUIREMENTS OFF	CPT	53B35	R	BAT	FT HUACHUCA AZ
USA INT SCH	W1B8AA	TC00223	SYSTEM REQUIREMENTS OFF	CPT	53B35	R	BAT	FT HUACHUCA AZ
USA ISC	W4NHAA	CZ00071	CHIEF SYS AUTOMATION BR	LTC	53C00	R	BAT	FT HUACHUCA AZ
USA ISC	W4NHAA	CZ00127	CONTRACT & INDUSTRIAL MGT	MAJ	97A00	C	MBA	FT HUACHUCA AZ
USA ISEC	W24803	CZ00025	CHIEF ENGINEERING OFFICE	COL	53C00	R	BAT	FT BELVOIR VA
USA ISEC	W24803	CZ00168	DIR ARMY TECH INTEGRATION	COL	53C00	T	CUE	FT HUACHUCA AZ
USA ISEC	W24803	CZ00178	DIR FORCE PROJECTION ENG	COL	53C00	R	CUE	FT HUACHUCA AZ
USA ISEC	W24803	CZ00030	SYSTEMS AUTOMATION ENGR	MAJ	51A25	R	CUE	FT HUACHUCA AZ
USA ISEC	W24803	CZ00027	SYSTEMS AUTOMATION ENGR	MAJ	53B00	R	BCF	FT HUACHUCA AZ
USA ISEC	W24803	CZ00032	SYSTEMS AUTOMATION ENGR	MAJ	53B00	T	CUE	FT HUACHUCA AZ
USA ISEC	W24803	CZ00082	SYSTEMS AUTOMATION ENGR	MAJ	53B00	R	CUE	FT HUACHUCA AZ
USA ISEC	W24803	CZ00031	SYSTEMS AUTOMATION ENGR	CPT	53B00	T	CUE	FT HUACHUCA AZ
USA ISEC	W24803	CZ00033	SYSTEMS AUTOMATION ENG	CPT	53B00	R	CUE	FT HUACHUCA AZ
USA ISEC	W24803	CZ00034	SOFTWARE ENGINEER	CPT	53B00	T	CUE	FT BELVOIR VA
USA ISEC	W24803	CZ00035	SOFTWARE ENGINEER	CPT	53B00	T	CUE	FT BELVOIR VA
USA ISEC	W24803	CZ00063	SYSTEMS AUTOMATION ENGR	CPT	53B00	R	CUE	FT HUACHUCA AZ
USA ISEC	W24803	CZ00087	SYSTEMS AUTOMATION ENGR	CPT	53B35	T	CUE	FT HUACHUCA AZ
USA ISMA	W0SXAA	CZ00003	PM DEF COMM & ARMY SWITCH	COL	51A25	A	BAT	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00014	PM DEF COMMS & ARMY TRANS	COL	51A25	A	BAT	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00013	PM INFO MGT & TELECOMM	COL	53C00	A	BB1	PENTAGON
USA ISMA	W0SXAA	CZ00023	PM THEATER AUTO C2 INFO	COL	53C00	A	BAT	YONGSAN KOREA
USA ISMA	W0SXAA	CZ00004	PM DEFENSE DATA NETWORK	LTC	51A25	A	BAT	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00015	PRODUCT LDR INFO MGT	LTC	51A25	A	CHX	PENTAGON
USA ISMA	W0SXAA	CZ00016	PM DEF SATELLITE COM SYS	LTC	51A25	A	BAT	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00005	PM SMALL COMPUTER PROGRAM	LTC	53C00	A	BAT	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00021	PM INFO MSN AREA MODERN	LTC	53C25	A	BCF	FT BELVOIR VA
USA ISMA	W0SXAA	CZ00176	PRODUCT LDR INFO MGT	LTC	53C25	A	BB1	PENTAGON
USA ISMA	W0SXAA	CZ00007	PROJECT OFFICER	MAJ	51A25	R	BAT	YONGSON KOREA
USA ISMA	W0SXAA	CZ00017	PROJECT OFFICER	MAJ	51A25	R	BAT	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00018	PROJECT OFFICER	MAJ	51A25	R	BAT	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00019	PROJECT OFFICER	MAJ	51A25	R	CHX	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00022	PROJECT OFFICER	MAJ	51A25	R	BAT	STUTTGART GE
USA ISMA	W0SXAA	CZ00006	PM SMALL COMPUTER PGM	MAJ	53B00	A	BCF	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00009	PROJECT OFFICER	MAJ	53B25	R	BCF	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00008	PROJECT OFFICER	CPT	51A25	R	CUE	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00011	PROJECT OFFICER	CPT	51A25	R	CHX	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00020	PROJECT OFFICER	CPT	51A25	R	CHX	FT MONMOUTH NJ
USA ISMA	W0SXAA	CZ00010	PROJECT OFFICER	CPT	53B25	R	CHX	FT MONMOUTH NJ

CAREER DEVELOPMENT UPDATE

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
USA ISMA	W05XAA	CZ00012	PROJECT OFFICER	CPT	53B25	R	CUE	FT MONMOUTH NJ
USA ISMA	W05XAA	CZ00173	PROJECT OFFICER	CPT	53B25	R	CUE	FT MONMOUTH NJ
USA ISMA	W05XAA	CZ00174	PROJECT OFFICER	CPT	53B25	R	BCF	FT MONMOUTH NJ
USA ISMA	W05XAA	CZ00175	PROJECT OFFICER	CPT	53B25	R	BCF	FT MONMOUTH NJ
USA ISSAA	W2Y2AA	SB00006	ACQUISITION MGT OFFICER	LTC	53C00	A	BB1	ALEXANDRIA VA
USA ISSAA	W2Y2AA	SB00001	ACQUISITION MGT OFFICER	LTC	97A00	C	BAT	ALEXANDRIA VA
USA ISSAA	W2Y2AA	SB00002	AUTOMATION MGT OFFICER	MAJ	53B00	R	CUE	ALEXANDRIA VA
USA ISSAA	W2Y2AA	SB00003	AUTOMATION MGT OFFICER	MAJ	53B00	R	CUE	ALEXANDRIA VA
USA ISSAA	W2Y2AA	SB00004	AUTOMATION MGT OFFICER	MAJ	53B00	R	CUE	ALEXANDRIA VA
USA ISSAA	W2Y2AA	SB00007	AUTOMATION MGT OFFICER	MAJ	53B00	R	CUE	ALEXANDRIA VA
USA ISSAA	W2Y2AA	SB00008	AUTOMATION MGT OFFICER	MAJ	53B00	R	CUE	ALEXANDRIA VA
USA ISSAA	W2Y2AA	SB00009	PROCUREMENT OFFICER	MAJ	97A00	C	MBA	ALEXANDRIA VA
USA ISSC	W4FHAA	CZ00097	COMMANDER INFO SYS SW CTR	COL	53C00	A	CUE	FT BELVOIR VA
USA ISSC	W4FHAA	CZ00115	SR SW ENGR/DEPUTY DIR	LTC	53C00	R	CUE	FAIRFAX VA
USA ISSC	W4FHAA	CZ00098	SR SOFTWARE ENGINEER/XO	MAJ	53B00	S	CUE	FT BELVOIR VA
USA ISSC	W4FHAA	CZ00112	SR SOFTWARE ENGINEER	MAJ	53B00	R	CUE	FT BELVOIR VA
USA ISSC	W4FHAA	CZ00113	CHIEF SOFTWARE ENGINEER	MAJ	53B00	S	CUE	FT BELVOIR VA
USA ISSC	W4FHAA	CZ00122	SR SOFTWARE ENGINEER	MAJ	53B00	R	CUE	FT BELVOIR VA
USA ISSC	W4FHAA	CZ00125	SOFTWARE ENGINEER	MAJ	53B00	S	CUE	FT BELVOIR VA
USA ISSC	W4FHAA	CZ00099	COMMANDER HHC	CPT	53B00	Z	BCF	FT BELVOIR VA
USA ISSC	W4FHAA	CZ00107	AUTOMATION MGT OFFICER	CPT	53B00	S	CUE	FT BELVOIR VA
USA ISSC	W4FHAA	CZ00108	AUTOMATION MGT OFFICER	CPT	53B00	S	BCF	FT BELVOIR VA
USA ISSC	W4FHAA	CZ00121	SOFTWARE ENGINEER	CPT	53B00	R	BCF	FAIRFAX VA
USA ISSC	W4FHAA	CZ00126	SOFTWARE ENGINEER	CPT	53B00	R	CUE	FAIRFAX VA
USA ISSC	W4FHAA	CZ00172	AUTOMATION MGT OFFICER	CPT	53B00	S	BCF	FT BELVOIR VA
USA MP SCH	W4K8AA	TC00174	SENIOR RDTE OFFICER	MAJ	51A31	A	BAT	FT MCCLELLAN AL
USA MP SCH	W4K8AA	TC00175	SENIOR RDTE OFFICER	MAJ	51A31	A	BAT	FT MCCLELLAN AL
USA MP SCH	W4K8AA	TC00182	SENIOR RDTE OFFICER	MAJ	51A31	A	CUH	FT MCCLELLAN AL
USA MP SCH	W4K8AA	TC00176	RDTE OFFICER	CPT	51A31	A	BAT	FT MCCLELLAN AL
USA OD CTR	W1D4AA	TC00064	SR SYSTEMS STAFF OFFICER	CPT	51A91	A	BAT	APG MD
USA RDAISA	W0LAAA	CZ00001	COMMANDER USA RDAISA	LTC	53C00	R	CUE	RADFORD VA
USA RDAISA	W0LAAA	CZ00002	CHIEF SOFTWARE SPT BRANCH	MAJ	53B00	R	CUE	PENTAGON
USA RDAISA	W0LAAA	CZ00179	ADP MANAGEMENT ANALYST	MAJ	53B00	R	CUE	PENTAGON
USA RSCH ASS	W39BAA	X100342	DEP DIRECTOR	LTC	51A00	T	CHX	WSMR NM
USA RSRCH OFF	W05BAA	X100073	TECH INTEGRATION MGR	LTC	51A00	S	CHX	TRIANGLE PARK NC
USA RSRCH OFF	W05BAA	X100689	MIL INTGRATIONN MGR	MAJ	51A00	S	CHX	ALEXANDRIA VA
USA SAFETY CTR	W0J7AA	SP00148	CH FLIGHT DATA RECORDER	LTC	51A15	S	CFX	FT RUCKER AL
USA SAFETY CTR	W0J7AA	SP00003	SAFETY ENGINEER	MAJ	51A00	S	CUH	FT RUCKER AL
USA SAFETY CTR	W0J7AA	SP00004	AERO ENGINEER	MAJ	51A00	S	CFX	FT RUCKER AL
USA SAFETY CTR	W0J7AA	SP00001	AERO ENGINEER	MAJ	51A15	S	CFX	FT RUCKER AL
USA SAFETY CTR	W0J7AA	SP00002	AERO ENGINEER	MAJ	51A15	S	CFX	FT RUCKER AL
USA SIGNAL	W0U5AA	TC00246	ASSISTANT TSM	LTC	53C25	R	BCF	FT GORDON GA
USA SIGNAL	W0U5AA	TC00001	ASST TSM	MAJ	51A25	A	CUE	FT GORDON GA
USA SIGNAL	W0U5AA	TC00002	ASST TSM	MAJ	51A25	A	CHX	FT GORDON GA
USA SIGNAL	W0U5AA	TC00038	ASSIST TSM LOG	MAJ	51A25	A	BCF	FT GORDON FA
USA SIGNAL	W0U5AA	TC00170	CH, INT & EVAL BATTLE LAB	MAJ	51A25	A	CHX	FT GORDON GA
USA SIGNAL	W0U5AA	TC00003	ASST TSM (PER)	CPT	51A25	A	CHX	FT GORDON GA
USA SIGNAL	W0U5AA	TC00004	PGM MGT OFFICER	CPT	51A25	A	CUE	FT GORDON GA
USA SIGNAL	W0U5AA	TC00007	AUTOMATION OFF	CPT	53B25	R	CUE	FT GORDON GA
USA SIGNAL	W0U5AA	TC00008	AUTOMATION OFF	CPT	53B25	R	CUE	FT GORDON GA
USA SIGNAL	W0U5AA	TC00010	CD STAFF OFF	CPT	53B25	R	CUE	FT GORDON GA
USA SIGNAL	W0U5AA	TC00209	CD STAFF OFFICER	CPT	53B25	R	CUE	FT GORDON GA
USA SIGNAL	W0U5AA	TC00227	CHIEF OFF BRANCH	CPT	53B25	R	BAT	FT GORDON GA
USA SIGNAL	W0U5AA	TC00228	INSTRUCTOR/WRITER	CPT	53B25	R	CUE	FT GORDON GA
USA SIGNAL	W0U5AA	TC00232	CBT DEV PROJ OFF	CPT	53B25	R	CUE	FT GORDON GA
USA SIGNAL	W0U5AA	TC00233	CD STAFF OFF	CPT	53B25	R	CUE	FT GORDON GA
USA SIGNAL	W0U5AA	TC00006	CD PROJECT OFFICER	CPT	53B35	R	CUE	FT GORDON GA
USA SPACE PGM	W36PAA	SP00016	DIRECTOR	COL	51A00	A	CFX	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00018	JOINT DPM	LTC	51A00	A	CFX	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00026	CHIEF FIELD SUPPORT DIV	LTC	51A00	S	CFX	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00124	CHIEF DEVELOPMENT DIV	LTC	51A00	A	CUE	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00124	CHIEF, R&D DIVISION	LTC	51A25	S	CUE	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00021	PROJECT DIR CONFIG CONTRL	LTC	53C00	S	BB1	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00017	PROCUREMENT MGR/XO	LTC	97A00	C	MBA	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00025	ILS OFFICER IMAGERY SYS	MAJ	51A00	S	BAT	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00027	CHIEF SYS ENGINEER TENCAP	MAJ	51A00	S	BB1	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00028	SYNTHETIC APER RADAR OFF	MAJ	51A00	S	BB1	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00149	INTEL SYSTEMS ENGINEER	MAJ	51A00	A	BB1	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00152	INTEL SYSTEMS ENGINEER	MAJ	51A00	S	BB1	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00024	CONTRACTING OFF TENCAP	MAJ	51A25	C	CUE	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00029	SENIOR SYSTEMS ENGINEER	MAJ	51A25	S	DLX	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00151	TECHNOLOGY PGM DIRECTOR	MAJ	51A25	S	BB1	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00019	PROJECT DIRECTOR AIS	MAJ	51A35	S	CUE	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00022	TECHNOLOGY PGM DIRECTOR	MAJ	51A35	A	BAT	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00023	PROJECT DIR TENCAP COMMS	MAJ	53B00	S	BCF	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00020	SYSTEMS RESEARCH ENGINEER	CPT	51A00	S	BB1	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00030	SYSTEMS ENGINEER SIGINT	CPT	51A25	S	CFX	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00031	SYSTEM DESIGN ENGINEER	CPT	51A25	S	CFX	FAIRFAX VA
USA SPACE PGM	W36PAA	SP00150	COMMO SYSTEMS ENGINEER	CPT	53B25	R	CUE	LOS ANGELES CA
USA SSDC	W4T8AA	SC00033	DIRECTOR HIGH ENERY LASER	COL	51A00	S	BB1	WSMR NM
USA SSDC	W4T8AA	SC00001	CHIEF, SPACE TECH PGMS	COL	51A14	V	BAT	ARLINGTON VA
USA SSDC	W4T8AA	SC00009	DIR TARGETS TEST & EVAL	COL	51A14	A	BB1	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00052	DEPUTY, SMDTC	COL	51A14	V	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00062	ACS PA&E OFFICER	COL	51A14	V	CUH	ARLINGTON VA
USA SSDC	W4T8AA	SC00004	CHIEF SPACE SYSTEM DIV	LTC	51A00	S	BAT	LOS ANGELES CA
USA SSDC	W4T8AA	SC00010	PM STRATEGIC TGTS	LTC	51A00	A	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00011	PM THEATER TARGETS	LTC	51A00	A	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00012	SYSTEM ACQUISITION OFF	LTC	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00020	SENIOR R&D COORDINATOR	LTC	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00021	R & D COORDINATOR	LTC	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00036	PM EXTENDED ADA TESTBED	LTC	51A00	A	CUH	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00041	ASST DEPUTY NATL TEST FAC	LTC	51A00	T	CUH	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00053	STAFF OFFICER	LTC	51A00	T	BAT	ARLINGTON VA
USA SSDC	W4T8AA	SC00054	STAFF OFFICER	LTC	51A00	T	BAT	ARLINGTON VA
USA SSDC	W4T8AA	SC00065	CHIEF TECH ASSESSMENT	LTC	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00066	STAFF OFFICER	LTC	51A00	S	BAT	ARLINGTON VA
USA SSDC	W4T8AA	SC00070	DEPUTY PM ARMY MTN TOP	LTC	51A00	A	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00076	CHIEF TMD BATTLE LAB	LTC	51A00	A	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00056	STAFF OFFICER	LTC	51A14	T	BAT	ARLINGTON VA
USA SSDC	W4T8AA	SC00074	SYSTEM INTEGRATION OFF	LTC	51A14	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00027	R & D COORDINATOR	LTC	51A15	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00057	STAFF OFFICER	LTC	51A15	T	BAT	ARLINGTON VA
USA SSDC	W4T8AA	SC00055	STAFF OFFICER	LTC	53C00	S	BAT	ARLINGTON VA
USA SSDC	W4T8AA	SC00008	CONTRACTING OFFICER	LTC	97A00	C	MBA	HUNTSVILLE AL

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
USA SSDC	W4T8AA	SC00014	R & D COORDINATOR	MAJ	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00015	R & D COORDINATOR	MAJ	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00024	R & D COORDINATOR	MAJ	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00037	SIMULATION TEAM LEADER	MAJ	51A00	S	BB1	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00042	INTEG SIM & TEST	MAJ	51A00	T	BB1	COLORADO SPRINGS CO
USA SSDC	W4T8AA	SC00064	PROGRAM INTEGRATOR	MAJ	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00067	R & D COORDINATOR	MAJ	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00068	DIRECTOR ENGINEERING	MAJ	51A60	S	CUH	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00069	R & D COORDINATOR	MAJ	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00071	APM THEATER MSL DEFENSE	MAJ	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00079	MISSILE SYSTEMS ENGINEER	MAJ	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00080	SYSTEMS INTEGRATION OFF	MAJ	51A00	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00082	PATRIOT LOGISTICS OFF	MAJ	51A00	A	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00002	CHIEF BOEING FIELD OFFICE	MAJ	51A14	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00063	R & D COORDINATOR	MAJ	51A14	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00072	SYSTEM TEST OFFICER	MAJ	51A14	T	CUH	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00073	APM ARROW PROJECT OFFICE	MAJ	51A14	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00075	TEST & EVALUATION OFFICER	MAJ	51A14	T	CUH	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00077	THAAD SYS REQUIREMENT OFF	MAJ	51A14	S	BAT	HUNTSVILLE AL
USA SSDC	W4T8AA	SC00081	SYSTEMS SOFTWARE ENGR	MAJ	53B00	R	CUE	HUNTSVILLE AL
USA SSDC - KWAJ	W4T8AA	SC00047	DIR, KWAJLEIN MSL RANGE	LTC	51A00	T	BAT	KWAJALEIN ATOLL
USA SSDC - KWAJ	W4T8AA	SC00048	CHIEF RANGE OPERATIONS	MAJ	51A00	T	BAT	KWAJALEIN ATOLL
USA SSDC - KWAJ	W4T8AA	SC00049	MISSION CONTROL OFFICER	CPT	51A00	T	BAT	KWAJALEIN ATOLL
USA SSDC - KWAJ	W4T8AA	SC00050	MISSION CONTROL OFFICER	CPT	51A00	T	BAT	KWAJALEIN ATOLL
USA SSDC - KWAJ	W4T8AA	SC00051	MISSION CONTROL OFFICER	CPT	51A00	T	BAT	KWAJALEIN ATOLL
USA TMDE ACT	W1PLAA	X100228	PM TMDE	COL	51A00	A	BAT	HUNTSVILLE AL
USA TMDE ACT	W1PLAA	X100230	PM TEMOD	LTC	51A00	A	BAT	HUNTSVILLE AL
USA TMDE ACT	W1PLAA	X100231	PM ATSS	LTC	51A00	A	BAT	HUNTSVILLE AL
USA TMDE ACT	W1PLAA	X100229	APM TMDE FIELDING	MAJ	51A00	A	BAT	HUNTSVILLE AL
USA WSMR	W04WAA	X100030	DIR, MATERIEL TEST DIR	COL	51A00	T	BAT	WSMR NM
USA WSMR	W04WAA	X100713	DEPUTY CDR	COL	51A00	A	BAT	WSMR NM
USA WSMR	W04WAA	X100032	TEST & EVAL OFFICER	CPT	51A13	T	BAT	WSMR NM
USA WSMR	W04WAA	X100041	TEST & EVAL OFFICER	CPT	51A13	T	BAT	WSMR NM
USA WSMR	W04WAA	X100042	TEST & EVAL OFFICER	CPT	51A13	T	BAT	WSMR NM
USA WSMR	W04WAA	X100043	TEST & EVAL OFFICER	CPT	51A13	T	BAT	WSMR NM
USA WSMR	W04WAA	X100033	TEST & EVAL OFFICER	CPT	51A14	T	BAT	WSMR NM
USA WSMR	W04WAA	X100034	TEST & EVAL OFFICER	CPT	51A14	T	BAT	WSMR NM
USA WSMR	W04WAA	X100037	TEST & EVAL OFFICER	CPT	51A14	T	BAT	WSMR NM
USA WSMR	W04WAA	X100038	TEST & EVAL OFFICER	CPT	51A14	T	BAT	WSMR NM
USA WSMR	W04WAA	X100046	T&E OFFICER	CPT	51A14	T	BAT	WSMR NM
USA WSMR	W04WAA	X100047	TEST & EVAL OFFICER	CPT	51A14	T	BAT	WSMR NM
USA WSMR	W04WAA	X100722	SYSTEM AUTOMATION OFFICER	CPT	53B14	T	CUE	WSMR, NM
USA YPG	W04XAA	X100048	COMMANDER	COL	51A00	V	BAT	YPG AZ
USA YPG	W04XAA	X100049	DIRECTOR OF MAT TEST	LTC	51A00	T	BAT	YPG AZ
USA YPG	W04XAA	X100700	T & E OFFICER	MAJ	51A13	T	BAT	YPG AZ
USA YPG	W04XAA	X100053	TEST & EVAL OFFICER	CPT	51A13	T	BAT	YPG AZ
USA YPG	W04XAA	X100715	ARTILLERY TEST OFFICER	CPT	51A13	T	BAT	FT GREELY, ALASKA
USA YPG	W04XAA	X100055	TEST & EVAL OFF (OH-58D)	CPT	51A15	T	CFX	YPG AZ
USA YPG	W04XAA	X100056	TEST & EVAL OFF (AH-64)	CPT	51A15	T	CFX	YPG AZ
USA YPG	W04XAA	X100052	TEST & EVAL OFFICER	CPT	51A91	T	BAT	YPG AZ
USA YPG	W04XAA	X100057	T & E OFFICER	CPT	53B00	T	BAT	YPG, AZ
USACDRA	W2DFAA	X100735	DEP CHIEF, ENG & OPS DIV	LTC	51A74	V	CEX	APG, MD
USACMDA	W2DFAA	X100734	CAMDS SYSTEM MANAGER	LTC	51A74	A	CEX	APG, MD
USACMDA	W2DFAA	X100292	PROCESS ACQUISITION OFF	MAJ	51A74	T	CEX	APG MD
USACMDA	W2DFAA	X100650	PROJECT OFFICER	MAJ	51A74	A	CEX	APG MD
USACMDA	W2DFAA	X100293	PROCESS ACQUISITION OFF	CPT	51A74	C	CEX	APG MD
USACMDA	W2DFAA	X100294	CAMDS SYSTEM MANAGER	CPT	51A74	C	CEX	APG MD
USAE CENTCOM	W4DMAA	JA00049	DEF INDUS COOPERATIVE OFF	LTC	97A00	C	MBA	EGYPT
USAE CENTCOM	W4FGAA	JA00050	ACQUISITION OFFICER	LTC	97A00	C	ADU	MCDILL AFB FL
USAE CENTCOM	W4FGAA	JA00051	SYSTEMS ANALYST	MAJ	53B00	R	CUE	MCDILL AFB FL
USAE CENTCOM	W4T2AA	JA00054	MAINTENANCE SECTION CHIEF	MAJ	53B00	R	BAT	MCDILL AFB FL
USAE CENTCOM	W4T2AA	JA00073	CHIEF MAINTENANCE SECTION	MAJ	53B00	R	ADU	MCDILL AFB FL
USAE EUCOM	W4T4AA	JA00056	CHIEF DEF COOPERATIVE SEC	LTC	97A00	C	MBA	FRANCE
USAE EUCOM	W4T4AA	JA00057	CHIEF DEF COOPERATIVE SEC	LTC	97A00	C	MBA	ITALY
USAE EUCOM	W4T4AA	JA00058	CHIEF DEF COOPERATIVE SEC	LTC	97A00	C	MBA	NORWAY
USAE EUCOM	W4T4AA	JA00059	CHIEF DEF COOPERATIVE SEC	LTC	97A00	C	MBA	UNITED KINGDOM
USAE EUCOM	W4T4AA	JA00060	CHIEF DEF COOPERATIVE DIV	LTC	97A00	C	MBA	GREECE
USAE EUCOM	W4T4AA	JA00061	CHIEF ARM COOPERATIVE MGR	MAJ	97A00	C	MBA	TURKEY
USAE EUCOM	W4T4AA	JA00062	ARM COOPERATIVE MGR	MAJ	97A00	C	MBA	TURKEY
USAE INT CTR	W15BAA	JA00002	CE SYSTEMS ENGINEER	MAJ	53B00	S	BB1	HAWAII
USAE JSOC	W4GKAA	DJ00012	MGR INFO SYSTEMS	MAJ	53B35	R	BB1	
USAE JSOC	W4GKAA	DJ00013	PROCUREMENT OFF	MAJ	97A00	C	MBA	
USAE JT ELE WAR	W4DJAA	JA00048	CHIEF TECHNOLOBY DIVISION	LTC	53C00	R	BB1	KELLY AFB TX
USAE JT ELE WAR	W4DJAA	JA00047	R & D COORDINATOR	MAJ	51A00	S	BAT	KELLY AFB TX
USAE PACOM	W4WB03	JA00065	ARMY PROGRAMS MANAGER	LTC	51A00	A	DLX	SEOUL KOREA
USAE PACOM	W093AA	JA00001	CHIEF C4I INTEGRATON BR	LTC	53C00	R	BCF	CAMP SMITH HI
USAE PACOM	W4ADAA	JA00045	ADP PLANS OFFICER	MAJ	53B00	R	CUE	CAMP SMITH HI
USAE PACOM	W4ADAA	JA00046	ADP PLANS OFFICER	MAJ	53B00	R	CUE	CAMP SMITH HI
USAE SOCOM	W3P2AA	DJ00002	CHIEF OPERATIONAL T & E	COL	51A00	T	CUH	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00003	PEO COMBAT & SPECIAL PGMS	COL	51A00	A	BAT	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00008	DIRECTOR PROCUREMENT	COL	97A00	C	MBA	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00007	CHIEF POLICY & LOG DIV	LTC	51A00	A	BAT	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00014	CHIEF OPERATIONAL TESTING	LTC	51A00	T	CUH	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00017	TEST & EVALUATION OFFICER	LTC	51A00	T	BAT	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00006	CHIEF ROTARY WING BRANCH	LTC	51A15	A	CFX	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00009	CHIEF PROCUREMENT BRANCH	LTC	97A00	C	MBA	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00004	DEPUTY PRGM INTEGRATION	MAJ	51A00	A	BAT	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00005	SYSTEM ACQUISITION MGR	MAJ	51A00	A	BAT	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00011	REQUIREMENTS STAFF OFF	MAJ	51A00	A	BAT	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00016	TEST & EVALUATION OFFICER	MAJ	51A00	T	BAT	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00015	TEST & EVAL POLICY MGR	MAJ	51A00	T	CUH	MCDILL AFB FL
USAE SOCOM	W3P2AA	DJ00010	PROCUREMENT OFFICER	MAJ	97A00	C	MBA	MCDILL AFB FL
USAFISA	W4PCAA	SF00123	TAADS-R PROJ OFF	LTC	53C00	A	CUE	FT BELVOIR VA
USAFISA	W4PCAA	TC00225	SENIOR AI PROJECT OFF	MAJ	53B14	R	BCF	FT LEAVENWORTH KS
USAG FT CARSON	W0VNAA	FC00061	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT CARSON CO
USAG FT HOOD	W0VCAA	FC00058	DIR OF CONTRACTING	LTC	97A00	C	MBA	FT HOOD TX
USAG FT MEADE	W0USAA	MW00001	CONTRACT SPECIALIST	MAJ	97A00	C	MBA	FT MEADE MD
USAG FT POLK	W0VFAA	FC00066	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT POLK LA
USAG-PANAMA	W0A5AA	SU00001	DEP DIR CONTRACTING	MAJ	97A00	C	MBA	FT CLAYTON PN
USAG-PANAMA	W0A5AA	SU00002	CONTRACTING OFFICER	MAJ	97A00	C	MBA	FT CLAYTON PN
USAG-PANAMA	W0A5AA	SU00003	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT CLAYTON PN
USAG-PANAMA	W0A5AA	SU00004	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT CLAYTON PN
USAG-PANAMA	W0A5AA	SU00005	CONTRACTING OFFICER	CPT	97A00	C	MBA	FT CLAYTON PN
USAISEC	W24BAA	CZ00180	SYSTEMS AUTOMATION ENGR	CPT	53B00	R	CUE	FT HUACHUCA AZ

UNITNAME	UIC	POSNUM	TITLE	RANK	PRC	APC	ACS	LOCATION
USAISEC	W248AA	CZ00181	SYSTEMS AUTOMATION ENGR	CPT	53B00	R	CUE	FT HUACHUCA AZ
USAISEC	W248AA	CZ00182	SYSTEMS AUTOMATION ENGR	CPT	53B00	R	CUE	FT HUACHUCA AZ
USAJFKSWCS	W1E0AA	SP00040	PM ARSOF MATERIEL & MOB	LTC	51A18	A	SAM	FT BRAGG NC
USAJFKSWCS	W1E0AA	SP00001	PM ARSOF C4I	LTC	53C00	A	CUE	FT BRAGG NC
USAJFKSWCS	W1E0AA	SP00004	DEPUTY PM MATERIEL SYSTEM	MAJ	51A18	A	BAT	FT BRAGG NC
USAJFKSWCS	W1E0AA	SP00011	DEPUTY PM MOBILITY SYSTEM	MAJ	51A25	A	CUE	FT BRAGG NC
USAJFKSWCS	W1E0AA	SP00008	DEPUTY PM IEW & PYSOP	MAJ	51A35	A	CFX	FT BRAGG NC
USAJFKSWCS	W1E0AA	SP00005	SYSTEM ACQUISITION MGR	CPT	51A18	A	BAT	FT BRAGG NC
USAJFKSWCS	W1E0AA	SP00006	SYSTEM ACQUISITION MGR	CPT	51A18	A	DLX	FT BRAGG NC
USAJFKSWCS	W1E0AA	SP00010	SYSTEM ACQUISITION MGR	CPT	51A18	A	BAT	FT BRAGG NC
USAJFKSWCS	W1E0AA	SP00002	SYSTEM ACQUISITION MGR	CPT	51A25	R	BB1	FT BRAGG NC
USAJFKSWCS	W1E0AA	SP00009	DEPUTY PM C4 SYSTEMS	CPT	51A35	R	BB1	FT BRAGG NC
USAMC IG	W2GJAA	X100298	TM C SYS INSPECTOR	LTC	51A00	S	BAT	ALEXANDRIA VA
USAMC IG	W2GJAA	X100301	TM C PROC INSPECTOR	LTC	97A00	C	MBA	ALEXANDRIA VA
USAMC IG	W2GJAA	X100302	PROC INVESTIGATOR	LTC	97A00	C	MBA	ALEXANDRIA VA
USAMC IG	W2GJAA	X100649	INSPECTOR GENERAL	MAJ	97A00	C	MBA	ALEXANDRIA VA
USARC	W47AAA	FC00060	ASSISTANT IG	MAJ	97A00	C	MBA	ATLANTA GA
USARDSG-C	W05FAA	X100067	COMMANDER	LTC	51A00	A	BAT	CANADA
USARDSG-GE	W05FAA	X100398	COMMANDER	COL	51A00	A	BAT	BONN GE
USARDSG-GE	W05FAA	X100400	INTL R&D COORDINATOR	LTC	51A00	A	BAT	BONN GE
USARDSG-GE	W05FAA	X100399	INTL R&D COORDINATOR	MAJ	51A02	S	BAT	GERMANY
USARDSG-GE	W05FAA	X100723	INTERNATIONAL R&D COORD	MAJ	51A02	3	BAT	BONN, GERMANY
USARDSG-UK	W05FAA	X100068	COMMANDER	COL	51A00	A	BAT	UK
USARDSG-UK	W05FAA	X100071	STANDARDIZATION REP-FR	LTC	51A00	A	BAT	FRANCE
USARDSG-UK	W05FAA	X100733	STANDARDIZATION REPRESENT	LTC	51A00	C	BAT	LONDON, UK
USARDSG-UK	W05FAA	X100070	STANDARDIZATION REPRESENT	LTC	51A15	A	CFX	UK
USARDSG-UK	W05FAA	X100069	CHIEF, STANDARDIZATION	LTC	51A25	A	BB1	UK
USARDSG-UK	W05FAA	X100072	STANDARDIZATION REPRESENT	LTC	97A00	C	MBA	UK
USASOC TAPO	W470AA	SP00047	PGM MGR TECH APPLICATIONS	LTC	51A15	A	CFX	ST LOUIS MO
USASOC TAPO	W470AA	SP00051	APM TECH APPLICATIONS	LTC	51A15	A	CFX	ST LOUIS MO
USASOC TAPO	W470AA	SP00012	APM MH-60	MAJ	51A15	A	CFX	ST LOUIS MO
USASOC TAPO	W470AA	SP00013	APM MH-47	MAJ	51A15	A	CFX	ST LOUIS MO
USASOC TAPO	W470AA	SP00014	APM A/MH-6	MAJ	51A15	A	CFX	ST LOUIS MO
USASOC TAPO	W470AA	SP00015	APM READINESS/LOG	MAJ	51A15	A	BAT	ST LOUIS MO
USASOC TAPO	W470AA	SP00048	EXP TEST PILOT SMU	MAJ	51A15	T	CFX	FT EUSTIS VA
USASOC TAPO	W470AA	SP00049	APM MH-60	MAJ	51A15	A	CFX	ST LOUIS MO
USASPSA	W4HPAA	SP00050	COMMANDER	COL	51A18	A	BAT	FORT BELVOIR VA
USASPSA	W4HPAA	SP00041	OPERATIONS OFFICER	LTC	51A18	A	BAT	FT BELVOIR VA
USASPSA	W4HPAA	SP00042	APM SOF AVIATION SYSTEMS	MAJ	51A15	A	CFX	FT BELVOIR VA
USASPSA	W4HPAA	SP00018	APM SOF WEAPONS	MAJ	51A18	A	BAT	FT BELVOIR VA
USASPSA	W4HPAA	SP00019	CHIEF FIELD OFFICE	MAJ	51A18	A	BAT	FT BRAGG NC
USASPSA	W4HPAA	SP00043	APM SOF ORDNANCE SYSTEMS	MAJ	51A91	A	BAT	FT BELVOIR VA
USASPSA	W4HPAA	SP00017	APM SOF LOGISTICS	MAJ	51A92	A	BAT	FT BELVOIR VA
USASPSA	W4HPAA	SP00016	PROCUREMENT OFFICER	MAJ	97A00	C	MBA	FT BELVOIR VA
USASPSA	W4HPAA	SP00053	DEPUTY CONTRACT ADMIN	CPT	97A00	C	MBA	LEXINGTON KY
USATEMA	W44SAA	S800001	T&E STAFF OFFICER	LTC	51A00	T	CUH	PENTAGON
USATEMA	W44SAA	S800002	T&E STAFF OFFICER	LTC	51A00	T	MBA	PENTAGON
USATSC	W3E9AA	TC00146	MAT ACQ MGT OFF TECH BASE	MAJ	51A00	S	BAT	FT EUSTIS VA
USATSC	W3E9AA	TC00147	MAT ACQ MGT OFF FAMSIM	MAJ	51A00	S	BB1	FT EUSTIS VA
USATSC	W3E9AA	TC00204	MAT ACQ MGT OFF INFANTRY	MAJ	51A00	A	BAT	FT EUSTIS VA
USATSC	W3E9AA	TC00205	MAT ACQ MGT OFF AVIATION	MAJ	51A00	A	CFX	FT EUSTIS VA
USATSC	W3E9AA	TC00206	MAT ACQ MGT OFF ARMOR	MAJ	51A00	A	BAT	FT EUSTIS VA
USATSC	W3E9AA	TC00221	MAT ACQ MGT OFF ENGINEER	MAJ	51A00	A	BAT	FT EUSTIS VA
USATSC	W3E9AA	TC00148	MAT ACQ MGT OFF ADA	MAJ	51A14	S	BAT	FT EUSTIS VA
USATSC	W3E9AA	TC00210	MAT ACQ MGT OFF ARTILLERY	CPT	51A00	A	BAT	FT EUSTIS VA
USMA	W1FBAA	MA00001	DIRECTOR CONTRACTING	LTC	97A00	C	MBA	WEST POINT NY
USMA	W1FBAA	MA00004	SENIOR RESEARCH ANALYST	MAJ	51A00	S	DXX	WEST POINT NY
USMA	W1FBAA	MA00005	RESEARCH ANALYST	MAJ	51A00	S	DLX	WEST POINT NY
USMA	W1FBAA	MA00006	RESEARCH ANALYST	MAJ	51A00	S	DXX	WEST POINT NY
USMA	W1FBAA	MA00011	INSTUCTOR/R & D	MAJ	51A00	S	DLX	WEST POINT NY
USMA	W1FBAA	MA00012	INSTUCTOR/R & D	MAJ	51A00	S	DLX	WEST POINT NY
USMA	W1FBAA	MA00002	SENIOR ANALYST	MAJ	53B00	S	CUD	WEST POINT NY
USMA	W1FBAA	MA00007	INSTRUCTOR COMPUTER SCIEN	MAJ	53B00	S	CUE	WEST POINT NY
USMA	W1FBAA	MA00014	INSTRUCTOR COMPUTER SCIEN	MAJ	53B00	S	CUE	WEST POINT NY
USMA	W1FBAA	MA00015	INSTRUCTOR COMPUTER SCIEN	MAJ	53B00	S	CUE	WEST POINT NY
USMA	W1FBAA	MA00008	INSTRUCTOR/R & D	CPT	51A00	S	CUH	WEST POINT NY
USMA	W1FBAA	MA00009	INSTRUCTOR/R & D	CPT	51A00	S	CUH	WEST POINT NY
USMA	W1FBAA	MA00010	INSTRUCTOR/R & D	CPT	51A00	S	CUH	WEST POINT NY
USMA	W1FBAA	MA00003	RESEARCH SCIENTIST	CPT	53B00	S	CUD	WEST POINT NY
USMA	W1FBAA	MA00013	INSTRUCTOR COMPUTER SCIEN	CPT	53B00	S	CUE	WEST POINT NY
USSPACECOM	W3BMAA	JA00018	C4S SYSTEMS ANAL	MAJ	51A00	R	BB1	COLORADO SPRINGS
USSPACECOM	W3BMAA	JA00070	BMD WPNS ACQ OFF	MAJ	51A00	A	BAT	COLORADO SPRINGS
USSPACECOM	W3BMAA	JA00016	ASTRONAUTICAL ENG	CPT	51A00	S	CFX	COLORADO SPRINGS
USSPACECOM	W3BMAA	JA00017	ASTRONAUTICAL ENG	CPT	51A00	S	CFX	COLORADO SPRINGS

U.S. Army Reserve Accession Into the Army Acquisition Corps/Workforce

A panel of functional experts met in March 1995 to review the records of more than 550 U.S. Army Reserve (USAR) officers for possible inclusion into the Army Acquisition Corps (AAC) and Workforce.

The panel recommended accession of 369 USAR officers into the AAC/workforce. LTG William H. Forster, director, Army Acquisition Corps, approved the recommendations on Apr. 8, 1995. Forster retired in late May of this year.

A breakout of the USAR inventory is as follows:

Acquisition Corps

Functional Area	MAJ	LTC	COL	TOTAL
51	65	59	8	132
53	16	16	0	32
97	51	55	9	115
Total	132	130	17	279

Acquisition Workforce

Functional Area	CPT	MAJ	LTC	COL	TOTAL
51	15	18	4	0	37
53	4	5	2	0	11
97	26	9	6	1	42
Total	45	32	12	1	90

U.S. Army Reserve Army Acquisition Corps

Congratulations to the following officers on their acceptance into the AAC.

Name	Rank	Functional Area
ABPLANALP, David L.	MAJ	53
ACOSTA, Edmund O.	LTC	51
ADKINS, Gary F.	MAJ	97
ALBERS, Morris E.	MAJ	53
ANDERSON, Gordon M.	LTC	97
ANDERSON, Ronald D.	MAJ	51
ANDERSON, William K.	LTC	53
ANSON, Douglas P.	MAJ	51
BANSE-FAY, Ralph P.	MAJ	97
BARBER, Mettro E.	MAJ	97
BATES, Dale I.	LTC	51
BEDELL, Robert J.	LTC	51
BELL, Marvin L.	MAJ	97
BERRY, John D.	MAJ	51
BETTERS, David R.	COL	51
BETZOLD, Victor A.	MAJ	51
BEVILLE, Michael S.	MAJ	51
BIGGS, Jimmie D.	MAJ	97
BISSWURM, Andrew D.	LTC	97
BLUM, Dian E.	MAJ	51
BODA, Gabor	LTC	97
BOGUS, Andrew S.	LTC	51
BOWERS, Frame J.	LTC	51
BRAND, John H.	LTC	51
BRAUNGART, Charles P.	MAJ	51
BRIDGES, Charles	LTC	97
BROWN, Clarence D.	MAJ	51
BROWN, Frank E.	LTC	53
BUEHLER, Bruce A.	MAJ	51
BURNHAM, William C.	LTC	51
BURNSTEIN, Clifford B.	COL	97
BUSBY, Gary D.	LTC	97
BUTLER, William R.	MAJ	97
BYRNES, Dennis R.	MAJ	97
CAMILLETTI, Michael H.	MAJ	51
CARMAN, James W.	LTC	51
CATHCART, Kenneth P.	MAJ	97
CHASTEEN, Dorman L.	MAJ	97
CHOINIERE, Jacques C.	MAJ	97
CHRISTIE, Edwin R.	MAJ	51
CLAYBORN, Steven L.	MAJ	97

CAREER DEVELOPMENT UPDATE

CLEAVER, Robert A.	LTC	51
CLOWSER, Stephen M.	MAJ	97
COLLINS, Terry D.	MAJ	53
COMER, Christophe L.	LTC	97
COMMONS, James J.	MAJ	97
CONNOLLY, Kenneth B.	MAJ	97
COOPER, Thomas W.	LTC	51
CORLEW, Robert L.	LTC	97
COSGRAY, Steven W.	COL	97
COTTERMAN, Bruce W.	LTC	51
COX, Jerel L.	MAJ	51
CRAIG, Charles F.	MAJ	51
CRANE, Michael S.	LTC	97
CULBERT, Clarence Jr.	MAJ	53B
CUNNINGHAM, Alan R.	LTC	53
DAIL, Gerry J.	MAJ	51
DAVIS, Alvin A.	LTC	97
DAVIS, Robert R.	LTC	51
DAVY, Douglas C.	COL	97
DAYE, Patti	MAJ	97
DECASTRO, George V.	MAJ	97
DECKER, William A.	MAJ	51
DEHAVEN, Thomas R.	COL	97
DEVINE, George K. Jr.	LTC	51
DIEHL, Vincent E.	LTC	51
DILL, Keith L.	MAJ	97
DILWORTH, Ernest M.	MAJ	97
DODSON, Anthony	MAJ	97
DOSS, Oliver H. Jr.	COL	97
DREWKE, Albert A.	MAJ	51
DUKES, Michael A.	MAJ	51
DYER, Richard W.	COL	51
EDDLEMAN, William R.	LTC	97
EDGIN, Gregory C.	MAJ	51
EGGER, Dale N.	MAJ	51
EMERY, David E.	MAJ	53C
ENABNIT, David B.	LTC	51
ENGELMANN, Karl B.	LTC	97
ERNSTROM, Edward K.	LTC	51
ESTEP, Mark	MAJ	51
EUBANKS, Philip E.	LTC	51
EVANS, Gerald T.	LTC	97
FISCHER, Glenn L.	MAJ	97
FLAMING, Gilbert M.	LTC	51
FOWLER, Joan	MAJ	53B
FRANZEN, Matthew J. Jr.	MAJ	97
FREEMAN, Raymond A.	LTC	51
FREER, Steven M.	MAJ	97
FREEZE, Philip S.	LTC	97
FRONIABARGER, Steven C.	MAJ	97
GILHOOLY, William P. Jr.	LTC	97
GILKISON, Craig O.	MAJ	97
GLAZER, Steven D.	LTC	53
GONCZY, Stephen T.	COL	51
GREEN, Linda L.	LTC	51
GREENE, Lawrence R.	MAJ	51
HALL, Ellwood L. Jr.	MAJ	51
HAMMONS, Robert A.	MAJ	51
HANCOCK, John C. Jr.	MAJ	51
HANSEN, Jerry E.	MAJ	51
HANSON, Michael D.	LTC	51
HARBS, Robert G.	MAJ	51
HARENBURG, Richard H.	LTC	51
HARRIS, James A.	MAJ	51
HASSALL, James C.	LTC	53C
HATFIELD, William H.	LTC	53
HAUG, John G.	LTC	51
HEATH, Dennis L.	LTC	51
HEATH, Stanley L.	LTC	97
HENNESSEY, Richard J. Jr.	LTC	97
HERALD, Edmund G.	MAJ	97
HICKS, Paul L.	MAJ	53
HOLINKO, Myron	LTC	53
HOLLEY, Charles D.	LTC	51
HOPKINS, Raymond F.	MAJ	97
HOSEY, John L.	LTC	51
HOWARD, Willie Jr.	LTC	97
HUFF, Julius K.	MAJ	51
HUNT, Thomas F.	MAJ	51
IRBY, Ronald A.	LTC	97
JAMROZ, David F.	LTC	97
JAYNES, Edgar N. Jr.	LTC	51
JENKINS, Thomas R.	MAJ	53
JOHNSON, Eugene E.	LTC	51
JOHNSON, Trig A.	LTC	51
KELLOGG, Stephen A.	LTC	51
KELSO, David H.	LTC	51
KENDALL, Frank III	LTC	51
KENT, James E.	LTC	53
KLINE, Richard J.	MAJ	51
KOHS, Clarence R.	MAJ	97
KOLUCH, Stephen C	.MAJ	53
KORB, Kenneth W.	LTC	97
KOSA, John L.	LTC	97
KUROKAWA, Wayne T.	LTC	97
LACKEY, John M.	MAJ	97
LANSING, Laurence G.	LTC	97
LEE, Alan R.	MAJ	51
LEE, Michael W.	MAJ	97
LEEDS, Thomas F.	LTC	97
LEONARD, Stephen J.	MAJ	51
LESH, John R.	LTC	97
LESKO, John N. Jr.	MAJ	51
LEVASSEUR, John C.	LTC	53
LEWIS, Richard D.	MAJ	51
LOGSDON, Ronald L.	LTC	97
LOHSEN, Richard A.	LTC	51
LORD, Charles N.	MAJ	51
LORENZ, Robert C.	COL	51
LUCAS, George M.	MAJ	97
LUM, Gene H.	LTC	97
LUNDHOLM, James W.	MAJ	97
LYONS, Robert C.	MAJ	51
MADDOX, Roger D.	LTC	97
MALDONADO, Martin F.	LTC	53
MANCE, Stephen R.	LTC	97
MANKOWSKI, Steve G.	LTC	53
MARRONE, Michael J.	LTC	51
MARTIN, John L.	MAJ	51
MATIS, George J.	MAJ	51
MATTICK, Michael L.	LTC	97
MCNALLY, Matthew A. III	MAJ	97
MERRILL, Samuel J.	MAJ	97
MIKESKA, Marvin R. Jr.	COL	97
MILLAR, John S.	LTC	53
MILLER, John L.	MAJ	51
MILLER, John R.	MAJ	51
MILLER, Thomas F.	LTC	97
MINGLEDORFF, Marvin S.	LTC	51
MIUS, Milford M.	LTC	51
MORGAN, Michael A.	LTC	53
MORRIS, Robert W.	MAJ	51
MORRISON, Gregory L.	MAJ	51
MRAZ, Robert E.	LTC	97
MUNDT, Michael J.	LTC	51
MURPHY, Patrick J.	LTC	97
MYRICK, Erwin	LTC	51
NANSEN, John N.	LTC	97
NEIL, John M.	LTC	51
NORTON, Charles M.	LTC	97
NOYES, Eric R.	MAJ	51
OCHALEK, Lawrence J.	LTC	97
OSHAUGHNESSY, Martin D.	MAJ	53
PALGUTA, Thomas J.	LTC	51
PALMER, Allen D.	LTC	53
PANKNIN, Theodore H.	MAJ	97

PAPPAS, Steven C.	MAJ	51
PATTERSON, Philip M.	MAJ	51
PEARSALL, Mark J.	MAJ	97
PEDRICK, James A.	LTC	51
PERALTA, Larry M.	MAJ	51
PETERS, Calvin D.	LTC	97
PETRIE, Robert M.	MAJ	97
PETRONE, John	LTC	51
PETROSKY, Daniel S.	LTC	53
PIERSALL, James U.	COL	51
PIERSON, James P.	MAJ	53
PLECNIK, Paul M.	MAJ	51
POOLE, Hardy B.	LTC	97
POTTER, James M.	LTC	51
POTUZNIK, Wayne J.	MAJ	51
QUILLEN, Allen E.	MAJ	51
RABUT, Ferdinand J.	LTC	97
RAMEY, Roy G.	MAJ	51
RAMSEY, Carl H.	LTC	97
RASMUSSEN, Philip C.	LTC	97
REINHART, Richard L.	LTC	51
REISENWITZ, Gary E.	MAJ	51
REYNOLDS, Paul G. Jr.	LTC	51
RIGGS, Vance C.	MAJ	51
RILEY, Charles S.	LTC	97
RONAYNE, Edward P.	LTC	51
RUHL, John B.	LTC	51
RUTHERFORD, John W.	LTC	51
SAKAI, Jeffery M.	LTC	51
SANDER, William A. III	LTC	51
SANGTINETTE, William P.	MAJ	51
SCHAFFER, Glenn S.	MAJ	51
SCHANTZ, Alan	MAJ	97
SCHAREIN, Arthur A.	MAJ	51
SCHWARTZ, Leon	COL	51
SCOBA, Michael J.	MAJ	97
SEAU, Supply L.	MAJ	97
SECREST, Charles E.	LTC	97
SEMLER, George J.	LTC	97
SETZER, Samuel L.	LTC	51
SHANAHAN, John L.	LTC	97
SHERLIN, Grover W.	LTC	51
SIMON, Thomas O.	MAJ	97
SMITH, August W.	COL	51
SMITH, Dennis J.	MAJ	51
SMITH, George J.	LTC	51
SNOWDEN, Ronald	MAJ	97
SNYDER, Jay R.	COL	97
SODERGREN, Alan D.	LTC	51
SORIANO, George H. Jr.	MAJ	97
ST. LOUIS, William J.	MAJ	51
STAYTON, Lawrence W.	LTC	97
STEPHENS, Robert L.	LTC	51
STEVENS, James L.	LTC	97
STEWART, Stephen S.	LTC	51
STRADER, Frederick M.	MAJ	51
SULLIVAN, Steven J.	MAJ	97
TARIN, Randolph G.	MAJ	51
TARPLEY, Michael D.	MAJ	53
TAVENNER, Francis B.	LTC	51
TAYLOR, Ronald	LTC	97
TEAL, Dwayne L.	MAJ	97
THOMPSON, Kenneth A.	LTC	53
THORP, Arthur R.	LTC	97
VANASKIE, William F.	LTC	97
VEHLOW, Charles A.	COL	51
VOELKER, Charles G.	LTC	51
WAGNER, Steven A.	MAJ	51
WAGNER, Dennis A. III	LTC	51
WALLACE, Sally L.	MAJ	53
WARREN, John H.	MAJ	97
WATKINS, John W.	MAJ	51
WEIGHTMAN, Joseph J.	LTC	97
WEINSHENKER, Gary L.	LTC	97
WELCH, Billy H.	MAJ	51
WHEEL, Thomas B.	COL	97
WHITE, David D.	MAJ	97
WHITEHURST, Anthony E.	MAJ	97
WHITLEY, Zerman H.	COL	97
WIETZEL, Robert J.	MAJ	97
WILLIAMSON, Darrel A.	MAJ	51
WILMES, Stephen J.	LTC	97
WILSON, Adam J.	LTC	97
WINKLE, James K.	LTC	97
WISECUP, Timothy J.	MAJ	97
WOOD, Jerold A.	MAJ	97C
WOOLEY, James H.	MAJ	51
YAPPLE, Ralph E.	MAJ	97
YEE, Merrill K.	MAJ	53
YOUMANS, William C.	MAJ	51
ZUSSBLATT, Niels J.	MAJ	97
ZWEIG, Theodore L.	MAJ	53C

U.S. Army Reserve Army Acquisition Workforce

ABRANTES, George F.	MAJ	51
ADAMCIK, Patrick V.	MAJ	51
ANDERSON, Patricia M.	CPT	53
APPLEBERRY, Audrey L.	CPT	51
BARGE, Robert E.	CPT	97
BEARDEN, Vernon	MAJ	51
BRODA, Richard A.	CPT	97
BRONZOVICH, Paul F.	CPT	53B
BROWN, Jerry L.	CPT	97
BUNLEY, Randall C.	CPT	53
BURKES, Gregory L.	CPT	97
BURNETT, James A.	CPT	97
CASTRO, Abimael	MAJ	51
CASTRO, Felix D. Jr.	MAJ	51
CLAIBORNE, Bobby L.	CPT	51
COLTON, Kim A.	MAJ	53
COPPERTHITE, Gregory W.	MAJ	53B
COZBY, Richard S.	CPT	51
DAVIS, Barry L.	CPT	97
DEAN, Robert L.	CPT	53B
FERNANDEZ, Jaime R.	LTC	53
FINK, William W.	CPT	97
FULBROOK, Jim E.	MAJ	51
GISSENTANNA, Larry O.	CPT	51
GLIKIN, Arthur D.	MAJ	51
GRUBISH, Thomas C.	CPT	51
HANLON, Douglas K.	MAJ	97
HARDIN, William D.	COL	97
HARKIN, Edward G.	MAJ	51
HAWKINS, Leonard C.	MAJ	51
HERRICK, Mark T.	CPT	97
HOUSTON, Belzie	CPT	97
INSCO, Kenneth M.	MAJ	51
IRONS, Cornell R.	CPT	97
JOHN, Jeffery M.	CPT	97
JOHNSON, Robert A.	MAJ	51
JOHNSON, William	CPT	97
JUETT, Samuel J.	CPT	97
KELLY, Gregory B.	CPT	97
KRAMER, Norman E.	MAJ	97
LING, David W.	CPT	97
LLANETA, Renie A.	CPT	97
MAZZONE, John E.	MAJ	53
MCCONNELL, Stephen D.	MAJ	97
MCQUEEN, Adolph	MAJ	97
MERKEL, Jay P.	CPT	51
MILLER, Kenneth H.	CPT	97
MITTELSTEDT, Paulette A.	MAJ	51
MORGAN, Teresa L.	CPT	97
NAPPI, Frank R.	CPT	51

NEPUTE, William A.	CPT	97
NICHOLAS, Reginald O.	LTC	97
NIFONG, Daniel J.	CPT	97
NITCH, William E.	LTC	97
NORSWORTHY, Wilma L.	MAJ	97
OBERHOLTZER, John E.	MAJ	51
PIRLO, Timothy A.	CPT	97
POMEY, Albert H.	LTC	51
POTTS, Carlos A.	CPT	51
PROCTOR, Craig R.	MAJ	51
QUICK, Grandvial H.	MAJ	51
RICE, Deborah L.	CPT	97
RILEY, Avis G.	MAJ	97
ROBERTS, Charles E. Jr.	CPT	51
RUTHENBERG, Mark J.	LTC	97
RYDER, David S.	MAJ	53
SALSMAN, Donald B.	CPT	51
SCAVEN, Gregory J.	CPT	51
SCHANY, Michael L.	LTC	51
SCHUSTER, James A.	MAJ	53
SHEELY, David M.	CPT	51
SHELESKI, William J.	MAJ	51
SILK, Brian	LTC	51
SILVA, Vitelio N.	CPT	97
SMITH, Charles E.	MAJ	97
SPELLMAN, Mary E.	MAJ	97
STARNS, John F.	LTC	97
STEPHENSON, Terry P.	LTC	53
STEVENSON, Kenneth B.	CPT	51
SWINFORD, Charles M.	LTC	51
TENBERG, Max M.	LTC	97
THOMPSON, Joseph F.	CPT	97
UMEDA, Wesley T.	LTC	97
URBANOWICZ, James P.	MAJ	51
VAUGHT, James B. Jr.	MAJ	51
WATKINS, John A.	MAJ	97
WEBER, Richard G.	CPT	51
WELLS, John C.	MAJ	97
WHITTEN, William B.	CPT	97
XANTHOS, James A.	CPT	51

30 Graduate From MAM

On March 3, 1995, 30 students graduated from the Materiel Acquisition Management (MAM) Course held at the U.S. Army Logistics Management College, Fort Lee, VA. Research and development, testing, contracting, requirements generation, logistics and production management are examples of the materiel acquisition work assignments offered to these graduates.

COL Thomas Haller, project manager, corps surface-to-air missile, Huntsville, AL, gave the graduation address and presented diplomas. The Distinguished Graduate Award was presented to CW5 Nathan Van Keuren, Defense Plant Representative Office, McDonnell Douglas Helicopter Systems, Mesa, AZ.

The eight-week MAM Course provides a broad knowledge of the materiel acquisition function. It covers national policies and objectives that shape the acquisition process and the implementation of these policies and objectives by the U.S. Army. Areas of coverage include acquisition concepts and policies; research, development, test and evaluation; financial and cost management; integrated logistics support; force modernization; production management; and contract management. Emphasis is placed on developing mid-level managers so they can effectively participate in the management of the acquisition process.

Corrections

In the article, "Upgunning the Abrams," on page 59 in the May-June 1995 issue of *Army RD&A*, Fort McClellan's location is identified as Georgia. Fort McClellan is located in Alabama. We apologize for the error.

The article titled "DAU Courses Vs. the MAM Course," which appeared in the PERSCOM Notes section on page 52 of the May-June 1995 issue of *Army RD&A*, inaccurately stated that "The MAM Course is the equivalent of ACQ 101 and ACQ 201." The Defense Acquisition University review of MAM Course equivalency is in progress and should be completed before FY96.

PERSCOM Notes...

Mobilization

For a few officers in the Army Acquisition Corps, staying close to their basic branch hit home in FY 94-95 when they were alerted and deployed in their basic branch. As a matter of policy, acquisition officers retain their basic branch affiliation and can be deployed in their acquisition functional area or basic branch based on the mission or the casualty rate during mobilization. As professional soldiers, you are responsible to keep abreast of current tactics, techniques, and procedures in your basic branch.

MAPL Wishing

The FY 96 MAPL is on the street and is published in this issue of *Army RD&A* beginning on page 44. PERSCOM's position is that this is not an assignment wish list. We fully understand that officers have preferences for assignments but it takes a valid requisition from the MACOM, controlling the MAPL position, to make that assignment available. We at branch fill only what the field (MACOM) requests.

ESTIMATED SELECTION BOARD DATES

(DATES ARE FISCAL YEAR)

COHORT WG	PZ CPT	BZ MAJ	PZ MAJ	1ST CSC	2ND CSC	3RD CSC	4TH CSC	BZ LTC	PZ LTC	1ST BN CMD	1ST SSC	LAST BN CMD	BZ COL	PZ COL	1ST BDE CMD	LAST SSC	LAST BDE CMD
1970																	1995
1971																1994	1996
1972																1995	1997
1973														1994	1994	1996	1998
1974														1995	1995	1997	1999
1975												1994	1994	1996	1996	1998	2000
1976												1995	1995	1997	1997	1999	2001
1977											1994	1996	1996	1998	1998	2000	2002
1978									1994	1994	1995	1997	1997	1999	1999	2001	2003
1979								1994	1995	1995	1996	1998	1998	2000	2000	2002	2004
1980								1995	1996	1996	1997	1999	1999	2001	2001	2003	2005
1981							1994	1996	1997	1997	1998	2000	2000	2002	2002	2004	2006
1982						1994	1995	1997	1998	1998	1999	2001	2001	2003	2003	2005	2007
1983					1994	1995	1996	1998	1999	1999	2000	2002	2002	2004	2004	2006	2008
1984			1994	1994	1995	1996	1997	1999	2000	2000	2001	2003	2003	2005	2005	2007	2009
1985		1994	1995	1995	1996	1997	1998	2000	2001	2001	2002	2004	2004	2006	2006	2008	2010
1986		1995	1996	1996	1997	1998	1999	2001	2002	2002	2003	2005	2005	2007	2007	2009	2011
1987		1996	1997	1997	1998	1999	2000	2002	2003	2003	2004	2006	2006	2008	2008	2010	2012
1988		1997	1998	1998	1999	2000	2001	2003	2004	2004	2005	2007	2007	2009	2009	2011	2013
1989		1998	1999	1999	2000	2001	2002	2004	2005	2005	2006	2008	2008	2010	2010	2012	2014
1990		1999	2000	2000	2001	2002	2003	2005	2006	2006	2007	2009	2009	2011	2011	2013	2015
1991	1994	2000	2001	2001	2002	2003	2004	2006	2007	2007	2008	2010	2010	2012	2012	2014	2016
1992	1995	2001	2002	2002	2003	2004	2005	2007	2008	2008	2009	2011	2011	2013	2013	2015	2017
1993	1996	2002	2003	2003	2004	2005	2006	2008	2009	2009	2010	2012	2012	2014	2014	2016	2018
1994	1997	2003	2004	2004	2005	2006	2007	2009	2010	2010	2011	2013	2013	2015	2015	2017	2019
1995	1998	2004	2005	2005	2006	2007	2008	2010	2011	2011	2012	2014	2014	2016	2016	2018	2020

ACTUAL BOARD ELIGIBILITY BASED ON DATE OF RANK AS OF: 05 Dec 94

Attention Acquisition Corps Category K Careerists

If you are an Army Acquisition Corps (AAC) member in the Business, Cost Estimating and Financial Management career category and have been asked to participate in the Category K Mentorship Program, or if you are a Category K AAC member and did not receive an invitation to be a mentor but would like to participate, please respond to this announcement. A Category K mentorship e-mail list is being established to disseminate mentoring and other information to Category K members. In order to be included on our e-mail list, you must send an e-mail to mentork@radford-emh1.army.mil. Please include your name, address, title, phone numbers, organization, and any other pertinent information. Your e-mail address will automatically be captured at the receiving mailbox. If you do not have e-mail and would like to participate, send the above information to Sharon Bae, 9900 Belvoir Rd., Suite 101, Fort Belvoir, VA 22060-5567. A separate Category K protege list will be established in the near future.

PERSONNEL

Reimer Succeeds Sullivan as Army Chief of Staff

GEN Dennis J. Reimer, former commanding general, U.S. Army Forces Command, Fort McPherson, GA, has been named Army chief of staff, succeeding GEN Gordon R. Sullivan, who retired in late June of this year. Backed by more than 32 years of active military service, Reimer served in previous assignments as: Army vice chief of staff; Army deputy chief of staff for operations and plans and the senior member of the Military Staff Committee, United Nations, Washington, DC; commanding general, 4th Infantry Division (Mechanized) and Fort Carson, CO; assistant chief of staff, C3 / J3, Republic of Korea / U.S. Combined Forces Command; chief of staff, U.S. Army Element, Combined Field Army, Republic of Korea; and the commanding general, 3d Corps Artillery, Fort Sill, OK.

Reimer holds a B.S. degree in military science from the U.S. Military Academy, and an M.S. degree in public administration from Shippensburg State College. His military education includes the Basic and Advanced Courses at the Field Artillery School, the U.S. Army Command and General Staff College, and the U.S. Army War College.

His military honors include the Defense Distinguished Service Medal, the Distinguished Service Medal with Oak Leaf Cluster (OLC), the Legion of Merit with OLC, the Distinguished Flying Cross, the Bronze Star Medal with "V" Device with five OLC, the Purple Heart, and the Meritorious Service Medal.

Oscar Chosen as Army Procurement Deputy

Dr. Kenneth J. Oscar recently became the new deputy assistant secretary of the Army (procurement). He had served since April 1994 as principal deputy for acquisition at HQ, Army Materiel Command. Prior to this, he was the U.S. Army Tank-automotive and Armaments Command's (TACOM) deputy commander for research, development and engineering as well as director of TACOM's Research, Development and Engineering Center (TARDEC). As TARDEC's director, Oscar led the center to be the Army's first winner of the Federal Quality Institute's Quality Improvement Prototype Award. He also established the National Automotive Center, TARDEC University, and the Michigan Automotive Institute. During his tenure at TARDEC, Oscar was credited with creating the virtual prototyping process and fielding the Army's first digital vehicle (the Abrams M1A2 tank).

Backed by more than 27 years of federal civilian service, Oscar holds a B.S. in physics from Clarkson University, as well as an M.S. and a Ph.D. in physics from American University. He is a member of numerous professional societies, including the New York and Virginia Academies of Sciences. He has also published more than 30 papers, many in international scientific journals.

His awards include the Presidential Rank Award, two Meritorious Civilian Service Awards, two Commander's Awards for Civilian Service, the Superior Civilian Service Award, the Achievement Medal for Civilian Service, and Sigma Xi's Scientific Achievement Award.

Hite Assumes Duties As Army Acquisition Corps Director

LTG Ronald V. Hite has assumed duties as Director of the Army Acquisition Corps, replacing LTG William H. Forster, who retired on June 1, 1995. General Hite served previously as the Deputy for Systems Management, Office of the Assistant Secretary of the Army (Research, Development and Acquisition).

Backed by more than 30 years of military service, General Hite has served in a variety of test and acquisition assignments including: Commanding General, U.S. Army Test and Evaluation Command, Aberdeen Proving Ground, MD; Commanding General, White Sands Missile Range, White Sands, NM; Program Executive Officer, Combat Support, Warren, MI; and Deputy Program Executive Officer for Future Systems, Armored Systems Modernization, Warren, MI.

General Hite holds a bachlor's degree in chemistry, is a Distinguished Military Graduate from East Tennessee State University, and has a master's degree in procurement and contracting from Florida Institute of Technology. His military education includes the Infantry School Basic Course, the Ordnance School Advance Course, the U.S. Army Command and General Staff College, the Defense Systems Management College, and the Industrial College of the Armed Forces.

Among his military decorations are the Distinguished Service Medal; the Legion of Merit with three oak leaf clusters (OLC); the Bronze Star Medal; the Meritorious Service Medal with three OLC; the Army Commendation Medal; the Expert Infantryman Badge; the Parachutist Badge; the Ranger Tab; a Meritorious Unit Citation; and the Army Staff Identification Badge.

AWARDS

Competition in Contracting Award Recipients Recognized

Late last year, Assistant Secretary of the Army (Research, Development and Acquisition) Gilbert F. Decker appointed J. Bruce King as the acting competition advocate general (ACAG) of the Army. This appointment is in addition to his duties as deputy director of the U.S. Army Contracting Support Agency. Since assuming his duties as the ACAG, King has ensured that the efforts of his predecessors were continued uninterrupted. In this regard, he has established and obtained approval for the Army competition goal of 66.5 percent for FY 95.

King has also reviewed and recommended approval of the 1994 Secretary of the Army Competition in Contracting Awards. As a result, 28 Department of the Army personnel have been chosen to receive this award. These individuals are recognized for their outstanding achievements in enhancing competition during fiscal year 1994. They are:

Communications-Electronics Command: Charles R. Henderson; ***Defense Supply Service—Washington:*** Peter J. Terek; ***U.S. Army Contracting Command, Europe:*** Albert T. Lawrence; ***U.S. Army Forces Command:*** James D. Bryant; ***U.S. Army Medical Command:*** Rita Baker; ***Military Traffic Management Command:*** Marie Grasso; ***Information Systems Command:*** Michael L. Gentry, Hank Speakman, Larrilyn Raymond, Ronnie Fisher, Linda A. Van Collie, James B. Kuhl, Barbara Trujillo, and Gregory A. Lund; ***National Guard Bureau:*** MAJ Bobby C. Thornton; ***U.S. Army Space and Strategic Defense Command:*** Fred M. Segrest; ***U.S. Army Tank-automotive and Armaments Command:*** Timothy Haar, Michael Friedman, John Edwards, Judy Bechtler-Holzer, George DeVoe, Ross Haecker, Reinaldo Martinez, Don Kelly, Steve Barrieres, and Gary Smith; ***U.S. Army Test and Evaluation Command:*** Martha Mitchem; and ***U.S. Army Training and Doctrine Command:*** Nelson T. Kerr.

BOOKS

The Penquin Encyclopedia Of Weapons And Military Technology: Prehistory to the Present Day

By Kenneth Macksey
Viking, 1993.

Reviewed by MAJ Steven Lopez, an Army acquisition officer assigned to the TRADOC System Manager—Cannon, U.S. Army Field Artillery School, Fort Sill, OK.

The Army Acquisition Corps may be new, but the process of researching, developing and acquiring weapon systems dates back to the earliest days of man's existence. Noted military author Kenneth Macksey has provided a handy reference for those interested in tracing the history of technology and military development from the Stone Age to the present day.

As the author states in his introduction, "The aim of this Encyclopedia is to present, in compact form, the essential and vital elements creating the interaction of technology and weapons upon the evolution of warfare." Macksey notes that the "role of technology tends to be relegated to a lowly place within the unfolding story of events," where "scientists and technologists are often demoted to insignificance, and even obscurity, while statesman, politicians, admirals, generals and air marshals enjoy the prominence and glory." It is Mackey's intent to give these scientists, inventors, and industrialists their due recognition.

The entries, ranging from the Afghanistan Wars to Count von Zeppelin, describe key weapons, components and weapon systems, discuss the technical aspects of significant battles and campaigns, and highlight the impact of military theorists, inventors and innovative commanders on the development of military technology. Acquisition members will be particularly interested in the entries on key scientists, inventors and industrialists, and the descriptions of the vital products and techniques they created.

The work is extensively cross-referenced. For example, a reader reviewing the entry for Artillery is referred to related entries on weapons, such as siege engines, mortars and rockets, vital wars and campaigns, such as the Thirty Years War, the American Civil War, and the battles of Sluys and Jutland, critical technological developments, such as siege warfare, gunnery techniques, and surveillance devices, innovative commanders such as Gustavus Adolphus, inventors such as Henry Shrapnel and Henry Bessemer, and armament makers such as Alfred Krupp and the Schneider's Company.

A fascinating chronology, spanning the period 4000 B.C. to the 1990-1991 Gulf War, details important wars and the new technology and weapons they spawned. The chronology clearly highlights the increasing pace of technological change and the resulting impact on weapon systems. A select bibliography focuses on the encyclopedias, bibliographies, and specialized works that the author has judged to be the most helpful for further study. Numerous illustrations, diagrams, 54 maps, and a comprehensive index further complement the work.

For anyone who wants to study the history of military technology development, this concise but comprehensive encyclopedia will prove a valuable resource. Macksey says that the purpose of his book is to "simply offer a firm base for reconnaissance followed by attack upon a selected objective of knowledge, and to indicate lines of exploitation to where further information can be found and new ideas developed." The author has succeeded admirably in this goal, producing a work that should have a prominent place on the reference shelf of acquisition professionals for years to come.

LETTERS

Dear Sir:

After many years of being an avid reader of this superb publication, I find that I must finally raise a perplexing issue long-overdue for meaningful resolution.

Specifically, the title "Army Research Development and Acquisition" consists of internal, conflicting terminology. Per DOD's definition (5000 Series) acquisition is: "a disciplined management approach for acquiring systems and materiel..." This "approach," at the front end of the life cycle management model, includes "Research and Development." This R&D phase (part of acquisition) can consist of only government activities or of combined government/contractor activities (obviously never of "only" contractor activities). The process the government uses to obligate and obtain necessary contractor provided supplies/services is through the Federal "procurement" process (unfortunately and critically, also called "acquisition").

I believe that an article clarifying this confusion would be most appropriate and appreciated by your readers, especially when viewed through other similar, related factors such as Acquisition Reform, Acquisition Categories (ACAT), the Acquisition Corps, Acquisition Streamlining, the Acquisition Process, Acquisition Managers vs. Procurement Managers, and Federal/DOD/DA Acquisition Regulations Reform (FAR/DFAR/AFAR) to name but a few. Thank you.

Sincerely,
Harold Chanin
Associate for Engineering
Close Combat Armaments Center
U.S. Army Armament RD&E Center

Army RD&A Response:

Thank you for your insightful correspondence. The following comments were provided by Bruce H. Waldschmidt, chief of acquisition policy in the Office of the Assistant Secretary of the Army (Research, Development and Acquisition).

The writer is correct. The term "acquisition" can be confusing. The Department of Defense and the Army have used "acquisition" to refer to the life cycle management process (research, development, production, testing, and fielding) as well as the more narrow process of procuring weapon systems. I'm not sure a separate article on the subject would be worth the value gained. We will always have terms which can refer to a global definition (e.g., testing to include developmental and operational operations) and a more specific application (e.g., testing of a particular weapon system).

A Farewell Letter To The Acquisition Corps From LTG William H. Forster

The following remarks were provided to Army RD&A just prior to the retirement of LTG William H. Forster, director of the Army Acquisition Corps (AAC). Forster had served more than 30 years of active military service and is credited with major achievements in implementing and managing the AAC.

As I reflect back over my nearly three years as director of the Army Acquisition Corps and military deputy to the assistant secretary (research, development and acquisition), my greatest sense of accomplishment comes from the advances we have made in acquisition reform. With immense pride I can say the Army leads the way in this critical area because you have responded to the radical changes reshaping our business and industrial environment. Our openness and willingness to work with our industrial partners, their honest realization that the way we did business before will not work in the future, and everyone's imagination in seeking new ways to get dollars out of the process and into products have been key. Meeting change head-on, you have begun the streamlining process, eliminating non-value added requirements and establishing new business practices setting the benchmarks by which future acquisitions will be measured. Remembering that imitation is the sincerest form of flattery—much of what you have done has been adopted by OSD.

It is, however, not time to rest on our laurels and say, "Good enough." A few outstanding success stories are akin to winning the opening battles of a war. This is not sufficient to warrant a victory celebration, but rather heralds the increased activity necessary for final victory. Without continuously improving acquisition processes we will not be able to deliver the equipment of Force XXI when our 21st Century Warriors need it. **Given less dollars and accelerating applied technology cycles, acquisition reform is the enabler for force modernization.**

Today, and more so in the future, new technology will emerge from a private sector unable or unwilling to comply with government unique business practices. You must develop acquisition strategies that take advantage of the entire national industrial base, not just the traditional "defense industrial base." Your mission, therefore, will be to identify continuously better methods of acquisition, eliminating unnecessary and marginally useful data and reporting requirements, military specifications and standards and intrusive oversight, and in their place enter into cooperative teaming arrangements focused on success. These efforts will bring new industries and new ideas to the Army team while helping our traditional industrial partners give and get more return on the dollar. Risk management, not risk avoidance is your watchword. Decision cycle times must be harmonized with technology cycles—we must match technology's acceleration if we are to field world class equipment when our soldiers need it and while it is still state of the art. Today's Acquisition Workforce is no place for the fainthearted, and no place for those who think yesterday's ways were good enough. True, yesterday's ways gave us the Big Five and the best equipment in the world, but at a cost in dollars and time we can never afford again. Our challenge is to do as well at half the cost and in half the time.

Acquisition reform must be a continuous part of our acquisition culture—finely attuned to the rapidly changing business and technological environment. You must remain resilient, adhere to the fundamentals of common sense and good business practices and stay focused on the soldier.

With an objective eye on past traditions and sights set on decisive success in America's future endeavors, our Army will remain out front in a changing world—leading change rather than reacting to it. You must be even further out front turning change to your advantage and to the advantage of our soldiers. Remember, the worth of your work, as always, will be tested ultimately in the rigors of war—where our soldiers' lives are on the line.

I am confident you will meet these challenges, providing soldiers the winning edge—equipment that will pass the ultimate test. You have never failed me, both leading me and pushing me through tough times as PM, PEO and then your director and MilDep. I shall miss you.

Fond regards, and best wishes for the future,

Bud Forster
LTG, USA

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