Headquarters Department of the Army
PB-70-96-3

ARMY RD&A

MAY - JUNE 1996

ARMY ACQUISITION WORKSHOP

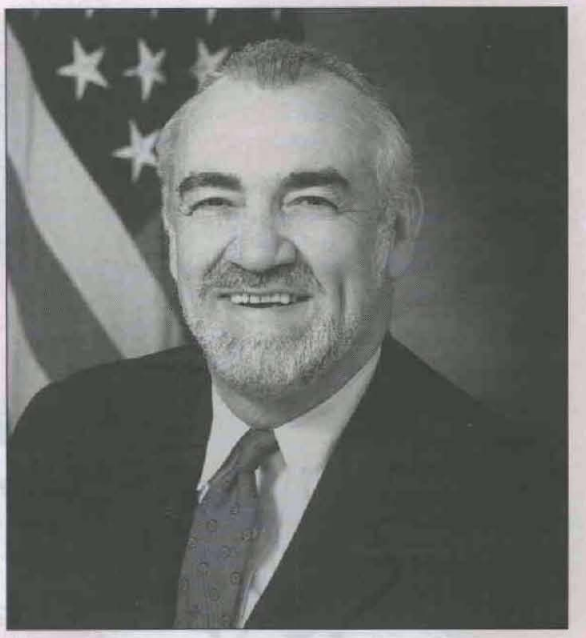
PM OF THE YEAR AWARDS

Recognizing Excellence...

From The

Army Acquisition Executive...

INFRASTRUCTURE COST REDUCTION



There is general recognition within the Army, the Office of the Secretary of Defense (OSD), and Congress that a stable investment in modernization will help to ensure the long-term readiness of the force. I believe a renewed emphasis on the Army modernization account is essential. In testimony to Congress and on numerous other occasions, I have said that today's modernization program is tomorrow's readiness.

So, where will the money come from to pay for current and future modernization programs? Budget constraints are here to stay. Although the Administration plans some increases for modernization accounts in the outyears, they largely depend upon Base Realignment and Closure (BRAC) savings and efficiencies within our own operations.

To help ourselves, the Army is taking aggressive action on two essential programs. One is acquisition reform. Most people agree that the Army is well out in front in its acquisition reform and streamlining initiatives (Keep up the good work!). The other is effective management initiatives to reduce infrastructure costs. It is absolutely vital that we succeed in both these efforts.

Although I have spoken frequently in the past on acquisition reform, of equal importance is efficient infrastructure management. By this I mean all elements of the Army that are not in the Table of Organization and Equipment (TOE) fighting units. A strong, efficient infrastructure is critical to sustain the fighting force. It ranges all the way from managing the research, development and acquisition infrastructure, including test and range facilities; to managing Army posts at home and overseas; to the size of the training base and the maintenance of realistic training areas, i.e., National Training Center, Joint Readiness Training Center; to the management, and location of the school houses.

A number of efforts are underway to look at how the Army could reengineer its infrastructure and do things differently, but still meet the critical goals of successful acquisition management, superior training, keep doctrine and tactics up to speed, and our forces ready. Three recent activities are going to lead to a reduction in the size of the infrastructure, along with a different way of executing its functions. These are:

- A detailed functional area analysis by each major command. In this analysis, officials at each major Army command look at every operation and identify ways to either eliminate operations that are questionable or operate vital ones more efficiently.
- A comprehensive study to redesign the Headquarters, Department of the Army. It is believed that we are too heavy at the top. This study looks at ways to enhance productivity, manage resources more efficiently, and reduce, at the highest level, the organization's size.
- A special Army Science Board study has looked into some of the major elements of the other two, but itself has brought an independent view of reengineering certain acquisition-related infrastructure processes.

These studies are presently being coalesced and worked with the major commands, and I expect some actions to start in the near future to implement the results of these studies. We believe that savings of somewhere between one and two billion dollars a year could be achieved by streamlining the infrastructure. These savings could be devoted to other critical needs such as modernization and readiness.

In short, this is our attempt to do what large American industry has had to do over the last few years in preparation for global competition. This has been accomplished under many names—rightsizing, downsizing, reengineering and reorganizing—but the successful corporation views its strategic position and determines how it can become more productive and more efficient.

This process is not easy. It is often painful, but in many cases it must be done or the enterprise eventually falls from its own weight. We won't achieve as much as industry has saved because America's Army is a public trust. We have certain rules and practices to maintain that are not a requirement of private corporations, which contribute to the overall fixed cost of operations.

We continue to look for ways to create efficiencies and further improve this system. We are making steady progress on all fronts.

Gilbert F. Decker

MAY-JUNE 1996
PB 70-96-3

To contact the Editorial Office: call (703) 805-4215/DSN 655-4215. Articles should be submitted to: DEPARTMENT OF THE ARMY, ARMY RDA, 9900 BELVOIR RD SUITE 101, FORT BELVOIR, VA 22060-5567. Our fax number is (703) 805-4218. E-mail: BLEICHEH@aim.belvoir.army.mil

Army RD&A **(ISSN 0892-8657) is published bimonthly by the Office of the Deputy Director, Acquisition Career Management. Articles reflect views of the authors and should not be interpreted as official opinion of the Department of the Army or any branch, command, or agency of the Army. The purpose is to instruct members of the Army Acquisition Corps and Workforce relative to RD&A processes, procedures, techniques and management philosophy and to disseminate other information pertinent to the professional development of the Army Acquisition Corps and Workforce. Private subscriptions and rates are available from the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402 or (202)512-1800. Second class official postage paid at Fort Belvoir, VA and additional post offices. POSTMASTER: Send address changes to DEPARTMENT OF THE ARMY, ARMY RDA, 9900 BELVOIR RD SUITE 101, FORT BELVOIR VA 22060-5567. Articles may be reprinted if credit is given to *Army RD&A* and the author. Unless otherwise indicated, all photographs are from U.S. Army sources. Approved for public release; Distribution is unlimited.**

This medium is approved for the official dissemination of material designed to keep individuals within the Army knowledgeable of current and emerging developments within their areas of expertise for the purpose of enhancing their professional development.

By Order of the Secretary of the Army:
DENNIS J. REIMER
General, United States Army
Chief of Staff

Official:
JOEL B. HUDSON
Acting Administrative Assistant to the Secretary of the Army
01613

Research Development Acquisition ARMY RD&A

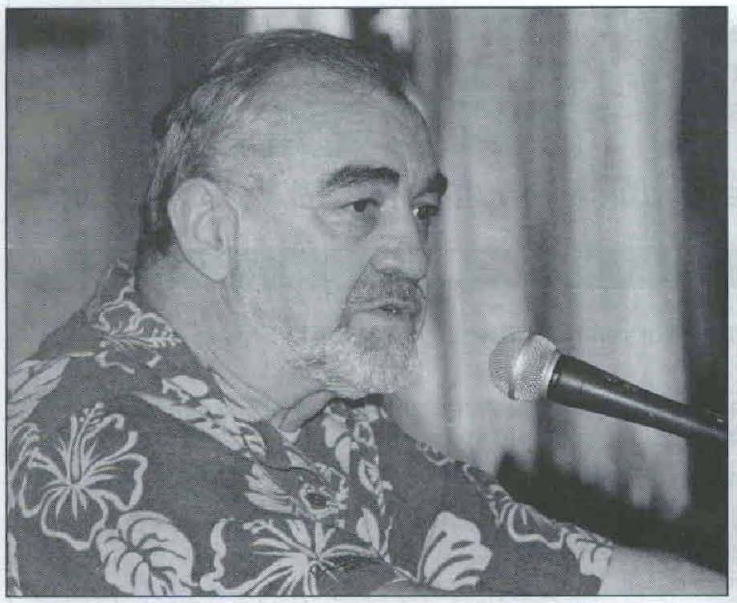
Professional Publication of the RD&A Community

FEATURES

DEPARTMENTS

COVER

Presentation of PMs of the Year Awards and Force XXI issues were among the featured highlights of the 1996 Army Acquisition Workshop in Fort Hood, TX.



Gilbert F. Decker, Assistant Secretary of the Army (Research, Development and Acquisition) and Army Acquisition Executive, sponsored the 1996 Army Acquisition Workshop.

ARMY ACQUISITION WORKSHOP ADDRESSES FORCE XXI ISSUES

By Debbie Fischer
Army RD&A Staff Writer
Photos By Don Parker
U.S. Army Visual Information Center

The 1996 Army Acquisition Workshop, highlighting the theme *Satisfying the Warfighter's Force XXI Needs*, was held Feb. 6-8, 1996, in Fort Hood, TX. Assistant Secretary of the Army (Research, Development and Acquisition) (ASA(RDA)) and Army Acquisition Executive Gilbert F. Decker was the sponsor.

Attended by program executive officers (PEOs), program, project and product managers (PMs), and other acquisition leaders, the workshop provided updates on DOD and Army acquisition philosophy, current programs and issues impacting the Army acquisition community. Also, feedback was solicited from attendees relative to their ability to execute their missions within those philosophies and programs.

Highlights of the forum included discussions of balancing acquisition issues such as cost vs. performance (cost as an independent variable (CAIV)), teaming—particularly the empowerment of people at all levels through integrated product teams, and the impact of digitization on warfare.

The conference opened with an Army Acquisition Corps (AAC) update by Military Deputy to the ASA(RDA) and Director, AAC LTG Ronald V. Hite, and Deputy Director, Acquisition Career Management, and Deputy Assistant Secretary for Plans, Programs and Policy, OASARDA Keith Charles. Their presentation highlighted sizing of the AAC, leader development, and accessions.

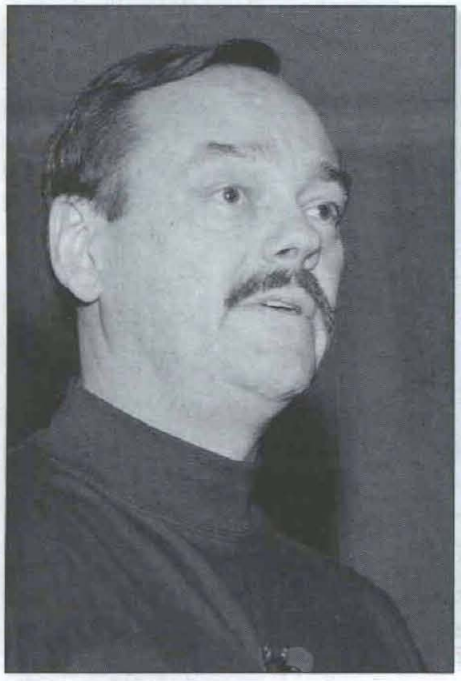
Hite focused on the military portion of the AAC, noting the shift from three functional areas to one, with one career manager per grade. He also emphasized the importance of work experience. He noted that instead of accessing our best and brightest young officers into the Acquisition Corps and immediately sending them to graduate school for two years, they should be assigned to a hard-core acquisition job as soon as they can. He suggested a tour in a PEO shop prior to competing for school.

LTG Ronald V. Hite, Military Deputy to the ASA(RDA) and Director, Army Acquisition Corps, answers questions.

Charles said that the civilian portion of the AAC needs to reflect the vision of the AAC—"A small premier professional corps of acquisition leaders willing to serve where needed and committed to developing, integrating, acquiring and fielding systems critical to decisive victory for the 21st century." One example of this is the ongoing effort to rebuild the civilian acquisition position list based on guidance that is consistent with the AAC vision and ensures accuracy and consistency across commands and organizations.

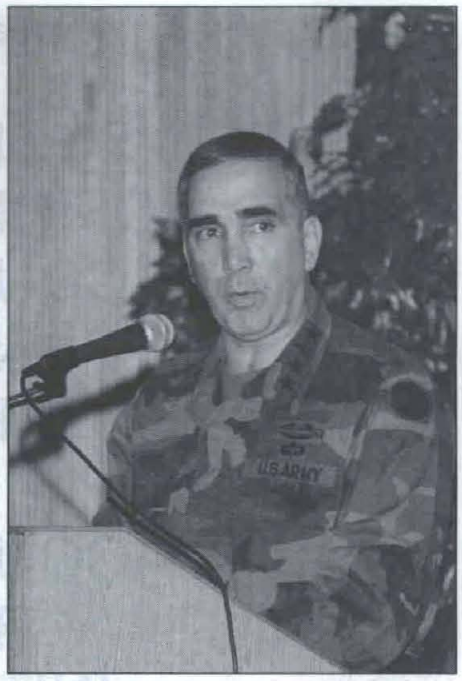
Charles, too, expressed the importance of job experience in developing well-rounded civilians. His view is that intern rotations of 30 to 90 days are too short, and that it takes a year in a position to accumulate worthwhile experience. He emphasized that the AAC is an *integrated* corps; therefore the civilian portion must be centrally managed in a way that facilitates equal competition between military and civilian members.

GEN John H. Tilelli Jr., commanding general, U.S. Army Forces Command, Fort McPherson, GA, spoke on his perspective of Force XXI. He discussed two factors he

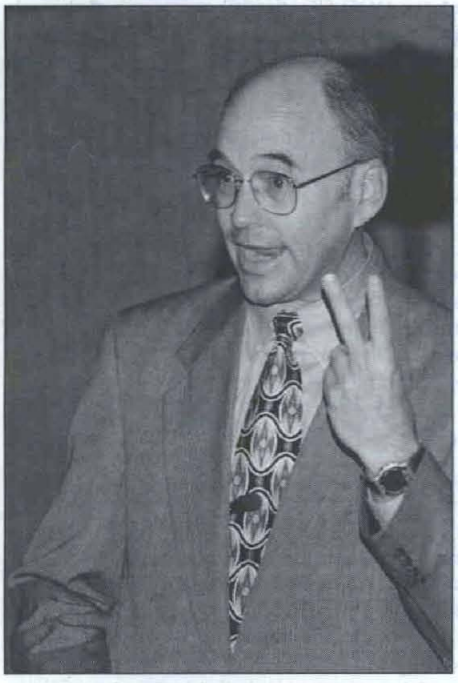


Deputy Assistant Secretary for Plans, Programs and Policy, and Deputy Director, Acquisition Career Management, OASARDA Keith Charles discusses Army Acquisition Corps issues.

Dr. Kenneth J. Oscar, Deputy Assistant Secretary of the Army (Procurement), describes an acquisition plan related to acquisition reform.



GEN John H. Tilelli Jr., Commanding General, U.S. Army Forces Command, presents his perspective on Force XXI.



An industry perspective on integrated product teams was furnished by G. Dean Clubb, Executive Vice President of Texas Instruments and President of TI's Systems Group.

considers important in the acquisition of future materiel capabilities—balance, and the primacy of soldiers. Tilelli cautioned that in balancing future readiness vs. today's readiness, and end strength vs. modernization, it is important to not mortgage one for the other. He said that the experience of the soldier in recent operations reveals that close combats remain violent, fast-paced, and hard to predict, which requires early comprehensive visualization of terrain, weather, and enemy, as well as robust situational awareness. Tilelli reminded the attendees, "The U.S. Army is the best ground force today because decades ago leaders of great vision developed equipment and concepts of doctrine, and, most important, invested in the leader development necessary to make it the best."

Dr. Kenneth J. Oscar, Deputy Assistant Secretary of the Army (Procurement), described an acquisition plan created late in 1995, which addresses areas of the acquisition process where reform has a great potential for pay-off. These areas include: requirements and budgets, overhead, production and fielding, sustainment, and disposal. Because the oldest 10 percent of equipment represents 35 percent of maintenance costs, Oscar suggested aggressively retiring obsolete equipment, and substituting leased or rebuilt equipment. Oscar also advocated the use of credit cards whenever possible, stating that if limits were increased to $25,000, 96 percent of all contract actions could be done with credit cards, dramatically lowering expenses.

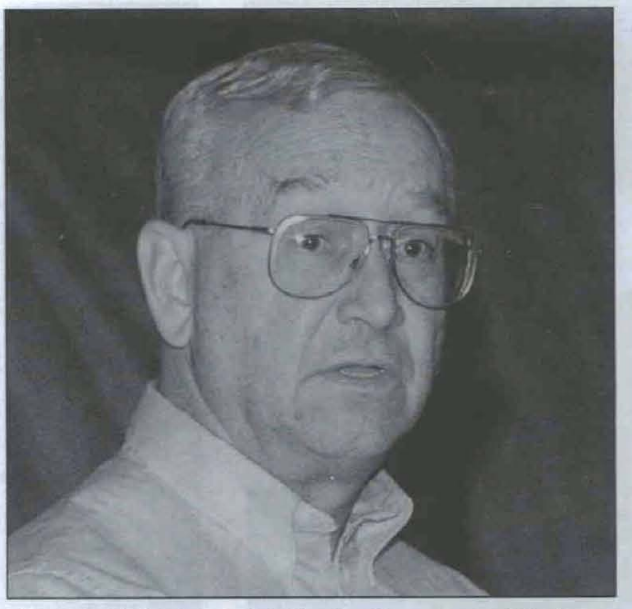
PEO, Armored Systems Modernization MG John E. Longhouser discussed PEO implementation of acquisition reform. He said that PEOs must do business better, faster and at lower cost. Accomplishing this requires initiatives such as CAIV, partnering, common production processes, and passing on the empowerment provided to PEOs by their leaders. Said Longhouser: "If we take what our leadership has provided us—empowerment—and float that down to GS-11s, 12s and 13s, and majors and lieutenant colonels, we see something that demonstrates we have turned a corner. At TACOM, some of the better ideas on contracting are coming not from myself or the PMs, but from the 11s or 12s. This indicates both cultural and behavioral change—people come in every day with new ideas, and we have been given the power to try those ideas; 11s, 12s and 13s are seeing their innovations take shape."

An industry perspective on integrated product teams was furnished by G. Dean Clubb, Executive Vice President of Texas Instruments (TI) and President of TI's Systems Group. The creation of cross-functional teams, said Clubb, is a way of dealing with the success, growth, and spread of the Defense business, and maintaining the communication necessary to the es-

(Continued on page 6)

Workshop Keynote Speaker . . .

UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND TECHNOLOGY ADDRESSES DOD ACQUISITION REFORM INITIATIVES



Hon. Paul G. Kaminski, Under Secretary of Defense for Acquisition and Technology.

During the February 1996 Army Acquisition Workshop in Fort Hood, TX, keynote speaker Hon. Paul G. Kaminski, Under Secretary of Defense for Acquisition and Technology, shared his views on DOD acquisition reform initiatives. Dr. Kaminski stressed that Defense planning and budgeting are based on the assumption that DOD will achieve significant savings by becoming more "efficient in what we buy; how we buy it and how we oversee that buying process." Acquisition reform is "easy to talk about why; harder to talk about how; and even harder to do." What follows is a highlight of some of Dr. Kaminski's remarks.

What We Buy

"What we buy" is a more important determinant of system cost than "how we buy." The 21st century will bring about a change in the way we conduct business, both on and off the battlefield. Weapons have been deployed with great precision. Emphasis will be placed on enhancing performance. Situational awareness on the battlefield will be improved with a wide range of new information based technologies. This will result in a "one target, one weapon" scenario which "has been the promise for the past 20 years and is now becoming a reality."

Sustainment and logistics must be a primary consideration. Logistics costs for existing systems "need to be reduced through business process improvements and technology insertion." Life cycle costs on new systems must be considered "up front in the design process and given an 'equal place at the table' along with system performance."

A reduction in the amount of operational risk, not just technical risk, is also necessary. Advanced concept technology demonstrations (ACTDs) have been established to assist in this area. The ACTD will "provide a rapid assessment of military value and operational capability before committing to substantial investment."

Senior leadership is "strongly committed to greater use of modeling and simulation to help guide our 'what to buy' decisions." Elimination of certain tests and improved operational testing can be achieved by utilizing models. Tests should also be conducted to validate models and simulations. Modeling and simulation should become "an integral part of our test and evaluation planning" and eventually, "to the whole acquisition process." It is envisioned that DOD will use a "hierarchy of models and simulations to make the 'what to buy' decisions."

How We Buy

The central issue in "how we buy" is reducing the acquisition cycle time while maintaining the technological superiority of our combat forces. No longer can DOD afford a 15 year acquisition cycle time. DOD's "number one priority must be to shorten the cycle time for developing new weapon systems or inserting new technology into existing systems."

DOD will request relief from "color of money" restrictions from Congress to allow program managers the flexibility to "transfer up to $20M between RDT&E and procurement within their program," and increase the below-threshold reprogramming authority from $4M to $8M in RDT&E and from $10M to $20M in procurement. Although this legislative relief will help, the principal problems are not statutory or regulatory—they are cultural.

The current structure discourages risk-taking. Steps are being taken to adjust that culture. The first step was the discontinuance of requiring the use of military specifications (MILSPECS). MILSPECS will be replaced with commercial and performance standards.

How We Oversee

A "single process" policy has been instituted to use best commercial practices throughout a contractor's facility. This policy is being implemented in a way that achieves four basic objectives:

- Quick implementation to allow benefits to be received sooner, rather than later, from savings and cost avoidance;
- Obtain consideration when there are one-sided savings in the process;
- Minimize the cost of implementation; and
- Protect the interests of the principal stakeholders in the process.

The response from industry has been excellent. At least 40-50 companies (or division of companies) have expressed an interest in this initiative.

Summary

"Our success in fielding superior systems will depend, in part, upon our success in implementing lasting acquisition reforms in what we buy; how we buy it; and how we oversee that buying process." Revolutionary changes are taking place and the "true measure of our success will be acceptance in the field."

PM OF THE YEAR AWARDS

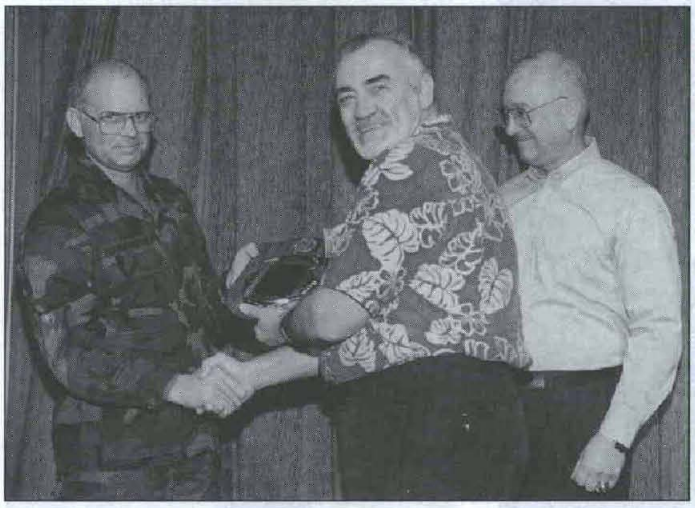
One of the highlights of the 1996 Acquisition Workshop was Assistant Secretary of the Army (Research, Development and Acquisition) and Army Acquisition Executive Gilbert F. Decker's presentation of the annual PM of the Year awards. Criteria used in evaluating nominees for the award were resource management, acquisition streamlining and innovation, program complexity, and the extent to which agreed program objectives were exceeded.

COL Robert E. Armbruster, project manager, close combat anti-armor weapon systems (CCAWS) was named project manager of the year for outstanding achievements associated with managing programs with a $35 billion investment base and an annual budget in excess of $150 million that span all phases of the life cycle. He was cited specifically for planning and managing the merger of the CCAWS and Line of Sight Anti-Tank (LOSAT) Project Offices into one, efficient organization. Armbruster also used integrated product teams across all CCAWS projects and beyond, thus eliminating inefficiencies and inducing fierce product line loyalty throughout the project's office. The CCAWS Project Office consists of seven distinct product lines, running the gamut of the life cycle from technology demonstration to sustainment. Armbruster greatly exceeded all program objectives and expectations during a turbulent year that saw him absorb another project office and assume control of two new product lines.

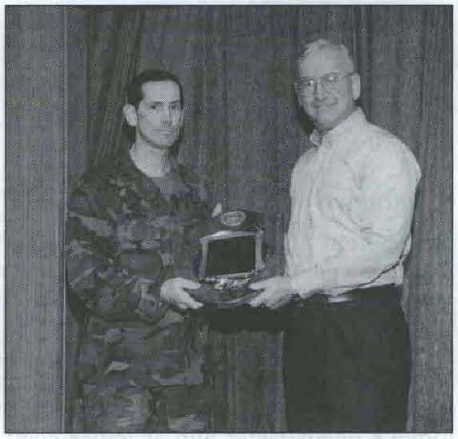
Secretary of the Army Awards for Product Management were also presented to *LTC James R. Moran,* product manager, extended air defense command and control (EADC2) systems, and *LTC(P) Robert T. Gunning,* product manager, Longbow Apache.

Moran was recognized for using an innovative acquisition approach to meet an Army chief of staff requirement to rapidly develop and field a Theater Missile Defense (TMD) Force Projection Tactical Operations Center (TOC). His acquisition strategy cut years off the normal development cycle and millions of dollars from development, production, and fielding costs. During development of the TOC, Moran's office received and executed funds from five financial sources. All funds were executed in a manner which exceeded established financial execution goals while maintaining detailed audit accountability. From technical, logistical, and schedule standpoints, the effort was termed "extremely complex." Computer hardware, command and control software systems, communications systems, and intelligence systems were functionally integrated in a manner that had never before been done. Moran was cited also for accomplishing this "monumental task" well beyond the scope of his assigned duties while completing all other assigned duties on or ahead of schedule.

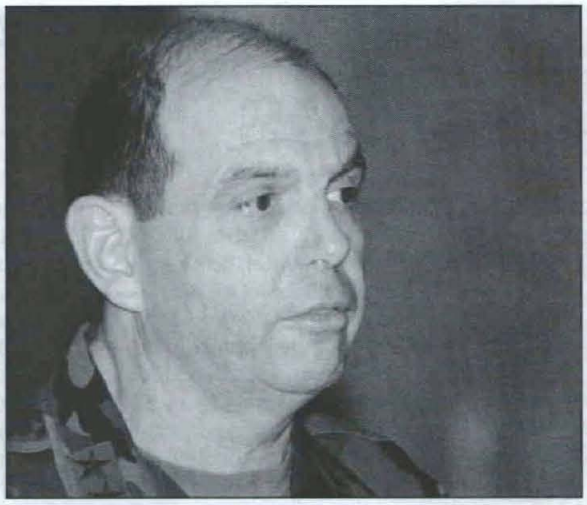
Gunning, who was required to deal with extraordinary financial management challenges, was recognized for significant improvements in both cost and schedule performance on the Longbow Apache. A leading proponent of acquisition streamlining, he eliminated "business as usual attitudes" and unnecessary data and documentation requirements. Under his leadership, the requirements for military specification and standards compliance were reduced from 47 to one, the Contract Data Requirements List was reduced from 117 to 14 and the pages in the statement of work were reduced from 113 to 25 in the production RFP, while maintaining the integrity of the RFP and the program. The fact that the Longbow is the world's most software intensive attack aircraft—encompassing more lines of code than the B-2 Bomber—testifies to the program's complexity.



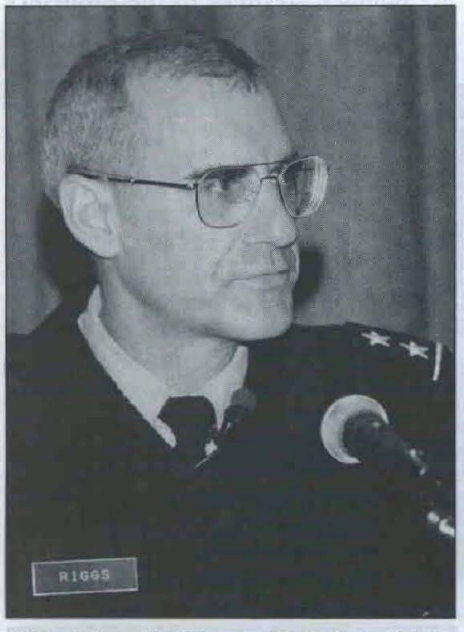
Hon. Paul G. Kaminski, right, and Hon. Gilbert F. Decker, ASA(RDA) and AAE, center, present the Project Manager of the Year Award to COL Robert E. Armbruster, Project Manager, Close Combat Anti-Armor Weapon Systems.



LTC James R. Moran, PM, Extended Air Defense Command and Control Systems, photo above left, and LTC(P) Robert T. Gunning, PM, Longbow Apache, receive Product Manager of the Year Awards.



MG James J. Cravens Jr., Deputy Chief of Staff for Combat Developments, TRADOC, describes requirements determination and battle labs.



MG John M. Riggs, Director of Requirements, Office of the Deputy Chief of Staff for Operations and Plans, Force Development, HQDA presents a briefing on Army modernization.

(Continued from page 3)

tablishment and achievement of objectives. According to Clubb, if team members share in a common objective, glued together by tailored business practices, with everyone contributing, the result is mutual responsibility for a product which is of better quality and meets the customer's needs faster and at lower cost. Clubb also emphasized the importance of education for team members, stating, "We want to make sure everybody in our organization is in a learning mode."

In a briefing on Army Modernization, MG John M. Riggs, Director of Requirements, Office of the Deputy Chief of Staff for Operations and Plans, Force Development, Headquarters, Department of the Army, emphasized the growing importance of the land force. "What is needed today is a wide range of land force capabilities able to meet a wide array of possible confrontations," said Riggs. He added, "Land forces are becoming the Service of choice for a commitment to peace operations. We need to maintain a robust, responsive total Army force and balance power projection with forward presence. In addition, our soldiers must understand the implications of the political military setting."

MG James J. Cravens Jr., Deputy Chief of Staff for Combat Developments, U.S. Army Training and Doctrine Command, described requirements determination and battle labs. He said that today, requirements are driven by concepts, science and technology, and experiments. He said that IPTs at TRADOC are referred to as *concept,* rather than *requirements* teams, and will now include PEOs and PMs as well as participants from industry and academia. Cravens also explained that the battle labs have a battle dynamic focus and are involved in science, technology and experimentation. The results of this experimentation may have applications for armor, field support, field artillery, or aviation, and are then passed to appropriate directorates of combat developments, which are branch-affiliated.

Director, Assessment and Evaluation, OASARDA Dr. Herbert K. Fallin gives a presentation on Army implementation of cost as an independent variable.

Director, Assessment and Evaluation, OASARDA Dr. Herbert K. Fallin gave a presentation on Army implementation of cost as an independent variable (CAIV). He said the idea behind CAIV is to make cost an *input* to the requirements process, rather than a *consequence.* CAIV also ensures that the equipment the Army buys will have affordable life cycle costs, Fallin added. He explained that in applying CAIV, back-and-forth trade-offs of cost vs. performance occur, and caution must be taken not to unduly sacrifice performance. One enabler to making CAIV work is providing incentives to both industry and government, such as awards and shared savings during production, said Fallin.

Hon. Paul G. Kaminski, Under Secretary of Defense (Acquisition and Technology) was the keynote speaker for the conference. He noted a fundamental change—which he characterized as "one weapon per target"—in how DOD fights and equips its soldiers. This change, combined with increasingly complex technologies and declining resources, means that industry and DOD must do more than reform the acquisition system. According to Kaminski, business process improvements and technology insertion are also needed. Kaminski called for the use of advanced concept technology demonstrations as a tool to preview equipment being purchased, thereby reducing operational risks.

"Our success in fielding superior systems is going to depend in part on implementing *lasting* acquisition reforms in what we buy, how we buy it, and how we oversee the buying process. This requires cultural adjustment—we need interested, enthusiastic people in the field connected to supportive leaders. We are in the process of the most revolutionary change in our Defense acquisition system ever. We have an opportunity to not only talk about *why* we need to do this, but to

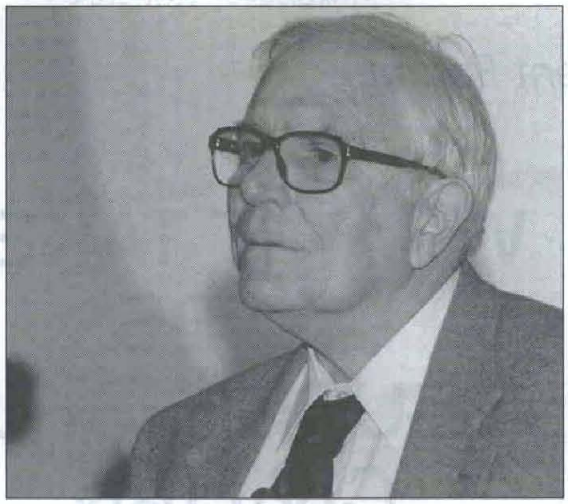
learn *how*, and to do something for America's warfighters and taxpayers in the difficult financial times ahead. You are the key players in these important initiatives," Kaminski concluded. (See additional remarks by Dr. Kaminski on page 4.)

Following Kaminski's presentation, program and project manager of the year awards were presented. (See sidebar on page 5.)

MG Joe W. Rigby, Director, Army Digitization Office, kicked off the closing day of the workshop with a presentation on Force XXI digitization. He stressed the need for an extensive review of security policy and procedures to determine what related measures a unit must take in the information age. "I personally believe we have a lot of archaic requirements down at the platoon and company level that really aren't needed any more," said Rigby. He added that a tactical internet, being developed at the time of the conference, would allow digital traffic to be seamlessly and automatically passed to multiple addresses. To ensure its readiness for use this summer, several risk mitigation factors have been built in to this internet, said Rigby.

MG William H. Campbell, PEO, Command, Control and Communications Systems, Fort Monmouth, NJ, spoke on the implementation of Task Force XXI from a materiel developer perspective, including details of acquisition streamlining and the tactical internet. He emphatically declared that this internet was not designed to handle heavy traffic, and should *not* be used other than for its intended purpose. Regarding streamlining, Campbell commented, "A couple of years ago, concurrency was a four-letter word. Today, if you're not doing multiple things concurrently, you cannot improve the cycle time. That is probably the biggest paradigm shift that has allowed us to move forward in support of Force XXI."

Philip E. Coyle III, Director, Operational Test and Evaluation (T&E), DOD, discussed T&E initiatives, noting that the testing community, as well as the acquisition community, is changing. He said that contrary to common opinion, operational testers *are* willing to use models, and recommended that models be a deliverable of contracts, since contractors usually make them anyway. However, Coyle cautioned that modeling and simulation are not cheap, and that operational tests can reveal information that these other avenues do not. Other initiatives in the testing community are to "piggy-back" testing on training, and to combine developmental and operational tests whenever possible.

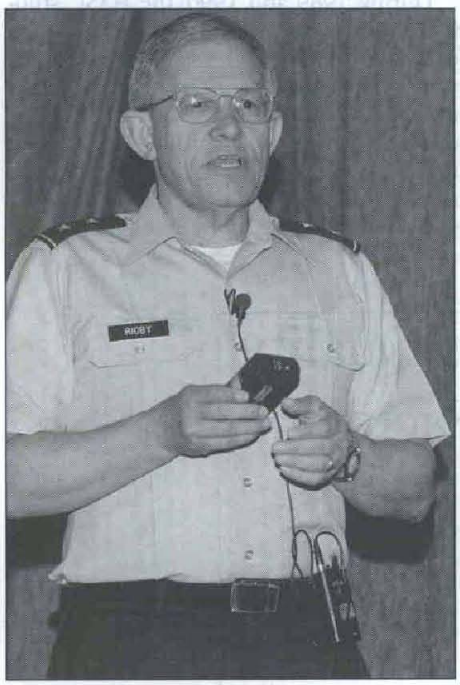


Deputy Under Secretary of the Army (Operations Research) Walter W. Hollis relates information on consolidation efforts within the testing community.

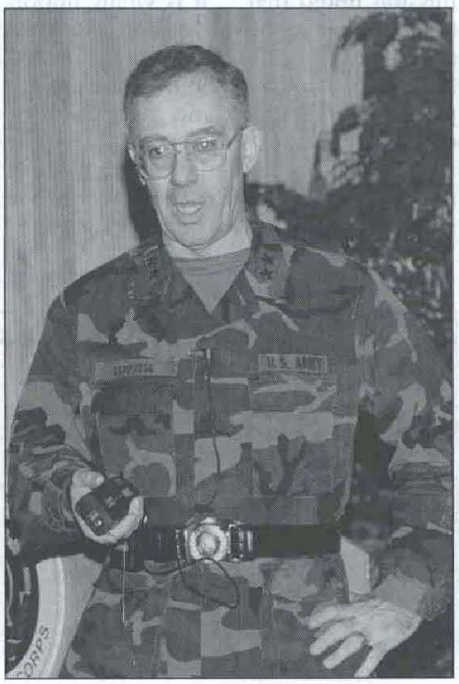
Deputy Under Secretary of the Army (Operations Research) Walter W. Hollis related information on consolidation efforts within the testing community. Said he, "We are in the process of reengineering the T&E world because more is required of us in streamlining than we can do in the current organizational structure, which makes developmental and operational testing so separate. We want to be more efficient and user friendly." Hollis believes in making these changes slowly, because, he said, the T&E world has served the Army well, and once an organization is taken apart, it is difficult to rebuild.

ASA(RDA) Gilbert F. Decker closed the conference with brief comments, thanking PMs, PEOs, representatives of sister operations and DOD for participating. He also remarked that it had been a valuable opportunity for him to receive feedback and to interact personally with others in the acquisition business. Decker also complimented the Defense Contract Management Command as an organization of unsung heros who, in recent years, have displayed a "can-do, how-can-I-help?" attitude.

"You people are working hard on complex systems that need to be made simple for the operator. We support you. Don't give up. It is a great pleasure to be associated with you," Decker concluded.



MG Joe W. Rigby, Director, Army Digitization Office, speaks about Force XXI digitization.



MG William H. Campbell, PEO, Command, Control and Communications Systems, addresses implementation of Task Force XXI from a materiel developer perspective.

WHAT IT TAKES TO BE A SUCCESSFUL CIVILIAN ACQUISITION PROFESSIONAL

Thomas H.E. Drinkwater

Background

Efforts to professionalize the acquisition workforce have a long heritage in the Department of Defense (DOD). During the 1960s, Secretary of Defense Robert McNamara established DOD civilian career programs, mandatory acquisition training, and the first Program Management Course at Wright-Patterson AFB, OH. In the early 1970s, the course was moved to the new Defense Systems Management College (DSMC), at Fort Belvoir, VA, established under the tutelage of Deputy Secretary of Defense David Packard.

In 1985, Congress enacted the Procurement Improvement Act (P.L. 99-145), requiring the secretary of each military department to "prescribe regulations establishing requirements for the education, training, and experience of any person assigned to duty as the program manager of a major defense acquisition program" (10 U.S.C. 1622).

Defense Acquisition Workforce Improvement Act

While DOD was implementing acquisition reforms, the House Armed Services Committee (HASC) was taking the initiative to implement the Packard Commission recommendations via legislation to improve the quality and professionalism of the acquisition workforce. The commission, headed by the former deputy secretary of Defense, described the DOD acquisition workforce as "undertrained, underpaid, and inexperienced." The commission noted that "...it is vitally important to enhance the quality of the defense acquisition workforce—both by attracting qualified new personnel and by improving the training and motivation of current personnel."

The HASC, mindful of the commission's findings, observed that there were four major recurring issues: professionalism of acquisition personnel, streamlining of acquisition regulations, the revolving door, and the structure of acquisition organizations.

During 1989 and 1990, the HASC studied the qualifications and professionalism of the Defense acquisition workforce, with particular emphasis on program managers and contracting officers. Another, follow-on study in July 1990, documented the failure of the military departments to comply with the current statutes on the career management of

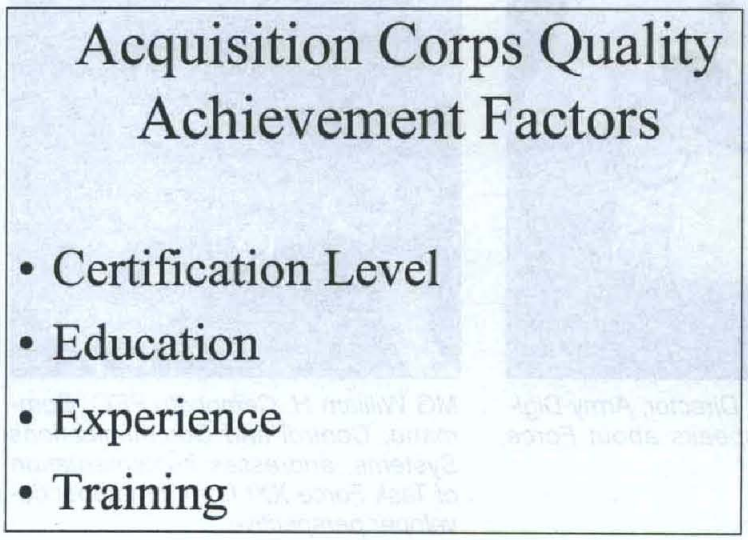


Figure 1.

Acquisition Corps Quality Achievement Factors

Certification Level

To:

GS-14: Level III in primary Acquisition Career Field
Level II in second Acquisition Career Field

GS-15: Level III in primary Acquisition Career Field
Level III in second Acquisition Career Field

SES: Level III in primary Acquisition Career Field
Level III in second Acquisition Career Field
Level III in third Acquisition Career Field

Figure 2.

program managers. As a result of these studies, congressional hearings were held on the HASC "Proposal for the Creation of a Highly Professional Acquisition Workforce and Acquisition Corps Within Each of the Military Departments (Draft)," dated March 8, 1990.

The upshot of the congressional hearings was the inclusion of the "Defense Acquisition Workforce Improvement Act" (DAWIA) within the National Defense Authorization Act for Fiscal Year 1991 (P.L. 101-510) which was enacted on Nov. 5, 1990. DAWIA was intended to effect a "cultural change" in the Defense acquisition system. It called for a broad-based Acquisition Corps in each Defense component and Defense agency, and reciprocity of Acquisition Corps memberships.

DAWIA also established new, higher qualification standards for Acquisition Corps members, contracting personnel and for key jobs such as program managers. It established a career management structure in the acquisition chain of command and required uniform implementation across the Defense components and Defense agencies to the maximum extent practicable.

Figure 3.

Acquisition Corps Quality Achievement Factors

Education

To:

GS-14: BA/BS +18 Graduate Semester Hours

GS-15: MA/MS/MBA/MPA or equivalent
Continuing Education Credits

SES: MA/MS/MBA/MPA or equivalent
Continuing Education Credits

Why Success?

All of the historical efforts to improve the way DOD conducts its acquisition business did not occur by whim or accident. We have all heard the horror stories of $600 ash-trays and hammers, toilet seats, and such. These incidents, although few in number, have shown that it is imperative to improve our acquisition methods and management. Bad press is not conducive to the funding and survival of programs.

There have been many studies on what makes good program managers. A 1989 Defense Systems Management College study by O.C. Gadeken, entitled "The Right Stuff: Results of DSMC Program Manager Competency Study," identified 16 competencies which successful program managers possessed. A Naval Postgraduate School (NPS) study in 1994 by CPT Bryan McVeigh validated 14 of the 16 competencies. Both of these studies addressed qualities desired in program managers.

Although program managers certainly have ultimate responsibility for their programs, the program management staff, both core and matrix, are the people who make the program a success or failure. The Jan. 30, 1996 draft DoD Directive 5000.1 states that "The DoD acquisition workforce shall be fully proficient in the acquisition process." Our acquisition workforce members must be technically proficient in their acquisition career fields. Further, they must have a broad base of knowledge to be able to work in an integrated process and development environment as called for in DoD Directive 5000.1. Part four of the draft DoD Instruction 5000.1 states: "The Integrated Process and Product Development management process shall integrate all activities from product concept through production and field support, using multidisciplinary teams to simultaneously optimize the product and its manufacturing and supportability to meet cost and performance objectives. It is critical that the processes used to manage, develop, manufacture, verify, test, deploy, operate, support, train people, and eventually dispose of the system be considered during program design."

Quality Achievement Factors

The advent of integrated product teams (IPTs) makes the possession of multidisciplined and broad-based knowledge and experience even more important. Coupled with knowledge and experience is the ability of the IPT to work together as a team. Dr. Jay Gould of DSMC states in his dissertation entitled "Education and Training of the Department of Defense Acquisition Workforce under Public Law 101-510 U.S. Code that "IPTs then are not truly a function of product or process, but rather a function of behavior, 'How we choose to treat one another.' Individual behavior is the instrument used for getting what is wanted." We can see using this thesis, that an IPT, when assembled based upon behavior patterns, can be a success, if comprised of the right mix of individuals. If those individuals are mismatched in terms of personalities, then the team could be doomed to failure, or they could at least have a very difficult time achieving their goal.

As part of the reengineering of the AAC, certain Quality Achievement Factors (See Figure 1.) have been developed as a roadmap to success. Although not to be considered as mandatory for promotion or board selection purposes, these factors are used to indicate broad experience and educational backgrounds and exposure to management training that teaches success.

Multiple Certifications

As the acquisition manager progresses through a 30- or 40-year career with the government, he or she should have many opportunities to gain varied experiences. These career-broadening experiences can lead to certification in multiple acquisition career fields (ACFs). Figure 2 illustrates certification levels that quality individuals might have. An example of an easily achievable dual certification would be the engineer who, after becoming certified in systems planning, research, development and engineering, ACF(S), works in or supports a program/project management office and gains enough program management experience to become certified in program management, ACF(A).

For many individuals, dual certification in a primary ACF and in program management is easily achievable, especially if they are working in or supporting a PM Office. Some ACFs are relatively easy to cross over to, depending on the individual's education and experience. Most common would be those ACFs requiring an engineering background such as ACF S and T (test and evaluation engineering). Think of the benefits to a program though, if several individuals on a program preparing for an operational test and evaluation (OT&E) had an engineering background, program management experience, and test and evaluation experience. Would that program be better prepared to pass the OT&E? I would hope so!

Achieving the broad-based experience from multiple certifications is desirable and what DAWIA intended. As a result, this benefits the program, the Service, and the acquisition professional.

Education

The benefits of education have always been debated among government employees. Many career fields have traditionally not required college degrees, and they have been a great means for upward mobility and advancement for individuals who have not had the opportunity to attend college. The problem arises, however, with a world that is ever increasing in technology. We require our contractor's program management teams to possess degrees, in most instances. It stands to reason that we should be on an equal footing with our counterparts, if not even more knowledgeable. An appropriate college education provides the background and tools for our management team to adequately manage our acquisition programs.

Our acquisition managers and leaders must have the management, technical, and communications skills to manage multi-million dollar programs as wise stewards of the taxpayer's money. A college education helps to prepare them to do that.

DAWIA requires a baccalaureate degree for all contracting personnel in the 1102 job series. In addition, DOD Directive

Acquisition Corps Quality Achievement Factors

Experience

To:

GS-14: Experience in Leadership or Management
- Operational/field level assignment*
- 2 MACOM/MSC/OSD/Joint Service assignments **
- HQDA/HQ MACOM assignment

GS-15: Supervisory, e.g. Division Chief experience
- Operational/field level assignment*
- 2 MACOM/MSC/OSD/Joint Service assignments
- HQDA/HQ MACOM assignment

SES: Supervisory, e.g. Director experience
- 3 MACOM/MSC/Joint Service assignments
- HQ MACOM assignment
- Div/Dir Level HQDA/OSD assignment

*Includes assignments to or in support of PMs/PMOs, TRADOC System Mgmnt Offices

** Includes details to Source Selection Boards, Tiger Teams, Special Projects

N.B. PEO Assignments equate to MACOM Assignments

Figure 4.

5000.52M requires a degree for certification in many ACFs. For others, a degree is desirable, but not required. Our acquisition professionals should not only attain their degrees, but continue their education and achieve advanced degrees as well. Figure 3 illustrates the educational achievements that a quality acquisition professional should strive to attain. The knowledge gained through education can only benefit the Service!

Experience

The acquisition professional who has had multiple experiences in varied commands, program offices, and headquarters assignments is usually an individual who has the background and vision to achieve success. Through their experiences, they have had the opportunity to observe different management styles, to see programs of varied success. The experienced individual has implemented programs at various levels and has the knowledge of knowing where to turn for the information or the assistance needed to achieve success. Figure 4 shows typical experiences that a quality acquisition professional could have.

Training

By the time our acquisition professionals reach the GS-13 level, they will have completed most of their technical or career-specific training. At this grade level, training is focused on management and leadership. Opportunities exist for attending the Army Management Staff College and various management and leadership courses offered by the Center for Army Leadership or the Office of Personnel Management. These include the Organizational Leadership for Executives Course and the Personnel Management for Executives Course. These courses are designed to impart the leadership and management skills necessary to manage the workforce. Good managers are not born, so management training desired for our acquisition professionals includes team building and interpersonal relationship development which is now more critical than ever with the use of the IPT concept. With this training, and the desired mix of experience and education, acquisition professionals should be equipped for success. Figure 5 shows the training factors our acquisition professionals might achieve at various points in their careers.

The Road Map

The Army Civilian Training, Education and Development System (ACTEDS) Plan for each career program has a career ladder for that particular career program. By using the ACTEDS Plan for their career program, the careerist can progress along a path of success related to their technical or career expertise, from entry level to Senior Executive Service.

As a part of the AAC reengineering effort, an ACTEDS Plan for the acquisition workforce is also being developed. The Quality Achievement Factors shown in Figures 2-5 will be included in that ACTEDS Plan. This will enable acquisition professionals to plan their careers so that they can achieve their goals. In addition, by achieving these factors, our acquisition workforce will be better educated, better trained, and have the experience to maximize the successful management of acquisition programs.

THOMAS H. E. DRINKWATER is the AAC civilian proponency officer in the Office of Acquisition Corps Policy, OASA(RDA). He is a graduate of St. Bonaventure University and holds a master's degree in public administration from the University of Alaska, Anchorage. He is a graduate of the U.S. Army Command and General Staff College, the Associate Logistics Executive Development Course and the Defense Systems Management College Program Management Course. A lieutenant colonel in the Army Reserve, he has an Individual Mobilization assignment with the Defense Industrial Supply Center, and is the commander of the 8601st IMA Det, Warrenton, VA.

Acquisition Corps Quality Achievement Factors

Training

To:

GS-14: Management Courses completed, e.g.:
- Organizational Leadership for Executives
- Personnel Management for Executives
- Army Management Staff College
- Continuing Self-Development***

GS-15: Executive Career Development Courses completed, e.g.:
- Federal Executive Institute/Brookings/Harvard/etc.
- Personnel Management for Executives II
- Cintinuing Self-Development***

SES: Executive Career Development Courses completed, e.g.:
- Federal Executive Institute/Brookings/Harvard/etc.
- Senior Service College
- Continuing Self-Development***

***Includes professional seminars, refresher courses, professional certificate programs, etc.

Figure 5.

CERTIFICATION

What It Means To You

By Janet M. Jones and Karen A. Walker

Definition

Before the importance of certification to members of the acquisition workforce can be explained, let's define it. Certification is the management process that determines if an individual meets the minimum mandatory education, training and experience requirements established for an acquisition career field and each performance level.

These mandatory education, training and experience prerequisites are required for each acquisition position and at each career level. Acquisition career fields are normally determined by the acquisition position category for which the position has been designated. For instance, a project manager position would be designated Acquisition Position Category "A" (program management). The incumbent of that position would be required to meet the certification standards for the corresponding acquisition career field (program management). There are a few exceptions to this rule which are outlined in Table 1.

Acquisition Career Levels

There are 11 acquisition career fields (see Table 1), but only three levels of certification. The certification acquisition career levels (for your primary acquisition career field) and typical grades/ranks

Table 1.

ACQUISITION POSITIONS VERSUS CAREER FIELDS

Acquisition Position Category	Code	Acquisition Career Field	Code
Program Management	A	Program Management	A
Program Management Oversight	V		
Contracting	C	Contracting	C
Industrial Property Management	D	Industrial Property Management	D
Purchasing & Procurement Asst	E	Purchasing & Procurement Asst	E
Manufacturing & Production	F	Manufacturing & Production	F
Quality Assurance	H	Quality Assurance	H
Business, Cost Estimating & Financial Management	K	Business, Cost Estimating & Financial Management	K
Acquisition Logistics	L	Acquisition Logistics	L
Communications-Computer Sys	R	Communications-Computer Sys	R
System Planning, Research, Development & Engineering	S	System Planning, Research, Development & Engineering	S
Test & Evaluation Engineering	T	Test & Evaluation Engineering	T
Education, Training & Career Development	X	Applicable in all career fields	

Table 2.

CERTIFICATION APPROVAL AUTHORITY

CERTIFICATION LEVEL	CERTIFICATION LEVEL AUTHORITY
1	2nd Level Supervisor
2	2nd Level Supervisor
3	SES or General Officer
SES	DACM or AAE

achieving those levels are:

Level I	GS 5-8/Lieutenant thru Captain
Level II	GS 9-12/Captain thru Major
Level III	GS 13 and above/Major and above

There are different certification officials at each acquisition career level. Table 2 outlines these certifying officials. Upon completion of all mandatory training, education and experience requirements, you will be provided a certificate designating the acquisition career field and level.

Rules

As with any program, there are certain rules to follow. The certification rules are:

• Individuals assigned to acquisition positions after Oct. 1, 1993, must be certified against standards established for their current position within 18 months of assignment or obtain a waiver from the director, acquisition career management. It is the hiring official's responsibility to ensure that individuals hired into acquisition positions are certified or can be certified within 18 months of assignment. Supervisors hiring individuals who cannot meet certification requirements must request, in writing, a waiver from the director, acquisition career management. The waiver justification must include valid reasons for nonselection of certified acquisition professionals. If approved, the waiver does not constitute certification of the individual.

• Individuals assigned to their acquisition position prior to Oct. 1, 1993, may remain in their position and decline certification. However, if you are reassigned to another acquisition position, you must be certified against the standards for that position within 18 months or the hiring official must request a waiver. Certification waivers will not be the norm. They will be the extreme exception. Because of this waiver policy, individuals declining certification will be less competitive for promotion.

While acquisition professionals are encouraged to achieve certification at the next higher level, you will not be approved to attend higher level courses until certified at your current acquisition career level. In order to achieve the highest level of certification, acquisition professionals are encouraged to work closely with their supervisors, codify these requirements on individual development plans (IDP), and follow through with the training.

Alternative Fulfillment Program

The Department of Defense (DOD) has established an alternative fulfillment program which is designed to allow individuals to receive credit for mandatory training courses. This program expires on Sept. 30, 1997.

The Alternative Fulfillment Program is not to be used in lieu of resident training. In the age of "right-sizing" our acquisition organizations and having to do more with less, it is easy for a supervisor to encourage the use of the Alternative Fulfillment Program so that the employee will not be a loss to the organization while in school. Supervisors should be aware that by indiscriminately utilizing the Alternative Fulfillment Program, you will be doing a disservice not only to your organization, but to the individual as well.

The DOD Acquisition Career Management Mandatory Course Fulfillment Program and Competency Standards, July 1995 (ADS-95-03-GD) for mandatory course competencies is the "bible" on determining if alternative fulfillment may be achieved. Course competencies and DD Form 2518, Fulfillment of DOD Mandatory Training Requirement, may also be downloaded from the Defense Acquisition University (DAU) Worldwide Web Home Page at http://www.acq.osd.mil/dau.

In those rare instances where Alternative Fulfillment may be used, the following four-step process should be utilized:

Level I and II Courses

Step 1. Acquisition professional determines that he or she meets the prerequisites for requesting fulfillment credit listed on the self-assessment forms and initiates

the DD Form 2518. The employee completes the self-assessment for the desired course. Supporting documentation should also be included to substantiate information provided in the self-assessment. Examples of supporting documentation include transcripts from an accredited college or university or government training, and letters detailing possession of specific competencies or awards. The completed self-assessment, DD Form 2518 and supporting documentation should be provided to the immediate supervisor of the acquisition professional.

Step 2. The supervisor will review the fulfillment package and make a recommendation as to whether each of the competencies listed is possessed by the employee. Ideally, the supervisor should be:

(1) Certified at Level II;

(2) A member of the acquisition career field as the acquisition professional requesting fulfillment; and

(3) A graduate of the course being requested for fulfillment. If the supervisor concurs that the competencies have been met, the request is forwarded to a reviewing official in the employee's supervisory chain.

Step 3. The reviewing official should be a lieutenant colonel/GM-14 and certified in his or her acquisition career field. This official has final authority to approve or disapprove a fulfillment request. If the fulfillment request is denied, the reviewing official should ensure that the employee and his or her supervisor annotate needed training on the employee's IDP and follow-up by scheduling the employee for training.

Step 4. Upon approval of fulfillment request, the DD Form 2518 is completed and returned to the employee. One copy of the form will be forwarded to the Office of the Deputy Director, Acquisition Career Management, 103 Army Pentagon, Washington, DC 20310-0103. The original DD Form 2518 should be provided to the employee's servicing civilian personnel office to ensure fulfillment credit is annotated in the official personnel file and entered into the Army Civilian Personnel System (ACPERS). Military officers receiving fulfillment credit must forward the original DD Form 2518 to U.S. Total Army Personnel Command, ATTN: TAPC-OPB-E, 200 Stovall Street, Alexandria, VA 22332-0411.

Level III Courses

Step 1. Same as Step 1 above.

Step 2. The supervisor should be in the grade of colonel/GM-15 or above and be certified in his or her acquisition career field at Level III and senior in grade to the employee requesting fulfillment credit. The supervisor will review the self-assessment with the employee and make a recommendation as to whether the competencies are possessed by the employee. If the supervisor concurs with the self-assessment, he or she will forward the request to the reviewing official.

Step 3. The reviewing official must be in the grade of general officer/senior executive service (GO/SES) member and Level III certified in his or her acquisition career field. If this official recommends awarding fulfillment credit, he or she forwards the request, including endorsements, through the career program functional chief to the director, acquisition career management (DACM) for final review and approval.

Step 4. The DACM has final approval/disapproval authority for Level III. Upon completion of review, the DACM will forward approvals/disapprovals by endorsement, through the career program functional chief to the employee. Appropriate action should then be taken by the supervisor and employee to ensure that fulfillment credit is entered on the employee's records in ACPERS or the employee is scheduled for the training.

Advanced PM Course and Advanced Software Acquisition Management

The procedure for obtaining fulfillment credit for the Advanced Program Management and Advanced Software Acquisition Management courses is different from the other training due to the amount of material presented and the level of learning imparted. It is extremely difficult to attain all of the competencies presented in these courses and thus the procedures for granting fulfillment credit are more stringent.

Request for fulfillment credit will be forwarded through the career program functional chief to the DACM by the first GO/SES in the individual's chain of command. The DACM will make final determination for granting fulfillment credit and shall return approvals/disapprovals through the career program functional chief to the employee.

Why This is Important

It is extremely important to the career of an acquisition professional to achieve certification not only in a primary acquisition career field, but in secondary acquisition career fields, as a minimum. Quality Achievement Factors are being designed for use by centralized selection boards in selecting civilian acquisition professionals for senior level Army positions. The primary Quality Achievement Factor is certification in two or more acquisition career fields for promotion to GS-13 and 14, and three Level III certifications for promotion to SES. Further information on Quality Achievement Factors may be found in the article entitled "What It Takes to be a Successful Acquisition Professional" of this issue of *Army RD&A*.

The benefits of multiple certification are:

- More competitive for promotions;
- More valuable asset to the Army;
- Increased opportunity for central selection to senior leadership positions;
- Improves job performance; and
- Increases opportunities for incentives.

Be on the lookout for further information on opportunities to achieve multiple certifications. These opportunities will include developmental (training) and rotational assignments. Further information on these programs will be announced in future issues of *Army RD&A*, the Army Acquisition Corps Home Page (http://www.army.mil\aac-pg\aac.htm), and via memorandums.

Now is the time to begin achieving training credentials in your secondary acquisition career field(s). Contact your training coordinator or visit the DAU Home Page for further information on mandatory training.

JANET M. JONES is on a developmental assignment as part of the Reengineering Team in the Office of the Deputy Director, Acquisition Career Management. She is Level II certified in the program management career field.

KAREN A. WALKER is the acting team chief for the AAC Communications Reengineering Team in the Office of the Deputy Director, Acquisition Career Management. She will graduate in June 1996 with a B.S. in business administration and is Level III certified in the program management career field.

USING THE BEST QUALIFIED SELECTION METHOD FOR ACAT I/II PMs

By Rosemary Carpenter and MAJ Fran Fierko

Introduction

The Army recently became the first Service to implement the requirement of the Defense Acquisition Workforce Improvement Act (DAWIA) to fill senior acquisition positions with the best qualified individuals, after reviewing both military and civilian applicants for the same positions. DAWIA dictates that the secretary of Defense fill acquisition positions with the best qualified individuals. The deputy under secretary of Defense (acquisition reform) further delineated that the best qualified individual, whether military or civilian, would fill key management positions for Acquisition Category (ACAT) I and II level programs.

The FY97 Department of Army Project Manager (PM) and Acquisition Command Selection Board, held Jan. 3-10, 1996, selected colonel/GS-15-level PMs for two ACAT I programs: Utility Helicopter (Blackhawk) and Aviation Electronic Combat. This Department of the Army Centralized Selection Board, composed of Army Acquisition Corps (AAC) General officers and Senior Executive Service (SES) civilians, used the "best qualified" method of selection to select and slate the best qualified military or civilian applicant for these two selected PM positions, in addition to identifying the principal and alternate selections for eight PM and 12 acquisition command positions that were reserved for military fill.

Eligible Populations

Eligibility for military and civilian personnel was determined as follows. For the military, eligibility requirements were announced in a U.S. Total Army Personnel Command (PERSCOM) message in August 1995. Civilian applicants for the PM positions were identified as a result of a PERSCOM message issued in October 1995.

"Best Qualified" Selection Process

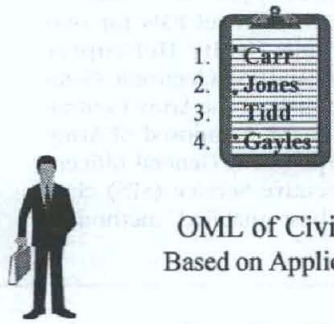
Step 1: Produce Military PM OML

Board Votes Files and Produces Military OML

OML of Military Based on Board File

"Best Qualified" Selection Process
Step 2: Produce Civilian PM OML

Board Votes Files and
Produces Civilian OML



OML of Civilians
Based on Applications

The Army recently became the first Service to implement the requirement of the Defense Acquisition Workforce Improvement Act to fill senior acquisition positions with the best qualified individuals, after reviewing both military and civilian applicants for the same positions.

The common requirements for both the military and civilian eligibles are as follows:

- Be a member of the Army Acquisition Corps.
- Have at least eight years of acquisition experience, at least two years of which were performed in a systems program office or similar organization;
- Have completed the Program Management Course (PMC), or successfully complete PMC prior to assignment as a PM, or be able to meet all PMC competencies by completing and receiving approval fulfillment credit for PMC;
- Not be pending separation or retirement.

The requirements peculiar to the military are as follows:

- Be in the grade of colonel or be a promotable lieutenant colonel;
- Not be currently serving as a colonel-level PM or acquisition commander;
- Have never declined a colonel-level PM or acquisition command position;
- Have less than 26 years of active federal commissioned service as of Oct. 1, 1995.

The requirements peculiar to the civilians are as follows:

- Be eligible for promotion to GS-15, lateral reassignment at grade GS-15, or change to a lower grade from SES;
- Not be currently serving as a GS-15-level PM;
- Have never declined a GS-15-level PM;
- Have the requisite education and experience defined in the *U.S. Office of Personnel Management Qualification Standards Handbook* for the series for which applying at the GS-15 grade level.

Civilian Promotion Opportunities

All AAC GS-14 and above applicants who met the stated criteria were eligible to compete for the two ACAT I PM positions. Additionally, those non-AAC civilian members who could satisfy AAC membership requirements by the duty report date for each PM were eligible to apply. This was the first time the Army allowed GS-14 applicants to compete for GS-15 PM positions. The message provided details on

FY 97 COL/GS Project Manager And Acquisition Command Principals

Project Manager

Name	BR/FA
Carr, Herbert Maynard III	14/51
Carter, Roger Lee	91/51
Harrison, Thomas Manning	15/51
Johnston, Larry D.	801
Libby, Edmund Wood	91/51
Nadeau, Roger Arthur	12/51
Raiford, Robert Charles	25/51
Reeves, Stephen Vaughn	35/51
Rogers, Michael William	15/51
Urias, John Michael	14/51
Wells, James Arlie	91/51

Acquisition Commands

Bahr, Stephen Michael	53
Berry, Corlis S. III	91/51
Brown, David Jr.	44/97
Carmona, Waldo Francisco	15/51
Como, John Anthony	14/51
Fowler, Charles Sherrill	18/97
Greany, Kevin John	25/53
Jeska, Robert Stephen	14/97
Love, Anthony Nelvin	91/97
Mauser, George Edward	12/51
Miller, William David	12/53
Morris, Richard Donald	91/51
Smith, Kimberly Thorne	91/97
Yates, Donald Ray	92/97

the information the applicants were mandated to submit for consideration and detailed the selection criteria the board would use to evaluate the applicants.

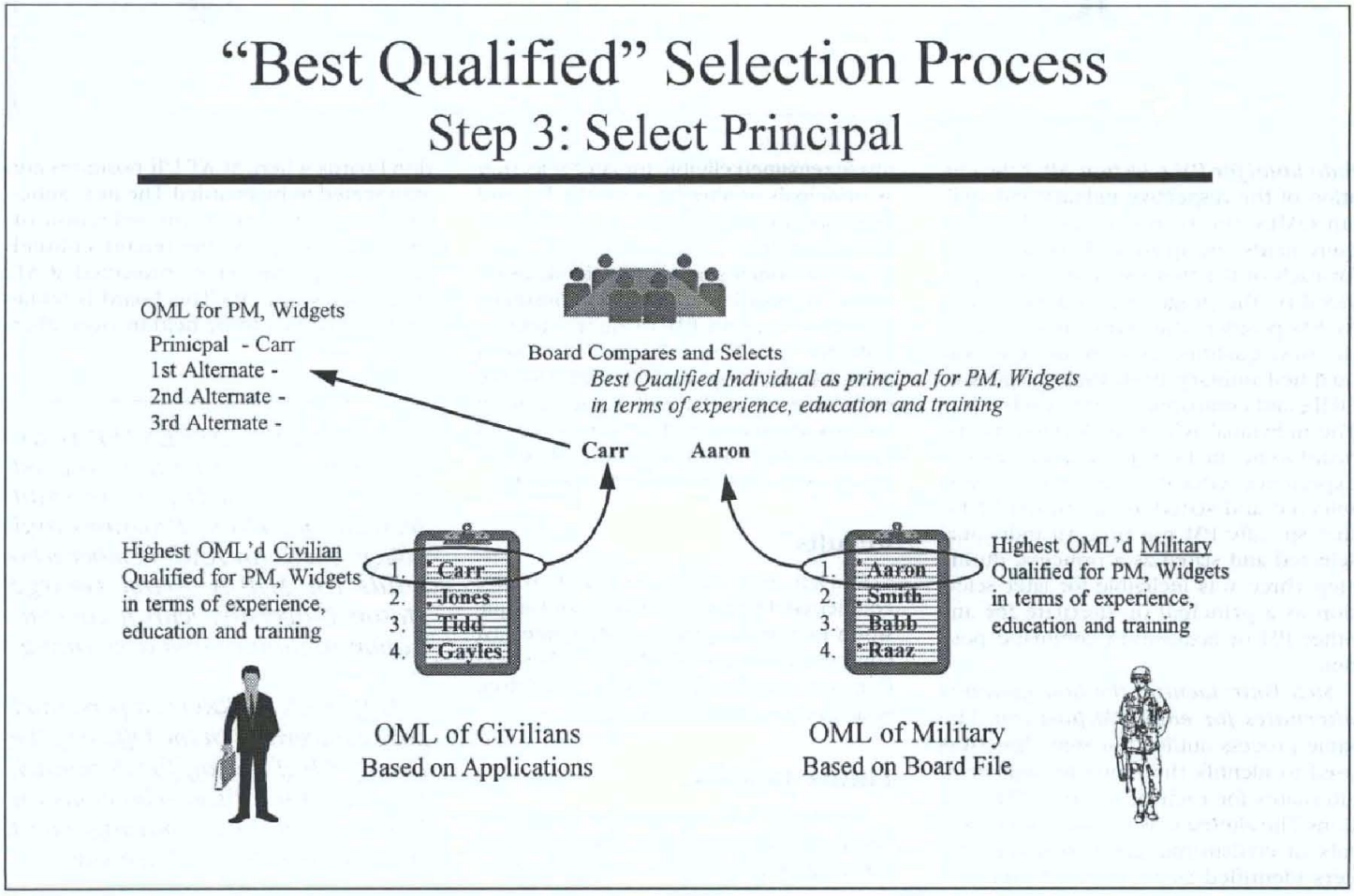
"Best Qualified" Method

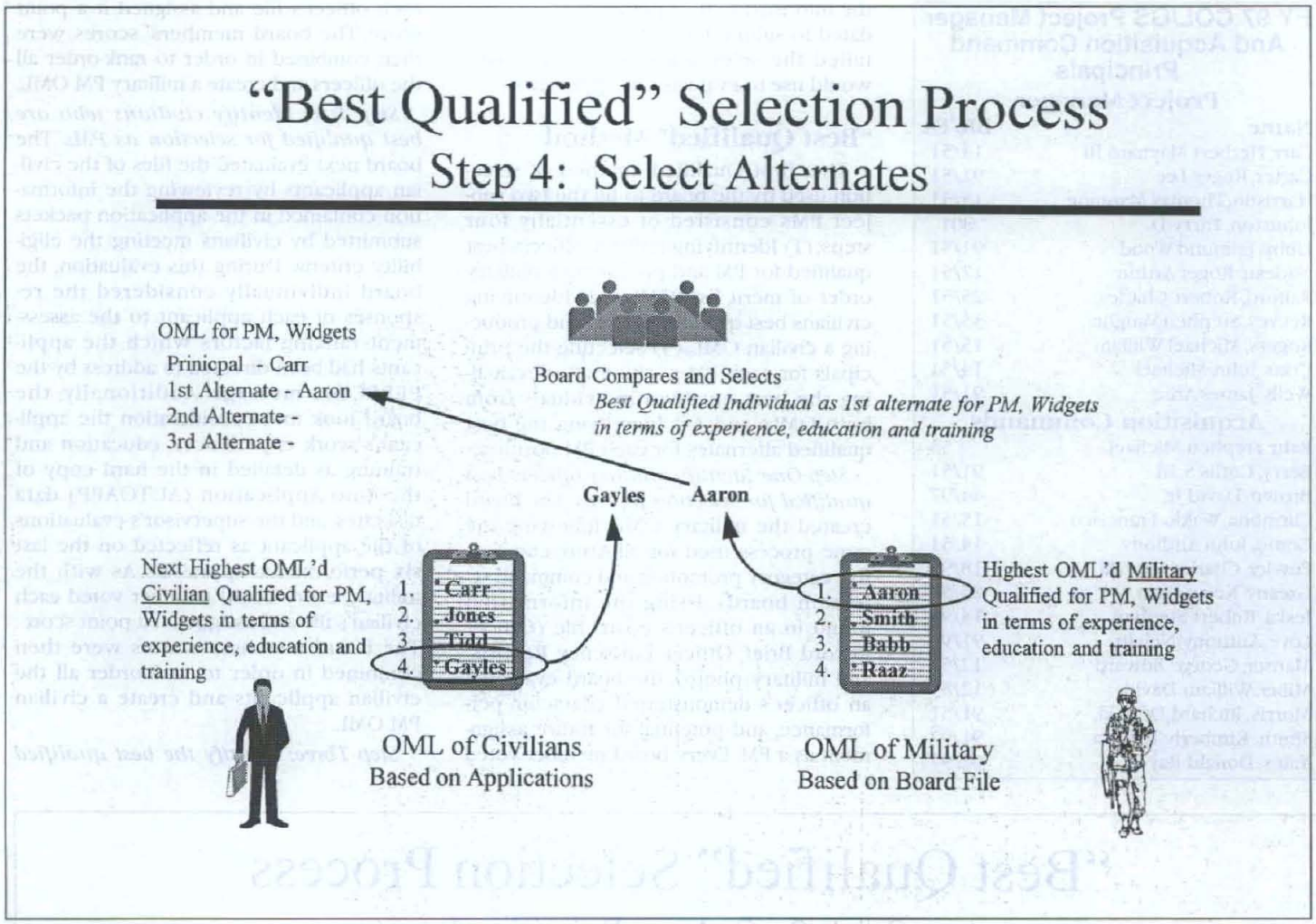
The "Best Qualified" method of selection used by the board to fill the two subject PMs consisted of essentially four steps: (1) Identifying military officers best qualified for PM and producing a military order of merit list (OML); (2) Identifying civilians best qualified for PM and producing a civilian OML; (3) Selecting the principals for each PM position after evaluating the best qualified individuals from both OMLs and; (4) Identifying the best qualified alternates for each PM position.

Step One: Identify military officers best qualified for selection as PMs. The board created the military OML, following the same process used for all Army competitive category promotion and command selection boards. Using the information found in an officer's board file (Officer Record Brief, Officer Efficiency Reports, and military photo), the board evaluated an officer's demonstrated character, performance, and potential for future assignment as a PM. Every board member voted each officer's file and assigned it a point score. The board members' scores were then combined in order to rank-order all the officers and create a military PM OML.

Step Two: Identify civilians who are best qualified for selection as PMs. The board next evaluated the files of the civilian applicants by reviewing the information contained in the application packets submitted by civilians meeting the eligibility criteria. During this evaluation, the board individually considered the responses of each applicant to the assessment ranking factors which the applicants had been directed to address by the PERSCOM message. Additionally, the board took into consideration the applicant's work experiences, education and training as detailed in the hard copy of the Auto Application (AUTOAPP) data diskettes, and the supervisor's evaluations of the applicant as reflected on the last six performance appraisals. As with the military, every board member voted each civilian's file and assigned it a point score. The board members' scores were then combined in order to rank-order all the civilian applicants and create a civilian PM OML.

Step Three: Identify the best qualified





individual for PM selection. After the creation of the respective military and civilian OMLs, the board reviewed the requirements and qualifications necessary for each of the two PM positions as provided by the program executive officer. By PM position, the board then selected the best qualified civilian and the best qualified military from their respective OMLs and compared them to each other. The individual who was deemed by the board to be the best qualified in terms of experience, education and training was selected and slated as the principal for that specific PM position. An individual selected and slated as a principal during Step Three was ineligible for later selection as a principal or alternate for any other PM or acquisition command position.

Step Four: Identify the best qualified alternates for each PM position. The same process outlined in Step Three was used to identify the requisite number of alternates for each of the two PM positions. The alternate lists could contain any mix of civilian/military personnel. Officers identified as alternates during this phase remained eligible for later selection as principals or alternates for the PM and acquisition command positions reserved for military fill.

At the conclusion of the above listed steps, the board completed its consideration of civilians for PM. Using the military OML, the board then finalized the list of principal selections and alternates for the remaining eight PM and 12 acquisition command positions that were reserved for military fill. Slating for these projected vacancies will be handled by PERSCOM.

Results

Shown on page 17 is a list of the colonel/GS-15 project manager and acquisition command principal designees. (A complete analysis of the FY 97 COL selection board will be published in a future issue of *Army RD&A* magazine.)

Future Boards

The Army will extend the use of the "best qualified" method of selection to all future product/project manager selection boards where ACAT I/II positions are anticipated to be boarded. The next anticipated use will be in the selection of product managers (lieutenant colonel and GS-14 positions) for projected ACAT II vacancies in FY98. This board is tentatively scheduled to be held in December 1996.

ROSEMARY CARPENTER is an acquisition organization analyst in the Office of the Deputy Assistant Secretary for Plans, Programs and Policy. She is an AAC member who holds an M.B.A. from George Mason University, with a concentration in finance and accounting.

MAJ FRAN FIERKO is a personnel policy integrator in the Office of the Deputy Chief of Staff for Personnel. He is an AAC officer who holds an M.B.A. in logistics management from George Mason University.

CIVILIAN ACQUISITION POSITION LIST

By Versel T. (Tom) Case

Background

In October 1995, as part of the Army's effort to reengineer the civilian acquisition workforce, a team was formed to develop procedures and implement a review of all acquisition positions. This review effort was begun for three reasons: (1) to ensure consistency of application of criteria in the designation of acquisition positions across the Army acquisition community; (2) to institute the new deputy director for acquisition career management's (DDACM) philosophy of Acquisition Corps management; and (3) to implement the following goals set by the Army Acquisition Corps (AAC) Process Action Team formed in September 1995:

- Provide a strategic vision for the Army Acquisition Corps;
- Baseline existing AAC structure and policies to include shortcomings and opportunities for improvement; and
- Generate an action plan that achieves near-term results in view of the strategic vision.

Schedule

The development of the Civilian Acquisition Position List (CAPL) is being conducted in two phases. Phase I of the CAPL began in November 1995 with the issuance of DDACM guidance. In Phase I, the Army's acquisition organizations have been asked to review all GS-14 through SES positions, using modified criteria based on the revised DoD 5000.52M, *Career Development Program for Acquisition Personnel.* The goal of the review was to determine whether a position should be designated as a critical acquisition position (CAP) or not. The second requirement of Phase I includes the identification of those CAPs that will be centrally managed. Central management in this case means "central selection" for certain key CAP positions and "central referral" for all remaining CAPs. Implementation of central management for designated positions will be phased in, commencing in FY97. Phase I will be completed after each command's designation of positions undergoes a review by the Office of the DDACM in conjunction with the Army functional chiefs and is then provided to the DACM for approval.

Phase II began at the end of February 1996 with the issuance of the Phase II data packages. During Phase II of the CAPL, the same criteria used in Phase I are being applied to all GS-13 and below positions within the acquisition workforce. Identification of positions for central management is not required in this phase since these positions will be locally managed. Final approval of the complete CAPL is scheduled for September 1996.

Criteria

Important to the review is the identification and selection of the criteria used to review each acquisition position. This was accomplished by first reviewing the position criteria as spelled out in revised DoD 5000.52M; secondly, by adding interpretive statements to the 5000.52M guidance in order to clarify the Army's position; and third, by coordinating with the Army functional chiefs to ensure the criteria met

Implementation of central management for designated positions will be phased in, commencing in fiscal year 1997.

The development of the Civilian Acquisition Position List was put into motion to ensure consistency of application of the revised Department of Defense criteria throughout the Army acquisition community.

with their career development goals. After this was accomplished, the Office of the DDACM issued the position data packages for review by the commands.

Automated Review

With more than 5,000 positions planned for review in Phase I and an additional 20,000 plus in Phase II, it was obvious that an automated review process was necessary in order to accomplish the review in a timely manner. Additionally, because the CAPL will be reviewed annually, the automated review process was necessary to facilitate successive reviews.

To meet this end, the Acquisition Position Review System (APRS) was developed. It provides the reviewing organization, on a diskette, a list of those positions currently designated as acquisition positions and provides a separate data card for each position for the purpose of updating the information. For Phase I, each end user was provided the APRS software which allowed them to expeditiously review each record and update it appropriately. Similarly, in Phase II, APRS and the associated data was provided to the field.

Review of CAPL Results

With the selection criteria developed and APRS in place, the Phase I data packages were distributed to the field for the command review. As this was occurring, the procedures to review the results from the field were being developed. The review process that has been established includes an initial technical review by the Office of the DDACM to ensure that the returned data is properly formatted and complete; an analysis to determine whether positions have been properly designated; and an evaluation to ensure consistency of application of criteria in designating positions. An APRS sub-routine assists in documenting the results.

Following the DDACM review, the Army functional chiefs are given the data to review, along with the recommendations flowing from the DDACM review. The results from all the reviews are then compared and the differences are annotated. Where major differences are identified between the review organizations, a meeting occurs to resolve any issues, to include command representatives where appropriate.

CY 1996 CAPL Results

- The goal is still to complete both phases of the review by September 1996.
- The results of the Phase I and II CAPL will be published in the AAC Home Page (October timeframe) and the January/February 1997 edition of this publication.

Summary

The development of the CAPL was put into motion to ensure consistency of application of the revised DOD criteria throughout the Army acquisition community. A two-phase approach was planned in order to efficiently accomplish the review. The development of selection criteria and an automated review system has been completed. After the initial CY 1996 review, the CAPL review will be an annual event.

TOM CASE retired in 1993 after 22 years of active military service with the Air Force. During his active service, he spent more than 13 years in the DOD acquisition community, including two years on the DOD Program Management Functional Board. Since his retirement, Case has worked as a principal engineer with Camber Corporation in Crystal City, Arlington, VA. Since October 1995, he has served as a member of the Army Acquisition Corps Process Action Team, developing the Army's Civilian Acquisition Position List (CAPL).

MILITARY ACQUISITION POSITION LIST

By LTC William M. Gavora

Introduction

All organizations need their own management tools to assist their leaders in making proper decisions to support an effective operation. The Army Acquisition Corps (AAC) is no exception. The Military Acquisition Position List (MAPL) is a line by line listing of all military acquisition positions and the requirements for those positions within the Army and DOD/joint agencies. The Army acquisition executive and the director for acquisition career management (DACM) rely on the MAPL as a management tool to validate near-term (i.e. one fiscal year) AAC military requirements and the distribution of available personnel.

Background

The AAC was born in 1991 as a result of the provisions of the Defense Acquisition Workforce Improvement Act (DAWIA). As such, DAWIA requires that a complete listing of military acquisition positions be maintained and reported to the secretary of Defense each fiscal year. In concert with DAWIA, a baseline MAPL of 2,236 positions was developed in late 1991. This figure resulted from a decision by the deputy chief of staff for personnel (DCSPER) to size the military portion of the AAC at 2,500 personnel. This difference of 214 between "faces" and "spaces" was the number of officers projected to be in the Training, Transition, Hospital, School account. In other words, those not working in acquisition related jobs.

During FY 93-95, the MAPL underwent a period of consolidation and stabilization. MAPL changes during this period were primarily intra-organizational by nature, and there were very few structural additions or deletions to the baseline. Also during this period, the AAC was badly in need of a "paradigm shift." MACOMs and

The Military Acquisition Position List is a line by line listing of all military acquisition positions and the requirements for those positions within the Army and Department of Defense joint agencies.

We, in the Army Acquisition Corps, and specifically, those of us in the acquisition proponency business need to develop a long-range Military Acquisition Position List plan that is oriented to the needs of the 21st century and tied to the program objective memorandum.

PEOs typically received only FA 51 officers irrespective of what their true requirements were primarily because positions were routinely coded as FA 51 rather than FA 53 or FA 97. Likewise, positions were typically coded generically, such as 51A00 without regard for the necessity to have officers with specific branch skills in certain commands. More often than not, the "system" failed our acquisition organizations and assigned FA51 irrespective of what was requested. Lastly, insufficient personnel in the other functional areas on many occasions necessitated that organizations receive FA 51 officers or receive nobody.

The current MAPL consists of approximately 2,000 positions. It is reviewed annually and has proven to be an excellent tool in documenting near-term requirements, affecting near-term accessions, and distributing AAC officers to MACOMs, PEOs, and DOD/joint agencies.

The Process

The MAPL process begins with the identification and documentation of acquisition requirements by MACOMs, PEOs, and DOD/joint agencies on their respective TDA/TOEs during the first Management of Change window (July 1 to Aug. 31) in a given fiscal year. These requirements are documented two fiscal years in advance (e.g. TDA/TOE changes to be effective in FY 97 are submitted to this proponency office in the fourth quarter of 95). New TDA/TOEs are approved on or about Nov. 1 and published as FY-01 authorization documents. Upon this approval, organizations must submit a formal request for position inclusion on the MAPL. These submissions include a wide variety of administrative data, such as whether the position is critical or developmental; the acquisition position type (i.e. program management, contracting, communications-computers, etc.; advanced degree required/desired; and most importantly the position duty description. After these requests are received, they are reconciled against the most current Personnel Management Authorization Document (PMAD) to ensure that an authorization in the proper grade does, in fact, exist—this is required before any MAPL request will be considered.

Once all MAPL submissions are received and "scrubbed", they are brought before the annual MAPL Review Board. The board, which meets in the February to March timeframe is chaired by a brigadier general and consists of 12-14 colonels from the Army acquisition community representing all functional areas and as many MACOMs as possible. The purpose of this board is to review all positions, and develop Order of Merit Lists (OMLs) for each functional area by grade. These OMLs, once approved by the DACM, are used by PERSCOM as a prioritized listing of positions to be used for the assignment of AAC officers. The MAPL then essentially serves as an Officer Distribution Plan for the AAC.

The MAPL Board also has the authority to make functional area and/or grade changes, and recommended deletions of positions that don't appear to be acquisition. Historically, these recommendations have been few in number. Downsizing and shortage year groups combined with poorly prepared or worded job descriptions could result in positions being recommended for deletion or receiving a very low fill priority.

Summary

In summary, the MAPL process seems to be working very well and serves as a very useful management tool within the AAC. No system is perfect, however, and this is true of the MAPL as well. The MAPL has generally been a year-to-year document. We, in the AAC, and specifically, those of us in the acquisition proponency business need to develop a long-range MAPL plan that is oriented to the needs of the 21st century and tied to the POM. The process also needs to become fully automated from submission through publication, and linked with the TAADS process to avoid duplication of effort. These will be our two primary challenges in the year ahead.

LTC WILLIAM M. GAVORA is the FA 51 proponency officer in the Office of the Assistant Secretary of the Army (RDA). He holds a B.S. degree in transportation from Arizona State University, an M.B.A. in management from Golden Gate University and has attended the Materiel Acquisition Management Course, and the Defense Acquisition Contracts Course.

ARMY ACQUISITION CORPS EDUCATIONAL OPPORTUNITIES

By James Welsh

Introduction

The Army Acquisition Corps (AAC) is now entering its sixth year of promoting and funding advanced civil schooling opportunities (graduate school) for its civilian members. Since activation of this program in 1992, more than 48 AAC members have successfully completed graduate programs offered by the AAC. There are presently 21 AAC members participating in the programs and, each year, the AAC selects approximately 12 additional participants.

Officially known as long-term training, these opportunities encompass full- and part-time graduate programs, such as: business, engineering, sciences, and contracting. Full-time courses are offered at the Naval Postgraduate School in Monterey, CA, and the University of Texas at Austin and San Antonio. Part-time courses are offered at the University of Pennsylvania, PA; and at the IC2 Institute of the Center for Commercialization and Enterprise, The University of Texas at Austin. The IC2 program is held on campus at the Defense Systems Management College (DSMC), Fort Belvoir, VA.

School of choice programs are also available to AAC members. The school of choice program is designed to accommodate individuals whose specific needs can best be met by choosing a school program not listed in the AAC civilian training opportunities catalog. School of choice programs are normally conducted within the geographic locale of the student's permanent residence.

In previous years, long-term training and career development opportunities were offered by letter announcement. Beginning in January 1996, the AAC published its first catalog announcement. This announcement covers academic years 1996 and 1997, and offers a host of training and career development opportunities for the whole acquisition workforce. Incorporating all facets of AAC training opportunities, the catalog has been distributed to civilian personnel offices (CPOs), major Army commands (MACOMs), and program executive offices. This article focuses on long-term and part-time training as it pertains to graduate degrees, the Senior Service College Fellowship Program, and the Industrial College of the Armed Forces.

Naval Postgraduate School

The Naval Postgraduate School (NPGS), located in Monterey, CA, has several graduate programs for AAC civilians and officers. The systems acquisition management (816) curriculum is sponsored by the AAC, focuses on program management and leads to a master's of science degree in management. Contracting personnel are enrolled in the acquisition and contract management (815) curriculum, while communications/computer personnel enter either the computer science (368) or information technology management (370) curriculum. Programs are also available in a variety of engineering fields, such as aeronautical engineering (610), electrical engineering (590), physics (533), and mechanical engineering (570). A more detailed article on Naval Postgraduate School programs will appear in a future issue of *Army RD&A*.

The school of choice program is designed to accommodate individuals whose specific needs can best be met by choosing a school program not listed in the Army Acquisition Corps civilian training opportunities catalog.

University of Texas

The University of Texas Graduate School offers programs at two locations: Austin and San Antonio. The Austin campus hosts an executive master's of business administration (ExMBA) program, and a master's of business administration (MBA) program. The San Antonio campus has three disciplines—a master's of business administration with a concentration in management of technology (MBA/MOT); a master's of business administration (MBA) with a concentration in information systems, and a master's of science in management of technology (MS/MOT). Course prerequisites are listed in the catalog. Inquiries should be made to Dr. Jerry Davis, director, Center for Professional Development and Training (CPDT) on commercial (512)471-9060. Prospective candidates should identify

Pursuing a degree program, attending mandatory training, or participating in an executive development seminar are significant means of achieving important competencies valued in those members who aspire to senior acquisition leadership positions.

themselves as members of the Army Acquisition Corps.

University of Pennsylvania

This program, hosted by the University of Pennsylvania's School of Engineering and Applied Science at the University of Pennsylvania, PA, requires students to meet over a period of two calendar years on a schedule of alternate two-day weekends (Fridays and Saturdays). The part-time program is designed to enable students to participate fully while they remain assigned to full-time professional positions in their organization. Classes meet during a nine-month period (September-May) each year, with a break during winter holidays. Successful completion of this program leads to an executive master's of science in engineering (ExMSE) degree. Prospective candidates should contact Dr. Joel Adler, assistant dean, School of Engineering on commercial (215)898-2896, and identify themselves as members of the Army Acquisition Corps. *Note: Participation in this program is restricted to AAC members who reside in the northeast corridor of the United States.*

IC2 Institute, The Center for Commercialization and Enterprise

Sponsored by the University of Texas at Austin, this program is held on the campus of the Defense Systems Management College, at Fort Belvoir, VA. Classes meet bi-weekly on Friday and Saturday, with a one-week seminar held at the beginning of each semester. This is a rigorous 12-month program which begins in January and August of each year. Successful completion of the program leads to an executive master's of science in science and technology commercialization (ExMSE) degree. Prospective candidates should contact Dr. Robert Sullivan, director, IC2 Institute on commercial (512)475-8942. *Note: Participation in this program is restricted to AAC members who reside in the northeast corridor of the United States.*

Colleges/Universities of Choice

This program provides the opportunity for AAC members to attend an accredited college or university of choice. Advanced degrees covered under this program are master's of business administration (MBA), master's of science (MS), and master's of computer science (MCS). Colleges/universities of choice offers both long-term and part-time program opportunities. The length of this program differs between selected study programs. Inquiries should be made directly to the school.

Senior Service College Fellowship Program

Conducted on the campus of The University of Texas, at Austin, this postgraduate program is sponsored by the Center for Professional Development and Training at The University of Texas. In affiliation with the U.S. Army War College (USAWC), the Senior Service College Fellowship Program (SSCFP) is a one-academic year program with a trilateral focus on national security policy and process, critical technologies and applications, industrial base and acquisition-related topics. In addition to on-campus programs, students attend two one-week sessions at the Army War College, Carlisle Barracks, PA. The first session is an orientation program which is held in August of the first year. The second session is held during National Security Week, and graduation is held in June, each year. Civilian members of the AAC in grades GS-14/15 are eligible to apply for the fellowship program provided they possess the prerequisites outlined in the catalog. Prospective candidates should contact the school immediately to begin the registration process and identify themselves as members of the Army Acquisition Corps. Inquiries should be made to Dr. Jerry Davis, director, Center for Professional Development and Training on commercial (512) 471-9060.

Industrial College of the Armed Forces

As part of the Defense Acquisition University (DAU), the Industrial College of the Armed Forces (ICAF) has been designated by the under secretary of Defense (acquisition and technology), to present the Senior Acquisition Course for selected acquisition students. The Senior Acquisition Course is the pre-eminent course for members of the Acquisition Corps. The course is designed to prepare selected military officers and civilians for

leadership and staff positions throughout the acquisition community. The Senior Acquisition Course, held at Fort McNair, Washington, DC, consists of the entire 10-month ICAF curriculum, enhanced for designated acquisition students through four distinct applications—core curriculum; mandatory acquisition policy advanced studies; advanced studies, and research. Civilian members of the AAC in grade GS-14/15 are eligible to apply for this course, provided they possess the prerequisites outlined in the catalog. The AAC is authorized seven civilian allocations each year. Candidates are competitively selected by a Department of the Army selection board comprised of senior members of the acquisition community. Individuals must be nominated for this course by a general officer or a Senior Executive Service (SES) official in the nominee's chain of command. Nominations must be forwarded through civilian personnel offices as described in the current catalog, *Army Acquisition Corps Civilian Training Opportunities*, published by the assistant secretary of the Army (manpower and reserve affairs). In accordance with statutory requirements, ICAF students are given new assignments upon graduation. Inquiries on ICAF should be made to local CPOs.

Selection Process

Applications must be endorsed at each level through which the nomination is submitted. General officer or SES official endorsements are required. Long-term, part-time and fellowship programs should be evaluated competitively by selection panels at the local and MACOM level. Command priorities are of paramount importance in the evaluation process. Commands must consider only those applicants for graduate programs who do not already possess a graduate degree. Requests for exception to this policy should be fully documented and signed off by a general officer or SES official.

AAC leaders must possess requisite education, leadership skills and experience preparatory to highly selective future acquisition assignments. Enriched skills developed through these training programs enable the student to gain a strategic and global perspective of the acquisition needs of the Army. Pursuing a degree program, attending mandatory training, or participating in an executive development seminar are significant means of achieving important competencies valued in those members who aspire to senior acquisition leadership positions. Only those individuals who have exhibited the highest potential to serve successfully in senior acquisition positions should be considered for these prestigious opportunities.

Post-Training Utilization Plan

The post-training utilization plan is of critical importance in the nomination process. Managers at all levels must ensure that skills and knowledges acquired through training are fully utilized and appropriate to their training when members return to their work assignments. The plan should be completed prior to submitting applications, and included in the nomination packet. The plan should reflect a realistic effort by the supervisor to capitalize on the long-term results anticipated to be achieved by the education and training. It is particularly important to clearly stress the long-term benefits gained by the organization and the Army Acquisition Corps upon successful completion of training.

Funding

Training related expenses such as tuition, registration fees, books, lab fees, travel, per diem, or partial permanent change of station, is centrally-funded by the Army Acquisition Corps via the Acquisition Education and Training Office. Funding for back-fill salary has been discontinued. The Acquisition Education and Training Office will pay tuition costs directly to the schools, and will issue a Military Departmental Purchase Request to the student's command for other costs.

AAC Selection Boards

Boards are held twice each year during April and October to consider nominations for long-term training, part-time training opportunities. The fellowship nomination board is held in April only. AAC selection boards are chaired by an SES official from the program executive office or from the acquisition community, with similar representation by senior acquisition leader board members. Board chairperson and board members are appointed to board duty by the deputy director, acquisition career management. Nominees are evaluated competitively in accordance with the application procedures outlined in the *Army Acquisition Corps Civilian Training Opportunities* catalog for FY 96/97.

Managers at all levels must ensure that skills and knowledges acquired through training are fully utilized and appropriate to their training when members return to their work assignments.

JAMES WELSH is an acquisition education and training specialist assigned to the Acquisition Education and Training Office, Office of the Assistant Secretary of the Army (RDA). He holds a B.S. degree in management, and is pursuing a master's degree in human resources development.

THE RESERVE EXPERIENCE: EQUAL OR EQUITABLE?

By COL Peter A. Hadley
and Thomas H.E. Drinkwater

Through the Army Acquisition Corps, the reserve components are able to enhance the overall effectiveness of the Army by providing a greater talent base of trained and experienced acquisition professionals.

Introduction

The basic legislation that established the Army Acquisition Corps (AAC) was the Defense Acquisition Workforce Improvement Act (DAWIA). Although DAWIA is silent regarding inclusion of the reserve components, there is no reason to assume that Congress did not intend to treat the reserve components as equal partners. However, implementation for the reserve components will require some significant differences from the active components program. Through defining these differences, we can better identify what equitable adjustments are needed.

As we enter an era of significant downsizing of active and reserve forces, there will be a greater reliance on the Army Reserve and the Army National Guard to influence the outcome of military operations by more strongly supporting the active components as dynamic participants of the total force. Today's fiscal constraints and restructuring are reducing the flexibility and options available to active component commanders.

Within the past decade, we have seen our attention directed from dealing with one major adversary to addressing a number of smaller contingencies worldwide. Unfortunately, these contingencies often escalate into major threats that require an immediate military response. The availability of the Army Reserve and Army National Guard to mobilize and respond to these threats is the very foundation of their existence. Through the AAC, the reserve components are able to enhance the overall effectiveness of the Army by providing a greater talent base of trained and experienced acquisition professionals.

The reserve components' talent base of engineers, logisticians, contracting officers, program managers, and others is available to augment program executive offices, program management organizations, and major commands (MACOMs) and Defense Logistics Agency contracting organizations. Reserve component contracting personnel have the capability to work as members of contingency contracting cells during contingency operations or low-intensity conflict situations such as Somalia, Turkey/Iraq and, currently, Bosnia. Contingency contracting cells, supplemented with logisticians and interpreters, have the ability to work within local infrastructures to procure the necessary host nation materiel and services the field commander requires for the mission.

Experience and Expertise

Many reserve component acquisition personnel have extensive acquisition experience and expertise acquired from their civilian employment. In private industry, or in government civilian service,

they perform duties in program management, engineering, logistics, contracting, and other acquisition-related fields. The experience gained performing these duties is similar to duties they would perform when called to active duty. This experience adds new perspectives to the performance of the reservist's active duty assignment.

Inequities

The total Army's commitment to include the reserve components in the AAC raises several questions regarding their ability to participate in the AAC. One of the first challenges was the interpretation of DAWIA time-in-grade requirements for accession into the Acquisition Corps and advancement through the various levels. If the reserve components were required to count only the actual number of days that an individual physically performed duty in an acquisition position as qualifying time (as is done in the active component) a reservist (attending monthly drills and annual training) would require over 37 years to accumulate the required 'four years' of acquisition experience.

If the reservist is an Individual Mobilization Augmentee (IMA) who participates only in annual training, he or she would need more than 100 years to accumulate the requisite four years of acquisition experience. These interpretations would practically exclude the participation of the reserve components from the AAC.

The Army director for acquisition career management determined early in the program that the time-in-grade requirements for reserve Acquisition Corps officers should be counted in the same manner as time-in-grade is counted for promotion in the reserve components. Using this basis, the AAC applicants' experience is calculated on the number of calendar days expired from their date of appointment.

Additionally, the acquisition experience reservists gain while in their civilian capacity is included. Applicable certified civilian experience which is documented to an acquisition career management board would be considered in meeting this requirement for qualifying time.

Single Career Tracking

The next challenge to overcome was single career tracking. For the reservist, this condition is often difficult or impossible to meet. For an AAC-qualified reservist serving in a reserve unit acquisition position and also working full-time for a local company, single tracking would not be a problem. But if the employee's civilian job is transferred to another location which does not have a nearby unit with an acquisition position, single tracking would be impossible. Consequently, the requirement for single tracking has been relaxed for reservists facing these circumstances.

Training

The third area to be considered is training. Reserve component training is usually focused toward the mobilization mission of the unit or the individual. Formal classroom training for officers is usually limited to officer basic and advanced courses. Limited spaces for RC members exist for long-term training opportunities such as Command and General Staff College and Senior Service Schools. Most RC members complete these schools through correspondence or a combination of correspondence and short-term (i.e. two weeks) active duty for training tours. In many cases, it will be difficult for AAC reserists to leave their civilian jobs to attend the resident 14-week Program Managers Course. This or other extended education requirements may make an assignment in the AAC an impossibility.

The AAC and the Reserve Components

FY 95
Acquisition Workforce (AWF) and Army Acquisition Corps (AAC)
Reserve Component Accessions

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

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

Source: ARPERCEN

The reserve components' talent base of engineers, logisticians, contracting officers, program managers, and others is available to augment program executive offices, program management organizations, and major commands and Defense Logistics Agency contracting organizations.

The hardship, necessary in order to attend advanced schooling, is not the same for the active member. The active members are assigned to the school on temporary duty (TDY) orders and continue their employment unbroken. Reservists may be required to execute a break in their civilian full-time jobs—many times forfeiting salary, vacation, continuity of assignment—to become a soldier for the specified period. Because of the severe hardship created from these circumstances, some alternate opportunities will be pursued. Annual training and correspondence courses may be one method of completing these educational requirements and may have applicability in this situation. Other types of exportable training packages in addition to correspondence courses are made possible through the proliferation of computers, the Internet, and interactive networks. These are but a few of the media and methods that may be pursued to help overcome these challenges.

Acquisition Training

At the introductory level, the Army Logistics Management College (ALMC) conducts the Materiel Acquisition Management Course-RC (MAM-RC) for RC members. At the intermediate level, the Army has sent several RC students to the 20-week (now 14-week) Advanced Program Management Course (PMT 302) at the Defense Systems Management College. At the senior level, there are several allocations for RC officers available at the Industrial College of the Armed Forces and the War College. The problem of time away from civilian jobs continues to exist as a deterrent to attending this kind of training.

Training Alternatives

Efforts are underway at ALMC to make the MAM-RC Course even more "RC friendly" through the development of exportable training packages consisting of correspondence courses contained on computer disks or CD-ROM, and text books and training manuals accessible via computer/modem/dialogue communication. At the Defense Acquisition University, a front-end analysis of several high-payoff courses is in progress to determine the feasibility of offering them through distance learning methods. These courses include Acquisition 101 (Fundamentals of Systems Acquisition Management), Acquisition 201 (Intermediate Systems Acquisition), Software Acquisition Management 101, and Information Resources Management 101 (Fundamentals of Information Systems). The preliminary results are that they are all excellent candidates for CD/computer-based instruction. In addition, Logistics 101 and Test and Evaluation 101 are candidates for satellite instruction.

Many reserve component acquisition personnel have extensive acquisition experience and expertise acquired from their civilian employment

Memorandum

A memorandum is currently being staffed by Keith Charles, Deputy Director, Acquisition Career Management and Carol A. Smith, Deputy Assistant Secretary, Manpower and Reserve Affairs, which further addresses these differences. Their memorandum will be effective upon signature and provides that "...once an individual becomes an Acquisition Corps member or certified in one component, they shall be recognized in another. This action was taken to create an equitable solution for the reserve components, while maintaining a high standard of excellence for the AAC.

Summary

In summary, we have discussed some of the differences and similarities between the active component and the reserve components in the execution of the AAC program. It is important to recognize that both components are not identical; each brings to the AAC arena unique skills and experiences to develop the AAC into an organization of professionals. It is also important to recognize that each component also brings its own unique procedures and difficulties to the playing field. One method of operation is not wrong and the other right, they are just different. It is through the comparing and contrasting characteristics of the active and reserve components that the corps can grow. Through this awareness, we can work and perform on an equal basis while bringing experiences, education, and esprit which are equitable.

COL PETER A. HADLEY is the director of reserve affairs in the Office of the Assistant Secretary of the Army (RDA). He holds master's degrees in public administration and systems management and is completing his studies for a doctorate in public administration from the University of Southern California.

THOMAS H. E. DRINKWATER is the AAC civilian proponency officer in the Office of Acquisition Corps Policy, OASA(RDA). He is a graduate of St. Bonaventure University and holds a master's degree in public administration from the University of Alaska, Anchorage. He is a graduate of the U.S. Army Command and General Staff College, the Associate Logistics Executive Development Course and the Defense Systems Management College Program Management Course. A lieutenant colonel in the Army Reserve, he has an Individual Mobilization assignment with the Defense Industrial Supply Center, and is the commander of the 8601st IMA Det, Warrenton, VA.

METHODOLOGY ASSESSMENT FOR THE CHEMICAL WEAPONS CONVENTION

By Dr. Richard Hutchinson and Jean Razulis

Introduction

The United States and 128 other nations signed the Chemical Weapons Convention in January 1993 following two decades of intensive negotiations. Three years prior to signature, the Office of the Secretary of Defense, with the Defense Nuclear Agency as executive agent, initiated a focused program of chemical weapons verification technology research and development (R&D) designed to technically assist the U.S. negotiating effort in chemical arms control.

In support of the Defense Nuclear Agency, the U.S. Army Chemical and Biological Defense Command (CBDCOM) formulated and applied a novel systems analysis methodology to determine a baseline system of verification activities, equipment and personnel. The methodology was selected to cope with a vast array of parameters and conditions, and qualitative objective functions associated with this complex problem. Furthermore, the interaction of R&D efforts with the U.S. policy community during the dynamic negotiations posed new and interesting challenges.

Plans and preliminary findings of CBDCOM's verification R&D were presented in the November-December 1991 issue of *Army RD&A Bulletin*, pages 22-25. With most elements of that work complete, this article reflects on program methodology, use of results, and lessons learned in hopes that this novel experience will be useful to others who are addressing similar system analyses.

Methodology

Prior to program execution, team members investigated the scope and nature of the Chemical Weapons Convention verification problem. They assessed the range of possible types of chemical agents, the diversity of potential inspection sites, and the provisions of the draft Chemical Weapons Convention. Ten separate verification scenarios, each requiring specific inspection approaches, were identified. These covered a range of facilities from declared chemical weapons storage and production sites, commercial chemical sites producing agent precursors, to any facility that might illicitly store or produce chemical agents. Types of inspections ranged from initial and periodic routine inspections to challenge inspections. Chemical weapons verification required a system of effective and practical inspection approaches. These needed to be effective in confirming a potential violation, and practical with respect to level of intrusiveness and cost.

Inspection effectiveness and intrusiveness could only be defined qualitatively. Inspection cost could be evaluated on a relative basis between alternate approaches. These insights formed the basis for the program methodology discussed in the remainder of this article.

To provide timely support to U.S. negotiators, the program team formed a number of sub-teams to address, in parallel, the 10 verification scenarios identified in the draft Chemical Weapons Convention. The program team then formulated, through brainstorming, a broad range of possible inspection activities for each verification scenario. The sub-teams then rapidly investigated the possible inspection activities in baseline surveys conducted at model sites appropriate for each verification scenario.

Team members surveyed the commercial market to acquire the best available equipment to support the inspection activities identified during the baseline surveys. Sub-teams evaluated the equipment during a series of equipment field trials that addressed each verification scenario. Then, the sub-teams demonstrated the selected equipment and inspection activities in a final series of system field trials. These trials were conducted in a realistic manner with respect to limits on numbers of inspectors and duration of inspection.

A group of senior technical advisors participated in the field tests and challenged the verification system by surreptitiously planting simulated violations and discrepancies in order to assess inspection effectiveness.

A separate evaluation team monitored each field test to assure the consistent evaluation of inspection effectiveness, intrusiveness, and cost. These three factors were balanced and a recommended verification system was proposed. The recommended system was the lowest cost option that achieved a medium effectiveness in meeting inspection aims with a medium level of intrusiveness to site operations and security.

Results of this series of experiments performed over a 2 1/2-year year period were consolidated into a baseline system of inspection activities, available equipment and personnel for each verification scenario. Experience gained through the R&D effort was further codified in a series of detailed lesson plans for training inspectors. The lesson plans were subsequently tested in an international inspector pilot training course. This work completed the initial baseline definition phase of the program.

A wide array of U.S. research organizations contributed to the effort. Five Department of Energy national laboratories, as well as the On-Site Inspection Agency, participated in the inspection field tests. Personnel at the trial inspection sites at Tooele Army Depot, Rocky Mountain Arsenal, Pine Bluff Arsenal, and DuPont Chambers Works participated in the tests and contributed to developing practical inspection approaches. EAI Corporation supported the planning and execution of each field test and drafted the test reports.

Following signature of the Convention, the program team continued work to fill technology gaps identified in the baseline verification system. For example, the team developed a modular laboratory and methods for on-site analysis of chemical samples

and demonstrated them both nationally and internationally in field exercises. A shipping container to transport Chemical Weapons Convention samples back for laboratory analysis was completed, internationally approved, and tested in an international shipment. Sub-teams continue to evaluate portable equipment and methods for on-site sample analysis.

The methodology employed is summarized in the following steps:

- A complex system was broken into manageable program elements, verification scenarios in this case.
- A broad spectrum of possible approaches was proposed for each program element.
- Sub-teams comprised of personnel from various agencies worked in parallel on each program element.
- Each program element was investigated through an iterative series of baseline, equipment, and system field tests. Cross leveling of results between program elements occurred during this process.
- An independent evaluation team assured uniformity among sub-teams in evaluating field test results.
- Senior technical advisors challenged the proposed system during the field tests to determine its effectiveness.
- Best available technologies and equipment were identified and acquired through market surveys.
- Intermediate program results were (1) a demonstrated baseline system of inspector activities, available equipment, and personnel to best meet verification objectives; (2) identified technology gaps; and (3) a series of detailed lesson plans for training inspectors.
- R&D was conducted to fill key technology gaps in the baseline system.
- The final program result was an improved system that integrated new technologies as they became available.

Use of Program Results

The investigation identified a number of verification provisions in the draft Convention that appeared to require modification. Twenty of the 24 suggested technical changes were fully or partially incorporated by U.S. negotiators into the final Chemical Weapons Convention. Many R&D results were at a level of detail below that needed for direct use by U.S. negotiators. However, a policy member of the Department of Defense noted that "knowing what is and what is not possible was extremely helpful during negotiations."

Following signature of the Chemical Weapons Convention in January 1993, a Preparatory Commission was established in the Hague, Netherlands, to prepare for the implementation of the Convention. The specific results of the verification R&D program were needed by this forum. The program team prepared approximately 50 technical papers for use by the U.S. delegation to the Preparatory Commission. In addition, team members served as technical experts within the U.S. delegation.

Lessons Learned

The following lessons may be applicable to other system analyses involving a vast array of parameters, and qualitative objective functions.

Lesson 1. The program methodology was successful in meeting program objectives. It enabled the development of a baseline verification system that balanced inspection effectiveness, cost and intrusiveness across the 10 verification scenarios, thereby achieving system integration. Key technology gaps were clearly identified and then filled through aggressive R&D. Delaying extensive technology programs until the key gaps were identified saved resources and allowed for concentrated effort where it was truly needed. Detailed knowledge gained by the team members during the program was captured in the lesson plans for inspectors. This approach not only preserved information which otherwise might have been lost, but it preserved the information in a form readily transferable to others.

Lesson 2. Beginning the field tests early in the program was fundamental to program success. The first series of baseline surveys provided immediate insight into the verification problem and helped to focus the remaining effort on the most likely solutions. Essentially, all problem solving and development of concepts centered around the field tests where the practical problems were visible to each sub-team. In addition, orienting the program on the iterative series of field tests and adhering to the planned schedule provided a management tool to keep the parallel efforts in concert and on schedule.

Lesson 3. Use of sub-teams comprised of people from a number of organizations produced robust solutions and avoided surprises by changing or overlooked variables that might have required re-work and schedule slippage. Team size grew as the program progressed and interested parties wanted to involve more of their people. To accentuate the quality of results, the number and diversity of people on the sub-teams was maximized while keeping within the planned budget.

Lesson 4. Maintaining the field test schedule created tensions when available technology was not sufficient. A case in point was the technology for on-site trace analysis. Performing trace analysis of chemical agents and their degradation products in environmental samples in the field and in real time required new approaches. In spite of intensive effort, the analytical chemists working on the program could not adequately fulfill this need in the initial baseline system. They did define requirements and basic concepts during the field tests. These, in turn, provided a focus for aggressive R&D that subsequently filled this technology gap.

Lesson 5. The interface between the program team and the policy officials evolved into an effective working relationship between the two groups. Program results and suggestions were provided to Department of Defense policy officials who then incorporated those that were appropriate into U.S. negotiating positions. Not all program results could be used to enhance U.S. interest. However, policy officials did not constrain the R&D effort or try to dictate the right answer. Thus, technical integrity of the effort was maintained while the R&D results were used to the maximum extent possible in support of U.S. government policy objectives.

Conclusion

The problem of developing a system of inspection activities, equipment, and personnel for the Chemical Weapons Convention was a unique challenge to the technical community. The methodology used to attack this complex system problem appears applicable to other difficult problems.

DR. RICHARD HUTCHINSON is Chief of the Science and Technology Assessment Office, Advanced Systems Concepts Directorate, U.S. Army Edgewood RD&E Center. He holds a B.S. degree in chemical engineering from Penn. State University and a Ph.D. in chemical engineering from Lehigh University and is a graduate of the U.S. Army War College.

JEAN RAZULIS is Deputy Chief of the Treaty Verification Team, Arms Control and Treaty Assistance Directorate, U.S. Army Chemical and Biological Defense Command. She holds a B.A. degree from the University of Maryland, College Park.

ORAL PROPOSALS: THE NEXT STEP IN STREAMLINING

By Edward G. Elgart

Introduction

The acquisition streamlining revolution has been underway for the last four years with notable accomplishments resulting from reengineered processes, the introduction of integrated process teams, and the contributions of a better educated, more efficient workforce. Best value procurement and partnering with industry have enabled us to chop away the amount of time it takes to award contracts. Electronic commerce and related tools now enable us to disseminate information on a close-to-real-time basis. All these initiatives, however, still depend on the written word, whether generated electronically or on paper. That takes too much time. Oral presentations and proposals will be the avenue for breaking through that paradigm.

Why Orals?

Written information is used to ensure that we fully understand an offer, lowering the risk of failure to meet all requirements. In the past, most statements of work dictated a heavy dose of military specifications and standards, and required the submission of plans and processes, which would be used only if the offeror got the contract. Spending up to hundreds of work years often resulted in a truckload of volumes for submission. Government evaluators spent similar time reading these volumes, followed by multiple rounds of written negotiations. As a result, the process often took more than one year. Reform-generated self-policing resulted in the deletion of many previously mandated plans and procedures. Today, contracts are being developed with performance specifications and desired outputs identified, leaving the processes and "how to" to the discretion of the winning contractor. This change helps pave the way for oral presentations and proposals.

Methods for the Tool Box

Oral presentations can and should be done in a variety of ways. Danger exists in trying to dictate a specific method for every solicitation. It's appropriate to tailor the use of orals to the specific process where they can be most useful. For example, the evaluators may see merit in oral presentations concurrent with an abbreviated written proposal. Proponents of this technique believe that it gives the evaluators a head start in understanding each offer before they read any written material.

Another technique is to have oral presentations about two weeks after the receipt of abbreviated written proposals. Thus, the evaluators will have read the written portion earlier, and then can use the oral presentations to supplement their understanding.

A third method for using oral presentations is to wait until an initial evaluation of the written proposals has been performed, a competitive range has been set, and then commence oral discussions in lieu of the written negotiation process.

Oral presentations begin to approach the concept of a true oral proposal when a portion of the offer is presented to the government evaluators without written backup.

Oral Presentations vs. Proposals

At this juncture I would like to explain the difference between oral presentations and oral proposals. An oral *proposal* is presented to the government with *no* paper documentation. It is the ultimate step in going paperless. An oral *presentation* is an adjunct to some written proposal and is used to either supplement or clarify the written proposal. Oral presentations today should be looked upon as a migratory step toward the utilization of totally oral proposals. But even when oral proposals become commonplace in our culture, oral presentations should remain as a tool in the acquisition tool box to be used when the technical complexity of an offer cannot be fully understood, absent some written documentation.

Early Experiments at CECOM

The Communicatitons-Electronics Command (CECOM) is a member of a partnership which includes, among the participants, Program Executive Office (PEO)—Command, Control and Communications Systems (C3S) and PEO—Intelligence and Electronic Warfare (IEW), all of whom operate under the "Team Fort Monmouth" umbrella. Together, we adapted these techniques for a limited number of trial solicitations to determine the use and efficiency of differing oral presentation techniques.

An early example of oral presentations at CECOM was in support of PEO-IEW's Joint Stars Common Ground Station Production Program. In this instance, offerors came in two weeks after abbreviated written proposals and made a two hour oral presentation to the government team. The request for proposal (RFP) stipulated the time limit and method of presentation.

Viewgraphs were allowed, but had to be black and white. No videos or other media were permitted. The RFP specified that the team making the presentation should be the team working on the contract, if that

offeror was successful. The government then had three hours to ask clarification questions.

Each of these constraints had a purpose. The spartan visual presentation was designed so that an offeror could not use pictures, simulation or movie magic that might inadvertently sway the evaluators by giving a false picture as to the maturity of an approach. The allotted time was determined to be a reasonable amount for the offer to be effectively presented. The clarification questions let the government determine the capability and knowledge of the contractor team, a tremendous benefit over reading an offer written by a professional proposal writer who would not be involved after contract award.

An after-award discussion was held with members of both the winning and losing contractors, as well as the evaluators. It was clear from their assessment that each party believed that oral presentations had expedited the evaluation process by clearly explaining the performance characteristics of the offered system. The clarification questions dramatically decreased the need for further negotiations. This reduced the cycle time so that this acquisition category (ACAT) I contract was awarded 210 days after RFP issuance, a savings of five months over historical time frames.

Some of the partners in this process believed that the oral presentation might have been even more effective had it been made at the time of proposal submission. That suggestion resulted in the use of the method in the PEO-C3Ss solicitation for the ACAT I Secure Mobile Anti-Jam Reliable Tactical-Terminal (SMART-T). In that procurement, oral presentations took place almost immediately upon receipt of written proposals. The evaluators benefited from a quick understanding of what was being offered, resulting in an RFP to contract award in 183 days, a six-month cycle time savings. Evaluators and offerors alike were complimentary of the process. It was not conclusive however whether immediate implementation of orals was more or less beneficial than the two-week waiting period.

Our third experiment involved sample tasks proposed orally with no written documentation. Because of the speed at which both the proposal and the evaluation were accomplished, we were able to add top-notch, high-level technical experts to the source selection team. These individuals performed the evaluation in about 14 days, as opposed to the 30 to 60 days required to evaluate the same information in writing. The reduction in days is significant. It gave us the opportunity to use the best talent available to evaluate key discriminators that added significant value to the services being offered. The paper portions required extensive discussions and adhered to the normal paper-intensive schedule, diluting the impact of the oral presentations. However, the man hours saved in evaluating that one piece of the RFP, coupled with the ability to utilize the best people, highlighted the advantages of this technique.

Mitigating Risk

Certainly this new environment is very different from passing paper back and forth. For both offeror and evaluator, paper can be reviewed and tweaked before it is ever conferred to the other party. Because of their spontaneity, orals can increase the risk of misstatement or miscue, as well as a failure to reach a "meeting of the minds" between offeror and evaluator. These problems can be transferred to the contract. To address this concern, we videotape all oral offers and clarification sessions for both parties. The final contract is written and concurred to before final signature. A second risk area is the potential to level offers. Evaluators in this process undergo extensive training to prevent this. Legal advisors and the contracting officer are present during the entire process to evaluate questions that could cross this line, ensuring that only questions germane to the offer are asked.

Future Challenges

The identified benefits of orals have been positive enough that CECOM and Team Fort Monmouth have expanded their use to other major ongoing source selections. We plan to continue refining the process and exponentially increase its use until it becomes a commonly-used tool.

Current regulations insist that we set a competitive range before we can have meaningful discussions with offerors. This is mandated by Federal Acquisition Regulation (FAR) 15.609(a). Its restrictions were created when no one envisioned the value of oral proposals. The regulation was designed to save written proposal costs for those offerors who, after initial evaluation, reasonably had no chance to get a contract award. Oral proposals should not have that restriction. Sending an offeror away after the presentation so that a competitive range can be set is costly and time consuming. A contractor team that presents an oral proposal should be able to answer meaningful questions from the government evaluation team. The potential to save substantial work years through this change is enormous. The government will be able to make a source selection decision and award a contract within weeks, either after the initial oral proposal or certainly after very limited follow-on discussions coupled with a best and final offer. Taking months off the acquisition process and commensurate work years nets savings for both industry and government.

Conclusion

Early use of oral presentations indicates that potential savings of time and money are worth migrating to a new form of contracting. Changes to the FAR are needed to take full advantage of this technique. As we head in that direction, lessons learned will continue to refine the process. CECOM is an active player in the current FAR Section 15 rewrite. Reduced cycle time and lower costs in the contracting process mean better equipment and services for the soldier.

EDWARD G. ELGART is the Director of the CECOM Acquisition Center and Principal Assistant responsible for contracting. Backed by 20 years of experience in contracting, he holds an M.B.A. in management from Fairleigh Dickinson University and is a member of the Army Acquisition Corps. He is also a fellow of the National Contract Management Association and a graduate of the Federal Executive Institute.

FIRE SUPPORT COMBINED ARMS TACTICAL TRAINER PHASE I PROGRAM

By MAJ Mark Rider

Introduction

In December 1994, the Fire Support Combined Arms Tactical Trainer (FSCATT) was designated as the Army's only entry as a Defense Acquisition Pilot Program (DAPP). The DAPP designation, authorized under the Federal Acquisition and Streamlining Act of 1994, Public Law 103-355, has enabled acquisition reform to be realized in the development of this artillery gunnery training system.

The U.S. Army's Project Manager for Training Devices, (PM TRADE) as part of the Simulation, Training and Instrumentation Command (STRICOM)—the materiel developer for FSCATT Phase I—is experiencing the impact of acquisition reform initiatives through development of FSCATT. Following a brief description of the FSCATT and a discussion of the DAPP, this article presents the real life applications of acquisition reform associated with the development of FSCATT.

FSCATT Phase I

Before discussing FSCATT acquisition reform initiatives, it is important to describe how the program fits into the Army's overall training systems strategy. First, FSCATT is being developed from the ground up as part of a greater training system. In general, FSCATT will tie into the Combined Arms Tactical Trainer (CATT) strategy of training simulators and it will allow future artillery systems and their respective trainers to tie into FSCATT (e.g. Crusader). In this way, FSCATT joins the ranks of a handful of Army systems which are under development to help pioneer the Army's future training efforts. As a single training system able to be employed in stand alone training activities or linked with other systems in support of collective training, FSCATT is compatible with the Army's vision to increase efficiency and make training more seamless across all training domains.

Specifically, FSCATT is a two-phase effort with Phase I providing artillery gunnery team training and some interoperability in the distributed interactive simulation environment of the CATT family of simulators. FSCATT Phase II, a separate program, will provide collective maneuver enhancements with the CATT family of simulators. As both an individual and collective training system for the field artillery gunnery team, FSCATT will allow both active and reserve components to train and assess the performance of cannon crewmen (13B), fire direction specialists (13E), and fire support specialists (13F). The goal is to exercise the gunnery team in realistic fire missions with a reduction in the expenditure of ammunition and related operational costs.

FSCATT Phase I consists of a network of three training sub-systems: Howitzer Crew Trainer (HCT) or Howitzer Strap-on Trainer (HSOT); Collective Training Control sub-system; and the Forward Observer Trainer. The HCT is a simulated M1095A5 howitzer turret that looks, feels, and simulates firing like a real A5 howitzer. It will monitor the performance of crews for dry-fire missions by recording deflection, quadrant elevation, aiming point picture, cant, fuze setting, projectile and charge loaded, bubble levelness, and mission duration. Soldiers will have to set fuzes, load projectiles and charges that closely simulate the actual ammunition. Recent approval of a change to the program's Operational Requirement Document (ORD) will enable the development of an M109A6 HCT with similar capabilities. The HSOT will be attached to the field artillery units' towed or self-propelled howitzers to train and evaluate dry-fire missions in the areas of deflection, quadrant elevation, bubble levelness, aiming point picture, and mission duration. The CTCS will permit FSCATT to interface internally and externally and will enable the training and assessment of the battery Fire Direction Center. Forward observer training/assessment will be performed by the Guard Unit Armory Device Full-Crew Interactive Simulation Trainer (GUARDFIST II), a separate program which is already in production.

The contract for engineering and manufacturing development of FSCATT Phase I was awarded on June 26, 1995. The $16.2 million baseline development is scheduled for completion by March 1997. The FSCATT contract also provides for five production options and five life cycle support options for a project total of $105.2 million. FSCATT will be fielded to many active and reserve component field artillery howitzer units.

What is DAPP?

FSCATT's Phase I entry into the Defense Acquisition Pilot Program has enabled the program to be part of an acquisition experiment that introduces several innovative measures to reduce administrative burden and program costs. In particular, in January 1994, the Under Secretary of Defense John Deutch approved a regulatory relief packet for FSCATT that would later form the basis of the DAPP initiative. The regulatory relief included:

- To shorten program administrative processing, waive or exempt FSCATT from any acquisition procedures required by DOD or DA that are not also required by statute, Federal Acquisition Regulation (FAR) or Defense Federal Acquisition Regulation Supplement.
- To obtain the most cost-effective technology, use an industry standard high order computer language for FSCATT. Ada may be waived.
- To cut red tape, use a fixed-price contract for development and production.
- To improve fiscal management and to encourage commercial companies to bid, enable FSCATT to provide advance payments through progress or milestone payments.

As discussed in detail below, the DAPP initiatives were incorporated into the FSCATT acquisition process to facilitate the development of a billing system by eliminating administrative reporting

requirements and contractual methods that are inherently "non-value" added. In short, DAPP enabled STRICOM to waive many DODI 5000.2 documentation reporting requirements.

Acquisition Reform

Inherently, the advantages of acquisition reform are evident: reduce procurement costs, shorten procurement schedule, increase industry competition, and reduce government oversight. Also, the actual methods of acquisition reform such as the use of successful commercial practices, the restructure of cost reporting requirements, simplifying test procedures and encouraging innovation can be generally agreed upon. The difficulty comes in applying acquisition reform to a specific program's contract and ensuring that reform is implicit and explicit to the program's acquisition strategy. To that end, the FSCATT Phase I program employed several specific unique actions. These include:

• *Exemption from Milestone Decision Documents and Functional Requirements.* In keeping with the DAPP, the commanding general of STRICOM, as the milestone decision authority for this program, waived several milestone decision documents and functional requirements from primarily DODI 5000.2 and AR 70-1. This decision included the waiver of several documents such as the test and evaluation master plan (TEMP), the program cost estimate, and the acquisition program baseline. Also, several functional requirements were waived, including MANPRINT and human factors engineering plans, computer resources life cycle management plan, and a parts control program. While this waiver was not the direct result of DAPP initiatives, DAPP did set the tone and environment for seeking remedies to cut administrative burden.

• *Performance-Oriented System Specification/No Military Specifications or Standards.* A characteristic of the FSCATT request for proposal (RFP) and the contract is the heavy use of performance-oriented system specifications. To the maximum extent possible, specifications stipulated "what" was necessary in terms of performance and not "how" to do it. Also, in the RFP and the contract, there are no military specifications or standards. In their place, when necessary, were contractor proposed specifications using commercial or international standards (e.g. American National Standards Institute). As part of this, the final RFP and contract contained only eight contract data item deliverables. This is a significant decrease in the usual number found with most contracts.

• *Electronic Media.* A key feature of the RFP process was the use of STRICOM's electronic bulletin board. This was used to provide multiple draft RFP sections to industry for comment, to provide industry with an "electronic" copy of the final RFP, and to publish amendments in the solicitation process. It also served to provide notices to offerors on program status and schedule and provided all offerors with critical information instantly and simultaneously.

Another important application of electronic media has been the use of a contractor supplied management tool called the Program Engineering Management Network (PEMN). PEMN is a computer-based system that provides management and engineering resources a means of rapid, trackable, communications and document control for any element of the FSCATT program. It ties together the FSCATT effort and promotes concurrent engineering by enabling information exchange between the combat developer, the materiel developer, and the prime and subcontractors. Essentially, it allows all FSCATT members to have an "over the shoulder" view of the program effort, permitting them to review, analyze and comment, or to create plans, diagrams, calendars, and other documents as part of the program effort. Vast reams of paper to support documentation are not needed in the development of FSCATT because changes are posted and stored electronically.

• *Fixed Price Award Fee Contract.* The fixed price award fee contract, along with the milestone billings (discussed below), has provided schedule control of the program. Two main factors enabled the use of a fixed price contract. The first is the extensive use of commercial off-the-shelf items. The second factor was the clearly defined system performance requirements. Not only has this type of contract, vs. a cost contract, cut administrative red tape in both the RFP and ongoing development, but it has also promoted an equitable sharing of risk that perhaps is not always found in cost contracts.

Howitzer Crew Trainer prototype for FSCATT Phase 1.

The use of an award fee mechanism (up to 15 percent) has also provided a key tool to enable incentives based on superior performance and to refocus contractor efforts on areas that perhaps need additional emphasis. The award fee during the development phase of the program falls into four six-month evaluation periods. Evaluation criteria are modified for each award period depending on the upcoming milestones with input from the contractor, though the final award fee determination is not subject to dispute per our contract. Also, the award fee system provides a comprehensive, documented report card that the government can provide to the contractor on a comprehensive range of areas.

• *Milestone Billings.* FSCATT's contract payment structure is totally different from conventional DOD contracts. This unique structure provides for specific government controls and disbursement points directly related to contractor performance. To begin with, there are no monthly progress payments with this contract. The contractor is paid by successfully passing performance milestones. These milestones were: initially contractor proposed both in terms of entrance and exit criteria; negotiated during source selection, and incorporated into the contract upon contract award. A key feature of this payment structure is that the contractor is paid "up front" to perform activities and actions required for the completion of the next milestone. This enables the contractor to have, on hand, the funds necessary to perform the required tasks. It also reduces the contractor's costs of financing the project. These savings are, in turn, passed on to the government in the form of reduced bids.

Milestone billings also provide the government with a focused tracking of disbursements since there are fewer disbursement points where billings are tracked directly to actual performance of exit criteria. Coordination with the Defense Finance and Accounting Service has provided the program with rapid disbursements of funds tied to milestone billings. This coordinated effort includes arrangements with the Defense Contract Auditing Agency (DCAA) and the Defense Contract Management Area Office (DCMAO) which provide execution assistance while the project management office provides final acceptance of each milestone billing voucher.

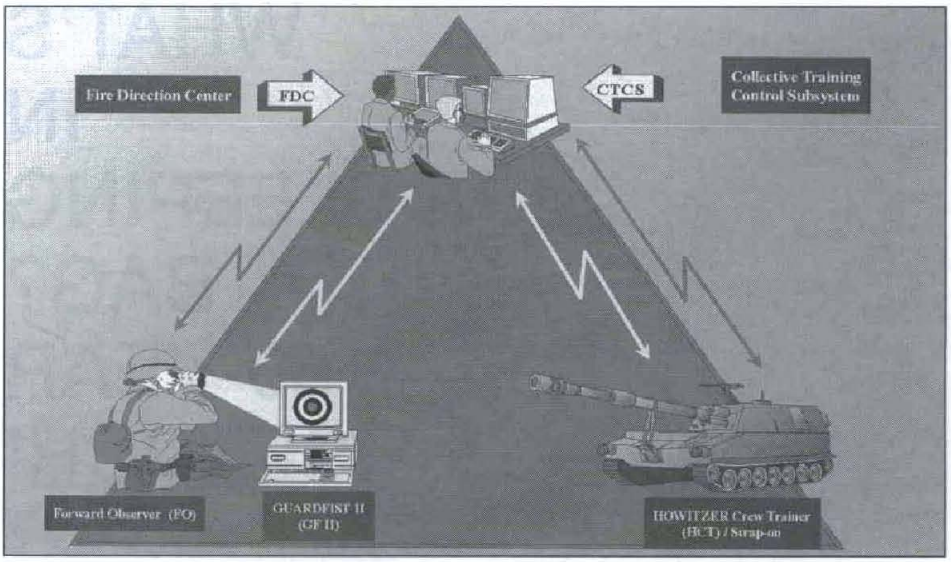
• *Integrated Product and Process*

Development Teams. Though not a unique DAPP aspect, FSCATT employs an integrated product and process development team (IPPDT) approach to development. Government members are fully integrated into the seven contractor proposed teams for the development of FSCATT. These teams, which cover both product and process functions, enable concurrent development with the participation of government members. The use of the PEMN management tool has also facilitated the IPPDT process. Overall, this integrated effort has fostered more of a joint team building approach between government and industry vs. the conventional approach. The end result is that the government gets what it wants at the time of delivery and not what it thinks it wanted at the start of the project. Essentially, the final product comes with no surprises.

• *Contractor Developed Tests and Logistics Plans.* In an effort to promote innovation, the FSCATT contract and acquisition strategy requires that the contractor develop joint DT/OT test plans and the logistics life-cycle support plan. These two items were perceived as areas in which contractor latitude and flexibility could be expanded and administrative burdens could be lessened. As such, the contractor's application of life-cycle considerations upon system design approaches and tradeoff analyses were evaluation considerations in source selection. The government will still have final approval for these plans and remains an active participant via the IPPDT.

• *Benefits and Challenges.* Benefits have already initially been realized in the FSCATT Phase I program. Generally, these benefits reflect improvements over the conventional methods of doing development through DOD contracts. For example, an initial study has been completed that compares the cost of doing business by the contractor under a traditional approach to that of the DAPP approach used with the FSCATT. The findings show a 34 percent savings to the contractor in using the current DAPP contract during the development phase of the program. The basis of the derivation of the costs associated with this study were independently validated by the DCAA and DCMAO. Eventually, these types of savings by contractors are passed on to the Army through lower bids.

The aspects mentioned above have promoted an atmosphere of innovation and flexibility that are hard to objectively measure. The contractor and its sub-contractors don't prepare with numerous practice briefings for major reviews because of the sense that they are part of an integrated product and process development team in which issues should be allowed to surface with resolution without a public relations effort to mask problems. The benefits to the government in terms of hours not spent on the contractor developing and the government reading documentation or establishing review/random inspection programs of marginal value have not been calculated, but are apparent to the team members. Though some benefits have been realized already, the final evaluation of this acquisition reform experiment will have to wait until the program is at least midway into the production and delivery of these systems.



FSCATT Phase 1 and the artillery gunnery team.

Acquisition reform, at times, has not always resulted in benefits to the program. There have been several challenges related to implementing acquisition reform. There was a bit of a shock to some of the government and contractor personnel in becoming a member of the integrated product and process development teams. No longer could members wait for a deliverable and then review it. Now, they had to be an active member of one or more of the teams and be involved early and continuously throughout the process. Another challenge was that some individuals on the government side wanted to eliminate almost all the areas for which the waiver was granted. However, it soon became evident that some documents and/or requirements are needed because they provide a basic tool to produce the necessary results. Learning what not to change is equally important. Finally, acquisition reform in the program can be challenging if other government agencies are not "in step" or permitted to perform activities using acquisition reform initiatives. Though these items mentioned above are challenges, they have not ultimately negated the initial benefits realized to date.

Each of the above benefits and challenges along with the acquisition reform initiatives discussed previously can individually serve as a topic of separate discussion. Certainly, should reader interest warrant it, the FSCATT team is willing to provide additional articles or to engage in discussions to share lessons learned.

Summary

FSCATT Phase I has employed several actions to implement initiatives under DAPP. These actions have varied from exemption from certain documentation and functional requirements to the use of milestone billings and integrated product and process development teams, all with the objective of improving the metrics of schedule, cost, and performance. While the final results of the DAPP experiment for FSCATT will not be known for some time, it is apparent that initial benefits have been realized and that acquisition reform will improve both the final products and processes in developing DOD systems.

MAJ MARK RIDER, a member of the Army Acquisition Corps, is the project director for FSCATT Phase I and GUARDFIST II. He has an M.B.A. from George Mason University, a B.S. in economics from James Madison University, and is a graduate of the Army Command and General Staff College.

WHAT'S IN A SLEEPING BAG? A 50-YEAR SEARCH!

By Margaret Auerbach

Ask any outdoor retailer or enthusiast what the best insulation is and the answer will likely be "down." When it comes to protecting against the cold, mother nature knows best! Natural down (which comes from ducks and geese) is preferred over other insulations because it is lightweight yet warm, compresses into very small areas, and fluffs back up to its original volume. These features make down a great traveling companion.

However, some may argue that down has several disadvantages. Some valid complaints include: it absorbs water and loses its insulating value when wet; is a natural product; is variable in quality; requires long drying times; has poor durability; and causes allergic reactions.

From a military perspective, one of the biggest drawbacks of down is its limited availability. Not only is there a limited quantity of down (only 20 percent of the covering of a waterfowl bird is down, the rest is feather), but most of the down used in the United States is imported, mainly from Eastern Europe, Russia, and China. Therefore, we must rely on foreign resources, further limiting down's availability during wartime and in emergency situations when it is needed most.

Nonetheless, down was adopted by the Army for use in sleeping bags just prior to WWII (1941) because it was the most efficient insulation available. Two bags were adopted—the mountain bag for mountain troops, and the arctic bag, which was essentially two mountain bags (one inside the other), for troops in Alaska. These bags were to replace the previously-used wool blankets and were originally intended for rather limited use by arctic and mountain soldiers. Even before down was adopted into the sleeping bag, it became apparent that there would not be sufficient quantities of down for any large-scale procurement of sleeping bags and that down would need to be blended with waterfowl feathers.

Research showed that blending feathers with down actually improved the functional efficiency of down by reducing its tendency to mat. Therefore, based on economy, suitability and availability, a 40/60 percent down/feather combination was adopted.

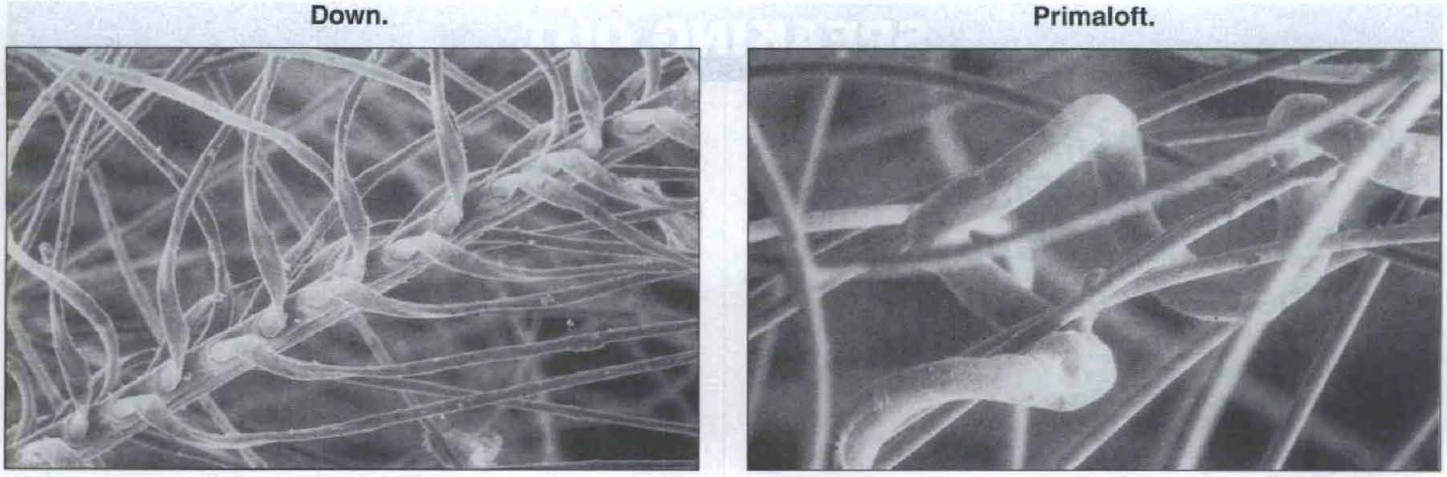
During WWII, when the American Army was confronted for the first time with conducting combat operations in arctic and subarctic regions of the world, the sleeping bag became recognized as a required piece of equipment for every combat soldier. While it was not possible to provide the entire Army with sleeping bags, by the end of WWII provisions were made to acquire sleeping bags as an item of issue for a very large part of the forces. The down/feather filling in the sleeping bag allowed the Army to provide its soldiers with the most efficient insulating material available, but its use began what was to be a 50-year struggle to supply the required quantities.

The constant struggle to supply the required quantities of both down and feathers for use in military items during WWII was so critical that the U.S. government froze all available supplies for military use. (Down was not only being used in sleeping bags but was being used in the Army Air Corps flying suit and by the Navy.) During the Korean war, waterfowl feathers and down were placed on the DOD list of critical materials, and several million pounds were purchased for stockpile. During the Vietnam era (1962-68), the amount of waterfowl feathers and down in the stockpile was reduced to a level where the material had to be purchased on the open market. Again the military faced the prospect of not being able to meet future requirements.

Wartime efforts focused on ways to replace or extend the down and feathers being used as a filler in sleeping bags. Initial efforts focused on finding a suitable insulation material to replace the down and feather mixture. Various filling materials were evaluated: kapok, milkweed, wool, Bubblfil (a hollow viscose fiber), vinyon, reindeer hair, acetate, and cotton, but a suitable replacement could not be found. Any material that provided the same degree of warmth as the 40/60 down and feather blend was either in short supply or inadequate for sleeping bag applications.

When a suitable replacement could not be found, research efforts turned toward ways of extending the supply available, including mixing it with chicken feathers, and reprocessing used waterfowl feathers. Wartime shortages resulted in frequent modifications of the blend levels. Toward the end of WWII, a blend consisting of 43 percent 40/60 down/feather and 57 percent chicken feathers or used waterfowl feathers was being utilized.

Post-WWII efforts continued to focus on finding a suitable replacement for the down and feather filling and revising down and feather specifications. Wartime research produced a vast amount of information on the important properties needed for sleeping bag filling materials including cleanliness and filling power requirements. Researchers conducted extensive studies on utilizing chicken feathers as a substitute for the down/feather filling. Chicken feathers, a by-product of the meat industry, are readily available, in plentiful supply, and cheap. However, it was found, chicken feathers do not possess filling power and compressional properties equal to waterfowl feathers and are not inherently water repellent like waterfowl feathers. Therefore, in an effort to modify the chicken feathers researchers developed a Tan-O-Quil-QM treatment. This treatment not only improved the filling power and water repellency of the chicken feather, but eliminated odor, resistance to deterioration when wet, and allergic reactions. Although the Tan-O-Quil-QM treatment upgraded the chicken feathers, the feathers were not a suitable replacement because chickens were being marketed before their feathers matured, resulting in a degradation of quality. The Tan-O-Quil-QM treatment did, however, improve the quality of



Scanning electron microscope photomicrographs of down and primaloft.

waterfowl feathers and down, reducing the amount of down needed in the sleeping bag to about 18 percent by 1966.

Meanwhile, polyester, which was introduced into the commercial market in 1953, was experiencing a rapid growth in filling and insulation applications. In 1964, a polyester batting was standardized for clothing use by the Army. This insulation was not suitable in sleeping bag applications because of its poor compressibility, excessive bulk and loss of thickness in use and laundering. It wasn't until the 1970s that a polyester batting was produced with acceptable performance characteristics for sleeping bag applications. Some of these characteristics were: high bulk-to-weight ratio; resistance to laundering (relatively unchanged by laundering); flexibility; and recovery from compressive strain.

In 1974, an Intermediate Cold Sleeping Bag, which used a 100 percent polyester filler, was developed to replace the mountain bag. The down in the Extreme Cold Bag was reduced by 50 percent, so that the bag was 50 percent polyester and 50 percent 80/20 feather/down mixture. During this time frame (1970-1980), a further incentive to eliminate down from the sleeping bag arose when the Environmental Protection Agency started enforcing clean water regulations that would require the treatment of the effluent from the Tan-O-Quil treatment being used on military down. This effluent treatment was estimated to increase the cost of down by 40 percent.

Finally, in 1988, the U.S. Army Natick Research, Development, and Engineering Center was successful in type classifying an Extreme Cold Weather Sleeping System, which utilized a 100 percent polyester filler. Items of clothing were used to supplement the insulation of the sleeping bag in an effort to reduce the bag's weight. However, procurement of this item was limited due to labor-intensive and cost-prohibitive construction techniques. In addition, there was a desire to reduce the bag's weight.

The search to find an improved insulation for sleeping bag applications continued. Then, in 1990, after seven years of research, there was a major breakthrough in insulation technology when a truly synthetic alternative to down was developed. Under a Natick contract, Albany International Research Company of Mansfield, MA, conducted research to determine what contributed to down's superior thermal and compressional properties. This included a microscopic examination of down to determine the size, number and distribution of its fibers. Based on all the research conducted, two insulations were developed. One, which is now commercially available under the tradename Primaloft, uses a blend of polyester fibers (some silicon treated to provide water repellency) with diameters and percentages equivalent to that found in down. Primaloft overcame many of the deficiencies of down—moisture retention and loss of insulation value when wet, variable quality, poor durability and reliance on foreign supply sources—while maintaining its thermal and compressive properties. This new insulator is preferable to down in applications where it is exposed to moisture.

Although Primaloft has not been adopted by the military (due to cost and lack of durability in military laundering), it is being used extensively in the commercial market. But, more importantly, the underlying principles involved in producing a more efficient batting realized through this research effort have brought about the introduction of numerous insulation materials to the commercial market, making it possible to type classify a lighter-weight sleep system using a 100 percent polyester filler.

In 1994, the Modular Sleep System, which consists of a patrol and intermediate cold bag which when combined make an extreme cold bag, was type classified under a Marine Corps/Army joint program. Both sleeping bags use a 100 percent polyester fill. The Extreme Cold Sleeping Bag (50 percent polyester, 50 percent 80/20 feather/down) is still in the Army system but has not been purchased for 10 years. The modular sleep system is expected to replace all the extreme and intermediate cold weather sleeping bags currently in stock.

After 50 years of research and development, a synthetic replacement for the down and feather filling material in the sleeping bag has been found. Use of a 100 percent polyester filler will allow sufficient quantities to be procured without reliance on foreign supply sources and yet provide every soldier with an affordable, lightweight, less bulky, tailorable sleeping bag for protection not only in extreme cold weather but temperate conditions as well. The challenge to find new fillers for lighter, warmer, less bulky sleeping bags that will lighten the soldier's load while improving protection against the elements is one that Natick researchers continue to battle!

MARGARET AUERBACH is a textile technologist at the U.S. Army Natick Research, Development and Engineering Center, Natick, MA. She holds a B.S. degree in clothing and textiles from Framingham State College.

SPEAKING OUT

What is Your Opinion of the Ongoing Effort to Reengineer Management of the Acquisition Corps?

COL Charles W. Greer
Deputy Program Executive Officer
Tactical Missiles
Redstone Arsenal, AL

As the recently appointed deputy director of acquisition career management, Keith Charles brings a lot of energy and, for the first time, resources to the process. His greatest challenge is that of establishing an effective centralized management structure for the Army Acquisition Corps (AAC) civilian personnel.

When we established the military component of the AAC in the late 80s, we created a new branch within a centrally managed, branch-oriented personnel system. We did not need a culture change or new rules. Once established, the Acquisition Branch was managed in the same manner as any other branch of the officer corps, be it ordnance, infantry, or whatever. While each military branch has its own professional development model with some branch-unique requirements, all of the models are very similar and lay out the experience, schooling and promotion linkages. All military personnel are accustomed to relatively frequent job changes which usually involve moving the family to a new location. This is not unique to the AAC officers. All military officers are subject to central board selection for promotions and for schooling, again not unique to the AAC officers. All military officers have reasonable similar expectations and potential for promotion, schooling, and that next interesting assignment, wherever it is. This will not be the case for the AAC civilians relative to their non-AAC peers.

For the civilian component of the AAC, we must create and resource an entirely new centralized management structure that is radically different from the current decentralized personnel management system. Even if we are successful, what incentive is there for our AAC civilians to be pioneers in this new system?

For the military, successful performance in one assignment normally leads to a move and an assignment of greater responsibility with an occasional schooling opportunity in between. A successful lieutenant colonel product manager may reasonably look forward to promotion to colonel and selection as a project manager. A GS-14 selected for product manager accepts a much more stressful job than most of his or her civilian peers; faces the possibility of uprooting their family or serving as a geographical bachelor; and worries about that next job when the three-year tour of duty is successfully completed. While all of this is going on in their lives and careers, their non-AAC peers and non-selected AAC peers carry on as usual and draw the same pay. Another central selection for school or job starts the cycle again.

The challenge is to find a way to balance the "cost" of success for civilians in the AAC with appropriate benefits and incentives. Otherwise, we will find ourselves with a too-small group of dedicated civilian professionals.

Cynthia A. Durham
Chief, Civilian Personnel Branch
U.S. Army Space and Strategic Defense Command
Huntsville, AL

I think this is a very exciting and challenging time for the Army Acquisition Corps (AAC) and the entire Army acquisition workforce. On Nov. 6, 1995, at Redstone Arsenal, I was fortunate to hear Keith Charles and Carlos Piad present a very aggressive and bold approach at energizing the AAC workforce. Their vision is to move to a small premier corps of acquisition leaders who are willing to serve where needed and committed to developing, integrating, acquiring, and fielding systems vital to the 21st century Army.

As I'm sitting here thinking about what I should write, my mind wanders back to the first AAC Candidate Development Announcement which opened on Dec. 10, 1990, and closed Feb. 11, 1991. Copies of the announcement were distributed throughout the U.S. Army Space and Strategic Defense Command (SSDC), and quite a bit of interest was shown. SSDC has increased its AAC membership from 29 to 225 members. Of course, there were a few that thought this new career development opportunity called "Army Acquisition Corps" would never last!

After reading the article in the January-February 1996 issue of *Army RD&A*, entitled "Process Action Team Identifies Opportunities for Improving Acquisition Career Management," by Carlos Piad, Robert Morig, and COL Edward Cerutti, I was overwhelmed by the vast amount of work and commitment of this team to complete the demands of its charter.

The plan that Charles and the process action team (PAT) have established to provide for competitive transition of GS-13s in the acquisition workforce into the AAC is remarkable. Phase I will identify GS-13s that satisfy the Defense Acquisition Workforce Improvement Act (DAWIA) requirements for AAC membership and confer the status of corps eligibles (CEs) on these individuals. Phase II will allow CEs to compete for board selection into a competitive development group. This group will be afforded enhanced training and educational opportunities, thus preparing individuals for positions of greater responsibility in the AAC. Based on my experience working with a major field activity, these initiatives for the GS-13 acquisition workforce are "just what the doctor ordered."

I am personally committed to helping make this the best Army Acquisition Corps ever!

Kenneth Bousquet
Team Leader/Contracting Officer
U.S. Army Tank-automotive and Armaments Command, Warren, MI

Since my acceptance into the Army Acquisition Corps in March of 1992, I have heard of many attempts to "reengineer" management of the AAC. These have mainly dealt with philosophical changes rather than addressing membership needs. Therefore, I applaud this effort to focus the Corps more directly on those it is intended to serve and support. The professionals in the acquisition field need a strong organization to provide leadership in the full range of management training.

I have participated in two training classes sponsored by the AAC and found both to be excellent. These outstanding presentations in the field of management were professionally conducted by expert

and knowledgeable speakers.

On Nov. 27, 1995, Keith Charles, Deputy Director of Acquisition Career Management, came to TACOM and spoke to the members of the AAC about the reengineering efforts. The most positive parts of these changes are strong central management of AAC training efforts and increased opportunities for cross-functional and cross-site training. Charles also said that additional funding will be available to provide advanced educational opportunities and developmental assignments. He described the process to be used for high-grade promotions: central referral boards will select the individual from all qualified candidates across the country, or the position might be filled as a non-competitive training slot. Local promotions boards will not be used.

Many of these changes will improve the opportunities for AAC members, as well as those deemed eligible for the Corps. However, after speaking with fellow team leaders and supervisors (mostly GS-13s and 14s), I have found that we share a great concern regarding the proposed promotion selection process and the mobility requirements. Charles emphasized that should an AAC member refuse a promotion or temporary assignment away from his or her current location he or she will be excluded from future consideration for ANY promotion, even at their current (home) station. An outstanding civilian team leader, supervisor or manager should still be eligible for promotion at their home station even if, due to personal constraints, they are unable to leave a geographic region. An individual does not necessarily become successful in the acquisition career field only if he or she moves from one station to another. Often, the knowledge gained from working in a specific location significantly benefits the programs managed there and the customers serviced by that organization. The AAC leadership should reconsider this stringent mobility requirement. Short-term developmental training assignments are much different from relocating a family cross-country. We can not afford to drive some of our best acquisition specialists out of the business or demoralize them just because they can't relocate.

I also believe that all contracting officers, at any grade level, should receive membership into the AAC. Since they represent the formal contracting authority between the Army and its contractors, there would be enormous payback to the entire acquisition system by providing them full opportunity for advanced training.

Training, both formal educational classes and programs and cross-developmental assignments, will have a significant positive impact on continuously improving the acquisition workforce.

Debra Davis
General Engineer
Project Manager, Instrumentation, Targets and Treat Simulators
Orlando, FL

As a member of the Army Acquisition Corps (AAC) since March 1992, I'm very interested in Keith Charles' vision for the future. In December 1995, Charles shared his vision with the Simulation, Training, and Instrumentation Command (STRICOM). At the time of my acceptance into the Corps, I felt like an elite member of the Army's future acquisition community; however, up until now, this privilege has had no noticeable impact on my career. As a result of the session with Charles, I look forward to the creation of the critical acquisition positions (CAPs) at the GS-13 level, and the emphasis on civilian leadership. I believe a key factor in the reengineering effort is the use of an automation system for selection and accession into the AAC. The databases must be current and interoperable among the Services, and provide timely information dissemination. The type and accessibility of personnel data required for the reengineering effort is under evaluation. The use of the Army Civilian Personnel Record System (ACPERS) was mentioned; however, it does not provide the key ingredients necessary to manage the AAC program.

I am energized by the initiatives underway by Charles, and in my mind, the spirit of the AAC has been revitalized. I look forward to the CAP selection process, and the developmental and rotational assignments as a member of the AAC.

PERSONNEL

Wilson Assumes Duties As AMC Commanding General

GEN Johnnie E. Wilson, former deputy chief of staff for logistics, HQ, Department of the Army, has assumed new duties as commanding general, U.S. Army Materiel Command (AMC), concurrent with promotion to four-star rank. He succeeds GEN Leon E. Salomon, who retired after more than 37 years of active service.

Backed by more than 28 years of active commissioned service, Wilson has also served as chief of staff, AMC; commanding general, U.S. Army Ordnance Center, and commandant, U.S. Army Ordnance School, Aberdeen Proving Ground, MD; and deputy commanding general, 21st Theater Army Command, U.S. Army Europe and Seventh Army, Germany.

He holds a B.S. degree in business administration from the University of Nebraska at Omaha, and an M.S. in logistics management from the Florida Institute of Technology. His military education includes the Ordnance School Advanced Course, the U.S. Army Command and General Staff College, and the Industrial College of the Armed Forces.

Wilson is the recipient of the Distinguished Service Medal with Oak Leaf Cluster (OLC), the Legion of Merit, the Bronze Star Medal with two OLC, Meritorious Service Medal with two OLC, the Army Commendation Medal, the Good Conduct Medal, the Master Parachutist Badge, and the Special Forces Tab.

From The AAC Career Manager...

Frequently Asked Questions

The Q&A section is designed to answer questions from the members of the Army Acquisition Corps and workforce regarding acquisition career management initiatives. Questions should be e-mailed to walkerk@sarda.army.mil. Answers will be published in the following edition of the Army RD&A magazine.

Q. *Some organizations do not give training a high priority. What is your philosophy about training?*

A. Training for acquisition professionals is no longer considered "nice to have." It is a requirement. Any supervisor or organization not allowing an employee to be certified in his or her acquisition career field will have to provide justification to the director, acquisition career management and request a certification waiver. No certification waiver has been processed because funding for this training is available from the Defense Acquisition University. The "lack of funds" excuse is no longer relevant. Employees must work with their supervisors to create an Individual Development Plan outlining training requirements for certification in primary and secondary acquisition career fields. Training is mission.

Q. *Does the mobility requirement apply world-wide?*

A. The concentration of our forces outside the United States is decreasing significantly, therefore, the world-wide requirement is significantly smaller. However, the bottom line to mobility is where the Army needs you!

Q. *Taking leadership courses does not make a leader.*

A. I agree. It takes more to become a leader than leadership courses. Supervisory/team leader experience progressively provides for leader building. Leadership courses do provide some benefits in rounding out a leader's knowledge by providing current leadership initiatives around the world. The AAC has offered leadership courses for the past several years and the feedback has been very positive.

Q. *I am concerned about the capability/willingness of some supervisors to look out for their people. Do we have a group of individuals to look out for our people?*

A. It is the duty of each supervisor to maintain an interest and provide support for the career development of his/her employees. I am, however, going to establish acquisition career management advocates in the large concentration areas of AAC members and workforce, i.e. MICOM, TACOM, CECOM, etc. These POCs will have responsibility to provide acquisition support to members of the AAC and workforce.

Q. *As we move to more civilian PMs, will there be a military deputy PM?*

A. We will maintain a military/civilian mix for the senior acquisition positions. Military PMs will have civilian deputies; conversely, civilian PMs will have military deputies. These senior acquisition positions will be centrally-managed and PMs and deputy PMs will be selected by a centralized selection board.

Q. *It seems like it takes a significant amount of time, after the PERSCOM boards, for AAC applicants to be accepted into the AAC. This impacts the ability to apply for training open only to AAC members. Why does it take so long for notification?*

A. This process will be vastly improved and simplified to render results in a far faster and more efficient manner. A significant amount of effort is being expended on automation and data accuracy which will greatly reduce the time needed to complete accession into the AAC.

Q. *How does a GS-12 get prepared to be competitive for selection to a GS-13 acquisition position?*

A. DoD 5000.52-M outlines the certification standards for Level II and III. GS-12s (Level II) should be certified at their respective level prior to consideration for Level III positions. For those individuals already certified at Level II, begin taking the mandatory courses for Level III certification.

Q. *If I have a master's of science degree in an engineering discipline, do I still have to have 12 hours in business-related courses?*

A. Yes. DAWIA mandates at least 24 semester hours in a person's career field and 12 semester hours in business-related study. The Army's Acquisition Tuition Assistance Program will help individuals to meet the educational requirements.

Q. *When a weapon system transitions to a major command, will the critical acquisition positions also transfer? When would a civilian know that a position would transition?*

A. Critical acquisition positions would not necessarily transfer to a major command when a weapon system transitions. Position and personnel information is required as a part of the weapon system transition plan which must be approved by the AAE. This transition plan is required early enough to provide adequate time for individuals to plan ahead.

Q. *I have a master's degree. Am I still eligible to attend the Naval Postgraduate School for a second master's?*

A. No. Individuals who already have master's degrees should focus their efforts on attending the Program Management Course at the Defense Systems Management College, the senior acquisition course at the Industrial College of the Armed Forces, or the Senior Service College Fellowship Program at The University of Texas at Austin.

Q. *I'm a U.S. Army Reserve (USAR) officer and was recently made a member of the AAC. I am also a GS-1102-11. Am I part of the AAC as a civilian?*

A. The Army has only one Acquisition Corps consisting of active military, civilians, USAR and, in the near future, the National Guard. Career development paths for each entity of the AAC have been, or are in the process of being, established. As a USAR officer, you should follow the career path established for USAR officers until such time that you meet the grade prerequisites for AAC civilian membership.

Q. *If I graduate from the Defense Systems Management College Program Management Course or the Naval Postgraduate School master's program in systems acquisition, will I become Level III-certified in program management?*

A. Yes, if you have four years of acquisition experience, of which at least two years must have been in a program office or similar organization (dedicated matrix support to a PM or PEO).

Q. *Is there a Training With Industry Program for civilians?*

A. A Training With Industry Program is in the process of being developed for civilians. It is expected to be available for AAC members in FY 97.

Q. *How do I find a job in the Acquisition Corps?*

A. Critical acquisition positions are concentrated around PEOs/PMs and major acquisition commands, and their supporting commodity commands. Currently, job announcements are issued from the servicing CPO which specify that the position is a critical acquisition position and the required certification requirements. In the future, critical acquisition position vacancies will be advertised via a central announcement system.

Q. *What is the regulation/policy which governs developmental assignments?*

A. Currently, there is no regulation or policy. For the past several years, the AAC has announced developmental assignment opportunities through acquisition commanders. Until this process is codified, we will continue to announce developmental assignment opportunities utilizing all advertising avenues.

WELCOME TO THE ARMY ACQUISITION CORPS HOME PAGE

The director of the Army Acquisition Corps (AAC) has announced establishment of an AAC Home Page to assist members of the AAC and the acquisition workforce in obtaining information related to their professional development. The Home Page can be accessed through the Worldwide Web via http://www.army.mil/aac-pg/aac.htm. The following is a brief outline of some of the resources available on the Home Page.

AAC UPDATES

- **Acquisition Positions**
  - ❑ Military Acquisition Position List (MAPL)
  - ❑ Civilian Acquisition Position List (CAPL)
  - ❑ Career Opportunities
- **Career Development (MIL/CIV)**
  - ❑ Regulations
  - ❑ PERSCOM - U.S. Total Army Personnel Command
  - ❑ Military
    - ❑ Career Model ❑ Career Fields ❑ Certification
  - ❑ Civilian
    - ❑ Career Model ❑ Career Fields ❑ Certification
- **Career Management Updates**
  - ❑ Process Action Team Identifies Opportunities for Improving Acquisition Career Management
  - ❑ Army Acquisition Career Management Update 95-01
- **Publications**
  - ❑ Army RD&A magazine
  - ❑ Articles
  - ❑ Professional Reading

EDUCATION AND TRAINING

- ❑ Acquisition Training Update
- ❑ Conferences and Symposia
- ❑ Training with Industry (TWI)
- ❑ Continuing Education
- ❑ Advanced Civil Schooling (ACS)
- ❑ Defense Acquisition University (DAU)

- **Related Links**
  - ❑ Assistant Secretary of the Army for Research, Development and Acquisition and Army Acquisition Executive
  - ❑ The Army Home Page

http://www.army.mil/aac-pg/aac.htm

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
RESEARCH DEVELOPMENT AND ACQUISITION
103 ARMY PENTAGON
WASHINGTON DC 20310-0103

REPLY TO ATTENTION OF

February 27, 1996

SARD-ZAC

MEMORANDUM FOR CIVILIAN ACQUISITION WORKFORCE MEMBERS AT THE GS-13 GRADE LEVEL

SUBJECT: Army Acquisition Corps Policy Memorandum #96-04
Army Acquisition Corps Eligibles Program

In keeping with the spirit and intent of the Defense Acquisition Workforce Improvement Act (DAWIA) to develop the best acquisition leadership for the 21st century, the Army Acquisition Executive, represented by the Director, Acquisition Career Management, together with the Assistant Secretary of the Army, Manpower and Reserve Affairs (ASA(M&RA)), are committed to the professional development of the civilian acquisition workforce. You, the GS-13s, are the 'feeder group' to fill our top acquisition leadership positions within the Army. We are implementing a program to determine your eligibility for Army Acquisition Corps membership. To accomplish this, we need your cooperation.

We will establish a group of GS-13s to become known as "Corps Eligibles" (CEs). CEs will possess DAWIA and DoD requirements for accession into the Army Acquisition Corps (AAC). The DAWIA requirements include at least four years of acquisition experience, and a Bachelor's degree, with either 24 "business" semester credit hours "from among the following disciplines: accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management", or 12 "business" semester credit hours from the above disciplines and 24 semester credit hours in your Acquisition Career Field. In addition, DoDI 5000.58 requires that after October 1, 1993, an individual "must have completed all mandatory training required for his or her Acquisition Career Field through level II". The education requirements stated above do not apply to individuals "...who, on October 1, 1991, had at least 10 years of experience in acquisition positions" (10 U.S.C. 1732).

While Corps Eligibility status will not be a prerequisite for selection into a CAP, it will, however, permit GS-13s who successfully compete for GS-14 Critical Acquisition Positions (CAPs) to be more rapidly accessed into the AAC. CE status will provide enhanced competitive opportunities to cross functional training, leadership courses, and graduate degree programs. Certain training courses will be developed exclusively for the CEs. Early in FY97, all CEs will be given the opportunity to apply for a board selected Competitive Development Group (CDG). The CDG will be provided with highly selective opportunities for professional development. More information on the CDG will be provided in the near future.

CE application instructions are provided at enclosure 1. All interested GS-13s are asked to respond by sending enclosure 2, the Corps Eligible Status Application Sheet, to the following address: Director, Acquisition Career Management, ATTN: Corps Eligible Program, 9900 Belvoir Road, Suite 101, Fort Belvoir, Virginia, 22060-5567. Applications will be accepted through October 1, 1996. Efforts are underway to automate this process by early FY97 enabling applications to be processed on a continuous basis. All CEs will be notified of acceptance by a letter from this office.

The POCs for this action are Mr. Richard Childress and Mr. Ken Murphy. They can be reached at (703) 805-5368, DSN: 665-5368, or via e-mail at, "corpseligibles@belvoir-aim1.army.mil".

KEITH CHARLES
Deputy Director
Acquisition Career Management

INSTRUCTIONS FOR ENCLOSURE 2,
CORPS ELIGIBLE STATUS APPLICATION SHEET

We have identified (via the Army Civilian Personnel System (ACPERS)) GS-13s who have a "business" degree (fulfilling the DAWIA education requirement, and 24 "business" semester credit hour requirement) and are level III certified in their Acquisition Career Field (to capture four years of experience, and the training requirement). If you meet this criteria and desire to accept CE status, fill out section 1 (top portion) of enclosure 2, check the first box in section 1, sign, enclose a copy of your Certification Record Brief (CRB) for verification, and follow the mailing instructions below.

If you are a GS-13 "who, on 1 October 1991, had at least 10 years of experience in acquisition positions" (10 U.S.C. 1732), "have completed all mandatory training required for your acquisition career field through level II", and desire to accept CE status, please fill out section 1 (top portion) of enclosure 2, check the second box in section 1, and sign. Also, attach a copy of your Certification Record Brief (CRB), which was submitted to, and can be obtained from your CPO, to verify your experience and training. Follow the mailing insrtuctions below.

If you are level III certified in your acquisition career field but have a degree in a curriculum other than the business disciplines stated in 10 U.S.C. section 1732 (and below), and desire to accept CE status, please fill out section 1 of enclosure 2, check the first box and list your "business" hours in section 2. You should fill in the course number, course title, semester credit hours and year completed for each course that you feel helps to satisfy the DAWIA "business" hours requirement (a Bachelor's degree, with either 24 "business" semester credit hours "from among the following disciplines: accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management", or 12 "business" semester credit hours from the above disciplines and 24 semester credit hours in your Acquisition Career Field). You should sign the bottom of section 2, and your first line supervisor should verify the data. Follow the mailing instructions below.

If your past education, experience, and training do not fit into any of the above categories, but you believe that you meet the DAWIA and DOD accession requirements and desire to accept CE status, please fill out sections 1 and 2 of enclosure 2, list your "business" hours, check the second box in section 2, and attach a copy of your Certification Record Brief (CRB) (to verify at least four years of acquisition experience, and completion of all mandatory training required for your acquisition career field through level II). Send them to the address in the mailing instructions below.

If you do not desire to become Corps Eligible, please check the third box in section 1 of enclosure 2, sign, and follow the mailing insrtuctions below.

Once you become a CE your information will be entered into ACPERS, and you will not have to continue to update it for CE purposes.

Mailing Instructions

Mail to: Director, Acquisition Career Management, ATTN: Corps Eligible Program, 9900 Belvoir Road, Suite 101, Ft Belvoir, Virginia, 22060-5567. If required, include your CRB for information verification.

* Privacy Act Statement:

In accordance with the Privacy Act of 1974 (Public Law No. 93-579, 5 U.S.C. 552a), you are hereby notified that: Collection of your Social Security Number and using it as an employee identification number is authorized by Executive Order 9397. The furnishing of this information is voluntary; it will be used to update your ACPERS record and provided to the Functional Chief Representitives for career management purposes.

Enclosure 1

Corps Eligible Status Application Sheet

Please type or print. Information Will be Validated.

Name (LAST, First, Middle):_____ SSN*: ___-__-____

E-mail Address:
Organization:
Home Address:
Work Phone/Fax Number:
Acquisition Career Field:
Work Address:

SECTION 1: Please check appropriate box(es) and sign below.

☐ I satisfy the DAWIA education requirement and 24 "business" credit hour requirement for accession into the AAC with a Bachelor's degree in one of the "business" disciplines. I am also level III certified in my Acquisition Career Field which fulfills the 4 year experience requirement. I would like to accept the offer to become a Corps Eligible (CE).

☐ I had at least 10 years of experience in acquisition positions on 1 October 1991, and I have completed all mandatory training required for my acquisition career field through level II. I have attached a copy of my CRB to verify my experience and training.

☐ I do not desire to become a Corps Eligible.

_____
GS-13 Signature Date

SECTION 2: Please check appropriate box, enter required courses, sign below and have supervisor verify and sign.

☐ I am level III certified in my acquisition career field but have a degree in a curriculum other than the business disciplines stated in 10 U.S.C. section 1732 .

☐ I feel that I meet DAWIA and DoD accession requirements; and, I desire CE status. I have attached a copy of my CRB to verify at least four years of acquisition experience, and completion of all mandatory training required for my acquisition career field through level II.

Business/Career Field Courses

Course Number	Title	Semester Credit Hours	Year Completed

If you require more space please attach additional sheets.

_____
GS-13 Signature Date

I, as the above person's first line supervisor, attest that the above information is correct.

_____
First Line Supervisor Signature/Printed Name Organization/Title Date

Enclosure 2

Education and Training Opportunities

Mandatory Training

The Defense Acquisition Workforce Improvement Act (DAWIA) mandates that members of the acquisition workforce meet established education, training and experience standards for certification. The director for acquisition career management is responsible, by law, for acquisition, education, training, and career progression of members of the Army acquisition workforce (AAW) and Army Acquisition Corps (AAC). DOD components shall ensure that civilian and military members of the AAW and AAC receive the education and training necessary to achieve full competencies to perform the duties of their assigned positions, within available resources. The Defense Acquisition University (DAU) Mandatory Training Program is the vehicle for Army personnel to accomplish the Level I, II, and III mandatory training prescribed for retention in an acquisition position. Funding is provided by the DAU. Applications (DD Form 1556, Request, Authorization, Agreement, Certification and Training and Reimbursement) must be submitted to the training branch at the applicant's local civilian personnel office at least 60 days prior to the start of the course.

Information on DAU is available through the Internet at HTTP://WWW.ACQ.OSD.MIL/DAU or at HTTP://WWW.SARDA.ARMY.MIL. For additional information, contact Randall Williams, DSN: 655-4167; commercial (703)805-4167 or e-mail willir@aim.belvoir.army.mil.

Tuition Assistance Program

The Army Acquisition Tuition Assistance Program (ATAP) is available to Army acquisition workforce (AAW) members, through the open continuous announcement AAC-017/AAW-002, for completion of their mandatory 12 or 24 semester hours (or the equivalent) requirement. Career categories covered under the ATAP are: program management; communications-computer systems; contracting (including construction); industrial/contract property management; purchasing (including procurement assistant); acquisition logistics; business; cost estimating and financial management; manufacturing and production; systems planning; research, development and engineering; and test and evaluation. Graduate and undergraduate degree funding is also available under this announcement for members of the Army Acquisition Corps (AAC), and undergraduate degree funding is available for AAW members who are not AAC. Funding (tuition only) is provided by the Army Acquisition Education and Training Office. More information and application forms, may be found in the *Army Acquisition Corps Civilian Training Opportunities, Academic Year 1996-97* catalog available at your servicing civilian personnel office, or by contacting Sue Winkler on (703)805-4041, DSN 655-4041, or e-mail: winklers@aim.belvoir.army.mil.

Materiel Acquisition Management Course

The Materiel Acquisition Management (MAM) Course is an eight-week program designed to provide a broad spectrum of knowledge pertaining to the materiel acquisition process. It is available for AAW members who possess a baccalaureate degree or higher and are grades GS-11 to GS-13. Funding is provided by the Army Acquisition Education and Training Office. Civilian application information may be obtained by contacting Sue Winkler on (703)805-4041, DSN 655-4041, or e-mail: winklers@aim.belvoir.army.mil.

Federal Executive Institute

The Federal Executive Institute's "Leadership For a Democratic Society" is a four-week program which addresses the active leadership role expected of career senior executives and the democratic values and beliefs that underpin that leadership. The course is held at The Federal Executive Institute, University of Virginia, Charlottesville, VA. Funding is provided by the Army Acquisition Education and Training Office. More information may be found in the *Army Acquisition Corps Civilian Training Opportunities, Academic Year 1996-1997* catalog available at your servicing civilian personnel office, or by contacting Sue Winkler on (703)805-4041, DSN 655-4041, or e-mail: winklers@aim.belvoir.army.mil.

Organizational Leadership For Executives

The Organizational Leadership for Executives is a two-week program which addresses strategies for improving organizational performance, thereby enabling managers to lead their organizations to increased levels of excellence. The course is funded by and held at the Center for Army Leadership, Fort Leavenworth, KS. More information may be found in the *Army Acquisition Corps Civilian Training Opportunities for Academic Year 1996-1997* catalog available at your servicing civilian personnel office, or by contacting Sue Winkler, Army Acquisition Education and Training Office on (703)805-4041, DSN 655-4041, or e-mail: winklers@aim.belvoir.army.mil.

Thomas Named AAC Reengineering Team Director

Mary Thomas has been assigned as director of the Army Acquisition Corps Reengineering Team, effective Feb. 19, 1996. The AAC Reengineering Team consists of Proponency, Personnnel, Automation, Communications and Resources sub-teams. Thomas served previously in the Acquisition Structure Division, Office of the Assistant Secretary of the Army for Plans, Programs and Policy.

Acquisition Functional Representative Working Group

As part of the acquisition reengineering effort, a working group has been established to introduce new ideas and refine existing concepts related to acquisition career management. The group, chaired by the deputy director, acquisition career management (DDACM), consists of senior representatives from the following areas: functional chief representatives (FCRs) of career programs related to acquisition career fields; Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs); legal advisor from the General Counsel Office; Equal Employment Opportunity Office; and the DDACM Proponency Office. The group has met monthly since November 1995 to review the emerging policies and procedures proposed by the acquisition thrust teams. This group has been instrumental in coordinating many complex issues such as Acquisition Corps quality achievement factors, development of policies and procedures for a GS-13 Corps Eligibles Program, concept development for a GS-13 Competitive Development Group, the Acquisition Leadership Development Program, and the Army-wide review of critical acquisition positions.

A draft charter is being coordinated to institutionalize the group as a working group for the Army Acquisition Career Program Board (AACPB). The working group will review issues relevant to the AACPB regarding the career management and professional development opportunities of the Army acquisition workforce. The working group will also provide a forum for integrating the career management of the acquisition career fields with the developmental requirements of the related career programs.

Lieutenant Colonel Promotions

Congratulations to the following Army Acquisition Corps officers selected for promotion to lieutenant colonel by the FY 96 Promotion Board.

Name	Branch	Functional Area
AKINS, George Jr.	SC	53
ANDERSON, Mark C.	TC	51
BAEHRE, Michael D.	EN	21
BELL, Anthony B.	FA	97
BIZER, Michael J.	MI	53
BLISS, Gary L.	AD	97
BOYD, Robert J.	OD	51
BRAY, James G.	IN	51
BREWSTER, Robert E.	AR	51
BRILEY, Bertha M.	OD	97
BROOKS, Gordon B.	FA	51
BROWN, Gilbert Z.	IN	51
BULEY, Donald C.	CM	51
BURNETT, Donald J.	OD	51
BURNEY, Michael R.	FA	97
CARPENTER, Constance	TC	51
CARPENTER, Larry A.	AV	51
CARRANO, John C.	AR	51
CASTALDO, Albert A.	OD	97
CHASE, Deborah J.	AV	51
COALWELL, Rick L.	AD	51
COKER, David W.	QM	51
COLE, Wade C.	IN	97
COOPER, Stephen P.	IN	51
COPPOLA, Alfred A.	FA	51
CORNELL, Jerry L.	AV	51
CRADDOCK, Brian M.	AC	51
CRIZER, Scott H.	FA	51
CROMWELL, Joel C.	SC	53
CURRIE, Nancy J.	AV	51
DALLAS, Joy S.	AD	51
DAVIS, Darrell R.	MI	51
DELLASILVA, Joseph	CM	51
DELRE, James F.	FA	51
DIEGO-ALLARD, Victoria	OD	97
DIXON, Roland M.	SC	51
DOBSON, David M.	AV	97
ECONOM, John A.	IN	97
EISELE, Kent W.	IN	51
ENGEN, Donald W.	IN	51
EVELAND, George D.	SC	51
FLOREK, Richard A.	TC	51
FORTE, Allen N.	AG	53
FRITZ, Gregory J.	FA	51
FULLER, Peter N.	AR	51
GARCIA, Dary I.	TC	53
GAYLE, Michael D.	AC	51
GAYLES, Carlton E.	SC	53
GOMEZ, Patrick M.	AV	51
GORE, George O.	AV	51
GRAF, Robert E.	FA	97
GRASSE, Mark O.	AR	53
GREEN, Allen L.	QM	51
GREENE, Harold J.	EN	51
GUTNECHT, Donald A.	FA	51
GWILLIAM, Jeffrey L.	OD	97
HARSHBARGER, Kenneth	EN	51
HAYNE, Ronald J.	AD	51
HILLS, Jeffrey W.	EN	97
HOBBS, Eli Jr.	SC	51
HOGAN, Thomas H.	FA	51
HOPKINS, Gerald J.	AV	51
HRDY, Russell J.	AR	51
KNAPP, Michael S.	AV	51
KREIDER, Stephen D.	FA	51
LEATHERWOOD, Jayne	MI	97
LOVEN, William R.	OD	51
MARTIN, Frank A.	QM	97
MAUGHN, William T.	TC	97
MCCOY, Edward D.	AD	53
MCCUNE, James C.	OD	51
MCDANIELS, Lloyd E.	AD	51
MCLAUGHLIN, Lawrence	OD	51
MCNEILL, William R.	FA	51
MCPHEETERS, Scott K.	OD	51
MCQUAIN, Paul M.	AV	97
MERRILL, Ralph E.	AD	51
MILSTER, Charles E.	SC	51
MITCHELL, Max H.	AV	53
MORGAN, Louise P.	AV	97
MORGIDA, Mark F.	FA	53
NEUMANN, Markus R.	FA	97
NORGAARD, Kevin R.	FA	51
NORWOOD, John D.	EN	51
OSTROM, Peter R.	FA	51
PARKER, Wilbur A.	AD	51
PATTERSON, William	QM	97
PAYNE, Jerome F.	IN	51
PERRONE, Thomas B.	SC	51
PIRO, Scott D.	FA	51
POLCZYNSKI, Kennith	AD	97
POWELL, Dean A.	OD	51
REITINGER, Kurt C.	FA	51
RIKER, William E.	AR	51
RISHER, Rhett A.	FA	51
RIVAS, Robert J.	OD	97
RUOCCO, Anthony S.	EN	53
RUST, Stephen L.	AR	51
SANFORD, Beth A.	SC	53
SARVAY, William R.	AV	97
SCHIEFER, Christopher	QM	53
SERINO, Robert M.	CM	51
SHOOP, Barry L.	SC	51
SMITH, Michael J.	OD	51
SOUDER, Michael E.	FA	51
STENKAMP, Barney J.	AV	51
STONE, Jeese M.	SC	97
THOMAS, Herman	FA	51
THORSON, Steven J.	AR	51
TORRESCHAMORRO, Ped	EN	97
TROUTMAN, Erbin L.	SC	53
TURNER, Henry C.	QM	51
VALENT, Oscar B.	OD	51
VANFOSSON, Marion H.	AR	51
WAGNER, Christopher	SC	53
WAGNER, Kenneth S.	MI	53
WALLER, Henry H.	AV	51
WILLEY, Jeffrey D.	OD	97
WILLIAMS, Jeffrey N.	AV	51
ZAAT, Stephen V.	AV	51
ZOLP, William C.	AR	97

Army Acquisition Corps Civilian Personnel Initiatives

Exciting new personnel initiatives are being developed for civilian members of the Army Acquisition Corps (AAC). The first initiative is a central announcement system, where selected acquisition positions are announced via the Worldwide Web (on AAC and PERSCOM Home Pages). The exciting news is this system is operational. Check it out on http://www.army.mil/aac-pg/aac.htm. See what opportunities are available.

Another initiative is the evaluation of acquisition workforce members' *potential* to perform successfully in positions of increased responsibility. Army acquisition civilians will compete against military acquisition officers for future key positions. This evaluation will assist central selection boards in comparing military and civilian files. The proposed evaluation tool is based upon an OPM-approved guide to Senior Executive Service qualifications. Using this tool, senior raters will be asked to evaluate acquisition careerists' potential. These ratings will determine a senior rater potential profile that describes his or her distribution of ratings. This profile will become a part of the senior rater's career management file.

The most exciting news is a major cultural shift in how we manage acquisition careerists. That is, selected civilian acquisition careerists (initially senior grades in the PEO structure) will be centrally managed. Functional acquisition specialists will be available to facilitate the career development of these careerists through enhanced training, education, and diverse experiences (multiple commands and multiple functional areas). These specialists are currently contacting the centrally managed careerists and building an accurate database. Central management is presently underway for acquisition personnel in Senior Service College and those in long-term training positions. The DDACM is personally working the follow-on assignments for these personnel.

Stay tuned for more exciting news from the Army Acquisition Corps reengineering effort and a personal call from a functional specialist.

CAREER DEVELOPMENT UPDATE

Civilian Acquisition Central Management Team

A new Civilian Acquisition Central Management Team—established to facilitate the career development of a select group (initially senior grades in the program executive office structure) of acquisition careerists—is up and running. Consisting of both functional acquisition specialists and civilian personnel specialists, the team has been contacting acquisition careerists to verify and validate the accuracy and currency of career file information. In addition, the team will soon work with the careerists, management officials, the Office of the Director for Acquisition Career Management, and career program functional chiefs to facilitate the career development of this centrally-managed group. The management team will also identify opportunities for training, education, and experience that will enhance the professional competencies of this group and, then, facilitate the execution of these opportunities in accordance with each person's individual development plan.

On the Horizon . . .

ACAT III PM Course (PMT 305)

DSMC's first offering of PMT 305 was conducted from Jan. 16-26, 1996. This individually tailored two-week course is specifically oriented on updating PMs and deputy PMs (DPMs) with current knowledge (DOD Policies, FASTA, etc.) and lessons learned to better prepare them for upcoming assignments. As this issue of *Army RD&A* went to press, follow-on offerings were scheduled for April 15-26, 1996; July 8-19, 1996; and Sept. 3-13, 1996. Plans are for this course to become mandatory for ACAT III PM/DPMs. The ACAT III PM Course requirement is additional to the Pre-Command Course(s), which PMs attend at various branch schools. Information on this course can be obtained by contacting LTC Jones, Chief, AAC Proponency. (See POC list at the end of this article).

Single Functional Area (SFA)

The SFA concept was approved by the director, acquisition career management and the deputy chief of staff for personnel in December 1994. Details on how this concept will translate into policy are being addressed by the AAC Proponency Branch and PERSCOM's Military Acquisition Management Branch (MAMB). Near-term changes already in place include a restructured MAMB, increased flexibility in assignments and changes in PM/Acquisition Command Board Selection/Slating. Future direction for the AAC's SFA will encompass OPMS 21, Force XXI, POM and other long-range planning documents. Detailed analysis, staffing and functional area restructuring is expected during the next 12 months. POC for this action is LTC Earl Rasmussen. (See POC list at the end of this article).

AAC Update - Monthly E-mail

One- to two-page updates on current AAC information are distributed by the AAC Proponency Branch via e-mail the first of each month. If you want to be included on the mail list for these updates, send an e-mail to the appropriate proponency officer listed below. Proponency officers may also be contacted by mail at: OASA(RDA), ATTN: SARD-ZAC, Pentagon, RM 3E360, Washington, DC 20310-0103, or by fax at DSN 224-3690 or commercial (703)614-3690.

OASA (RDA) AAC POCs

COL Tom Rosner
Director, AAC Policy
rosnert@sarda.army.mil
DSN 224-3727
(703) 614-3727

LTC Mark Jones
Chief, AAC Proponency
jonesm@sarda.army.mil
DSN 225-7264
(703)695-7264

LTC Bill Gavora
FA 51 Proponency
gavoraw@sarda.army.mil
DSN 227-0472
(703)697-0472

LTC Earl Rasmussen
FA 53 Proponency
rasmusse@sarda.army.mil
DSN 225-7265
(703)695-7265

MAJ Vicki Diego-Allard
FA 97 Proponency
diegoalv@sarda.army.mil
DSN 227-6293(703)614-3727
(703)697-6293

Dale Fradley
Civilian Proponency
fradleyd@sarda.army.mil
DSN 224-3725
(703)614-3725

Tom Drinkwater
Civilian Proponency
drinkwat@aim.belvoir.army.mil
DSN 655-5212
(703)805-5212

PERSCOM Notes...

Accession Board Update

The Military Acquisition Management Branch, U.S. Total Army Personnel Command (PERSCOM), conducted the Acquisition Candidate Accession Board during the week of Dec. 4-8, 1995, to review records of more than 350 officers who volunteered for the Army Acquisition Corps (AAC).

This year's board used a new strategy, initially accessing only 80 percent of the Year Group (YG) 088 requirements, and designating a greater percentage of officers with FA 53 and 97 than previous boards. In the past, the objective of accessing 100 percent of a given year group during their first look eliminated the opportunity to later access high quality, field grade officers into the AAC. The percentage and functional area changes will allow the AAC to access a higher quality inventory and ensure that our future systems are guided by quality officers with a strong basic branch background.

December 1995 Board Highlights

- *Initial Accession of YG 88 Officers*
  - Target 80 percent of YG Requirements (123 of 154)
  - Branch Distribution based on Army Notional Force planning documents

- Goals: Access High Quality Officers
  Permit some officers to continue their basic branch development and request later accession
- Outcome: 251 volunteers led to a successful "first ever" all volunteer accession

• *Accessions in Other Year Groups*
- YG 87 - Completed the accession against YG 87 requirements by selecting 8 of 42 officers
- Other YG (prior to YG 87 all YGs have previously met inventory objectives)
  — Officers in year groups which had previously met their goal were accessed by exception based on the following criteria:
  1. Experience and training of the officer.
  2. Promotion potential to next rank.
  3. Basic branch recommendation and YG inventory position.

Next Accession Board
- Initial Accession of YG 89 officers.
- Remaining 31 requirements for YG 88 officers.
- Other YG officers will be considered under exception criteria.
- Approved date will be announced by message and by individual letters to YG 89 officers.

FY 96 ACCESSIONS

Name	Rank	Branch
ADAMS, Retha A.	CPT	AD
ALEXANDER, Scott E.	CPT	OD
ALFELOR, Benjamin L.	CPT	FA
ALLEE, Eric	CPT	AR
ALSTON, Jacqueline I.	CPT	SC
BAILEY, Curtis M.	CPT	IN
BALDA, John S.	CPT	AR
BANDY, Leigh M.	CPT	QM
BARRETT, Eugene C.	CPT	AR
BAXTER, Timothy R.	CPT	SF
BENNIS, Darrell J.	CPT	IN
BIGGS, Eugene	CPT	FA
BLANCO, James A.	CPT	QM
BONILLA, Nestor A.	CPT	SF
BRANCH, Alexander P.	CPT	AD
BRASHEAR, James B.	CPT	AV
BROCK, David M.	CPT	TC
BROWN, Anthony T.	CPT	AD
CANNON, Sean J.	CPT	TC
CARTER, Joy W.	CPT	TC
CHRISTIE, Steven L.	CPT	MI
CLAIBORNE, Ronald	CPT	OD
CLINE, Wayne E.	CPT	IN
COOK, Thomas S.	CPT	AR
COOMES, Ronald G.	CPT	AR
DAILEY, John S.	CPT	FA
DALESSANDRO, Mary Ann M.	CPT	SC
DANIELS, Debra D.	CPT	EN
DAUS, Cliff A.	CPT	EN
DAVIS, Gerald R.	CPT	AV
DICKSON, Richard J.	CPT	SC
DIMARCO, Andrew	CPT	EN
DOWNS, Jimmy E.	CPT	AV
EPPLE, Theodore M.	CPT	IN
FALLIN, Donald G.	CPT	AV
FIELD, William E.	CPT	FA
FLANIGAN, Michael D.	CPT	OD
FLINT, Jeffrey	CPT	QM
GILLIAM, Darryl L.	CPT	CM
GREESON, Jeffrey H.	CPT	SC
GRIMSLEY, Bernard	CPT	OD
GRINSELL, Christian B.	CPT	AV
HAGER, Jeffrey E.	CPT	AV
HANNAH, Robert J.	CPT	AR

	Name	USERID	Phone Number
Chief, MAMB	LTC Roger Carter	CARTERR1	221-3131
AAC Colonels Assignments	LTC Mark Vaughn	VAUGHNM	221-7876/3090
Distribution Manager	MAJ Carlton Gayles	GAYLESC	221-9383
LTC FA51 Assignments	MAJ Chuck Gault	GAULTC	221-3129
LTC FA97, 53 Assignments	MAJ Jesse Stone	STONEJ	221-3124
MAJ Assignments	LTC Ed Dowling	DOWLINGE	221-3128
MAJ Assignments /FRO	CPT Kathryn Westbrook	WESTBROK	221-5479
CPT FA51, Assignments	CPT Nick Guerra	GUERRAN	221-2800
CPT FA53, 97 Assignments	CPT Dan Munoz	MUNOZD	221-1474
FA53 (Non AAC) Assignments			
LTC/MAJ Assignments	MAJ John Tidd	TIDDJ	221-3114
CPT Assignments/FRO	CPT Joe Gandara	GANDARAJ	221-2759
Certification Manager	CPT Scott Bosse	BOSSES	221-3130
Advanced Civil Schooling	CPT Bob Marion	MARIONR	221-2760
Boards/Schools Manager	Mr Rick Yager	YAGERR	221-3127
AAC Auto. Information Line			221-3411
FAX			221-8111
Commercial			(703) 325-XXXX

(USERID)@HOFFMAN-EMH1.ARMY.MIL

PERSCOM points of contact: electronic mail addresses and telephone numbers.

HANNON, John P.	CPT	MI
HARPER, Robert D.	CPT	FA
HARRIS, Benjamin M.	CPT	AR
HARRIS, Mae F.	CPT	SC
HAYTHORN, Mark E.	CPT	SC
HOOD, Thomas G.	CPT	AV
HUEMMER, Karen P.	CPT	EN
JARRETT, Robert R.	CPT	IN
JENKINS, Gregory M.	CPT	FA
JENKINS, Kennedy E.	CPT/P	IN
JONES, Kenneth W.	CPT	FA
JURKOVIC, Brenda K.	CPT	EN
KALAINOV, John C.	CPT	IN
KELLER, Winfield R.	CPT	MI
KING, Steven	CPT	AD
KISH, Joseph A.	CPT	AV
KOKOSKIE, Gregory	CPT/P	AV
KOPP, John J.	CPT	OD
LAFACE, Jeffrey L.	CPT	AR
LANE, Edward J.	CPT	OD
LANGWINSKI, Edward A.	CPT	AR
LEON, Kenneth D.	CPT	MI
LEWIS, John W.	CPT	FA
MACDONALD, Andrew J.	CPT	IN
MANNING, Beth A.	CPT	OD
MARTINO, Charles D.	CPT	IN
MASON, Edward E.	CPT	CM
MCVAY, Robert G.	CPT	IN
MELLOR, Michael A.	CPT	IN
MEYER, David C.	CPT	AV
MINUS, Joseph S.	CPT	TC
MOHNEY, Eric V.	CPT	MI
MONIS, Michael J.	CPT	MP
MONSIVAIS, Daniel R.	CPT	IN
MORTON, Dwayne A.	CPT/P	OD
MURPHY, Terryne F.	CPT	SC
MURPHY, Wayne	CPT	QM
NELIUS, Julia A.	CPT	SC
OLSEN, Robert F.	CPT	MI
OREGAN, John M.	CPT	CM
PARRISH, Samuel G.	CPT	AR
PERSHING, David R.	CPT	QM
PETERMANN, Wolfgang A.	CPT	MI
PETERS, George	CPT	MI
PHILLABAUN, Paul	CPT	FA
PHINNEY, Steven L.	CPT	AV
PIGNATO, Carlos V.	CPT	IN
POLLACK, John F.	CPT	MI
POWER, Harold J.	CPT	TC
PROCTOR, James M.	CPT	IN
PUSTARFI, Stanley H.	CPT	SC
RAFTERY, James J.	CPT	SC
RAMSEY, Marshall N.	CPT	QM
RASHID, Quenton T.	CPT	AD
REVELL, Everett C.	CPT	AD
RICHBURG, Wilbur D.	CPT	CM
RICKS, Michael W.	CPT	IN
RODEN, Edward T.	CPT	AG
ROGERS, Stuart K.	CPT	FA
SCHNAIDT, Matthew C.	CPT	EN
SEARS, Greg L.	CPT	MI
SHANKLIN, John E. J.	CPT	TC
SHAPIRO, Jeffrey M.	CPT	FA
SLADE, William C.	CPT	MI
SLOAD, Peter M.	CPT	SF
SPIELMAN, Jack R.	CPT	MP
ST. JOHN, Terry C.	CPT	QM
STANSBURY, Bernard L.	CPT/P	CM
STATHAM, Alan T.	CPT	OD
STEVENS, Mark C.	CPT	IN
STODDARD, Kevin	CPT	MP
SWANSON, Edward J.	CPT	SC
TODD, Thomas H.	CPT	AV
UTROSKA, William T.	CPT	IN
VERGEZ, Norbert E.	CPT	AV
VOZZO, Nicholas J.	CPT	EN
WALLINGTON, Clinton J.	CPT	FA
WASHINGTON, Gail L.	CPT	OD
WELLS, Charles A.	CPT	MI
WHITE, David L.	CPT	MI
WILLIAMS, Julian R.	CPT	SC
WISHER, Dennis K.	CPT	QM
WITTEVEEN, David M.	CPT	SC
WRIGHT, Gary	CPT	MP
ZEITZ, Gary N.	CPT	AR
ZOPPA, Robert J.	CPT	SC

Advanced Civil Schooling

Recent changes in the Army Acquisition Corps Advanced Civil Schooling (ACS) program have caused some confusion in the field. The allocations for ACS are now limited to certain majors. For example, for FY 96 the 92 allocations were distributed as follows (as of March 6, 1996):

	Allocated	Remaining
Systems Acquisition Management (Naval Postgraduate School)	15	12
Materiel Acquisition Management (Florida Tech-Fort Lee)	25	13
Computer Science	10	7
Information Technology Management	11	6
Engineering and Science	7	0
ORSA	3	3
MBA	5	0
IGRAD (University of Texas - Arlington, MBA)	5	4
Executive MBA (University of Texas - Austin)	1	1

When applying for ACS, apply for remaining slots and be sure to list 3 preferences on the DA Form 1618-R. Any questions regarding the ACS program and its recent changes should be addressed to CPT Bob Marion, marionr@hoffman-emh1.army.mil, or at DSN 221-2760.

Training With Industry

There are still Training With Industry positions available for FY 96. Training with industry gives the officer the unique opportunity for exposure to the civilian contractor side of Army acquisition. The available slots are:

Alliant Tech Systems	Hopkins, MN	FA 97
Boeing Defense and Space Systems	Seattle, WA	FA 51
General Dynamics	Warren, MI	FA 51
Carnegie Mellon	Pittsburgh, PA	FA 53
Motorola	Scottsdale, AZ	FA 97
Oshkosh Trucking Corp.	Oshkosh, WI	FA 51
Lockheed Martin	Moorestown, NJ	FA 53/51
Martin Marietta	Orlando, FL	FA 51/97
United Technologies	Stratford, CT	FA 51
United Defense	York, PA	FA 51

For information on these positions or applications requirements, contact CPT Bob Marion, marionr@hoffman-emh1.army.mil, DSN 221-2760.

From The Acquisition Reform Office...

New Initiatives
(By LTC L. Hooks, Procurement Staff Officer, Army Acquisition Reform Office)

Acquisition reform is being embraced throughout the Army and its success is considered critical to the Army's ability to modernize for the 21st century. According to the chief of staff of the Army (CSA), savings from acquisition reform and other efficiencies are essential to meeting the Army's modernization and force readiness objectives. Our Acquisition Reform Plan, briefed and approved by the CSA, includes a large number of exciting initiatives that impact nearly every secretariat and Army staff function. (See the article, "Blueprint for Army Acquisition Reform," on page 37 of the March-April 1996 issue of *Army RD&A*.) While the overarching goal is reform of the acquisition process, we must continue to integrate our efforts to really succeed.

We are making good progress on a number of new initiatives. We are aggressively expanding use of the credit card by establishing a goal of 80 percent for micro-purchases and increasing card thresholds. We are close to deploying Electronic Data Interchange capability to all 204 contract operations. We initiated seven pilot contracts to expand fixed price performance based contracts for base operations, and are reducing cycle time by using streamlined acquisition practices such as oral discussions, alternative dispute resolution, and best value contracting. We have also drafted legislative requests and gained DOD support to remove barriers that impede our implementation of smart business practices in the personnel, funding, testing and contingency contracting arena.

Many good ideas and practices are taking place and we share this information with the acquisition community in a weekly update published by the Acquisition Reform Office. Please take pride in the way you are responding to the challenge to downsize and reinvent government by sharing your new ideas, smart business practices and innovations. (Note: At the time of submission of this article (Feb. 23, 1996), 11 issues had been published. If you have a success story, lesson learned or want to be included in the distribution of these updates, contact the Acquisition Reform Office at (703)697-2543.)

Acquisition Reform: "Round Two"
(By R. L. Endicott, Acquisition Reform Analyst, Office of the Deputy Assistant Secretary of the Army for Procurement)

On Feb. 10, 1996, President Clinton signed the Fiscal Year 1996 Defense Authorization bill, culminating more than a year of bipartisan political cooperation between the Clinton administration and Republicans and Democrats in both houses of Congress. This new legislation builds upon last year's successful acquisition reform efforts through the enactment of government-wide provisions taken from the Federal Acquisition Reform and Information Technology Management Reform Acts introduced earlier in the first session of the 104th Congress.

These new provisions significantly extend last year's reforms and will greatly enhance the ability of the acquisition workforce to "reinvent" itself and the government acquisition process in order to more effectively meet our responsibilities with the "thinner" resources the future holds for all of us. Key elements of that legislation are:

• *Information Technology (IT) Acquisitions.* The highlight of this section is the repeal of the Brooks ADPE Act, thus eliminating the role of the General Services Administration (GSA) in the oversight of IT acquisitions. Obtaining a delegation of procurement authority from GSA will no longer be required. Agencies are given direct authority to enter into IT procurements. The Office of Management and Budget (OMB) is given direction of IT management and oversight, building on last year's paperwork reduction amendments that focus on capital planning, investment control and performance and results-based management.

On the basis of OMB direction that is now being drafted, agencies will have to establish or modify internal IT acquisition management procedures to take the place of existing federal information resource management regulations.

The Federal Acquisition Regulation (FAR) Council is directed to ensure that the IT acquisition process is simplified, clear, understandable, and specifically addresses the management of risk, incremental acquisitions, and the need to incorporate commercial IT in a timely manner. The repeal of the Brooks Act eliminates the role of the General Services Board of Contract Appeals in IT protests. The General Accounting Office will become the single agency for hearing all bid protests. The effective date of the above IT provisions is 180 days after enactment of the bill, or approximately August 1996.

• *Procurement Integrity.* The act significantly overhauls and repeals redundant procurement ethics statutes. The act's prohibitions focus on the information protected, rather than on whether it was disclosed or obtained by a person having the status of a "procurement official" or a "competing contractor" or at a particular point in the procurement process. The act does not rely on a complex, administratively burdensome system of certifications and replaces agency-specific post-employment and recusal restrictions with government-wide standards. The post-employment restrictions apply to designated officials involved in procurements over $10 million for a one-year period.

• *Efficient Competition.* The act requires that the FAR ensure that the requirement to obtain full and open competition is implemented in a manner that is consistent with the need to efficiently fulfill the government's requirements. That concern is being addressed by the FAR Council, which is leading a government-wide effort to rewrite FAR Part 15, which prescribes the rules that govern negotiated procurements. (See related article in this issue.)

• *Efficient Competitive Range Determinations.* If the contracting officer determines that the number of offerors that would otherwise be included in the competitive range exceeds the number at which an efficient competition can be conducted, he or she may limit the number of proposals in the competitive range (in accordance with the criteria specified in the solicitation) to the greatest number that will permit an efficient competition among the offerors most highly rated.

• *Changes Affecting Commercial Items.* The act provides an exception to Truth in Negotiations Act requirements for contracts, subcontracts, or their modifications involving commercial items. Contracts and subcontracts for commercial items are also exempted from the application of the cost accounting standards. The Act permits the use of simplified acquisition procedures for commercial item buys greater than the simplified acquisition threshold, but not greater than $5 million, when the contracting officer reasonably expects that offers will include only commercial items. The definition of commercial services is expanded and the FAR is required to include a list of legal provisions not applicable to contracts for commercially available off-the-shelf items.

• *Restructuring of DOD Acquisition Organization and Workforce.* Not later than March 1, 1996, the secretary of Defense was required to submit to Congress a report on the acquisition organization and workforce of DOD. The report was to include a plan for restructuring the workforce, to include reducing the number of civilian and military personnel assigned to, or employed by, acquisition organizations by 25 percent over a period of five years beginning on Oct. 1, 1995. A reduction of 15,000 personnel must be taken by Oct. 1, 1996.

• *J&A Approval Thresholds.* The Act increases Justification and Approval (J&A) approval thresholds for procurements equal to or less than $50 million.

• *Design-Build Selection Procedures.* The Act authorizes, in specified situations, the use of two-phase selection procedures for entering into a contract for the design and construction of a public building, facility, or work.

The bill contains many other acquisition reform provisions, including the elimination of numerous contractor certification and congressional reporting requirements; the procedures and conditions for waiving recoupment of charges for non-recurring research and development costs of foreign military sales; extension of the Pilot Mentor-Protege Program; encouragement of the use of leasing authority and many other items of importance to the Army acquisition community. These new reforms are contained in Divisions A, D and E of the National Defense Authorization Act for FY 1996 (H.R. 1530 and its accompanying Conference Report 104-406.)

The Administration is currently considering a range of additional proposals for possible submission to Congress as Acquisition Reform "Round Three." In addition, the Federal Aviation Administration has been authorized by Congress to develop and test its own totally new procurement system, incorporating the best acquisition reform concepts available. So, "turn on and stay tuned." The best may be yet to come.

Rewrite of Federal Acquisition Regulation's Part 15 (By Esther Morse, Deputy, Defense Acquisition Regulations Council)

Under the direction of the Federal Acquisition Regulatory Council, a government-wide effort to rewrite FAR Part 15 is currently underway. This part of the FAR prescribes rules on negotiated procurements, to include the source selection process, solicitations and proposals, and pre-award/post-award guidance.

The Part 15 Rewrite Team, consisting of representatives from both Defense and civilian agencies, has been chartered and is making great progress toward restructuring and clarifying guidance prescribed in this part. The goals of the rewrite are both substantive and procedural. They include the infusion into the source selection process of innovative techniques designed to simplify the process and produce better value. The committee also endeavors to eliminate unnecessary regulatory coverage that imposes burdens on contractors and contracting officers.

The rewrite will be conducted in two phases: Phase 1 will cover source selection policy (the current subpart 15.6) and Phase 2 will cover the remainder of Part 15.

The Federal Acquisition Regulatory (FAR) Council provides oversight of the rewrite effort, deciding issues after team deliberation and approving all rules (proposed and final) and *Federal Register* notices.

The plan will consider issues raised through the public comment process as well as those solicited from contracting offices, some of which are:

• Two-phase acquisitions (considering ranges of possibilities);

• Expanded use of draft RFPs and other early industry involvement techniques;

• Increased flexibility in determining competitive ranges;

• Special provisions for commercial items;

• Methods for shortening the evaluation process;

• Expanded guidance on "best value" techniques;

• Authorization of factors such as past performance and environmental issues on small business subcontracting goals in evaluation proposals;

• Prohibition against auctioning techniques;

• Clarification of definitions such as "discussion" and "oral presentations."

Instructions to the rewrite team are to assume a blank sheet of paper, considering all provisions in the existing Part 15 as candidates for review and rewrite. The FAR Council strongly endorses the solicitation of industry participation in this process as permitted and consistent with applicable law. The final product will reflect evolutionary changes resulting from acquisition reform initiatives, the FY96 DOD Authorization Act, and other legislative changes that impact the acquisition process. Projected completion date for the rewrite effort is October 1996. In the interim, progress reports and updates on the initiative will be provided through various media to the acquisition community.

Army Chief of Staff Hosts Round Table Discussions (By LTC Dennis K. Lockard, Procurement Staff Officer, Army Acquisition Reform Office)

Army Chief of Staff GEN Dennis J. Reimer, hosted round table discussions and a luncheon on Jan. 23, 1996 for chief executive officers (CEOs) and presidents of major Defense contracting firms. CEOs and presidents from Hughes Aircraft, Lockheed Martin, Loral, McDonnell Douglas, Rockwell International, Raytheon and United Defense participated in the discussion on acquisition reform initiatives. Government participants included Deputy Under Secretary of Defense (Acquisition Reform) Colleen Preston, Army Acquisition Executive Gilbert Decker, and several other senior acquisition leaders from the Army staff and the U.S. Army Materiel Command.

This informal session provided an excellent opportunity for all participants to share their ideas about how the Army and industry are progressing on acquisition reform efforts. While the discussion included current and past initiatives and accomplishments, the majority of the session was devoted to sharing ideas on areas where additional partnering efforts must be worked by the Army and industry. Other topics of discussion were program stability, improving the requirements process, best value contracting, risk reduction and privatizing functions. Although past and ongoing efforts are being worked in these areas, industry, the Army, and the Army staff are cooperatively looking at opportunities to further improve the acquisition process by focusing efforts in these areas. Everyone's participation in this session provided an excellent opportunity for key corporate leaders and the Army to share their ideas on acquisition reform. Coordination and dialog is continuing between the luncheon attendees and their staff personnel. While working to make progress on issues and ideas discussed at the luncheon, the Army is planning further acquisition reform meetings and discussions with industry leaders at future Atlanta XXI Conferences.

Acquisition Reform Now

Acquisition Reform Now (AR Now) is a periodic electronic mail tip sheet from the Office of the Deputy Under Secretary of Defense for Acquisition Reform. AR Now is designed to let you know what's happening in acquisition reform and to tell you where you can find more of the information you need to keep up with the acquisition revolution.

Using existing Internet mailing lists and home pages on the Worldwide Web, AR Now is distributed widely throughout the Department of Defense acquisition community.

If you are not receiving your own electronic copy of AR Now and want to, you can subscribe to AR Now by sending an e-mail message to majordomo@acq.osd.mil. No particular subject is needed. At the body of the message, type one line: subscribe ar-now. Subscription questions, call 1-800-811-4869. To submit comments, questions, or contributions, send an e-mail to the editor of AR Now at editnow@acq.osd.mil or call 1-800-811-4869.

Acquisition reform information may also be found on the Worldwide Web at http://www.acq.osd.mil/ar/. A web starting point for acquisition education and training is http://www.acq.osd.mil/dau/.

Piad Receives Superior Civilian Service Award

Shown above, preceding a farewell tribute to Army Acquisition Corps Reengineering Team Chief Carlos A. Piad, are team members (front row, right to left) Piad, Martie Meisinger, Robert Morig, Pat McNabe, Sharon Bae, Dale Fradley, and COL Ed Cerutti; (second row, right to left) Kay Moore, Nitha Vos, Mary Desimone, LaVerne Jones, Carolyn Thompson, and Jim Johnson; (third row, right to left) Steve Gebert, Marietta Martin, Jim Finfera, Chris Vuxton and Frank Noonan; (fourth row, right to left) Rosemary Carpenter, Mary Thomas, Dick Childress, and Tom Drinkwater; (fifth row, right to left) Karen Walker, Paul Marinkas, Dave Zamry, Roger Bucien, and Ken Hall.

Keith Charles, Deputy Director for Acquisition Career Management, presented Piad with the Department of the Army Superior Civilian Service Award, citing his extraordinary leadership in reengineering the civilian component of the Army Acquisition Corps during the period Aug. 1, 1995 to Feb. 23, 1996. Piad was credited for his ability to clearly and persuasively present the team's concept which resulted in the consensus required between M&RA, PERSCOM, functional career representatives, PEOs and MACOMS to launch this ambitious effort.

Additionally, Piad was recognized for outstanding leadership which led to tremendous advances in identifying and designating all Army acquisition positions, establishing policy for the development and management of the acquisition workforce of more than 27,000 individuals, staffing and resourcing the centralized management effort, and providing the automated systems required to manage this challenging effort.

Proffitt Gets Women in Science Award

Dr. Shelba J. Proffitt, program manager of the Army's National Missile Defense Program (PM-NMD), Office of the Program Executive Officer, Missile Defense in Huntsville, AL, was recently selected to receive the Women in Science and Engineering (WISE) Lifetime Achievement Award. The award honors sustained scientific and technical contributions by a woman scientist or engineer in the federal service.

A member of the Army Acquisition Corps, Proffitt is responsible for directing the systems definition, development and comprehensive test program with the ground-based elements of the National Missile Defense System.

First MANPRINT Practitioners Of the Year Named

MAJ Alfred A. Coppola Jr., chief of the Logistics Management Division, Crusader Project Office, PEO Field Artillery Systems, was recently named the Military MANPRINT Practitioner at the first annual award presentation held at the Pentagon. LTG Theodore G. Stroup Jr., the Army's Deputy Chief of Staff for Personnel, presented the award. Two winners and two runners-up—in separate categories of Materiel Developer and Combat Developer—were also named.

The purpose of the awards is to recognize selected MANPRINT practitioners whose outstanding MANPRINT achievements and contributions merit special recognition.

Coppola was specifically cited for leading his division in the highly successful integration of MANPRINT considerations throughout the $21 billion Crusader advanced field artillery system, the Army's highest priority acquisition program. Coppola successfully developed and demonstrated the Crusader Crew Module.

The Crew Module aided immeasurably in the development of effective crew stations, task allocation functions, electronics architecture and integrated screen displays. It has been hailed as the state-of-the-art for the 21st century and the model for Force XXI. ODCSPER identified the Crusader MANPRINT program as "a leader in the Army" and has chosen it to be "a case study for lessons learned."

A board of seven General officers and Senior Executive Service officials who have an interest in, or direct affiliation with MANPRINT and systems acquisition, selected the winners based on packets submitted by each nominee's chain of command. Areas of evaluation were: MANPRINT innovations, overall program complexity, personal qualities (community service, actions above and beyond the call to duty, etc.), personal involvement (in MANPRINT aspects of their program), and meeting or exceeding established MANPRINT objectives. Winners received an engraved plaque, a DCSPER certificate and a letter of commendation from LTG Stroup. Runners-up were presented a DCSPER certificate and letter of commendation from the DCSPER.

The other award recipients and runners-up, listed by category, are:

• *Materiel Developer Category* — Winner: Richard McMahon, physical scientist, Human Research and Engineering Directorate,

LTG Theodore G. Stroup, Jr., Deputy Chief of Staff for personnel, (far left) presents MANPRINT Practitioner of the Year Award to MAJ Alfred A. Coppola Jr., Chief of the Logistics Management Division, Crusader Project Office, PEO Field Artillery Systems. With them are MAJ Coppola's wife, Laura, and COL William B. Sheaves III, project manager for Crusader, PEO Field Artillery Systems.

U.S. Army Research Laboratory, Aberdeen Proving Ground, MD. Runner-up: Richard Ziegler, senior planner for soldier survivability, Survivability/Lethality Analysis Directorate, U.S. Army Research Laboratory, Aberdeen Proving Ground, MD.

• *Combat Developer Category* — Winner: Elizabeth Redden, chief, Human Research and Engineering Directorate Field Element, U.S. Army Research Laboratory, U.S. Army Infantry Center, Fort Benning, GA. Runner-up: Dennis Lipscomb, Directorate for Combat Developments, U.S. Army Armor Center and School, Fort Knox, KY.

MANPRINT is the Army's premier program for integrating the soldier and human systems throughout the acquisition process. New systems are more than just hardware and software, the soldier is an integral part, too. MANPRINT is the program that insures that soldier considerations are included in the materiel development process. There are seven MANPRINT domains: Manpower, Personnel, Training, Health Hazards, Human Factors Engineering, System Safety, and Soldier Survivability. The DCSPER is the proponent for MANPRINT and, within ODCSPER, the responsible agency, is the Directorate for MANPRINT.

Mandatory Training Team Gets Special Act Award

Keith Charles, Deputy Director for Acquisition Career Management, recently presented a group Special Act Award to the Army Acquisition Education and Training (AET) Office and the U.S. Army Research, Development, and Acquisition Information Systems Activity (RDAISA) team, which is jointly responsible for the operational support of the Army's Defense Acquisition University Mandatory Training Program. On July 17, 1995, RDAISA accepted the transfer of more than 10,000 quotas and $10.2 million for civilian and military students attending mandatory training. Through tenacity and synergism, the team identified and implemented automated streamlining processes which resulted in significant savings in student training costs, shortened application processing time and overall improvements in customer relations. The most recent program enhancement gives Army organizations the ability to access the Internet (http://www.sarda.army.mil) to better track students approved for training and the number of vacant quotas remaining for each course.

The team is committed to excellence and strong customer service to the acquisition community. As of February 1996, the team had filled 80 percent of the FY96 annual mandatory quotas with a March 1996 quota utilization rate of 102 percent. Charles expressed appreciation to the team for its hard work, dedication, and commitment to turning around this program which is vitally important in training the acquisition workforce.

Shown below, left to right, are LaVerne Jones, chief, AET, who attended the presentation as supervisor of the AET team members; Carolyn Hinson, AET; Sandy Emmett, Larry Higginbotham, Doyle Hensdill, and Carroll Bowling, RDAISA; Keith Charles; Helen Matthews, Gerald Duncan, Dorothy Hall, and Jack Hall, RDAISA; and Randy Williams, AET. Not shown are Vickie Phelps and Pat Martin of RDAISA.

LETTERS

Dear Sirs,

I am responding to an article recently published in your January-February 1996 issue. The article was entitled, "Combat Resupply By Artillery." The article began by stating that the idea of artillery resupplying troops is some new idea. The introduction went even further by stating that this great idea started from some casual conversation between two Army *infantry* officers working at West Point. Nothing could be further from the truth! The truth of the matter is that a unit in World War II, from which mine is descended, actually shot artillery rounds to resupply troops that were surrounded by Germans in August 1944.

After contacting our unit historian, I did a little research into the facts surrounding this event some fifty-two years ago. The battle was known as the battle of Mortain. The 2nd Battalion, 120th Infantry Regiment had relieved elements of the 18th Infantry Regiment in the vicinity of the town of Mortain, France. This was Aug. 6, 1944. On Aug. 7, 1944, the 2nd Battalion found itself completely cut off and surrounded by enemy troops. The 2nd battalion remained isolated from ground resupply until the morning of Aug. 12, 1944. The Air Force was called upon to drop much needed medical, food and other supplies. The results of the air resupply were poor with only food being recovered by the isolated troops.

On the evening of Aug. 10, the 230th Field Artillery Battalion attempted to shoot medical supplies via their cannons. Ten rounds of M084 (base ejecting, HC smoke) were opened. The smoke canisters and base ejection charge were removed. In five of the shells, bandages, cotton, adhesive tape, morphine syrettes, and sulfur drugs were placed. One shell had one unit of plasma placed in a large padding of cotton and bandages. The remaining four shells were then loaded with sand to be used to adjust the "Mercy" shells. The forward observer with the infantry adjusted the "sand" shells with the infantry troops aiding in observation of the location of the shells. After the adjustment, the forward observer was notified, "Medical round on the way." The "Mercy" shells were fired at about five minute intervals. The first shells were unable to be located due to enemy sniper fire. The next morning the battalion secured another six shells with the addition of five 155mm shells. On the morning of August 11th, one sand-filled check round was fired followed by another six "Mercy" shells. This time all six were found. The supplies were in usable condition with the exception of about 50-60% of the morphine syrettes being broken. More morphine was requested and three more "Mercy" shells filled only with morphine syrettes were fired. Over the next 24 hours, many "Mercy" shells were fired to units within the 2nd battalion.

This information was submitted by Richard E. Evans Jr., Major, 230th FA Bn. S-3, to Commanding General, 39th Infantry Division Artillery, APO 30, U.S. Army on Aug. 13, 1944. I am unsure if any other unit since then has replicated the actions of the 230th FA Bn. I do not wish to make light of MAJ Dean's and COL Weismann's idea as I understand that their idea is a modification of what took place during August 1944. I only wish proper credit be given to the men who seem to be the "fathers" of the idea of artillery resupply. It should be noted that this incident took place in a combat environment and was "field tested" by a trial by fire. My admiration goes to the men of the 230th FA Bn. who demonstrated the initiative and American know-how that was the trade-mark of the U.S. servicemen of World War II.

ANTHONY ABBOTT
1LT, FA, GaARNG
Bn Fire Direction Officer

LETTERS

Dear Sir:

I am writing in response to the article "Combat Resupply by Artillery" in the January-February 96 *Army RD&A*. Though resupplying via artillery is a novel idea, it was originally conceived over 50 years ago, attempted in combat, and failed. In World War II, during the 30th Infantry Division's defense of Mortain, a regimental cannon company attempted this method out of desperation. Several 105mm smoke rounds were emptied of their smoke canisters in order to resupply some troops which had been surrounded and cut off for several days. These rounds were filled with urgently required medical supplies and a few more were filled with a comparable weight in sand. The sand filled rounds were then adjusted into the American perimeter at serious risk to the occupants. After these rounds were adjusted on target the ones containing the medical supplies were fired. The 30th Division soldiers then dug these shells up. The concept failed for two reasons. First, the troops were in desperate need of all supplies, especially radio batteries, which enabled them to call in a curtain of artillery fire around their position and which would not fit in the shells. Secondly, of the medical supplies, only the bandages survived. The shock of firing and the subsequent impact destroyed all the other supplies. Because of these reasons, the desperate method was abandoned.

Though today's technologies have improved the situation with both an accurate parachutable canister and more durably packaged medical supplies, there are still several issues that need to be addressed. First of all, if an infantry platoon is in desperate need of 5.56mm ammunition and intravenous fluid, chances are it will be in desperate need for hand grenades, 40mm grenades, 7.62 ammunition and other medical supplies. To resupply these items, the battalion will still have to resupply by traditional methods. So why not just send the 5.56mm and intravenous fluid forward with the other supplies. Also, all of these canisters would have to be recovered. This would be very difficult in thick vegetation and even more difficult or deadly under enemy observation and fire.

Chances are, this method will be used to primarily support light divisions since 25mm, 120mm and TOW ammunition cannot be delivered by these methods. A light division only has one battery of 155mm GS and possibly one or two additional 155mm M198 battalions supporting the division. These artillery units are division assets and will have to be pulled away from their normal mission of destroying enemy forces to resupply the battalion. Also, after 12 minutes of continuous firing to resupply the battalion, the platoon will have to move if it has not already been hit by enemy counter fire. Though the system does provide for quick and easy resupply to the infantry battalion, it increases the logistical requirements for the artillery. If a battery maintains one battalion resupply package of 5.56mm and intravenous fluid in its UBL, it must eliminate 120 rounds of conventional "killer" munitions. If this resupply package is maintained at the ATP or in the artillery battalion trains, if must still be brought forward, down loaded at the firing unit and then fired. In this time, the infantry battalion could probably have been resupplied by traditional methods. Finally, all of those M483A1 shell bodies have to land somewhere, and I am sure that no unit would want to be shelled by 60 inert shell bodies. After the M577 fuse functions and expels the canister, the shell body becomes unstable. Because of this, an exact location of impact cannot be determined and a safety zone would have to be constructed. This safety zone may be over a friendly position or a civilian population center. This would require the artillery battery to move to a new location just to resupply the battalion. This would further delay the "extremely rapid" means of cargo delivery. The only way to avoid this would be to have every 155mm firing element maintain a resupply package. This would eliminate hundreds of rounds of conventional munitions from the artillery battalions and complicate and delay their logistics.

The Savage system neither sets a historical precedent nor provides an effective means for resupply. There have been comparatively few cases where American units have been surrounded and cut off from supply. Today, when this occurs, the helicopter usually saves the day as demonstrated countless times during the Vietnam War. In the extremely few cases in which helicopter can not reach the troops, artillery-delivered 5.56mm and medical supplies may save the day. However, is a division commander going to sacrifice substituting hundreds of rounds of conventional munitions in order to provide for this rare contingency? Finally, to be effective, the Savage resupply packages must be maintained at the firing element. If not by the time the rounds were brought up from the trains, down loaded and fired, the unit may already have been overrun. In this case, the infantry would have to rely on traditional methods, a protective wall of artillery fire and the bayonet.

Sincerely,
TONY J. HAMMES
CPT, FA
Field Artillery Intelligence Officer, 1st Infantry Division

CONFERENCES

Roadshow V Announced

Roadshow V, the latest in a series of training workshops designed to present the Army leadership's philosophy on acquisition process improvements, will be held July 16-18, at the Defense Systems Management College, Fort Belvoir, VA. Featured speaker, Gilbert F. Decker, the Assistant Secretary of the Army (RDA) and Army Acquisition Executive, will provide an update on current acquisition reform initiatives.

Other highlights of Roadshow V will include perspectives on acquisition reform applications from: the Army Materiel Command Deputy Commander; the Director, Small and Disadvantaged Businesses Utilization, Office of the Secretary of the Army; the Commander of the Defense Contract Management Command; the Director of the Defense Contract Audit Agency; and industry.

Attendance at Roadshow is encouraged for anyone who requires or supports base operations, construction or materiel acquisition projects with private sector goods and services; government supervisors, and team leaders, journeymen, suppliers, and developers who need to stay abreast of new federal acquisition techniques.

For additional information on Roadshow V, contact Murphy House at commercial phone (703) 617-3043 or DSN 767-3043.

The Transition to Agile Manufacturing: Staying Flexible for Competitive Advantage

ASQC Quality Press, 1996
Joseph C. Montgomery and Lawrence O. Levine, editors

Reviewed by LTC Ken Rose (USA-ret.), a frequent contributor to Army RD&A and a former member of the Army Acquisition Corps.

Agile manufacturing is conventionally viewed as a matter for private industry—those concerned with commercial work where competition is key to success. It should also be a topic of great interest to government acquisition managers—those who provide stewardship of public funds through effective internal management and best-value contracting.

A new book, *The Transition to Agile Manufacturing: Staying Flexible for the Competitive Advantage,* edited by Joseph C. Montgomery and Lawrence O. Levine, serves both private and public audiences well. While private sector organizations may apply agile manufacturing techniques to gain advantage when competing with each other nationally or internationally, public sector acquisition managers must have an in-depth understanding of and facility with agile manufacturing concepts and techniques in order to make timely, informed decisions regarding contracting, scheduling, costs, and producibility. This is especially true in the contemporary environment where materiel programs will necessarily move away from long production lines of long lead-time standard items toward shorter lines of more situation-responsive, short lead-time tailored items.

The book stands as a unique contribution to business literature. It is neither the airy "you-need-to" popular advice book that never really gets to exactly how the reader should proceed, nor the stuffy academic treatise that offers more references to what others have said than new, useful insights into the issue at hand. Instead, it is a direct, practical guide focused on making agile manufacturing work for you.

Agile manufacturing is an evolutionary step up from mass production that emphasizes not only small batch sizes like its immediate precursor, lean production, but also product development time reduction and product feature customization. It integrates people, technology, and organization/business elements—a process the editors call *alignment.*

The book comprises 10 chapters, which informally fall into three sections that address agility, alignment, and supporting issues. Individual authors include staff members at Battelle Pacific Northwest National Laboratories and two university faculty members. While each chapter is a gem in itself, three stand out as exceptionally useful.

- **Chapter 2, *"Managing Systemwide Change,"*** by Montgomery, is a how-to road map for those who would break out of the *status quo* and actually do something different. While the *talk* is often easy in such situations, the *walk* is more difficult. Montgomery tells you how to do it right and well.
- **Chapter 5, *"Agile Practices,"*** by Cody Hostick, is a things-to-do survey that includes specific agile techniques, such as group technology and manufacturing cells.
- **Chapter 6, *"Implementing Technology to Enhance Agility,"*** by Levine and Brian K. Paul, describes specific technology options and tools, as well as the means of selecting and applying them, that will facilitate the transition to an agile environment.

If there exists such a thing as an acquisition manager's bookshelf—that is, a small collection of key information resources—this book should be on it. It addresses the substance of agile manufacturing with unmatched simplicity and clarity, and provides pointers for those who would dig deeper. Equally important, it presents the concepts of agile manufacturing in a way that will enable transfer-in-principle to the staff and program office. Both are essential for today's acquisition professional.

War and the Rise of the State: The Military Foundations Of Modern Politics

By Bruce D. Porter

Reviewed by MAJ Chris DeLuca of the Logistics Fielding Branch, PM Abrams Tank System, Detroit Arsenal, MI.

This is an extremely captivating book about the impact of war on the rise and development of the modern state. The book is easy to read and suitable for either pleasure, professional or educational purposes. The author's hypothesis is that war is the fundamental thread running through the development history of states in western civilization during the modern era, as opposed to evolutionary or progressive models of change. He defines western civilization in the modern era as Europe and European-influenced areas from roughly the end of feudalism to the present. Porter clearly states up front where he is going with his research and why. He then takes you there in a well-written and structured format. He provides detailed, interesting facts and ties them together with thoughtful, and thought-provoking analysis.

Porter amply, yet concisely, exhibits the pervasive role of war in our history and politics. He concentrates on three particular areas: the role of war in the origin of the modern state; the influence of war on the evolution of state; and the impact of war on the power of states in relation to their own societies. In each of these areas, he presents war as the primary catalyst for what he notes as the centralizing and organizing tendencies of modern states. He follows these tendencies through the three state structures of the modern era: the Dynastic State; the Nation State; and the Collectivist State; by tracking several specific countries through each stage. The genius of his approach is that he provides something for everyone to love, hate or ponder. His work is largely one of facts (completely referenced), not opinions, that provide intellectual fodder for a spectrum of viewpoints on modern society.

In this vein, the author follows some interesting paradoxes through history. While state power has centralized, political life has become more democratic. The destructive nature of war has forced human cooperation, thus helping to build states. The state is a bulwark against aggression, while at the same time being a creature of war and the cause of war. While maintaining internal peace, the state is also an instrument of internal repression. Porter expertly weaves each of these themes throughout the narrative.

BOOKS

One of the author's key points is the "ratchet effect" of each major war on state development in the modern era. This is the primary means he uses to document how each state in his study has a permanently higher level of centralization and organization after each war than before the war. Specifically, he attempts to show that in virtually all cases of state-building since the Renaissance, war-induced taxation is the means by which the state advanced its power. The level of taxation after war never returns to prewar levels. This is for a variety of reasons and allows the state to be correspondingly more intrusive upon its society.

The one disappointment I have with the book is really a strength of the work. The author does not leap beyond his model and predict the future of the modern state. He does not make what would seem to be a natural extrapolation of the historic path he has been following. Porter strongly emphasizes that the cycle of war, the thread of history, will not change unless there is a change in human nature. However, the form the state will take due to war is not predictable. About the present, he notes that the end of great international rivalry and conflict has marked the beginning of internal conflict and disarray almost everywhere. He does present three possible scenarios for the future.

One of these scenarios is an onset of extreme nationalism where the 1,000 or so ethnic groups of Greater Europe form almost feudal-like societies (such as Lebanon). Another is an internationalist scenario with the return to an empire-like structure (EEC). The third is an undefined continuation of the state in another form brought on by a new class of nonnuclear, conventional warfare. Porter calls this the Scientific Warfare State in which he envisions a future where warfare is very expensive (a magnitude beyond today!) and no longer manpower intensive. In this society, military power will be in the hands of a technical-scientific elite group. He does not predict the political, economic or social structures of this type of state. In fact, he questions how a society largely disassociated from its military security requirements will react to the funding of those requirements while also maintaining welfare structures developed over the years. It is interesting that we can see all of these scenarios at work today in our world, with pieces even present in our national strategy.

In the social sense, Porter does not see modernization as necessarily progress. He continually points out the horrors of war in this text. He makes the reader cognizant that death and destruction in modern warfare are immense, without including nuclear weapons. The 20th century has been the worst in this regard in the written history of human-kind, and the prognosis is bad. The author makes a convincing argument that we can debate the structure of the post-modern state, but that the primacy of war as the overarching factor in its development is nearly a certainty. I strongly recommend this book to Acquisition Corps professionals and those interested in history or the social, behavioral and political sciences. It is truly a unique piece of work.

NEWS BRIEFS

Cooperative Agreements Aid Digitization Research

The U.S. Army Research Laboratory (ARL) has entered into cooperative agreements with three consortia consisting of industry and university partners to do research in areas of vital importance to the Army's digitization efforts.

The agreements, valued at a total of $122 million over a five-year period, establish external centers for research in the areas of advanced sensors, telecommunications/information distribution, and advanced displays and interactive displays. All are areas of importance to the Army's digitization efforts and also of major commercial interest.

Each consortium was required to be headed by an industry member and contain, as a minimum, two academic institutions, one of which qualified as a historically black college or university or minority institution.

These awards were made under a new approach, pioneered by ARL, in the way that the Department of Defense does business called the "federated laboratory" concept. A federated laboratory is one that is joined in cooperative partnerships with industry and university and minority academic research institutions to conduct state-of-the-art research on current Army problems, particularly adopting digital technology to the future battlefield. The federated laboratory concept was formulated in response to an increased need for technology in the face of declining resources. These new partnerships will combine the best research of both the private sector and government laboratories to provide the Army leading edge technology in all areas.

Under these new agreements, staff rotations will occur between the consortia members and ARL. The agreements will also provide access to unique research facilities, development of strong post-doctoral educational programs, and emphasis on strong technology transfer programs that will encourage commercial applications.

"This is a new mode of doing research in which the public-private partnership is enhanced through planned rotation of research staff back and forth," according to Dr. John Lyons, ARL Director. "We expect to gain greatly from the expertise in the private sector and to accelerate the rate at which we benefit through the use of the staff rotations," he adds.

The center to conduct research in advanced sensors is comprised of the following consortium members: Lockheed Sanders (lead partner), Nashua, NH; Texas Instruments, Dallas, TX; Clark Atlanta University, Atlanta, GA; Environmental Research Institute of Michigan, Ann Arbor, MI; Georgia Tech Research Corp., Atlanta, GA; Lockheed Missiles and Space Co., Palo Alto, CA; Massachusetts Institute of Technology, Cambridge, MA; Ohio State University Research Foundation, Columbus, OH; University of Maryland, College Park, MD; The Regents of the University of Michigan, Ann Arbor, MI; University of New Mexico Center for High Technology Materials, Albuquerque, NM; and Stanford University, CA.

The cooperative agreement is valued at nearly $50 million over a five-year period, with the first-year value estimated at $8.26 million. The center will conduct research in advanced sensors focused on multidomain smart sensors, multisensor fusion automatic target recognition algorithms, radar sensors, and signal processing.

The center to conduct research in telecommunications/information distribution is comprised of the following consortium members: Lockheed Sanders Inc. (lead partner), Nashua, NH; Bell

Communication Research, Morristown, NJ; GTE Laboratories, Inc., Waltham, MA; Howard University, Washington, DC; Massachusetts Institute of Technology, Cambridge, MA; Motorola, Inc., Scottsdale, AZ; University of Delaware, Newark, DE; University of Maryland, College Park, MD; City College of New York, NY; and Morgan State University, Baltimore, MD.

The cooperative agreement is valued at nearly $46 million over a five-year period, with the first-year value estimated at $7.8 million. The center will conduct research focusing on wireless battlefield digital communications, tactical/strategic interoperability, information distribution and multimedia concepts.

The center to conduct research in advanced and interactive displays is comprised of the following consortium members: Rockwell International Corp. (lead partner), Cedar Rapids, IA; University of Illinois at Urbana-Champaign; Sytronics Inc., Dayton, OH; North Carolina A&T State University, Greensboro, NC; and Microelectronics Center to North Carolina, Research Triangle, NC.

The cooperative agreement is valued at nearly $25 million over a five-year period, with the first-year value estimated at $4.5 million. The center will conduct research that will focus on human-computer interface in an information rich environment and display configuration.

ARL previously established two external centers in microelectronics, one with the University of Maryland and the other with Johns Hopkins University, using cooperative agreements.

TRADOC Picked as Reinvention Center

Secretary of the Army Togo West has designated the U.S. Army Training and Doctrine Command (TRADOC) a Reinvention Center to give it additional authority to create the Army of the 21st century—Force XXI. "Reinvention Center authority provides us an opportunity to change the way we change by eliminating barriers," says TRADOC Commander GEN William W. Hartzog. "Elimination of these barriers will immediately benefit the Army as TRADOC continues to reinvent the Army to meet the challenges of the 21st century," added Hartzog.

In naming TRADOC as a Reinvention Center, Army Secretary West stated that "When Vice President Gore established the National Performance Review with provisions for reinvention laboratories and centers, his intent was to create opportunities to experiment with innovative business practices to improve the efficiency and effectiveness of the federal government." TRADOC is the second Army agency to be designated a Reinvention Center, following the selection of the Forces Command last year.

Among the barriers which Hartzog said stand in the way of progress are outmoded regulations. As a Reinvention Center, TRADOC will have the authority to waive most Army and DOD regulations, except those impacting individual rights, equal opportunity, and those based on federal law.

For directives based on federal law, Reinvention Center authority allows TRADOC to go to Congress for relief, directly through DOD's Office of Legislative Liaison. Previously, such action required approval from the secretaries of Defense and Army.

Hartzog has initially designated four reinvention laboratories under the Reinvention Center umbrella. They are the organizations of the TRADOC deputy chiefs of staff (DCS) for training, doctrine, combat development, and base operations support. Each DCS is also a laboratory commander.

TRADOC Uses New Distance Learning Technologies

The U.S. Army Training and Doctrine Command (TRADOC) is using new distance learning technologies in a pilot program called WARNET to support the readiness posture of III Corps at Fort Hood, TX. This effort is also expected to help soldiers in the Force XXI Experimental Force (EXFOR) transition to new equipment.

The 1st Brigade, 2nd Armored Division is the experimental force, or Task Force XXI. In February 1997, the EXFOR is scheduled to participate in an advanced warfighting experiment at the National Training Center, Fort Irwin, CA, to test tactics, techniques and procedures for a thoroughly digitized armored force.

WARNET will use the Army's Teletraining Network to deliver televised training to soldiers at Fort Hood via satellite. The Futures Training Division conducted a needs assessment at Fort Hood to identify distance learning projects that could be implemented. Maintenance training and support topped the list of training needs.

Initially, WARNET will test "telemaintenance," a distance learning concept developed at the U.S. Army Ordnance Center and School at Aberdeen Proving Ground, MD. Telemaintenance provides hands-on maintenance training for new equipment and diagnostics methods to Army mechanics in III Corps units.

Video teletraining will not replace all hands-on training but it can be used for refresher and upgrade training, according to Gary Wright, an instructional systems specialist with TRADOC's Future Training Division.

Army-Sponsored Conference Proceedings

As part of the technology transfer process and the process of assessing commercial technology for military applications, the U.S. Army Missile Command makes available proceedings of Army-sponsored conferences to government, industry and academia through the Redstone Scientific Information Center (RSIC). Some of the more recent proceedings are:

- Proceedings of Conference on Manufacturing Process Development in Photonics, Special Report RD-MG-95-April 1995 (Held Nov. 1-2, 1994, Rocket Auditorium).
- Proceedings of the workshop on Horizontal Technology Integration, Special Report RD-MG-95-1, April 1995 (Held March 14-15, 1995, Sparkman Auditorium).
- Technical Objectives in Tactical Guidance and Control, Technology Management Brief RD-AS-95-1.
- Proceedings of Workshop on Integrated Optics for Military and Commercial Applications (Held on Dec. 7-9, 1993) Special Report RD-AS-9, April 1994.
- Workshop on Optical Applications for Millimeter Waves and Microwaves including Optical Beam Control, Special Report RD-AS-94-12, June 1994.
- Proceedings on Conference on Advances in Modeling and Simulation, Special Report RD-AS-94-13, April 1994.
- Technical Objectives in Tactical Missile Guidance and Control Technology, Management Brief RD-AS-94-2, June 1994.

For more information about these proceedings, contact the RCIS Document Section on (205)876-5181.

ARMY RD&A
ISSN 0892-8657

DEPARTMENT OF THE ARMY
ARMY RDA
9900 BELVOIR RD SUITE 101
FT BELVOIR VA 22060-5567

SECOND CLASS
POSTAGE PAID
AT FORT BELVOIR, VA
(and Additional Offices)