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ARMY RD&A

JANUARY - FEBRUARY 1998

An Exclusive Interview

Training & Education

Leadership

Credibility With The User

Acquisition Reform

Digitization

LTG Paul J. Kern
Army Acquisition Corps Director

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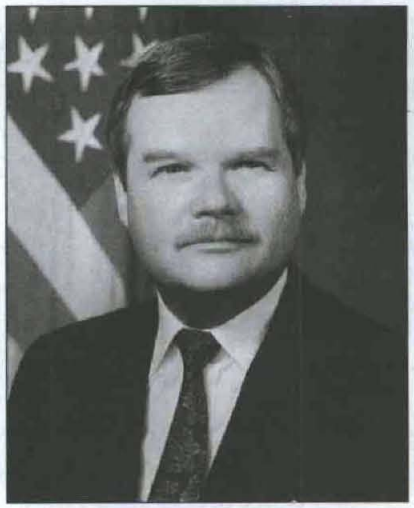
FROM THE ARMY ACQUISITION EXECUTIVE. . .



Modernizing America's Army

In this New Year, we are a nation at peace in a world filled with uncertainty. We are the world's premier land combat force, but our equipment is aging and our budget is tight. How do we modernize America's Army with the right weapons for the 21st century? How do we pay for this modernization? These are the questions that we are addressing as we transform the Army of the 1990-1991 Gulf War to the Army of 2010 and beyond.

Our highest modernization priority is achieving information dominance in the near term. This will increase the effectiveness of current systems and organizations, enable new organizational designs, and provide the operational environment for the introduction of new major weapons systems. Our second priority is to maintain the combat overmatch capability essential to successfully project a force against numerically superior adversaries. Our third priority is to develop the capability in the technology base to transition to full spectrum dominance. We will continue to enhance the capability to project combat power, focusing on increasing the effectiveness of light forces and reducing heavy lift requirements, while recapitalizing and inserting technology to extend the life of existing systems.

It is clear that maintaining the Army's technological edge in the 21st century requires a renewed emphasis on modernization. During the last 13 years, Army modernization investments have declined more than 70 percent. With a diminished threat, we accepted risk in our modernization program to focus on near-term readiness, endstrength, and quality of life programs. Now, as we enter the 21st century, we must focus on modernizing our force with information age technology, weapons, doctrine, training, and organization.

To pay for this required modernization within a tight budget, Secretary of Defense Bill Cohen has called for implementation of a "Revolution in Business Affairs." Our new Under Secretary of Defense for Acquisition and Technology, Jacques Gansler, has articulated the following five goals which, as the Army Acquisition Executive, I strongly support:

- We must aggressively pursue and fully implement the acquisition reforms initiated by former Secretary of Defense Bill Perry. Full implementation will help to ensure "faster, cheaper, and better" development, production, and support of both current and future systems.
- We must broaden the Defense industrial base to meet our goal of putting in place the required 21st century weapon systems faster and at a much lower cost. This will require us to maintain competition, achieve civil/military integration, and take full advantage of the marketplace.
- Because far too much of the total DOD budget, about 65 percent, goes to the "support" area, there must be a significant shift of DOD resources from support to modernization and combat—a conversion from "tail" to "teeth."
- We must dramatically transform the current DOD logistics elements of the acquisition system to achieve much faster response at a much lower cost. Our priority is clear—equipment that is more reliable and less costly to operate. We must continue to reengineer the logistics process. "Modernization Through Spares" is key to this effort.
- We must focus our energies on enhancement of the overall Acquisition Workforce to achieve efficient and effective modernization of the DOD acquisition system.

We are working to achieve a leaner, more efficient Department where more money is spent on soldiers and modernization and less on overhead. However, implementation of acquisition reform initiatives is about more than saving money. It will give us better and faster access to a new generation of information technology that is developing at a breathtaking pace in the commercial marketplace. The true beneficiaries are our brave men and women in uniform.

In closing, I wish you and yours a happy and healthy 1998.

ROBERT M. WALKER

ANUARY-FEBRUARY 1998
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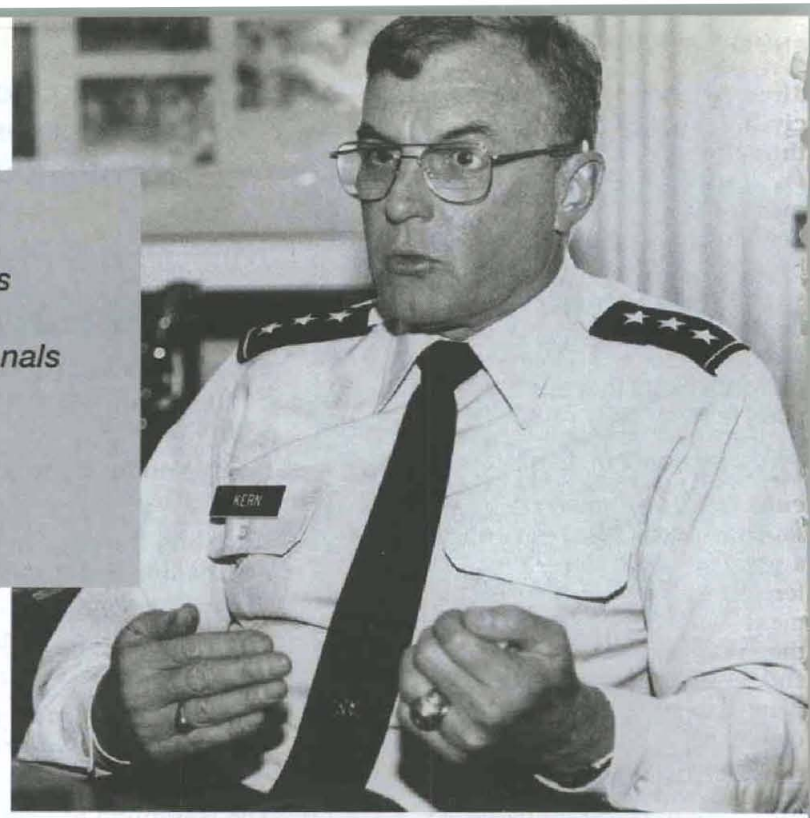
ABOUT THE COVER

LTG Paul J. Kern, Director of the Army Acquisition Corps and Military Deputy to the Assistant Secretary of the Army (RDA), provided some very candid responses to a broad range of questions posed by the Editor of *Army RD&A*.

"The Army Acquisition Corps is a very healthy group of military and civilian professionals who need little change in direction."



INTERVIEW WITH LTG PAUL J. KERN

MILITARY DEPUTY TO THE ASSISTANT SECRETARY OF THE ARMY (RDA) AND DIRECTOR OF THE ARMY ACQUISITION CORPS

Q. How would you describe your management style?
A. I would probably say my management style combines the leadership approach of other people I worked for and incorporates my own experience in managing a number of complex organizations. The most effective way I can describe my management style is to say that it combines the old Packard [David Packard, former Deputy Secretary of Defense] style and the Bill Perry [former Secretary of Defense] style—that is, management by "wandering about." This means trying to stay in touch with as many parts of the organization as possible and getting as much unfiltered feedback as possible so that decisions can be based on the people and circumstances at hand, not on some abstract idea.

Q. What are your immediate and long-term goals as the Director of the Army Acquisition Corps, and what is your vision of the Army Acquisition Corps of the future as it changes to meet the needs of the Army After Next?
A. The Army Acquisition Corps (AAC) is a very healthy group of military and civilian professionals who need little change in direction. Adjustments, however, will need to be made relative to the future number of people in the corps, the changing technologies we will be dealing with, and better integration of the Reserve, active duty, and civilian components of the corps. The initial thrust, therefore, is to assess where we are today—based on current downsizing efforts—while continuing to establish a professional cadre of acquisition leaders through developmental assignments, certifications, and training and education.

Q. What is your view on the importance of training and education in the professional development of AAC and Acquisition Workforce members?
A. I think that training and education are very critical. When combined with experience, training and education make our managers substantially better and allow them to be prepared for the future. By not relying solely on experience, managers can apply their training and education to circumstances they have not yet encountered. We are incorporating a lot of acquisition reform initiatives into our education system. Perhaps we are not doing this as fast as we would like, but eventually this approach will allow our new managers to combine their past experience with their training to give themselves a more efficient management style.

Q. Traditionally, the military has placed a great deal of emphasis on leadership training for its personnel. The Defense Acquisition Workforce Improvement Act has

directed that increased emphasis be applied to the civilian acquisition community. What are your thoughts on this?

A. I think the direction is absolutely correct, but implementing it is difficult because of the structure of the civilian personnel system. We are, however, making some inroads by asking for some modifications to the personnel system so that we can provide the necessary experience and training for the civilian force as well. I believe we are moving in a positive direction, but it may take longer than we would prefer because the workforce itself is substantially a larger percentage of civilians.

Q. Could you describe your game plan for strengthening the AAC's credibility with the user community?

A. First, I would say that the Acquisition Corps already has a great deal of credibility with the user community. The forces in the field today are very satisfied with their equipment. It is reliable, its capabilities are significantly greater than that used by the people we are asked to use it against, and we know it was delivered by people who care what happens to it after they deliver it. My game plan to improve this credibility is to give more visibility to the people who should get the credit for developing those systems, and more visibility into the acquisition process by the user. This will be accomplished by giving the developers more opportunities to interface directly with the user at places such as the National Training Center, where equipment is in constant use. Army Warfighting Experiments (AWEs) also provide a good opportunity for increased visibility because they offer the user direct interface with program managers, contractors, and testers. AWEs allow users to meet face-to-face and talk with the people who will be making future equipment for them. We will take advantage of these types of experiences whenever we can.

Q. Army acquisition reform efforts are and will continue impacting virtually every aspect of acquisition. In what ways do you believe these efforts will impact the Acquisition Corps?

A. I think there are a couple of ways. The acquisition reform efforts that we currently have under way are working, and we need to exponentially increase the number of places and occurrences of these so that everyone in the Acquisition Workforce knows how to use them. This actually relates back to the education and training issue so that people are trained to properly use the acquisition process. It also relates to people having credibility with their peers and having credibility with their seniors. It ultimately results in people saying "yes, I am allowed to make changes to the process to make it more efficient and effective." This holds true from the lowest level of contracting all the way up to development of our major weapon systems, including some of our key initiatives such as modernization through spares.

Q. What advice or guidance do you have for our present Army Acquisition Corps and Workforce members?

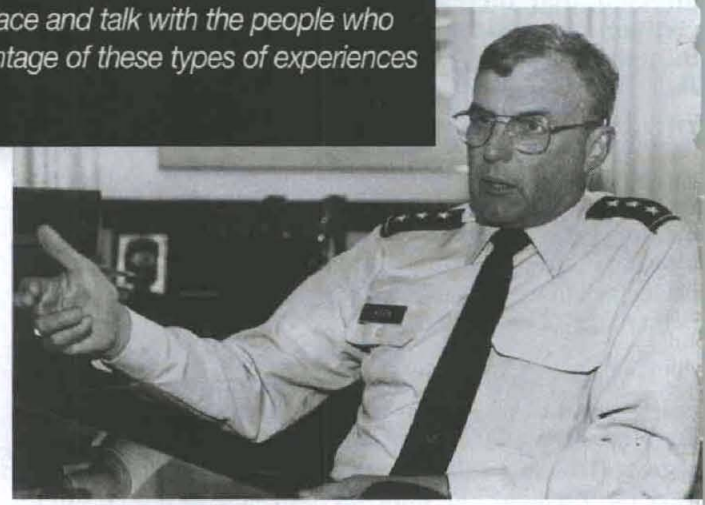
A. The primary advice I would give them is to continue to be focused on developing and fielding the best possible products for our soldiers. That's been the main thrust of our Acquisition Workforce in the past and it needs to continue to be in the future. Technology is going to change and the processes and environment will change, but if we keep our focus on delivering quality products to our soldiers we will be right on the mark where we should be.

Q. What do you believe is the biggest challenge facing those individuals in the Army's acquisition community?

A. Simply stated, I think the biggest challenge is going to be the constant battle for resources. We have more requirements and more good ideas than we have resources to meet those demands. We will be continually challenging ourselves to find new ways of generating internal resources. We will do this through acquisition reform, through improvements in our acquisition logistics process, through life cycle management, and by competitively proving to outside organizations that our products are the ones they want. Resources, therefore, will be directed to those products, not necessarily at competing head-on with something else.

"When combined with experience, training and education make our managers substantially better and allow them to be prepared for the future."

"Army Warfighting Experiments allow users to meet face-to-face and talk with the people who will be making future equipment for them. We will take advantage of these types of experiences whenever we can."



Q. What are your perspectives on the benefits of digitization for the Army of the future?
A. The biggest benefit I see in digitization is that it allows information to pass seamlessly among organizations. In the past, this was extremely difficult. Digitization will be particularly helpful in the tactical warfighter environment where sensors are connected to shooters. This will impact many different systems. For example, we can use our Apache Longbow Radar as a sensor platform to provide targetable information to artillery systems as well as other Apaches and to ground combat systems. This also applies to the acquisition process, where we have contracting, financing, and administrative information that now flows through separate (often paper) channels that can be integrated in an automated digital system, allowing coordination, payment and contractual actions to occur seamlessly. Therefore, the same benefits of digitization that accrue on the battlefield in terms of passing information also accrue in the development process.

Q. How is the Army addressing Congressional concerns about the increased vulnerability of the digital Army?
A. The concerns that have been expressed by Congress are valid. We do need to be just as concerned about the vulnerabilities as we are about the capabilities that we bring to the battlefield. Through encryption, we have protected a great deal of information during peacetime and on the battlefield. We have also looked at different types of monitoring to ensure against information intrusions. In addition, the Director of Information Systems for Command, Control, Communications and Computers, under a "Red Teaming Concept," is conducting a critical assessment of command and control protection. In the Division XXI Advanced Warfighting Experiment held this past November at Fort Hood, TX, we did some intentional intrusions into our information systems to measure their impact and gauge whether our systems are effectively blocking the intrusions. We also did some limited jamming of certain channels to see if our systems correctly identified and dealt with the jamming. We will apply the lessons learned during that exercise to future experiments.

Q. In view of the current climate of austere resources, what advice would you offer to someone considering a career in acquisition?
A. I would tell them to go for it! I think it's an exciting place to be. They can do something for their country and for the Army and see it develop in front of their own eyes. For the contracting commands, it is a very rewarding experience to effectively and efficiently deliver the goods and services to the soldiers who need them. From the developer's perspective, it is rewarding to take fast-emerging technologies and turn them into useful tools for our warfighters so they can fight, survive, and win faster. So I am encouraged, not discouraged, at where the Acquisition Workforce is today and by the people who are joining it. I think there are challenges because of constrained resources, but in comparison with the rest of the world, we are still pretty well off. We should compete for those things that we know are right, but I would never be discouraged by thinking that as a country we provide few resources to our warfighters. That is just not the case. We must, however, continue to acquire and use what we acquire better. I would encourage anyone who wants to contribute to the security of our nation to actively consider joining the Acquisition Corps.

Q. Is there anything else you would like to comment on?
A. Yes. I want to stress that I think we are in a truly intriguing time to be part of the Armed Forces. Not only are we shortly going to enter the 21st century, but we are moving from one technology age to another. We are moving from an industrial phase to an information technology phase, and there are some tremendously intriguing opportunities available that we can use with our current platforms. If someone has enough imagination to do as MG Robert H. Scales Jr. [U.S. Army War College Commandant] suggests and step ahead to the year 2025 and look back, then I think they would see that it is a very exciting time to be in this business.

PRIME VENDOR SUPPORT: WAVE OF THE FUTURE

By LTG Paul J. Kern

Introduction

In general, Department of Defense (DOD) and Department of the Army budgets have declined drastically over the past decade. Support and infrastructure costs have required an ever-increasing share of our resources and have consistently consumed more than half of our budget. Fielded systems continue to age while the cost of ownership escalates. The more money spent on support, the less money is available to fund modernization and preserve combat capability. The challenge then for the military planner of the 21st century is to provide integrated support to the warfighter while systematically restructuring logistics support using modern technology and management principles to generate significant cost of ownership savings.

Imagine the opportunity to modernize a major Army weapon system while at the same time significantly reduce its cost. Consider though, that in order to accomplish this, civilian and possibly military personnel strength levels would have to be reduced, and soldiers would have to coexist with civilian contractors on the battlefield. The advent of an innovative Contractor Logistics Support (CLS) concept known as Prime Vendor Support (PVS), or Fleet Management to some, defines such an opportunity.

Background

PVS is an industry initiative whereby prime contractors assume full responsibility for total system performance while achieving savings in operations and support (O&S) costs and modernizing the weapon system through the integration of contemporary spare parts. It is imperative that the Army look at innovative ways to reduce overall support costs, improve spare parts availability, maintain weapon system readiness rates, and provide funds for modernization. At the same time, any concept that the Army embraces must be effective in peacetime, during contingency operations, and in war, and must conform to the tenets of the Army's logistics vision. This vision states "we must provide the best value logistics to the warfighters without inhibiting mission execution." This means that we must leverage the best commercial practices that industry has to offer, maximize rapid distribution, and reduce stock levels while maintaining readiness. Any system we ultimately adopt must guarantee uninterrupted support and be transparent to the user.

A Revolutionary Approach

While the concept of CLS is certainly not new to the Army or our sister Services, the notion of contracting directly with an original equipment manufacturer (OEM) to provide complete wholesale logistics support is revolutionary as noted by Deputy Chief of Staff for Logistics, LTG John Coburn, in the August 1997 issue of *Armed Forces Journal*. According to Coburn and Robert Walker, the former Assistant Secretary of the Army for Installations, Logistics and the Environment, the mobility, deployability and sustainability essential to the 21st century Army cannot, in fact, be achieved without a "Revolution in Military Logistics," which leverages technology to fuse new concepts, information, and logistics systems to reshape the way we project and sustain. This revolution has begun. It is an open-ended process with specific milestones, goals and objectives. Army logistics will be distribution-based, and enabled by a single logistics system in which logistics "velocity" replaces logistics "mass." The result will be balanced, effective support to the warfighter. Among the key ingredients required to achieve this revolution are assured communications, improved automation and information management systems, full integration of distribution and transportation systems, and of course, a seamless logistics system that PVS can provide.

Apache PVS Implementation

The Army received a joint (Boeing and Lockheed Martin) proposal for the implementation of a PVS arrangement for the Apache helicopter it received in April 1997. The Boeing-Lockheed Martin concept would transfer responsibility for complete wholesale support for the Apache to a single accountable entity, i.e., a limited liability company known as Team Apache Systems (TAS). Essentially, TAS would eliminate the need for government personnel and facilities to acquire, manage, store and distribute spare parts, and would interface directly with and provide repair parts to the soldier at the retail level. The major advantages of such an arrangement would be a significant reduction in O&S costs, a modernized and more capable system, and an increase in readiness.

Other Advantages

By reducing the length of the supply pipeline, the Army is virtually guaranteed to receive spare parts quicker. There will also be fewer zero balances, if any, and a significant reduction in overhead because government facilities and personnel will no longer need to store and manage these spares. We should also be well positioned to take advantage of Boeing's and Lockheed Martin's best commercial practices and "just-in-time" delivery, now known as velocity management. More efficient supply management coupled with a serious reduction in government overhead will substantially reduce our O&S cost burden. The money the Army saves as a result can be directly reinvested in modernization of the weapon system. For example, with the O&S cost savings projected as a result of Apache PVS, the Army could theoretically fund the acquisition of second generation forward-looking infrared sensors. Second generation forward-looking infrared is presently the number one requirement of the aviation user, but currently unaffordable at a price tag of approximately $700 million. Likewise, OEMs will continually modernize the aircraft through the installation of spare parts, which they will undoubtedly redesign to make more reliable when their own bottom lines are affected.

Improved Readiness And Cost Savings

The current Apache PVS proposal comes with significant performance guarantees that should reduce the average flying hour cost, reduce our investment in inventories, and improve requisition fills, which will ultimately have a positive impact on fleet readiness. There is also an opportunity for even greater savings because the contractor will be motivated to share additional cost savings above and beyond those that are guaranteed, and the potential of increased competition as logistics service companies seek to enter the fray.

Risks

While there are many advantages, entering into such an arrangement is not without risk. The integration of civilian contractors into the wholesale logistics process must be balanced with federal civilian worker and soldier reductions directed in the Quadrennial Defense Review. While the effects on overhead are expected to be good, the potential loss of organic capability must be considered. A second concern is the presence of civilian contractors on the battlefield. Although

Prime Vendor Support is an exciting concept that promises new and efficient ways to support combat forces with increased performance at reduced costs.

contractors have been with operational units for years, including service in Operation Desert Storm, the changes in mission and scope are significant. What is in the best interest of national defense will ultimately determine the agreement reached. I'm confident that this approach will enhance our defense posture by fostering an agreement between the contractor and the government depot to enable us to better manage our workload.

Legal Issues

Finally, there are threshold legal issues that must be resolved before Apache PVS can become a reality. First, OMB Circular A-76 as well as Title 10, United States Code and annual appropriations acts require the preparation of cost comparison studies prior to converting to or from in-house performance. Title 10, United States Code also specifies that no more than 40 percent of the funds made available to a military department for depot-level maintenance and repair in a given fiscal year may be used to contract for that service with non-federal government personnel (this is known as the Private-Public or 50/50 Rule). In addition, there are certain inherent governmental functions such as air worthiness certification that the government is prohibited from contracting out. An inherent governmental function is one which, under the totality of the circumstances involved, is so intimately related to the public interest as to mandate performance by government employees.

The Justification and Approval (J&A) document that was recently approved allows the Army to negotiate with TAS as the only responsible source. With the signing of the J&A document, the Army can begin the process of formally notifying Congress of its intent, and commence with alpha contract negotiations that will allow the Army to obtain the data necessary for determining whether OMB Circular A-76 applies, and ensures compliance with all statutory requirements.

Likewise, the Army is pursuing a parallel initiative regarding the M109 Family of Vehicles (FOV). The proposed M109 Fleet Management Program will be a competitive attempt to provide benefits to the Army in the form of a more modern, less costly system. This Fleet Management Pilot Program will, according to plan, streamline, re-engineer and consolidate M109 FOV logistics and technical and engineering support by competitively selecting the best qualified contractor to provide total life cycle logistics support. This approach will also use best commercial practices to realize a 20 to 30 percent savings in sustainment costs. The Army anticipates a contract award in November 1998.

Conclusion

PVS arrangements for the support of major Army and DOD weapon systems may indeed be the "Wave of the Future." Previous CLS contracts for other items of equipment include the Army's fixed-wing aviation fleet, the support services contract at the Army Aviation Center, the Air Force's Interim CLS Program for temporary support of the C-17; the Navy's and Marine Corps' use of direct vendor delivery (essentially PVS for selected components on selected weapon systems); and even the British military's Merlin Support and Spares Availability System for the Merlin multipurpose helicopter. PVS fits well within the Army's logistics vision, and has the potential, again, to provide us with a simplified and reduced management structure, a clear single point of accountability, reliability-based logistics, trigger-based item management, reduced spares acquisition time and inventory levels, major reductions in administrative and procurement lead times, more affordable readiness, a more modern weapon system, and reduced O&S costs. Prime Vendor Support is an exciting concept that promises new and efficient ways to support combat forces with increased performance at reduced costs.

LTG PAUL J. KERN is the Military Deputy to the Assistant Secretary of the Army (Research, Development and Acquisition), and Director, Army Acquisition Corps. He also serves as the Director, Acquisition Career Management.

UPDATING DEFENSE SYSTEMS MANAGEMENT COLLEGE COURSES WITH ACQUISITION REFORM INITIATIVES

By BG Richard A. Black

From Trailing Edge To Leading Edge

The Defense Systems Management College (DSMC) has always been proactively involved as acquisition policy was established by the Office of the Secretary of Defense (OSD). However, new policy was not implemented into course curriculum until it was promulgated through OSD in the form of Department of Defense (DOD) directives, instructions or regulations. Because of the desire to implement as quickly as possible the many policy changes initiated to reform the acquisition process, DSMC recently shifted its educational focus from the *trailing edge* of acquisition changes to the *leading edge* of these changes. Now, instead of waiting until policy is promulgated, DSMC incorporates new policy into its courses as soon as it is approved.

As part of the Defense Acquisition University (DAU), and as one of the consortium leaders in the number of courses and course offerings, DSMC is committed to ensure that timely acquisition reform is incorporated into its courses and taught to the workforce as quickly as possible in order to institutionalize those changes.

Keeping Up With Change

In many cases, DSMC cannot afford to wait until policy is promulgated before starting to teach it as fact. DSMC is committed to teaching various initiatives and changes as soon as they have been pronounced or announced as policy. Naturally, this creates a great deal of work in terms of updating over 29 different courses.

Faculty members at DSMC can't go to the local bookstore, pick up a textbook, and assign it to students to read. They must take a policy statement and convert it into classroom material. They build the lesson, write the text, incorporate illustrations and lessons learned, and in many cases, work with the policy developers as well as users in the field to find out how that reform is to be applied or implemented.

New Acquisition Laws

Legislative changes in the last 6 years have impacted the acquisition process. Starting with the Defense Acquisition Work Force Improvement Act (DAWIA), then the Federal Acquisition Streamlining Act (FASA), and most recently the Federal Acquisition Reform Act-Information Technology Management Reform Act (FARA-ITMRA)—which is now known as the Clinger-Cohen Act—the statutory foundation to acquisition has been significantly modified. According to former Under Secretary of Defense for Acquisition and Technology, Dr. Paul G. Kaminski, and Principal Deputy Under Secretary of Defense for Acquisition and Technology, R. Noel Longuemare, statutory reform has put the foundation in place. Consequently, DSMC hopes that further reform will involve the institutionalization and implementation of those statutory reforms.

Reducing acquisition education and training cycle time has the positive effect of reducing both acquisition cycle time and total acquisition costs.

Those modifications have changed the acquisition system from a template-driven process to one that is more properly characterized as "flexible." Reform implementation within DOD now emphasizes teamwork with industry and integrated process and product development and integrated product teams. The acquisition process that must be taught is rapidly changing. Reducing acquisition education and training cycle time has the positive effect of reducing both acquisition cycle time and total acquisition costs.

Policy Changes Lead To Course Changes

The effect of policy change on course

DSMC's work with functional experts from all areas and fields within the acquisition community ensures not only the technical content, but also the consistency with current policy and practice in the functional department's curriculum.

curriculum can be examined using DSMC's Intermediate Systems Acquisition Course (ISAC) as an example. DOD has merged the Automated Information Systems (AIS) Directive 8120 with the 5000 series directives. The faculties of DSMC and Information Resources Management College have integrated specific AIS procedures, technology, and considerations into the systems acquisition process, and consequently into all lessons. Whether the lesson is system engineering, logistics, or contracting, weapon systems and AIS policy and directives must be adequately covered. Concerns that project managers and their staffs have about procuring software or AIS or management information system hardware are addressed using case studies and examples.

The Large Acquisition Picture—Spreading Reform

Another significant and yet still incomplete action that needs to be addressed is the larger acquisition education and training target audience—for example, workers involved in operations and sustainment logistics, the defense finance and accounting service, the health services, and the CHAMPUS Program, among others. Many of these programs are not developing weapon or information systems, but they are spending billions of dollars on acquisition projects. These programs generally have not been managed by the same professional Acquisition Workforce that manages weapon systems. Many communities within DOD have not received acquisition training and do not follow the career development pattern of acquisition professionals.

Dr. Kaminski and Under Secretary Longuemare directed DSMC to expand education and training efforts to reach that larger Acquisition Workforce. Defining the larger Acquisition Workforce, however, has been a bit of a problem. It is still not specifically defined, but DSMC recognizes it as "everybody that has something to do with the acquisition process." Whether supporting the technical base, the requirements development process, the test and evaluation environment, or operations and support, each person has a role to play in the total life cycle cost or more broadly the total ownership cost of a weapon system or an AIS. This larger workforce influences whatever DOD develops, acquires, sustains, and must dispose of at the end of its useful life. After determining who these personnel are, we must determine what their training needs should be and how those needs can be met.

Telecommunicating Education

Not everyone can be taught in classrooms. There are not enough classrooms, instructors or TDY funds. As a result, the education and training process is being restructured. The new process will leverage automation and the many advances in technology, particularly telecommunications. Classes are being automated using the World Wide Web and other technology-based educational teaching methods. Instructors are video tele-teaching (VTT) courses, so that classes can be recorded and used again, or broadcast to several different locations simultaneously. These media require a significant investment in faculty training time and technology, but the payoff in increased student numbers and reduced student travel costs can more than offset the investment. We have conducted our first VTT classes at San Diego, CA, Patuxent River Naval Air Station, VA, and Fort Monmouth, NJ, in the ACQ 201 ISAC. It is expected that VTT capability will expand to more ISAC lessons and other courses as well.

In conjunction with DAU and OSD, DSMC is engaged in a concerted effort to support DAU in developing courses that can be delivered to a broader audience beyond the traditional classroom. For example, the Systems Engineering Department is currently teaming with the Director, Test, Systems Engineering and Evaluation, which is part of OSD; DAU; the Naval Center for Acquisition Training (NCAT); and other DSMC members to develop a new course in integrated product and process development. This course will be offered by videotape, CD-ROM and VTT.

Keeping courses current also means telecommunicating between the various DAU consortium schools to develop and maintain curriculum. This will include the use of an interactive digital data base to lay out performance outcomes, terminal learning objectives, and enabling learning objectives; then cross reference them to all of the mandatory and assignment-specific lessons. If there is a policy change, it must be determined what performance outcomes or learning objectives need to be revised. Then, those lessons that need it can be updated not only at DSMC, but at all the DAU consortium schools.

DSMC's Functional Board Interaction

Our Curriculum Review Integrated Product Team (CRIPT) within the Faculty

Division reviews curriculum across all functional departments and the integrated DSMC courses. Working closely with oversight boards composed of functional experts from both field organizations and OSD, DSMC has redesigned and refocused core courses in acquisition management and technical management during the past year. DSMC's work with functional experts from all areas and fields within the acquisition community ensures not only the technical content, but also the consistency with current policy and practice in the functional department's curriculum. When a particular faculty member or department requires a lesson update, the change is coordinated across all of the other courses.

The CRIPT also works with the Faculty Division's Education Department to further refine DSMC's curriculum development process and enhance the data provided on both instructor and student material. The volume and complexity of curriculum material demonstrated the need for development of a DSMC curriculum management database. Members of the CRIPT realized that an MIS was required if DSMC was to keep the myriad of courses it sponsors current and consistent.

The project to develop an "Integrated Curriculum Environment" (ICE) is well underway using an Evolutionary Acquisition approach. In the first quarter of FY98, DSMC will "beta test" a core database, using the SYS 201 Intermediate Systems Planning, Research, Development and Engineering Course materials. The DSMC ICE will complement, with lower level data, the DAU interactive digital database. The ICE database uses open system architecture and non-proprietary software so that it may be expanded to meet other DSMC information management needs in the near future. In several years, the ICE may even provide expert instructional systems development authoring assistance to faculty members.

Providing Courses To Field Organizations

Five years ago, the Program Management Course, now the PMT 302 Advanced Program Management Course, was taught at DSMC's Fort Belvoir, VA, campus and was the primary focus of DSMC training. That course demanded most of the teaching hours at the school. Today, the focus has changed. Courses are increasingly being offered at field locations rather than at DSMC. In FY97, the Systems Engineering Department (SED) taught 20 offerings of SYS 301, Advanced Systems Planning, Research, Development and Engineering Course (ASPRDEC) of which seven were taught at locations other than Fort Belvoir; in FY98, SED will offer ASPRDEC at least 27 times, 15 of those off-campus.

DSMC's ability to offer courses off-campus requires dedicated Acquisition Education Learning Centers (AELCs) at regional locations. DSMC's experience of allowing faculty to travel to regional centers or using faculty located near students has proved more cost effective than having students travel. The current locations alone provide local access to DAWIA courses for approximately 28,000 people, or 25 percent of the Defense Acquisition Workforce.

Due to relocation of the Aviation-Troop Command and PEO-Aviation organization away from St. Louis, MO, DSMC closed the St. Louis Central Region and opened the Mid-Atlantic Region at Fort Monmouth, NJ. This regional center provides local access to most DAU courses for more than 3,000 Acquisition Workforce members. In June 1997, DAU tasked the NCAT to be its executive agent to establish consortium support requirements and agreements with Patuxent River Naval Air Station, MD.

Placing DAU courses at nine different locations will service the majority of the acquisition commands and organizations. These locations are Boston, MA; Fort Belvoir, VA (Washington, DC, area); Fort Monmouth, NJ; Huntsville, AL; Los Angeles, CA; Patuxent River Naval Air Station, MD; San Diego, CA; Warren, MI; and Dayton, OH.

The AELCs will support the entire Acquisition Workforce. As a result of expanded on-site training and facilities, local commanders and installations should benefit by keeping their employees in the local area to address problems requiring immediate attention. In addition, there will be savings from reduced travel time. There will also be high-quality classroom space available for other uses when DAU courses are not in session. DSMC needs the participation and cooperation of the Directors of Acquisition Career Management, DAU, and other consortium schools for this initiative to succeed.

Two objectives must be satisfied: DSMC must take more education to workforce locations, and must save student travel and per diem costs. Offering more courses at regional locations, in quality facilities, will help address the first objective. Achieving the second objective depends on the effectiveness of the education offered where students attend courses. Progress will be measured mostly by the increased percentage of students receiving education at their home station vs. at other locations. With more courses offered at AELCs, one-half of the students who currently travel may not have to travel to attend courses.

The challenge for the Defense Systems Management College is to deliver acquisition reform to the entire workforce as rapidly as possible and to help make those reforms become "business as usual."

Summary

Legislative and regulatory change is largely completed. We are focusing our efforts on institutionalizing reforms already enacted by Congress. The challenge for DSMC is to deliver acquisition reform to the entire workforce as rapidly as possible and to help make those reforms become "business as usual." By shortening the educational lead time, technological and developmental lead time will also be shortened. If DSMC is successful at that, the Acquisition Workforce will reduce the total ownership costs, putting better, more modern systems into the hands of the warfighter faster and cheaper. That, after all, is what acquisition reform is all about.

BG Richard A. Black is Commandant of the Defense Systems Management College.

Buying the Army's Future. . .

ACQUISITION REFORM REINVENTION LAB

By BG Harry D. Gatanas and Ron Mlinarchik

***Author's Note:** In September 1995, the Army Chief of Staff appealed for innovative ways to maximize implementation of acquisition reform initiatives. The Acquisition Reform Reinvention Lab was visualized as a mechanism to accelerate the fielding of systems by using Force XXI initiatives funds to obtain commercial off-the-shelf or other readily available products that have demonstrated compelling experimental success. Two ingredients are key to this process: first, the willingness to guarantee program stability by funding new starts, and second, the desire to use innovative acquisition procedures. Our story follows.*

Introduction

In early spring 1996, Army Chief of Staf (ACS) GEN Dennis Reimer issued the follow ing challenge to the acquisition community:

> *"Once an item has passed proof-of-principle in the Advanced Warfighting Experiment and we have decided to make it part of Army XXI, we should then make it part of a Reinvention Lab for Acquisition Reform and use all the reforms we think make sense to get as many as possible at the lowest cost."*

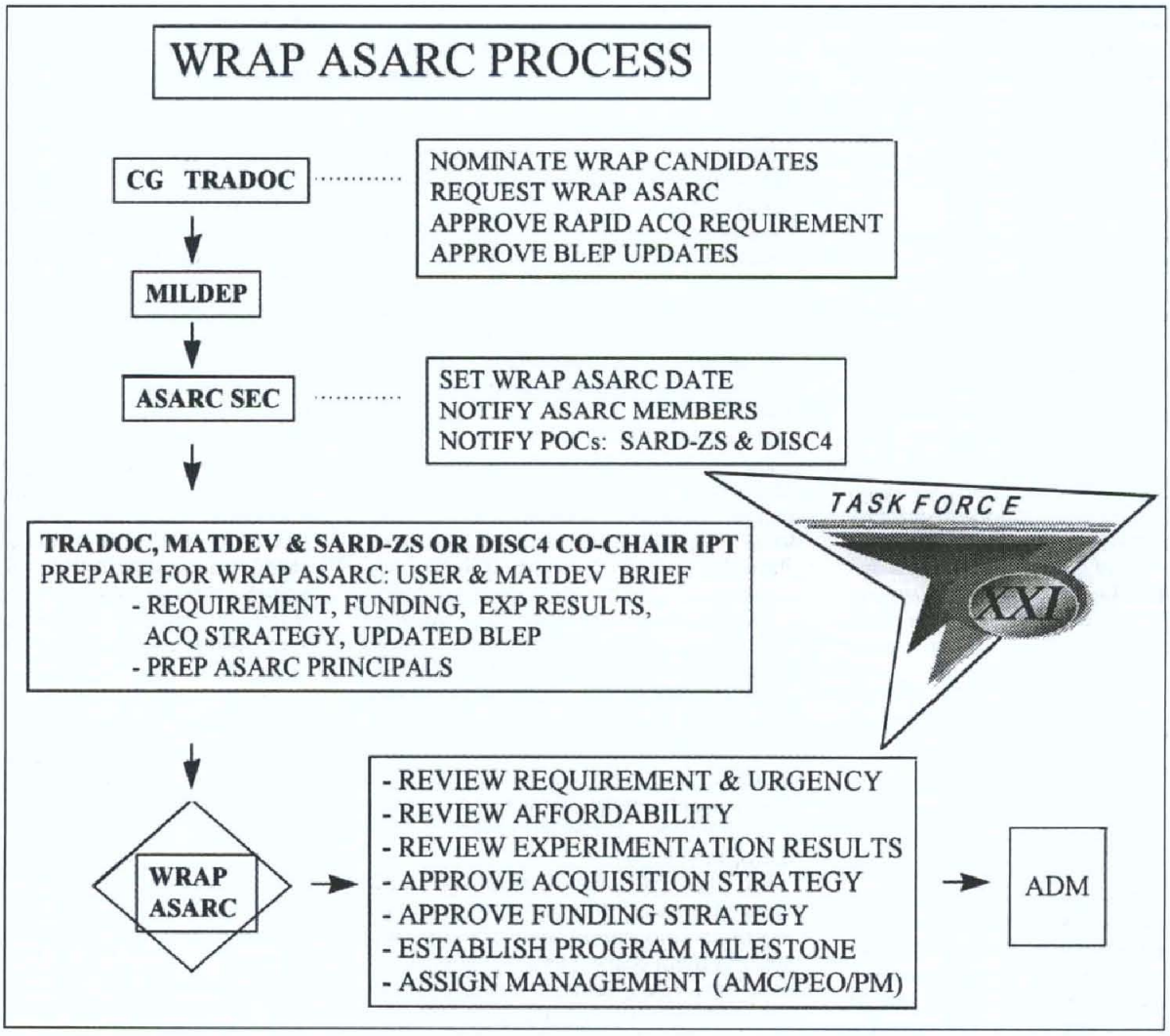


Figure 1.

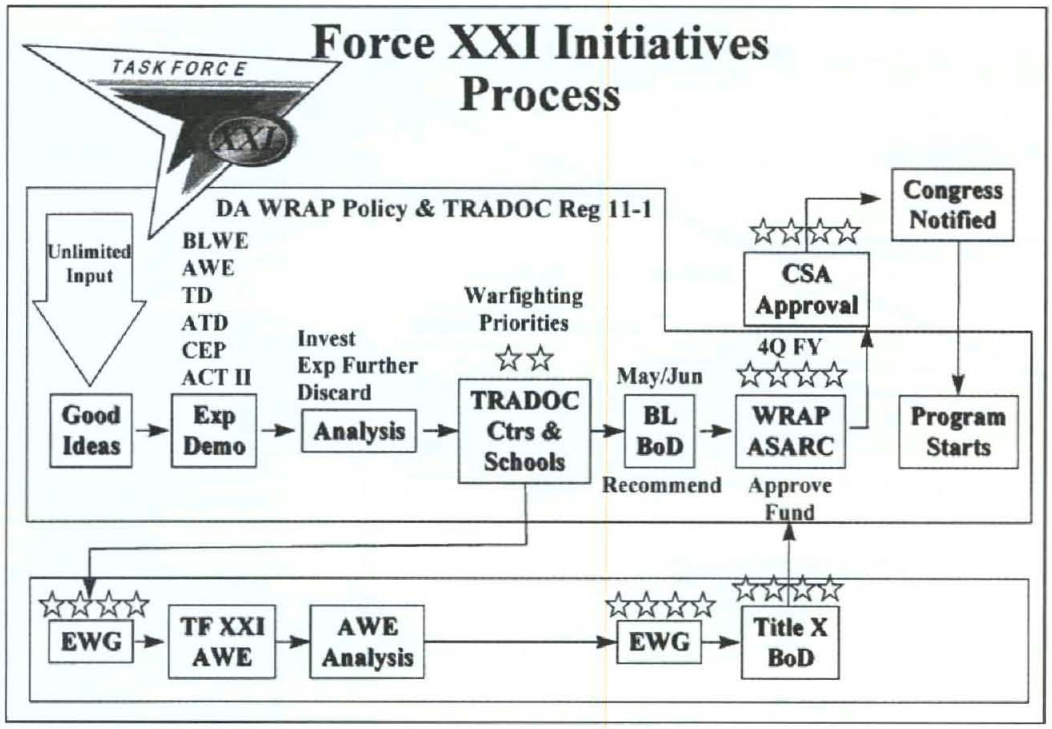


Figure 2.

GEN William Hartzog, Commander, U.S. Army Training and Doctrine Command (TRADOC), testifying before the Airland Forces Subcommittee in March 1996, described a two-part strategy to buy and field things that add value to the soldier: "An FY97 investment in key enablers that must be in place for the 21st century, and an annual investment in proven good ideas resulting from Force XXI." In July 1996, the Secretary of the Army approved the establishment of the Acquisition Reform Reinvention Lab (ARRL) to provide an effective process to integrate, improve and control all of the cross-functional processes involved in the acquisition and fielding of materiel for Army XXI and to manage the Force XXI Initiatives Program funding.

The ARRL is a virtual lab (staffed by two full-time professionals) that makes maximum use of existing agencies, processes, and resources to apply acquisition reform to the most successful candidates resulting from warfighting experiments and other technology demonstrations. During its first 15 months in operation, ARRL teamed with Headquarters, Department of the Army and Secretariat Staff, the Army Materiel Command (AMC), TRADOC, Forces Command (FORSCOM), the Operational Test and Evaluation Command (OPTEC), and the Program Executive Officers (PEOs) to spearhead the effort "to buy the Army's future," that is, to acquire future materiel.

Congressional Backing

In testimony before the congressional Defense committees in spring 1996, GEN Reimer requested funding to allow the Army to acquire, test and evaluate new equipment and technologies that emerge successfully from the Army's Task Force XXI Advanced Warfighting Experiment (AWE). Congress added $50 million to the Army's FY97 budget request and the Army agreed to earmark $100 million per year for FY98 through FY03. The congressional language supported the Army's effort to get proven technologies to the soldier as quickly as possible, rather than delay fielding because of the lead time required in the budget process. The Army was also required to subject programs to the normal reviews and evaluations mandated by law prior to transitioning into production any programs tested with these funds. The language also required notification to the Defense committees of selections for Force XXI initiatives funding that must include a discussion of the initiative's technical maturity; criticality and priority to warfighting requirements; affordability; effectiveness; and sustainability in future budget submissions.

This congressional language and expressed concerns were the basis for the following Force XXI funding guidelines developed by ARRL:

- There must be an *urgent need* for the initiative expressed by the user and it must have demonstrated a *compelling experimental success;*
- The *ideal candidate* is a *new initiative* that has not been previously funded;
- A *good candidate* is an initiative that may be funded because the Army needs it *soon* or needs additional quantities;
- Funds are *not* to be used to pay old bills or resource Land Warrior; and
- Funds are *not* to be used for indefinite experimentation; however, some continued experimentation on high-leverage initiatives (like Tactical Internet) is acceptable.

WRAP ASARC

The vehicle used to determine which initiatives or candidates should receive funding is the Warfighting Rapid Acquisition Program (WRAP) Army Systems Acquisition Review Council (ASARC). The WRAP ASARC process is designed to link TRADOC experimentation and systems acquisition. As shown in Figure 1, the WRAP provides the Commanding General, TRADOC, a mechanism to accelerate the acquisition of selected candidates from successful warfighting experiments. Once the candidates are selected, the Commanding General, TRADOC, forwards a letter to the Military Deputy to the Assistant Secretary of the Army (Research, Development and Acquisition), and to the Assistant Deputy Chief of Staff for Operations recommending that the WRAP ASARC convene to approve the accelerated acquisition. The ARRL provides assistance and conducts review sessions to ensure that WRAP ASARC proponents are prepared to brief their specific systems.

Force XXI Initiatives Process

Figure 2 depicts how "good ideas" are evaluated through experiments or technology demonstrations and then subjected to further analysis to determine whether to invest, experiment further, or dispense with

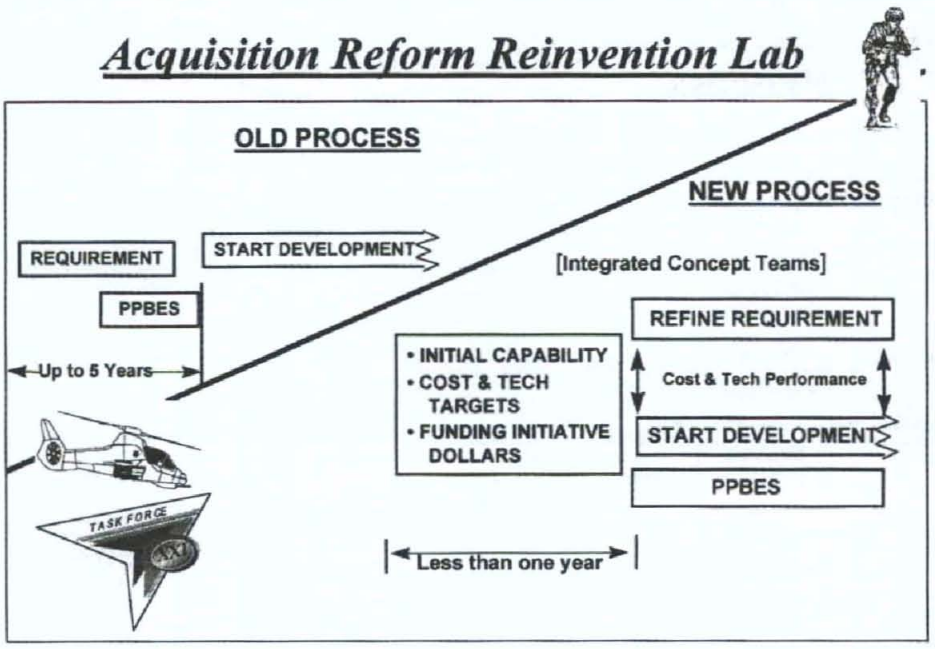


Figure 3.

them. The TRADOC Battle Lab Board of Directors, chaired by GEN Hartzog, evaluates proposed candidates against the warfighting priorities and recommends the most promising candidates to the WRAP ASARC.

The 1997 candidates listed below were selected as a result of two separate WRAP ASARCs held in December 1996 and March 1997:

- Striker
- Gun Laying Positioning System
- Avenger Slew-To-Cue
- Radio Frequency Tags
- Movement Tracking System
- Tactical Internet
- Applique
- Combat Synthetic Training Assessment Range (CSTAR)
- Lightweight Laser Designator Rangefinder (LLDR)
- Mortar Fire Control System (MFCS)
- Army Airborne Command and Control System

Because of the high visibility of the Task Force XXI AWE, the Experimental Force Working Group (EWG), co-chaired by the Commanders of TRADOC, FORSCOM, and AMC, served as the review body for proposed WRAP initiatives. In addition, the WRAP candidates for FY97 were also presented to all the four-star commanders during their spring 1997 meeting in Carlisle, PA, prior to final approval by the ACS on May 14, 1997. Congress was formally notified of the WRAP selections by letter to the four Defense committees on May 30, 1997, which prompted questions from Congress that were addressed in face-to-face discussions between ARRL, OPTEC, TRADOC and congressional staff members.

On June 24, 1997, the Assistant Secretary of the Army (Research, Development and Acquisition) forwarded additional information to the Defense committees, and on July 24, 1997, the Chairman of the House Appropriations Committee forwarded a letter to the ACS giving the Army authorization to proceed.

Only 8 days later (Aug. 1, 1997), DOD released the first increment of the Force XXI funding ($17.5 million) for the Mortar Fire Control System (MFCS), Lightweight Laser Designator Rangefinder (LLDR), Combat Synthetic Training Assessment Range (CSTAR), Army Airborne Command and Control System, and the Movement Tracking System. The time between approval by the ACS and congressional authorization to proceed was just over 2 months, which included briefing appropriate principals in DOD and providing satisfactory responses to questions raised by congressional staff.

The following reform tools were applied to each of the 11 candidates: performance specifications, integrated product teams, integrated process and product development, cost as an independent variable, contractor logistics support, single-process facilities, commercial practices, modeling and simulation, integrated oversight, streamlined testing, or other transactions.

In most cases, the items being approved at the WRAP ASARC are at the equivalent of Milestone II and should achieve Milestone III (Production) decisions in about 2 years. Generally, success to date has been based on applying this two-milestone process to Acquisition Category III or IV type programs where information technology is predominant. These 11 candidates required a total funding of $47.66 million in FY97 and will require $62 million of the available $100 million in FY98. On Jan. 15, 1998, the WRAP ASARC will determine how the remaining $38 million will be spent.

Conclusions

The ARRL has responded to two challenges from the Army Chief of Staff: reduce acquisition lead time to zero and apply all reasonable reforms to obtain the most materiel at the lowest cost. The Force XXI initiatives funding applied to the WRAP ASARC process allows the Army to develop the initial capability parameters, costs, and technical targets and begin development in less than 1 year (see Figure 3). Under normal acquisition circumstances, the requirements and budget processes could take up to 5 years before program development begins.

ARRL has provided briefings to both the Marine Corps and the Air Force in response to their expressed interest in the Force XXI initiatives and the WRAP ASARC process.

BG HARRY D. GATANAS is the Assistant Deputy for Systems Management and Horizontal Technology Integration, Office of the Assistant Secretary of the Army (Research, Development and Acquisition). BG Gatanas graduated from the City College of New York, and from Wayne State University. In addition, he has completed the Project Management Course at the Defense Systems Management College, and the Logistics Executive Development Course, and is a graduate of both the Army Command and General Staff College and the Army War College.

RON MLINARCHIK is the Director, Acquisition Reform Reinvention Lab, and is the proponent for the $100 million Force XXI Initiatives Program. He has undergraduate degrees in physics and engineering science from the Johns Hopkins University and a master's degree in systems engineering from Texas A&M University. A charter member of the Acquisition Corps with multiple certifications, he has completed the Project Management Course at the Defense Systems Management College, and has served as Executive Director of the Army Science Board, and as a Presidential Exchange Executive at IBM Corporation.

Facing The Future Together. . .

NEW INITIATIVES, NEW CHALLENGES FOR THE ARMY'S ACQUISITION WORKFORCE

By Mary McHale

Introduction

The many successes shared by the Army Acquisition Corps (AAC) and its workforce members have been facilitated by the implementation of Army acquisition career management initiatives, and are efforts to build a solid foundation to meet the challenges of the new millennium. The vision of the AAC remains clear: *"A Corps of Leaders Willing to Serve Where Needed and Committed to Providing Soldiers Systems Critical to Decisive Victory Now and in the 21st Century Through Development, Integration, Acquisition, Fielding and Sustainment."* Our one integrated Acquisition Corps empowers military and civilian acquisition professionals to work as a team to meet the challenges of the future together. As we join together and move forward, we must abandon old notions and embrace activities that improve how we support the warfighter. The readiness of our Acquisition Workforce ensures the readiness of our soldiers in the field. As John Maynard Keynes stated: "The difficulty lies, not in the new ideas, but in escaping from the old ones...." Many of the initiatives suggested by the Acquisition Workforce and implemented by the Acquisition Career Management Office (ACMO) depart from the traditional delineation between our military and civilian Acquisition Workforce. This distinction between military and civilian acquisition professionals has become transparent as we restructure the AAC and develop strategies to broaden the experiences for our entire workforce.

Several of the initiatives that are in place or under development are summarized below. More information about each of them, as well as points of contact, can be found by consulting the AAC's website at **http://dacm.sarda.army.mil**.

Competitive Development Group

The Competitive Development Group (CDG) Program has been one of the premier initiatives of the ACMO, developed to improve the quality of the Army's civilian Acquisition Workforce. The CDG Program was created to provide professional development opportunities for GS-13s who have demonstrated potential to meet AAC education, training and experience requirements and displayed the likelihood for future success and exceptional service to the Army. This program is designed to identify individuals with the potential to compete for future senior leadership positions. CDG candidates are competitively selected by a Department of the Army Secretariat-level selection board. The Year Group (YG) 97 CDG members began their 3-year program in May 1997 with an inaugural group of 25 candidates. Heavy emphasis is placed on training during the 3-year CDG Program. Training will be obtained from institutions such as the Brookings Institution, the Covey Leadership Center, and the Aspen Institute. CDG members will have the opportunity to attend several management and leadership courses offered by various organizations and universities. These include the Action Officer Force Integration Course, and the Materiel Acquisition Management Course at Fort Lee, VA. The CDG Program's developmental assignments will provide the CDG members with new and career broadening experiences. This key acquisition career management program will continue with CDG YG 98. The YG 98 candidates will be announced in April 1998.

> *"The difficulty lies, not in the new ideas, but in escaping from the old ones. . . ."*
> —John Maynard Keynes

Training With Industry

One of the newest initiatives in the area of career development is the Training With Industry (TWI) Program for civilian Acquisition Workforce members, which mirrors the Army's TWI Program for officers. The tremendous benefits of having an officer work side-by-side with industry counterparts have been well recognized by both the Army leadership and the Defense industry. As a result, this program will be broadened to capitalize on the talents of the civilian workforce. The AAC and the University of Texas will offer a combination master's degree and TWI opportunity in 1 year at two locations: Austin, TX, and the Washington, DC, area. The TWI pilot program, which begins in calendar year 1998, will allow military and

civilian AAC members the opportunity to attend college and work in an industry that has direct linkage with their course work and identified Army interests. Program participants will work in industry approximately 20 hours per week while concurrently working about 20 hours per week on classwork and related activities. AAC members completing the program will receive a master's of science degree in science and technology commercialization (a special type of business degree) at the IC2 Institute at the University of Texas in Austin.

Merging Civilian And Military Playbooks

The Civilian and Military Playbooks are detailed books developed by the ACMO to explain current career development information regarding education, training and developmental opportunities available to the military and civilian Acquisition Workforce. These books allow officers and civilians to become familiar with one another's career path progression, certification requirements and process, file documentation procedures, and other common interests. They are valuable tools to officers who supervise and rate civilian and military workforce employees and civilians who supervise and rate civilian and military employees. Points of contact within the ACMO, the U.S. Total Army Personnel Command, and the functional career fields are identified so that additional information or suggestions for improvement can be shared. In calendar year 1998, the two separate playbooks will be united in a single publication, defining success for military officers and civilian careerists alike.

Acquisition Workforce Visits

"Building Acquisition Leaders for the 21st Century" was the theme of briefings presented on location during FY97 by Keith Charles, the Deputy Director for Acquisition Career Management (DDACM). These briefings updated the worldwide Army Acquisition Workforce (AAW) on the status of AAC initiatives and future strategies, and informed the Acquisition Workforce about opportunities. In addition, during these presentations, workforce members had the opportunity to provide the AAC advice on better ways to more quickly communicate information to them. Their suggestions have triggered productive discussion that has challenged the way in which the AAC supports the workforce. As a result, precise guidance will be issued to the workforce to address these common concerns. Each formal briefing is followed by an informal "sensing session," where specific and personal questions can be more fully addressed by civilian and military proponency officers and training specialists. The theme for FY98's Acquisition Workforce Briefings is: "Partners in Readiness—AAC Support for the Soldier." The FY98 briefing schedule will be posted on the AAC's website.

Identification Of Local Acquisition Advocates

Acquisition Career Management Advocates (ACMAs) and Acquisition Workforce Support Specialists (AWSSs) provide local assistance for Acquisition Workforce employees to furnish timely information about training and education opportunities, certification requirements, AAC accession procedures, and status of AAC-related efforts. The ACMAs are senior civilian AAC members located within organizations with a high concentration of Acquisition Workforce employees. The DDACM relies on these individuals to promptly and effectively share acquisition-related information with the entire Acquisition Workforce. To support the ACMAs, the ACMO recruited and selected AWSSs to disseminate information on a regional basis concerning educational or developmental opportunities, certification requirements, and generation and correction of Acquisition Civilian Record Briefs (ACRBs). The ACMO developed and conducted a rigorous training workshop for the AWSSs, which covered those topics most critical to the Acquisition Workforce: the Defense Acquisition Workforce Improvement Act (DAWIA), the AAC, certification, career development, education and training, military and civilian career management, information technology, central management, and position management. The AWSSs are able to provide timely and reliable information to the workforce; some, in fact, have developed websites with electronic links to useful information, such as the Defense Acquisition University home page and the AAC home page. The AWSSs not only support the ACMAs in the field but also interface with the personnel community to service Acquisition Workforce employees and ensure that only qualified individuals are selected and placed in acquisition positions.

Key to the achievement of an integrated corps is the cultivation of our civilian careerists so that they may successfully compete against their military counterparts for essential acquisition positions.

AAC Doctrine

On April 4, 1997, the DDACM and the Commander of the Combined Arms Support Command (CASCOM) signed a Memorandum of Agreement that established and resourced an acquisition field office at Fort Lee, VA. This office serves as the direct link between the materiel developer and combat developer and is responsible for developing concepts and acquisition doctrine for the AAC and integrating this doctrine into Army operational field manuals. In concert with this initiative is the review of the military professional education courses such as Officer's Basic Course (OBC), Officer's Advanced Course (OAC), Combined Armed Services Staff School (CAS3), and Command and General Staff College (CGSC), and the incorporation of changing acquisition doctrine into these courses. This office will address issues concerning the use of contractor personnel on the battlefield and is also spearheading an effort to provide AAC civilians with opportunities to enroll in the Army Reserve sponsored CAS3 and CGSC nonresident programs.

Acquisition Civilian Record Brief Program

The ACRB Program was established to maximize new competitive career enhancing programs for civilian members of the AAW. The ACRB has replaced the Defense Civilian Personnel Data System generated Certification Record Brief and provides a snapshot view of a civilian's acquisition career. It is similar to the Officer Record Brief (ORB) for military officers. Beginning in May 1997, all AAW personnel, GS-13 and below, began receiving their ACRBs during their birth month and have been asked to review, update and return them with corrections and an acknowledgment signature. AAC members are also being contacted by their functional acquisition specialists to update their records, including geographic preferences. It is anticipated that in May 1998, after a full year of receipt and update of civilian acquisition records, accurate information will finally be available so that a true snapshot of the Acquisition Workforce can be viewed.

This will allow the DDACM and the functional communities to consider the qualifications of the entire acquisition population. The statistical information will be evaluated and an assessment made of the vitality of the workforce. Acquisition Workforce members and their supervisors must now assume responsibility for the accuracy of the information on the ACRB, just as their military counterparts have always ensured that their ORBs are accurate and current. The ACRB process simplifies the update of acquisition information in the DACM database. The ACRB is currently being used by competitive selection boards, such as for the CDG and Project and Product Manager (PM) boards.

Board Selected Project And Product Manager Positions

Key to the achievement of an integrated Corps is the cultivation of our civilian careerists so that they may successfully compete against their military counterparts for essential acquisition positions. To accomplish this, it is necessary to define the career paths for civilians in a manner similar to that used by the military. Civilians must be willing to participate in career broadening assignments and expand their training and education so that they may clearly demonstrate their technical competence and leadership skills to enhance their value as they progress to senior leadership positions. One of the tools to effect this competition is the format in which civilian personnel information is presented to a selection board. Civilian personnel files used for application and subsequent selection to key board-selected acquisition positions and special programs, such as the CDG Program, now mirror the Military's ORB. The ACRB is a snapshot of the civilian's education, acquisition training, and experiences, as well as annual performance rating and award information. It is updated by the applicant to reflect accurate and relevant data. In addition to the ACRB, recent CDG applicants provided the selection board information addressing the civilian employee's potential for success in positions of increasing responsibility within the Army as perceived and documented by the employee's senior rater. The Senior Rater Potential Evaluation (SRPE) was reported by the CDG selection board to be a valuable tool in their review of civilian files. The SRPE will be used for upcoming PM Selection Boards. To date, three "head-to-head" selection boards have been convened, competing civilian and military files against one another in order to select the best qualified individual, civilian or military, for these advertised senior positions.

Operational Experience

An objective of the ACMO is to provide members of the Acquisition Workforce with opportunities to share similar operational experiences with their military counterparts. This participation will give civilians in particular an appreciation of the Army's Table of Organization and Equipment, the challenges of the military acquisition officer, and the urgency of the soldier in the field. One of the initiatives under development is the potential employment of both civilian and military members of the Acquisition Workforce to support Army training missions at the National Training Center (NTC) in Fort Irwin, CA. The ACMO is coordinating with the NTC to develop a program whereby civilians and military officers may visit the NTC, observe the Army training mission and rotations, and gain valuable experiences into how the Army employs and deploys systems and personnel. Other opportunities being explored include civilian participation in field assistance in science and technology activities; civilian assignment to materiel fielding teams to activities such as the Operational Test and Evaluation Command, the Test and Experimentation Command, and the U.S. Army Test and Evaluation Command; attendance at Officer Professional Military Education courses; and encouraging civilian scientists and engineers to share field experiences with soldiers. These opportunities will expose the Acquisition Workforce to real time experiences to better understand the significant impact they have on the soldier's battlefield success.

FY98 Goals

The primary objective of the ACMO during FY98 is the continued improvement of the flow of information to and within the Acquisition Workforce. The DDACM site visits will continue during the fiscal year. Military and civilian proponency officers, military assignment officers, and functional acquisition specialists will remain at these sites following the formal briefings to provide one-on-one career counseling and records updates. All ACMAs have been chartered by the DDACM, and all AWSSs are in place. The benefits of having such trained and supportive individuals in the field have already been realized. They have swiftly shared announcements of PM and CDG selection boards and provided on-the-spot ACRBs to hundreds of Acquisition Workforce members. The ACMAs and AWSSs will continue to be used by the DDACM and the ACMO as a primary communication link to their communities. Another initiative to be expanded in FY98 is the AAC Corps Eligible (CE) Program, which is currently restricted to GS-13s who meet AAC eligibility requirements. During FY98, the program will be broadened to the GS-12 Acquisition Workforce members who also meet AAC eligibility requirements. The GS-13s currently in the CE Program enjoy many benefits not available to their non-CE colleagues, including eligibility for Army Tuition Assistance Program funding for completion of a master's degree. CE training in a variety of topics will be conducted onsite so that CE members can broaden their training. It is also anticipated that the CDG Program for GS-13 CEs will be expanded in calendar year 1998 to the GS-12 CE population. These candidates will receive training and developmental opportunities similar to their GS-13 predecessors.

Strategic Focus

The strategic focus of the DDACM and the ACMO staff remains rooted in the mission of the Acquisition Workforce to fully support the warfighter. We will continue to be responsive to all of our customers, recognizing that our primary customer remains the soldier. With a keen awareness of the momentum of change in areas of automation, resources, acquisition reform and other streamlining initiatives, it is critical that the vision of the AAC be affirmed, to identify and retain *"A Corps of Leaders Willing to Serve Where Needed and Committed to Providing Soldiers Systems Critical to Decisive Victory Now and in the 21st Century Through Development, Integration, Acquisition, Fielding and Sustainment."*

MARY MCHALE is a proponency officer for contracting in the Acquisition Career Management Office, Office of the Assistant Secretary of the Army (RDA). She holds a B.A. degree from Mount St. Mary's College, and is currently completing coursework to attain a master's degree from Troy State University. She holds certifications in contracting and program management, and is a member of the National Contract Management Association.

THE RAYTHEON EXPERIENCE: TRAINING WITH INDUSTRY

By MAJ Philip Schoenig

Introduction

This past year, as a participant in the Training With Industry (TWI) Program, I was afforded the opportunity to learn from one of industry's top tier Defense contractors, Raytheon Company. The purpose of this article is to share my TWI tour with the acquisition community and summarize the benefits the Army and I received from the experience.

Raytheon Company Background

Raytheon is an international, high-technology company that operates in four businesses: commercial and Defense electronics; engineering and construction; aircraft; and appliances. Raytheon is among the top Defense contractors in the United States and is a major competitor in commercial markets. Raytheon has operations in 47 states and offices in 28 countries around the world. Raytheon recently acquired Hughes and Texas Instruments, thereby strengthening their position in the Defense contractor community. My tour of duty was with Raytheon Electronic Systems (RES), Bedford, MA.

Training With Industry Objectives

TWI is a program started in the early 1970s whereby an Army officer is selected to serve a 1-year tour with a participating civilian firm. Annually, the Army selects officers with the rank of Captain, Major, or Lieutenant Colonel for this training. The objectives of the TWI Program are as follows:

- Learn how major Defense contractors and other firms do business, and use this information upon return to your next assignment;
- Obtain training in industrial procedures and practices that are not available through the military Service schools' systems;
- Provide a nucleus of officers trained in high-level managerial techniques; and
- Serve as a source of information concerning innovations in industrial management practices and/or techniques.

The individual firms affiliated with the Army in this program are carefully selected and are generally among the leaders in their specific field. The Raytheon-Army TWI partnership dates back to 1974.

The Training Program Plan

My base of operation for the entire program was the Ground Based Radar (GBR) Manufacturing Program Office. At first, I was given an orientation to Raytheon; reviewed the company's organizational structure, general policies, and procedures; and familiarized myself with industry acronyms. I attended some meetings with my company mentor and met key people. Also during this initial period, in conjunction with my company mentor and my own expectations of what I wanted to gain from the program, I developed my own training plan for the upcoming year. In drafting my training program plan with Raytheon, I chose to be a generalist rather than a specialist. I wanted to experience the most that I could during my time with Raytheon Company. I tried to structure the program in correlation with the Army Acquisition Corps Certification areas (e.g., program management, systems engineering, acquisition logistics, test and evaluation, and contracting). After a 3-week acclimation period, I began my rotational training cycle through key acquisition and project management areas. The following is a brief summary of the key areas in which I participated.

Marketing

My rotational tour started with Raytheon Electronic Systems (RES) Marketing Operations. It was a very informative and insightful start to my program plan. I was given an in-depth view of the complete marketing operation at RES, including strategic planning, 5-year plan preparation and execution, market research, and international marketing. In addition to the individual program marketing areas (naval systems, air traffic control, missile and air defense systems, etc.), they gave me insight on how the marketing objectives are achieved. They presented case histories and discussed key wins, technological successes, competitive issues, and customer issues. In addition to their success stories, I was shown examples of program failures and how Raytheon learned from these failures and applied the lessons learned to future programs. I was able to observe some of these marketing strategies firsthand while attending the annual Association of the United States Army (AUSA) meeting and conference in Washington, DC, and the Air Traffic Control Association annual meeting and conference in Nashville, TN.

Human Resources

Human Resources was another important area in which I received training early. With the Defense industry downsizing in response to decreasing DOD budgets, personnel issues play a major role in the manufacturing process. I received a complete overview of employee relations and benefits including procedures on how the company selects and prepares personnel in the event of a layoff. Additionally, I observed firsthand how Raytheon uses its Career Center to help retrain displaced workers for new careers. I was able to observe management/union contract negotiations and a labor arbitration hearing. I now have a better perspective on how management/union labor relations affect the manufacturing process.

Logistics

With my logistics background, I was looking forward to my rotation through the Missile and Air Defense Logistics Division. I was given an orientation and overview of the logistics operation by the

Division Manager, BG George Landis, USA (Retired). Additionally, I was given personal instruction on missile logistics from the Deputy Logistics Manager, John Tiller, who has more than 35 years experience in the field. I observed and was given instruction on how Raytheon implements their integrated logistics support, logistics support analysis, and provisioning activities for their missile programs. This instruction included insight into technical manual writing; modification work order procedures; maintenance planning; manpower and personnel requirements; supply support; technical data; training and training support; computer resources support; facilities; design interface; and packaging, handling, and transportation. I was able to do some hands-on work helping with a logistics paper study for the Short Range Air Defense System/Very Short Range Air Defense System.

Defense Contract Management Command (DCMC) - Raytheon

Most major Defense contractors have a contract management command residing within the organization. I was given an overview of DCMC-Raytheon operations by DCMC-Raytheon commander, COL Edward Cerutti. Highlights of the DCMC rotation included attending a briefing on the single process initiative and the successes at Raytheon, observing a government quality inspection of processes and procedures at some of Raytheon's manufacturing facilities including process audits, tests, production reliability acceptance test sample selection, and product quality deficiency report tracking. I was also given a briefing on the joint DOD-industry experiment for contractor self-oversight. This experiment will allow quality contractors to perform the surveillance function in lieu of DOD personnel. This concept is aimed at streamlining the acquisition process.

Manufacturing Program Office

The GBR Manufacturing Program Office is an excellent vantage point from which to observe the entire manufacturing process. The program manager is involved in all aspects of production, from pre-production planning through delivery to the customer. In pre-production planning, I became familiar with business forecasting, bill of materiel development, make or buy analysis, material ordering, and production scheduling. I observed how the manufacturing program manager and team work with vendors to get the required materials to the production floor on time. During the pre-production phase, a detailed schedule is prepared for the project and used by a production control (PC) group. A PC group is established for each program, and is a key area for the program manager. The PC group manages a program through each phase of production, from contract award to final sale. PC is the "heart" of project and production management operations at RES. Also during my time in the GBR Manufacturing Program Office, I gained exposure to other functional areas such as material fabrication, printed circuit boards, board assembly, sub- and main assembly, and quality control.

The TWI Program offers the Acquisition Corps officer the invaluable opportunity to learn how a contractor operates from within the industry, and offers a better understanding of the Defense contractor's internal dealings with DOD.

Self-Study Program

In addition to the rotational training program, you are required to have a self-study program to supplement the training you receive from the industry. My objectives in my self-study program were to participate in as many management training courses offered by Raytheon as possible as well as prepare to become certified from the Project Management Institute as a Project Management Professional. The following are some of the self-study activities offered at Raytheon.

- *Raytheon Sponsored Zenger-Miller Front-line Leadership Course.* This course focuses on the leadership role of supervisors and managers at the front line of organizational performance. The course begins with fundamental interpersonal skills and then builds specific leadership skills such as managing individual performance, developing team performance, and making organizational impact.
- *Raytheon's Program Management Course.* This course is designed to improve the Raytheon manager's understanding of the "Big Picture" considerations in managing a program. The program addresses both government and commercial approaches and requirements. Topics in the Program Management Course include program management core competencies; process and the role of the program manager; planning and structuring the program; the acquisition process; integrated product teams; managing the program; adjusting or replanning the program; and leveraging program experience.

Conclusions

TWI has been beneficial for both me and the Army. Through joint participation in the TWI Program, the Army gets a better educated, well-rounded acquisition professional with insight into how Defense contractors operate. The program fosters goodwill and cooperation between DOD and the Defense contractor community, and provides for open dialog and exchange of ideas to streamline the acquisition process.

The TWI Program offers the Acquisition Corps officer the invaluable opportunity to learn how a contractor operates from within the industry, and offers a better understanding of the Defense contractor's internal dealings with DOD. The officer observes firsthand the effect that downsizing has on the Defense contractor community and the impact felt on the manufacturing schedule. The officer gains a better understanding of the impact of a union versus a non-union workforce. Through participation in the TWI Program, the officer observes the impact of changing government requirements on the contractor, and how well the contractor can manage its subcontractors and vendors to react to these changes. Acquisition Corps officers gain a better understanding of engineering change proposal and configuration control boards and their effects on the manufacturing process. They also learn the importance of good solid planning.

Raytheon Company's greatest asset in its participation in the TWI Program is its openness and willingness to cooperate with the officer during his/her assignment. Raytheon Company has been a tremendous host and I truly enjoyed my tour. I encourage other Acquisition Corps officers to seek a Training With Industry tour with Raytheon.

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ACQUISITION INFORMATION MANAGEMENT SERVICE

By Gary L. James

Introduction

"Hi, I'm from headquarters, and I'm here to help you." How many times have you heard that one? Does any other phrase produce quite the same skeptical reaction? Probably not, but consider for a moment that this time the "help" offered is based on suggestions from the field and will result in real improvements in the acquisition information flow up and down the reporting chain.

The acquisition community is well aware of the considerable reporting workload placed on the field by the Army Acquisition Executive (AAE) for mandatory and regulatory oversight reports. Other requests for information result in reworking previously supplied information into different formats. With all this information submitted up the reporting chain, there is often little or no timely feedback to the field, even on major program decisions.

Anything that will reduce this workload for the field, improve the use of existing information by headquarters, and provide timely feedback is worth implementing. The Acquisition Information Management (AIM) service addresses all three issues using acquisition databases (ADBs).

What Is The AIM Service?

The AIM service consolidates existing reporting systems under a single shell *and adds* a relational ADB at three levels: the Program Manager (PM); the Program Executive Officer (PEO); and the Office of the Assistant Secretary of the Army (Research, Development and Acquisition) (OASARDA). As depicted in Figure 1, the AIM service allows the normal execution at the PM level of existing systems like the Consolidated Acquisition Reporting System (CARS), the Army Acquisition Program Executive Review System (AAPERS) and SmartCharts. The outputs of these legacy systems are collected in the PM ADB. The AIM service then provides a communications means for submitting these outputs to the ADB at the next higher level of review, the PEO.

At the PEO level, the PM data are downloaded from the ADB for use in the legacy reporting systems as always. Again, the AIM service allows submission of these outputs to the ADB at the next higher level of review, in this case OASARDA. At this point, the AIM service implements an important suggestion from the field. When the PEO submits a report to the OASARDA ADB, a copy *also goes to the PM ADB*. In this fashion, the PM is always informed of what has been submitted to OASARDA.

The initial fielding of the AIM service and the acquisition databases has been a resounding success and verifies the interest of the acquisition community in accurate and timely feedback from headquarters.

What Have They Done To My Program?

At the OASARDA level, the AIM service allows the user of existing reporting systems to operate as before with one important difference. When the OASARDA user reviews a report, changes the report (if necessary), and then accepts the report, the report is submitted to the OASARDA ADB (see Figure 1) and copies are sent *automatically* to both the PEO and PM ADBs. The submitting PEO and PM are notified by e-mail of the report acceptance into the OASARDA ADB. As a result, the PEO and PM are always aware of the official OASARDA position.

Lack of timely feedback to the PEO and PM of OASARDA actions will no longer be a widespread complaint from the field acquisition community. The AIM service and the OASARDA ADB provide this feedback automatically while serving as the authoritative data source for acquisition data. The ADBs are populated from exist-

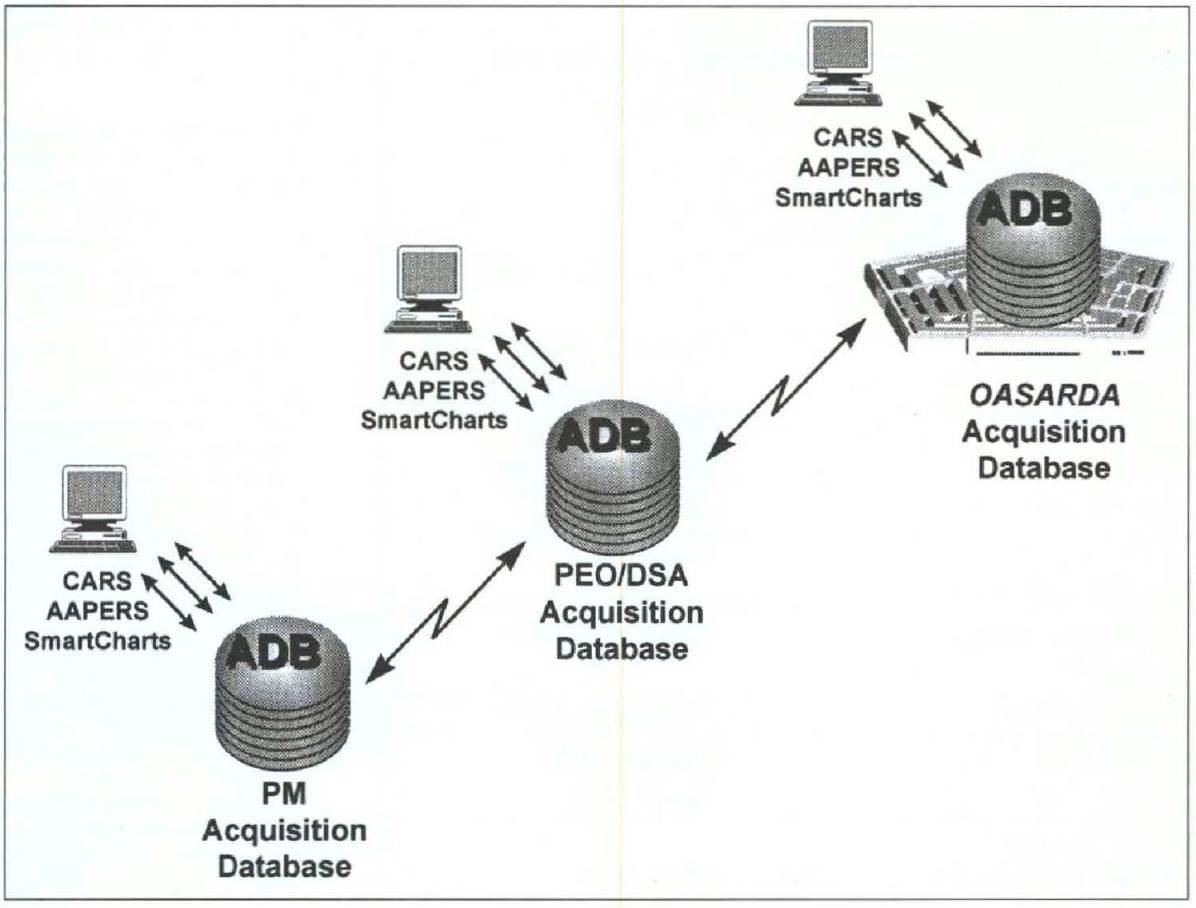

Figure 1.
Acquisition Information Management service baseline.

ing systems; no additional reports are required from the field or OASARDA. The official OASARDA position is transmitted automatically to the PEO and PM without delay and without exception. The ADBs bridge the "information gap" between the field and headquarters.

Available To All Army Approved PMs

The AIM service and the ADBs were originally envisioned as serving the AAE-PEO-PM chain. The recent establishment of the Deputies for Systems Acquisition (DSA) positions within the U.S. Army Materiel Command (AMC), and the migration of additional PMs to AMC, have provided the impetus for expanding the system to HQ AMC and its major subordinate commands. For AMC PMs, the HQ AMC or DSA (as appropriate for the PM) will serve as the "PEO" in the implementation of the AIM service and the ADBs as described in this article. Direct-reporting PMs and other Army commands will be accommodated in a similar fashion.

Typical PEO/DSA Site

The AIM service requires database servers at the PEO and PM sites, and communication links from the PM ADB to the PEO ADB, and from the PEO ADB to the OASARDA ADB. The U.S. Army Research, Development and Acquisition Information Systems Activity (RDAISA) will install the required servers and communications links. PEOs will be responsible for systems administration and local network and hardware maintenance. The ADB servers will be integrated into the local area network.

The AIM ADB server is a Windows NT server. ISDN circuits and Ascend 400 routers connect the local server to the other servers in the network. Local workstations will not be supplied. The existing local workstation will operate the AIM client software without disrupting local network services and office automation. Minimum workstation configuration is a Pentium PC with Windows 95 or NT operating system.

The AIM service client and server software will provide system administration functions to register users, control system access, and manage user privileges. RDAISA will provide the training required for server and AIM system administration.

Classified Processing

Most reporting systems are unclassified and use the configuration described above. A separate network configuration is used for classified reporting systems. AIM service classified data flow and classified ADBs are not integrated with the local classified networks. All levels of classified acquisition data (PM, PEO and OASARDA) are on the classified portion of the OASARDA Wide Area Network. Secure telephone unit, third generation telephone service provides the necessary security and connects the classified server with the end user. Classified workstations will be provided for field locations where needed.

SARD-SM SARD-SC SARD-DE PEO GCSS	June 1997
SARDA (remaining offices) DSA TACOM HQ AMC	September 1997
PEO AMD PEO TAC MSL	October 1997
PEO IEW/S PEO C3S DSA CECOM	November 1997
PEO AVN DSA AMCOM	December 1997
PEO STAMIS SMDC	January 1998
STRICOM	February 1998
SSCOM	March 1998
IOC	April 1998
CBDCOM PM Chem Demil Other Users	May 1998

Figure 2.
AIM service acquisition database fielding sequence.

New Capabilities

The nucleus of the AIM service is the OASARDA ADB, which contains the PM, PEO and OASARDA levels of reports. Comparison reports that highlight changes are an important new feature; now it will be very easy to compare the PM report to either the PEO report or the OASARDA report. Any combination of level and time period may be compared. Another benefit of the OASARDA ADB is that the stored reports become an archive of submitted reports.

These data also reside in the OASARDA ADB as individual data elements in the ORACLE database. Database ad hoc query tools include structured query language and an English language query tool. With appropriate system access and data access controls, authorized users can browse report data sets and develop queries across data sets not easily associated at present. This is a new capability that will become more useful as data elements from other applications are added to the OASARDA ADB.

The AIM service comments feature will allow for appending comments to report submissions moving up or down the reporting chain. In addition, an easy launch of standard e-mail will be available. Acquisition community tools such as the *Department of Defense Acquisition DeskBook* and links to other data sites will be provided via AIM servers and communications. Additional capabilities will be provided via the AIM service infrastructure when it is fully implemented.

Current Status

Fielding of the AIM service and the ADBs started with some offices of SARD-ZD, SARD-ZS and PEO GCSS in June 1997. Beta testing and system tuning continued through August. In September 1997, HQ AMC and the Tank-automotive and Armaments Command (TACOM) DSA came online. The first production use of CARS via the AIM service was in July 1997. In October 1997 the OASARDA ADB became the official SmartCharts database. Additional PEOs, DSAs and PMs will be added to the user base by June 1998, when phase one fielding is scheduled to be completed (see Figure 2).

Future Development

Other application modules planned for the AIM service and the OASARDA ADB include Planning, Programming, Budgeting and Execution System (PPBES) applications, and acquisition position and career management. The PPBES budget data and acquisition career management data will be the next additions to the OASARDA ADB. The Research, Development and Acquisition (RDA) PPBES Applications System (RPAS) is the OASARDA software used to update and submit budget feeds. Budget reports and lock position data files disseminated to the field come from RPAS. The AIM service, the ADBs and the two-way communication links will speed this data flow.

The AIM infrastructure is the vehicle for improving the use of acquisition career management data. Two key beneficiaries of the new AIM service and the ADBs are Acquisition Workforce Support Specialists and the Acquisition Workforce in general.

In all acquisition information areas, the AIM service concept is intended to facilitate two-way communication between the field and the OASARDA ADB.

Conclusion

The ultimate goal of the AIM service is to electronically connect all PMs to their PEO. The initial fielding of the AIM service and the ADBs has been a resounding success and verifies the interest of the acquisition community in accurate and timely feedback from headquarters. This project will improve two-way communication and provide an official ADB as a resource for PMs and others. This resource will also reduce the frequency of redundant data calls to the field. As additional classes of data are added to the ADBs, they will be a key component of paperless acquisition.

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JOINT TECHNICAL ARCHITECTURE-ARMY COMPLIANCE

By Daisy Bhagowalia
and Robert Hegerich

Introduction

The Joint Technical Architecture (JTA) is an Office of the Secretary of Defense-mandated document that identifies a common set of information technology standards and guidelines to be used in all new and upgraded command, control, communications, computer, and intelligence (C4I) acquisitions across DOD. The Army implements the JTA through a document known as the Joint Technical Architecture-Army (JTA-Army). Although the JTA applies only to C4I systems, the JTA-Army applies to all systems that produce, use, or exchange information electronically. Because the standards contained in the JTA-Army play a key role in promoting equipment interoperability among the Services, the Army has a major interest in ensuring that all Army systems adhere to the applicable mandatory JTA-Army standards. Therefore, the Army Acquisition Executive and Vice Chief of Staff, Army have mandated that the Army Digitization Office (ADO) be responsible for ensuring that all Army systems implement the standards and protocols in the JTA-Army.

This effort has caused a total philosophy change within the Army and its system development process. With the JTA-Army providing a standard architecture for Army program managers (PMs) to build to, the JTA-Army compliance effort has been extremely beneficial by providing the common message standards to achieve interoperability among all Army systems. In addition, cost savings resulting from software reuse and common system standards have been enormously beneficial to the Army. This effort has allowed program executive officers and PMs to develop their systems in accordance with the JTA-Army, develop migration plans, and achieve JTA-Army compliance within their own system funding. The guiding letter from the Chief of Staff, Army mandates the compliance schedule of 2000/2006 for all Army systems to be Army Technical Architecture compliant.

Frequently Asked Questions on JTA-Army

JTA-Army compliance is achieved primarily through the Review and Approval of Migration Plans process, which is detailed on the ADO home page **(http://www.ado.army.mil)**. Below is a list of frequently asked questions on JTA-Army compliance.

Q. Do I need to submit a JTA-Army migration plan for my system or program?

A. Here are the ground rules:

• In general, submission of a migration plan is a one-time requirement; therefore, if your system or program has received a waiver or has an approved migration strategy or plan, the answer is No. The major exception is if a change to the JTA-Army contains something the ADO thinks requires a revision to your plan, you will be asked to submit a revision specifically addressing that issue.

• If your system is already JTA-Army-compliant, the ADO thinks that is the best reason for requesting a waiver. The reason the ADO asks for a waiver request is to make sure the term "JTA-Army-compliant" means the same to you as it does to the ADO. For this case, submit a waiver request (send an e-mail to **migration@ado.army.mil)** and the ADO will take it from there.

• If you have a "new start," it is expected to be JTA-Army-compliant from the outset through its RFP, and the answer is No. However, if the new system or program is covered by the JTA-Army, the ADO would like to know that the system exists (send an e-mail to **migration@ado.army.mil**).

• If you provide only the "platform" on which a capability covered by the JTA-Army is mounted, and somebody else provides that capability, you do not have to submit a plan, but those providing the covered capability may have to. For example, the mission payload PM (not the vehicle PM) submitted the Command and Control Vehicle Migration Plan.

• If you have an older system that does not have a capability covered by the JTA-Army (e.g., the CH-47 helicopter), and you intend to do an upgrade that will be covered by the JTA-Army (e.g., CH-47 Modernization Program), the answer is No.

• If you have an older system that is covered by the JTA-Army, but it is not JTA-Army-compliant and you are planning to do a major upgrade, then the answer is Yes.

• If you have a system that is in Post-Deployment Software Support (PDSS) and it is not JTA-Army-compliant, the answer is a qualified Yes. The justification is that because ADO has waived a number of PDSS systems where migration did not make technical or economic sense, each PDSS item is discussed on a case-by-case basis before a migration strategy (i.e., a Part I) is submitted.

• If you have a modeling or simulation system that complies with the DOD high level architecture (HLA), the answer is Yes since the JTA-Army encompasses mandated standards, including the HLA, that may apply to your system.

• If you have an office automation system, i.e., with characteristics somewhat as follows:

(1) A set of desktop computers, servers, network peripherals, et al., connected by LAN(s) or WAN; and

(2) That set has a name and is managed as an entity, then the answer is Yes. However, the ADO will be glad to work with you to determine what makes sense in your context. As an example, an office automation system might cover a geographic area, e.g., Army installations on the island of Okinawa. At the moment, our focus is on identifying such "systems."

• If your system is a Joint or DOD-level system, and the Army is the Executive Agent for that system, the answer is Yes. The Headquarters of the Department of the Army (HQDA) expects and intends

Because the standards contained in the Joint Technical Architecture-Army play a key role in promoting equipment interoperability among the Services, the Army has a major interest in ensuring that all Army systems adhere to the applicable mandatory JTA-Army standards.

that the JTA-Army be kept in sync with the JTA; should differences pertinent to your system arise, ADO will address them on a case-by-case basis.

• If you have a management information system, even if used for organization-internal purposes, the answer may be Yes. As a hypothetical example, ADO would not want migration plans for individual applications on a mainframe, but might conceivably want a migration plan for that mainframe or (even better) a related group of mainframes including that one. As with office automation systems, our focus at the moment is on identifying such systems, rather than on migration planning.

• If you are still uncertain as to whether or not your system is covered by the JTA-Army or needs a migration plan, send an e-mail to **migration@ado.army.mil** and the ADO will figure out the answer.

Q. Do all RFPs have to include JTA-Army compliance as a requirement?

A. Yes, all system acquisitions must require JTA-Army compliance. Standard wording for JTA-Army compliance is provided to RFP developers and is available on the ADO home page. Numerous RFPs have used this standard wording to ensure JTA-Army compliance.

Q. Is my tech base program supposed to be JTA-Army-compliant? If so, am I supposed to submit a migration plan or what?

A. The JTA-Army does apply to Army Concept and/or Technology Demonstration programs (and also to Joint/DOD programs where the Army is the Executive Agent). These programs include ATDs, ACTDs, TDs, ACT II programs, JWID demonstrations, Army Space Exploitation Demonstration programs et al. For these programs, the usual JTA-Army compliance rules have been somewhat relaxed, and a migration plan is not required. What is required is explained in the ADO Oct. 17, 1996, *Ground Rules* document, which is available on the ADO home page at **http://www.ado.army.mil**. The current process for ACT II JTA-Army compliance basically involves the submission of a JTA-Army compliance matrix with the ACT II proposal. The detailed ACT II process is described on the ADO home page.

Q. Is DISC4 taking over JTA-Army compliance for Sustainment systems from the ADO?

A. The ADO and the Office of the Director of Information Systems, Command, Control, Communications, and Computers (DISC4) have discussed how to partition responsibilities for JTA-Army compliance. The general plan is that DISC4 will take over responsibility for JTA-Army compliance of non-tactical systems and programs, i.e., items not generally associated with battlefield digitization. These have been termed "MACOM Agency and Installation" (MA&I) systems. The DISC4 has prepared a draft policy guidance document (similar to the ADO Oct. 17, 1996, *Ground Rules* document) on JTA-Army compliance for MA&I systems. The DISC4 is in the process of finalizing this document and the associated JTA-Army compliance process.

Q. If I am JTA-Army compliant, am I also Joint Technical Architecture (JTA) compliant?

A. Yes, HQDA will ensure that JTA-Army compliance equates to JTA compliance for all Army systems.

Q. Do I have to do a new migration plan for each new version of the JTA-Army?

A. No. As stated earlier, migration planning is a one-time requirement, and you do not have to submit a new migration plan each time there is a new JTA-Army. However, if a new JTA-Army has a major change that affects your program and your current JTA-Army migration strategy, ADO asks that you inform them of this situation.

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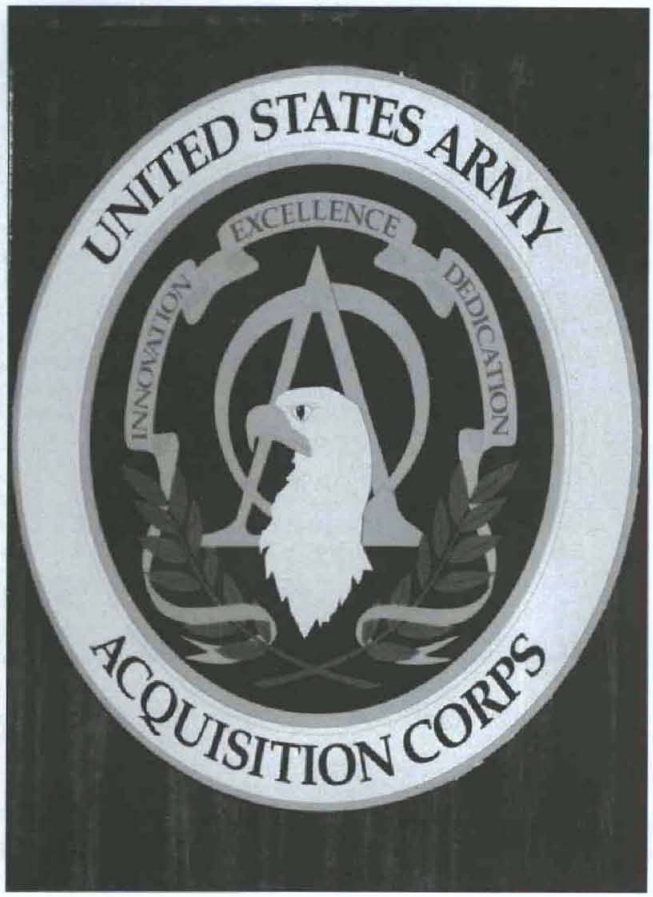


ARMY ACQUISITION CAREER MANAGEMENT WORKSHOP ADDRESSES CURRENT INITIATIVES, KEY CHALLENGES

By Sandra R. Marks
Army RD&A Staff

More than 150 members of the Army Acquisition Corps (AAC) and senior leaders of the Army, Navy, and Air Force acquisition communities convened in San Antonio, TX, Nov. 17-20, 1997, for the 2nd Annual Army Acquisition Career Management Workshop. Hosted by Keith Charles, the Deputy Director for Acquisition Career Management (DDACM), OASARDA (Office of the Assistant Secretary of the Army for Research, Development and Acquisition), the workshop provided an open forum to discuss current initiatives and programs impacting acquisition career management, and an opportunity to address some key challenges facing the acquisition community.

Preceding the start of the workshop, Keith Charles provided separate updates to the Acquisition Career Management Advocates (ACMAs) and to the participants of the Program Management Development Program. The participants reviewed their current status and continuing goals. The ACMAs were informed of their role in leading discussion groups scheduled for later during the workshop. The inclusion of these breakout sessions as part of the workshop was viewed as an opportunity for conference attendees to meet and share their knowledge on six pre-selected issues of current relevancy to the Acquisition Workforce: education and training opportunities; centralized referral systems; civilian preparation for Best Qualified Boards; operational experience; methods for identifying meaningful acquisition-related positions; and policy development for AAC membership status. Workshop attendees were given the opportunity to select the topics they wanted to discuss. Charles called the topics "tough issues," and urged the ACMAs to take a leadership role in these breakout sessions, establish clear lines of communication, conduct interactive work groups, identify resources to address the issues, and draft an action plan outline that would lead to issue resolution. Following the ACMA update, MAJ Mike Williamson provided observations on the current Civilian Acquisition Position List (CAPL) and identified some issues and command actions for conducting this year's build.

Charles opened the first full day of the workshop by welcoming the attendees and recognizing distinguished guests. He urged the attendees to actively participate in addressing the workshop issues and vowed that with their help, the issues would be solved during 1998.

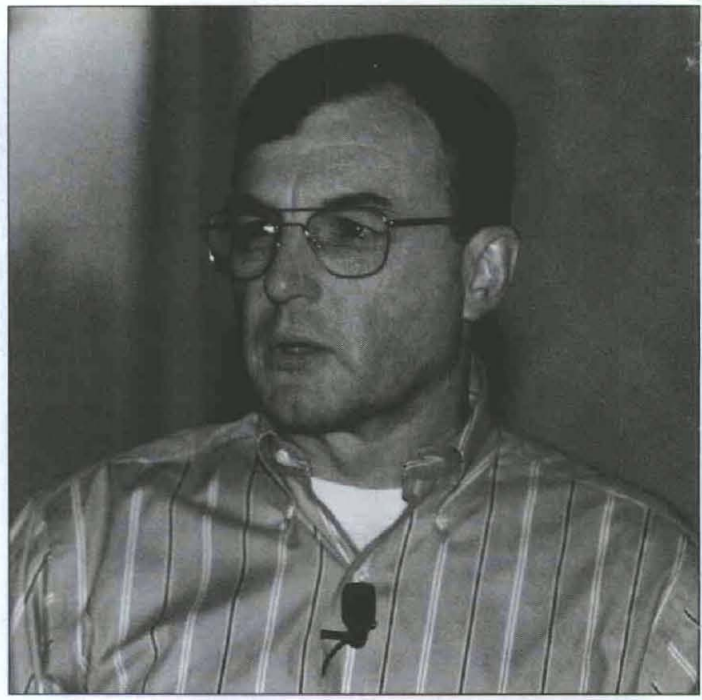
Charles introduced LTG Paul J. Kern, Director of the Army Acquisition Corps and Military Deputy to the Assistant Secretary of the Army (RDA), to deliver the keynote address. Kern touched on several areas of interest to the acquisition community and outlined the challenges it faces.

In a general overview of the Army, Kern noted that today's force is being sustained at a reduced cost. He noted other key areas the Army is focusing on such as modernization of the current force structure, fielding of the first digital division by 2000, and studies and experiments for the Army After Next.

Kern emphasized that information dominance is a key investment area for transitioning the Army into the Army After Next. He said the Army will make most of its investment between now and the year 2010 by using current information technology and processing power to build future systems and integrate them into current platforms.

According to Kern, two of the major challenges facing the Army is the need to broaden the focus of the Acquisition Workforce across all career fields, and to continue developing the Acquisition Workforce to support the Army's goals. Commenting on how the Army is going to face up to these challenges, Kern noted several military and civilian initiatives that have been instituted. For example, he praised the establishment of the CAPL as a method of matching the workforce to the right position requirements. He said the "Roadmap to Success"

Keith Charles, Deputy Director for Acquisition Career Management, OASARDA.



LTG Paul J. Kern, AAC Director, delivers the keynote address.

includes training, education, and experience, adding that the leaders in the 21st century will have technical proficiency, and have multi-disciplinary knowledge gained from their command, program management, and Army Headquarters assignments. He noted also that workshops such as this one and other education and training opportunities help provide the experience necessary to become a leader in the Acquisition Workforce. He said the AAC is really the model for centrally managing the people and matching them to the position requirements.

Kern stressed that the civilian workforce and military workforce strive toward the same goals and have the same opportunity to compete for leadership and supervisory positions, while at the same time not being identical. He said the two should complement each other in what they bring to the table: experience, training, and education, and focus on getting the warfighters the equipment they need. "That's why we're here," he concluded.

Following Kern's address, Mary Thomas, Deputy Director of the Army's Acquisition Career Management Office (ACMO), presented an Army Acquisition Corps update. Thomas reaffirmed the Acquisition Corps' focus on developing quality people and caring leadership while at the same time providing an opportunity for career broadening. She said the gains made in the short term and the successes of the past, allow us to tackle the tougher issues brought forth in this workshop. Getting everyone involved in the solution, she said, is the only way we'll have a solution that lasts through time.

Mary Thomas, Deputy Director, Acquisition Career Management Office, OASARDA.

Thomas, in recapping the accomplishments made by the AAC this past year specifically noted the development of the CAPL, the updated civilian record briefs, and the efforts of the Acquisition Workforce Support Specialists (AWSSs) and ACMAs in assisting the ACMO in communicating all of this to the workforce. Thomas credited the ACMAs and AWSSs for making possible the great progress that occurred during the past year. Without them, she said, the impact on the workforce would be minimal. Their impact, she added, has been immediately felt. She also credited the involvement of the people in the AAC in helping shape policy, the direction the workforce is moving, and the new initiatives that are being undertaken. Thomas termed the AAC a striving, thriving community as evidenced by the complexity of the issues discussed at this workshop.

In the area of leadership development programs, Thomas praised the Corps Eligible (CE) Program, which allows an individual's qualifications to be evaluated to see if they meet the minimum statutory requirements of being a corps member. The CE Program, said Thomas, has given us a very good picture of who is out there in the GS-13 population. The next step is to expand the CE Program to the GS-12 population, where leadership skills can be developed and CEs can be made competitive for promotion.

Thomas credits the Senior Rater Potential Evaluation for not only giving project/product management selection boards more

information on civilians, but also enabling senior raters to broaden their perspective of their civilians. Thomas said that comments are currently being solicited from the field on how the AAC can be improved and how the senior raters' jobs can be made easier.

The toughest challenge, according to Thomas, continues to be effective communication with the workforce. Immediate goals are to continue to display the AAC exhibits, expand the 1998 Roadshow effort, integrate the military and civilian playbooks, improve the usefulness of the factbook, and to publish an AAC newsletter that will focus on key issues.

Following Thomas' presentation, workshop conference attendees were given an opportunity to hear perspectives on career management acquisition initiatives in the Navy and the Air Force. This turned out to be an ideal briefing strategy to compare Army acquisition career management efforts with the other Services.

The first address was given by William Hauenstein, Director of Acquisition Career Management (DACM), Office of the Assistant Secretary of the Navy, who also serves as Executive Director to the Navy's Acquisition Workforce Oversight Council and Administrator of the Navy's Acquisition Workforce Program. He is considered the Department of the Navy's authoritative expert on Acquisition Workforce issues. Like the Army, the Navy is struggling with defining its Acquisition Workforce, said Hauenstein.

Like the Army Acquisition Workforce, the Navy has a problem communicating with its Acquisition Workforce community, but Hauenstein credits the Army for its aggressive decision to try to improve its communication with the workforce.

Unlike the Army, the Navy, Hauenstein says, is a very decentralized structure.

Hauenstein also stated that certification continues to be an issue. Relative to getting qualified individuals certified for the position they hold, he says the Navy has done well with civilians, but poorly with the military community. Part of this poor performance is attributed to a perceived lack of importance to get certified on the part of the military. He also views the need to remain current in acquisition training and education as key to a strong Acquisition Workforce.

In a followup question and answer session, Hauenstein addressed the issues of mobility and tenure agreements, reservists, and communications outreach in the acquisition community. He praised the Army's ACMAs and AWSSs as tremendous resources in assisting in the communications area. He says the Navy is attempting to reach out and communicate more with its workforce through newsletters, a home page, a bulletin board, and by locating trainers at each of the major systems commands responsible for their workforce.

Joseph G. Diamond is currently Associate Director, Acquisition Career Management (DACM), and the Chief, Acquisition and

William Hauenstein, Office of the Assistant Secretary of the Navy (RDA).

Resources Division, in the Office of the Assistant Secretary of the Air Force. He is responsible to the Service Acquisition Executive for acquisition professional development, and responsible for developing and implementing acquisition professional development policies and procedures. He manages Air Force Acquisition Workforce management and manpower issues and the Air Force Federally Funded Research and Development Center and Advisory Service Programs.

Diamond pointed out that while the Army, Navy, and Air Force are striving to improve their career management efforts, each Service has its own unique processes and cultures, many of which are different. From component to component and from Service to Service, implementation of the Defense Acquisition Workforce Improvement Act (DAWIA) and career management initiatives are going to be different.

Unlike the ways the Army and the Navy bring in military officers, the Air Force accesses acquisition officers as they "come off the streets." From the day they begin serving in the Air Force as 2nd lieutenants they begin growing as part of the Acquisition Workforce. Jobs are advertised on an electronic bulletin board, and people can apply for these jobs. Assignments are centrally managed out of the Air Force Personnel Center. The Air Force Acquisition Career Management Office (ACMO) closely coordinates acquisition assignments, and there is a great deal of contact between the ACMO and the Air Force Military Personnel Center. In addition, the *Officer Professional Development Guide* outlines what every officer needs to know to progress, including education requirements.

In seeking to explain how the Air Force carries out its professional development mission, Diamond touched on several initiatives cited in earlier workshop updates. The Air Force Education With Industry Program, like the Army equivalent Training With Industry Program, has a civilian side too. On the issue of waivers, Diamond noted that unlike the Army, which is very stringent once a position is listed as "critical," the Air Force is very liberal in its waiver process.

Diamond noted that the Air Force promotion system on the civilian side is very different than it is on the military side. The primary difference is that the civilian side is driven by laws, policies, unions, and Office of Personnel rules. Civilian promotions are based on requirements of the position as

James McMichael, Office of the Under Secretary of Defense for Acquisition and Technology.

Joseph G. Diamond, Office of the Assistant Secretary of the Air Force.

opposed to the "whole person concept for military personnel."

The Air Force Chief of Staff is supportive of the civilian/military mix in the Air Force. Despite this, said Diamond, we're going to have to realize that we have to start drawing down the military side. Diamond concluded his remarks by stating that the Air Force has an outstanding career management program, outstanding databases, and an outstanding management information system. The challenge, he said, is to better define who constitutes the Acquisition Workforce. He termed the Acquisition Workforce adaptable, flexible, innovative, responsible, and efficient.

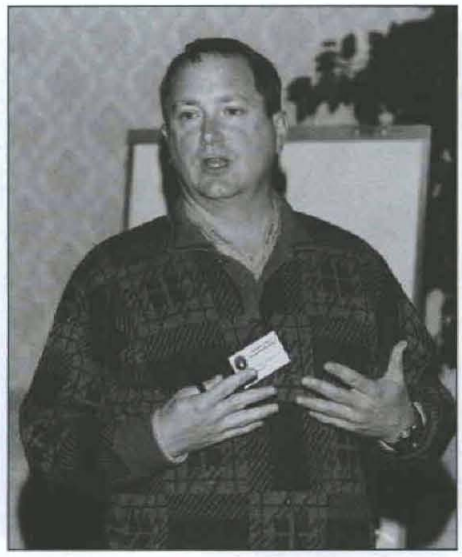
The last featured address of the day was delivered by Dr. James McMichael, Director, Acquisition Education, Training, and Career Development in the Office of the Under Secretary of Defense for Acquisition and Technology (USD(A&T)). He is the USD(A&T)'s Director of Acquisition Workforce Programs, and is responsible for developing DOD training, education, and career development policies for civilian and military acquisition personnel. His theme was Change in the Acquisition Workforce. McMichael said that the Army has embraced the concepts of DAWIA more than any of the other Services. He also noted how well the Army is doing at keeping on top of the very important issue of officer promotions, adding that the Army now has an exemplary program for civilians in its Acquisition Workforce, particularly in its Acquisition Corps. McMichael specifically credited the effort of Keith Charles, who took the lead a few years ago in reengineering the Army Acquisition Corps. We are now seeing the fruits of his vision, said McMichael.

McMichael said the Army has been the pioneer Service in the area of acquisition reform, pointing directly to the Roadshows as an excellent vehicle for getting the word out.

McMichael also addressed the recurring issue of defining the Acquisition Workforce. He said the problem is not defining the Acquisition Workforce but identifying the people who fall within the definition. The DAWIA definition, he says, is purely a functional way of identifying the Acquisition Workforce. It's a screening process based on functions, not on organizational structure, he said.

In the areas of education and training, he proposed an increased use of distance learning technologies, an increased use of the private sector, and unification of the Defense Acquisition University.

The concluding speaker of the day was Carolyn Thompson, a principal staff advisor to the Director, Missile Defense and Space Technology Center. She gave a lively presentation on how to read people. Thompson enlightened the crowd on such topics as professional dress and personal space, and reminded the attendees that what they wear and their body language go a long way in defining the way people communicate.



COL Ronald C. Flom, Chief, Military Acquisition Management Branch, PERSCOM.

The following morning opened with a presentation provided by Donna Tyson, a business motivational speaker. She appealed to the attendees to use this conference as an opportunity to "refuel," to "reenergize," and to move forward with a new vision, and with new direction.

Following Tyson's remarks, attendees were given an overview of the breakout sessions and provided instructions for addressing the issues and conducting group discussions, drafting an outbrief action plan for presentation to the entire workshop, and choosing a team to formulate final resolutions and present them to the ACMO/DDACM in early 1998. Participants were encouraged to exchange ideas, gain input on key issues, share perspectives, and help shape future initiatives.

Workshop attendees were inspired by business motivational speaker Donna Tyson.

Two working lunches were held during the course of the workshop. Greg Zyto, a data specialist in the ACMO, gave a presentation on the new Acquisition Civilian Record Brief. The new form clearly reflects the actual experience, training, education, and qualifications held by the workforce, and will hold workforce members responsible for keeping their credentials current.

COL Ronald C. Flom, Chief, Military Acquisition Management Branch, U.S. Total Army Personnel Command, gave an informational brief. He stated that the mission of the branch is to provide centralized career management of acquisition officers and support the proponent mission. He also praised the Army's system of tracking certification, noting that the database is readily available to review education, training, and experience.

The last full day of the workshop was devoted to outbrief presentations by the group leaders on what had transpired in the various breakout sessions the previous day. The group leaders recapped for the entire workshop audience what ideas had been generated, what had transpired in the group discussions, and what specific actions were identified for resolution. They also identified the team members and presented a draft outline of an action plan that would be used to finalize resolutions for presentation to the ACMO/DDACM in early 1998.

In concluding remarks, Workshop Coordinator Tony Echols, a proponency officer in the Acquisition Career Management Office, termed the workshop a success, noting that it provided an open forum for exchanging ideas, tackling tough issues, and for getting the acquisition leadership involved.

In his closing remarks, Keith Charles praised the tremendous ideas brought forward during the workshop, adding that "it's been a great week." He also praised the progress made by the Army's Acquisition Workforce during the past 2 years and the efforts of the Acquisition Career Management Office. In addition, he noted the tremendous support provided by the Acquisition Career Management Advocates and the Acquisition Workforce Support Specialists and all the support people in the field. He added that the involvement of the field in the solution-making process has paid "huge benefits." Charles concluded by challenging the Acquisition Workforce, specifically supervisors, to accept fundamental responsibility for getting information to the people who need it and keeping their workforce informed.

REBUILDING THE ECONOMIC BASE DURING OPERATIONS JOINT ENDEAVOR AND JOINT GUARD

By MAJ Robert B. Billington
and MAJ Nicholas L. Castrinos

Background

Contingency contracting directly supports the National Command Authority's (NCA) geopolitical economic stabilization objectives by injecting operational funds directly into the local economies. The Army did this by purchasing the multitude of services and commodities needed by the forces deployed during Operation Joint Endeavor and Operation Joint Guard (OJE/OJG).

One of the primary missions of OJE/OJG was, and is, to revitalize the economic base of Bosnia. The Army's NCA stated that the economic recovery of Bosnia was vital to the overall success of the peacekeeping mission. Early in the operation, the administration clearly identified this objective. The late Secretary of Commerce, Ron Brown, and many other government and industry leaders sacrificed their lives pursuing the economic revitalization of this war-torn country.

Many months later, the economic revitalization continues, with more progress in some places, most notably in Sarajevo and Mostar. Early on, several cities were recognized as key to the economic recovery. These seven cities were commonly referred to as the "Seven Cities of Sin." The term referred to the fact that the economic viability of these cities held the key to the recovery of the nation. These cities were Sarajevo, Mostar, Tuzla, Doboj, Banjaluka, Brcko, and Bihac. The concept that waves of economic stability emanate from economic epicenters was at the heart of this analysis.

Some objectives cannot be accomplished by military means alone, but the freedom of movement enabled and enforced by Implementation Force (IFOR) and Stabilization Force (SFOR) contributes directly to one of the most important elements of economic stability, freedom of commerce. It is clear that economic recovery, aided by freedom of movement and commerce, is the only pillar of the IFOR/SFOR mission that will make a long-term impact on the stability of Bosnia.

Twelve months after the start of OJE, not much had changed in the capital city of Sarajevo, except the shooting. Hundreds of buildings lay in ruin, thousands more were heavily damaged. Thousands of impromptu grave sites covered every open space in the city's parks, vacant lots and hillsides. Peace between the former warring factions (FWF) was tenuous at best. Telephone, power, water, radio and television still were not totally restored. Nationalistic leaders were jockeying for future position after the scheduled IFOR departure (before the extension was announced for SFOR). However, economic revitalization became strangely noticeable. Ruined and damaged houses were being "cleaned" and even the yards were being maintained. Day by day more and more vehicles could be seen on the streets. People started to walk down "sniper alley" without fear of getting killed. Mass transit buses and trolleys were reestablished and growing in number. Eighteen months into OJE/OJG, Sarajevo is a bustling, crowded and recovering city.

How did this happen? Money, then jobs, put hard currency into the pockets of the jobless middle class. Citizens were the ones who actually started the revitalization process. Without this middle class, no revitalization could have taken place.

Getting The Word Out To The "People"—PSYOPS

Priming the economic pump was (and is) a primary mission of OJE/OJG. Within the Army, there are several organizations supporting this mission. Many organizations, both government and non-government organizations, are involved in this revitalization

Operating in a former communist economy means operating in an environment with little to no entrepreneurial understanding.

mission. One of the main military organizations charged with communicating the stabilization message was the media section of the theater-level deployed Psychological Operations (PSYOPS) Command from Fort Bragg, NC.

The PSYOPS mission was effective in communicating the concept of stability and economic prosperity. Yet PSYOPS often lacked the ability to provide concrete, firsthand evidence of the proof of this concept. They printed all sorts of slogans that freedom of movement equals more business, which means more sales, which equals peace. But without money to spend, freedom of movement meant little to the population. Monetary grants from the World Bank and donor nations were not available early on. Large amounts of hard currency were only available from the IFOR U.S. Army Contracting Command, Europe (USACCE) and NATO contracting officers.

In the early stages of this operation, the PSYOPS media section coordinated with the Joint Contracting Centers (JCCs) deployed by the USACCE throughout the theater with offices in Tazar and Budapest Hungary, Slavonski Brod Croatia, Tuzla Air Base, and Sarajevo, Bosnia.

"While these contingency contracting offices' primary mission is supporting U.S. soldiers, they have an implied mission, to include the Logistical Civilian Augmentation Program (LOGCAP), to procure as many items and hire as many local nationals from the local economy as possible."

With today's austere logistical tail, 20,000 deployed soldiers require vast amounts of contracted services and commodities; from small local purchases for items such as nuts and bolts, to basic repair parts for their office equipment, to million dollar contracts for power. Literally, hundreds of thousands of dollars per day were obligated to the Bosnian economy. This infusion of money helped "jump start" the economy, stabilize the population, and further our geopolitical objectives.

Purchasing In A Former Communist Country

For the JCC, purchasing these commodities and services during OJE/OJG presented many difficult situations that had to be overcome before commodities or services could be purchased in the local business environment. The contingency contracting officer (CCO) had to contend with communication and cultural barriers, no credible currency, no central banking system, the need for cash payments, dealing with a former neo-communist economy, no real understanding of the "profit motive", no real postal system, and a very limited vendor base.

One of the biggest problems for the CCO was the communication and cultural barrier. Overcoming barriers would have been much quicker if the PSYOPS media sections could have coordinated with the JCCs for media support. Before the break up of the former Yugoslavia, the educational system stressed the native language and the Russian language, which was the dominant language used in intracommerce between Yugoslavia and other Warsaw pact nations. English was not considered an important language to learn. Few businessmen could speak English, and even fewer could read English. If the JCC had access to the city's radio and newspapers, the response from vendors would have been much greater. Competition would have helped stabilize the contracting environment sooner.

Yet, the JCCs still had to educate each new vendor on how to conduct business with the U.S. government and generally impart western business practices and customs to help vendors have a better understanding of doing business. Again, if the JCCs had access to radio and print, articles could have been published on how to conduct business with the government and what services and commodities were needed. The response could have overwhelmed the JCCs, but developing a vendor list was critical for locating qualified vendors who could provide all the services and commodities required by OJE.

Even with an expanded vendor base, the JCCs still had to deal with some very unique problems. Pre-award conferences would last for hours. Vendors would ask questions, and then ask the same question again. Sometimes these pre-award conferences resembled a classroom rather than a contracting office. At times, pre-award conferences degraded rapidly into bidding wars or self-perpetuating auctions, despite the JCC's best efforts. The vendors would become excited and start "undercutting" their fellow vendors, thinking that the CCO would select the winner of the bidding war. This is not how we do business!

Lack of a Creditable Currency

Until the break up of the former Yugoslavia, vendors operated under communist rule. Operating in a former communist economy means operating in an environment with little to no entrepreneurial understanding. Many times, CCOs were told "If I sell it, I will not have it on the shelf." And, "I'm sorry, I don't understand about volume discounts, the price is the same." Few vendors had a concept of inventory control. Vendors would not "discount" items that were on the shelf for months (or even years). The price had been established and it was final.

When the former Yugoslavia broke up, Bosnia and Herzegovina established their own currency, called the Bosnian Dinara. The Dinara is a common currency used throughout the Middle East. At the end of the civil war, the Bosnian Dinara had lost all of its creditable value as a currency. As a result, the German Deutsche Mark (DM) became the currency for all of former Yugoslavia.

After the first year of peace, Bosnia, Serbia and Croatia started to flood the marketplace with their own currency, but the DM remained supreme. Under the Federal Acquisition Regulation, contracts are usually paid in the host nation's currency. This was not possible. The Bosnian Dinara was next to worthless, and many vendors would not accept it as a form of payment. Also, the finance office could not maintain a workable exchange rate between the U.S. dollar and the Bosnian Dinara. The CCO had to establish the DM as the currency that all vendors would be paid in. During local purchase missions (using the SF44), some vendors would request a currency other than the DM (U.S. dollars, Bosnian Dinara, etc.).

Daily payments were the norm, using either

a class "A" agent or payment at the finance office at the time of delivery. At the start of OJE, vendors could not and would not provide credit to the United States. The term NET30 (payment due NLT 30 days after receipt) meant nothing to the vendor. Payment had to be made at time of sale. Training the vendors to accept daily, weekly, and monthly payments was very hard. All it took for the CCO to lose credibility with the vendor was a missed payment date for any reason (late paperwork etc.).

Lack Of A Central Banking System

Business credit availability from banks was non-existent. Even after 18 months of peace, there was still no central banking system in Bosnia. Banking is the most basic structure for commerce in the western world. There were no banks operating that could provide loans for expansion and purchase of new equipment. Hard currency was hard to attain, and payments by the United States in DM was a major source of hard currency for the country. Without banks to put this hard currency in place, the full benefit was lacking. Until a banking system was in place, vendors could not provide sophisticated commodities and services to deployed forces in any great quantities.

No Established Third Party Transportation System

Once a vendor base was established, delivery became a problem. Unless the vendor personally delivered the items, delivery by third party transportation was very limited. As of June 1997, there was still no postal package service in Bosnia. The letter mail service, which began on or around May 1997, was unreliable. Vendor correspondence had to be personaly delivered to the front gate, and few ground transportation companies operated in Bosnia due to the poor road network and mines. As late as June 1997, foreign vendors refused to cross the Zone of Separation to deliver goods to OJG base camps. Commercial air transport package services, such as FedEx, DHL, or UPS, were not available. The U.S. Air Force was the only available air asset in theater. Using the APO was slow and it had size and weight restrictions.

The Outlook After 18 Months

Eighteen months into the operation, the U.S. Army had committed well over a billion dollars into the Bosnian economy, with LOGCAP and other DOD contractors paying over $600 million directly. To date, the Army has injected over $500 million. These payments come in the form of weekly paychecks to the local population employed by DOD and the many DOD contractors. At last count, there were 26 major contractors operating in support of DOD OJG. Daily, weekly and monthly payments are made for a multitude of services and commodities required by IFOR/SFOR base camps. On gravel alone, tens of millions of dollars were spent.

When economic prosperity is flowing, peace is likely to flow with it.

This money, put in the hands of the working people and not the nationalistic leaders, has started to transform this war-torn country. This is not to say that the lack of infrastructure and the poor state of the economy will recover overnight. After all, this country was under communist control for more than 40 years. This road will be very long and, like most roads in Bosnia, strewed with potholes and artillery shell craters.

Availability of contingency contracting is an economic development tool that the PSYOPS information campaign can and should help develop. A synergistic combination of information resources and concrete economic benefits provided by contingency contracting could quickly produce enhanced stability. When economic prosperity is flowing, peace is likely to flow with it.

An actively employed population, enjoying the benefits of economic stability and prosperity is less likely to heed their leader's self-serving, nationalistic call to arms, and "Cry Havoc, Let Slip The Dogs of War"...Okay, okay, it's a little cheesy, but after all, we are infantry officers!

Lesson For Deployable Contracting Officers

The major lesson here is that the CCO must research the country where the contingency mission is taking place. A simple search of the World Wide Web will reveal most of the information needed. The State Department and the CIA both have web sites with country studies, updated situation reports, and other information that will help the CCO prepare for contracting before hitting the ground.

Yet, no amount of research or reading will change the business practices of former communist countries. The infrastructure of these countries resembles the 1930s not the 1990s.

MAJ ROBERT BILLINGTON is the Chief, Joint Contracting Center (JCC), Bosnia. In 1990, Billington was deployed to the Gulf War as a contracting officer, and returned to Saudi Arabia in 1993 to serve as the Director of Contracting, U.S. Army Central Command—Saudi Arabia, for one year. Following his assignment in Bosnia, he will serve with the U.S. Army Simulation and Training Command, Orlando, FL. Billington holds a B.A. degree in business from the University of South Florida, and an M.B.A. from St. Ambrose University in Davenport, IA. He is also a 1994 graduate of the Command and General Staff College.

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APPLYING MODELING AND SIMULATION TO THE GRIZZLY PROGRAM

By LTC Donald P. Kotchman
and Wesley L. Glasgow

Introduction

Declining resources earmark the current era of developing new combat systems. Project and product managers (PMs) are faced with an increased emphasis on balancing cost and technical performance, and the Army has fewer avenues available when overcoming competing demands for R&D resources. PMs are also faced with a mandate to develop systems more rapidly to meet increasing user needs. Over the past few years, extensive developments in modeling and simulation (M&S) have emerged, dramatically increasing the capability of PMs to solve developmental problems.

M&S tools are rapidly evolving as the method of choice for addressing problems in developing systems and providing early insight into life cycle issues regarding the systems. Whether the problem arises in engineering and manufacturing development (EMD), combat development, test and evaluation (T&E), training, or operations and support concepts, chances are that a model or simulation exists that the PM can use to assist in solving the problem. At a minimum, M&S can help clarify the variables affecting the problem and identify potential trade-offs that can impact the decision. These decision aids can go a long way in setting up the strategy to redress the issue.

Recognizing the value of M&S in acquisition development, the concept of simulation-based acquisition (SBA) now defines the environment or paradigm in which the PM must operate. The development of an effective simulation support plan (SSP) is a key component of the PM's strategy for seeking results that can reduce time, resources, and risk associated with acquisition process at any stage in the life cycle.

The Grizzly Program Management Office assimilated the principles of simulation support planning in mid-1996 while preparing its philosophy for execution of EMD. Challenges facing the program dictated a fresh approach to integrating the use of M&S. The contractor uses it as one means to continuously evaluate the engineering design, examine the impact of design changes without creating hardware, and to separate the development process from the need for physical prototypes in order to understand and resolve the technical and performance challenges. This article captures some of the uses of integrated M&S techniques in an actual program, highlights some of the challenges faced, and discusses the program's progress in maturing the technologies, models, and simulations involved in meeting one of the Army's critical materiel needs.

Modeling and simulation tools are rapidly evolving as the method of choice for addressing problems in developing systems and providing early insight into life cycle issues regarding the systems.

The Grizzly System

The Grizzly System, shown in Figure 1, provides a significant combat support capability for armed forces. It performs in-stride breaches of simple and complex linear obstacles, a capability that does not exist in today's Army. This vehicle incorporates both countermine and counterobstacle capabilities into a single survivable system that, in a single pass, creates a full width assault lane through the obstacle, thereby

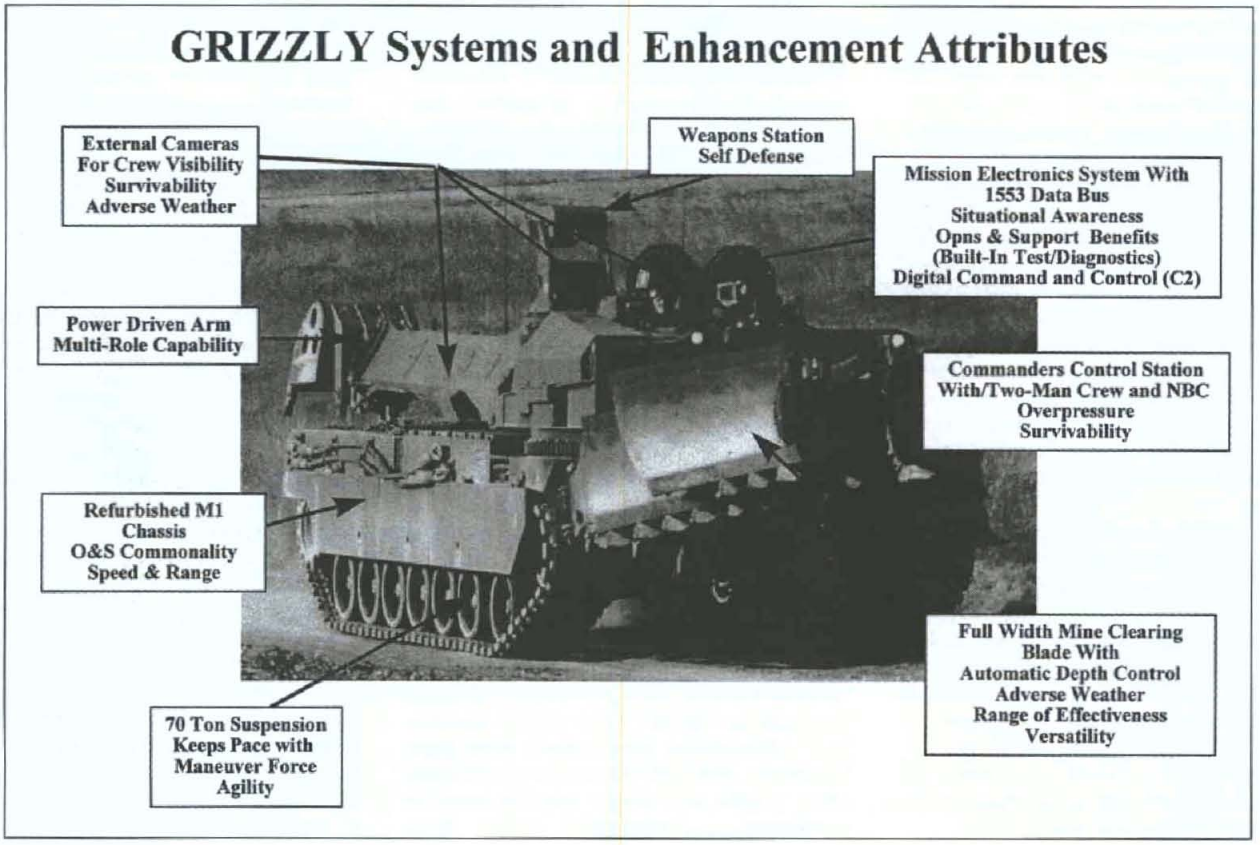

Figure 1.

maintaining momentum for the maneuver commander.

The system is a full-tracked, heavily protected vehicle that integrates M1 Abrams main battle tank chassis technologies, modernized standard Army components, and Grizzly-unique mission modules. The technologies associated with the M1 chassis include the hull, propulsion and drivetrain system, an overpressure collective protection system for NBC operations, and advanced track and suspension components. Standard Army components include the weapons system, driver's vision enhancement, and the digital command and control and appliqué communications systems. Grizzly-unique mission modules include an open architecture vehicle electronics system, a mine clearing blade equipped with automatic plow depth control, a power driven arm for obstacle reduction and lift, a remote-controlled weapon station, a commander's control station for the organic two-person crew, and a sophisticated vision system for controlling equipment while operating closed hatch.

The system developmental effort centers on meeting clear operational requirements based on deficiencies existing in current methods and equipment. Within 21 minutes, the Grizzly must be capable of clearing a full width "lane" through a designated complex obstacle system 600 meters (1,980 feet) in depth (length), which includes anti-personnel wire, an anti-tank ditch, and anti-personnel and anti-tank mines laid to standard densities and depths.

In addition to the breach role as described above, the Grizzly must have mobility equivalent to the supported force, be survivable and supportable on the battlefield, and not exceed a 70-ton gross vehicle weight. The Grizzly supports the mechanized combined armed forces of the 21st century as part of the habitually assigned combat engineer companies supporting maneuver battalions. The Grizzly Program is on track to provide these capabilities.

Program Status

The Grizzly successfully completed its Milestone II (MS II) review on Dec. 17, 1996. A contract was awarded to United Defense Limited Partnership (UDLP) to refine existing prototype vehicles for government evaluation and testing prior to a low rate initial production (LRIP) decision slated for the spring of FY00. The program is now in EMD in preparation for technical and limited user tests to support an initial production decision.

Upon completion of successful testing, early prototype vehicles will be tested in government live fire T&E, initial operational testing, and production verification testing. Upon demonstration of adequate performance, a full production Milestone III decision will occur, now scheduled for the fall of FY03. There are currently 366 vehicles scheduled to be procured. The Grizzly EMD effort relies heavily on an integrated M&S effort (SBA) to solve the engineering challenges, augment test results, and provide operational insight to system effectiveness, while staying within program cost and schedule constraints. SBA is key to successful execution of the Grizzly Program.

Modeling And Simulation In The Grizzly Program

M&S is not new to the Grizzly Program. From its inception, M&S has played a role in both the operational and technical maturation of the system. There are, however, several differences in the approach the program is now taking toward M&S. Prior to

the planning for EMD, M&S usage was coincidental to the program, an opportunistic approach to using models and simulations to answer questions. With the advent of EMD, the PMO committed to SBA and the establishment of an SSP, changing the program philosophy toward M&S.

M&S is now an integrated, consciously planned activity used to answer specific questions or provide specific insight as part of the total program management process. M&S plays a role in analyzing operational issues, predicting costs, and predicting and assessing the input of design changes on performance. Additionally, an integrated systems model (3-D solid model representation of the system down to the component level) serves as the single system model used to integrate with other M&S activities.

The total M&S effort is structured to control program costs and assist in mitigating program risk. Grizzly Program models take three forms—analytical, synthetic, and physical—with some hybrids. The planned simulation activities include a combination of live, virtual, and constructive representations of the system, the soldier, and the environment integrated into an overall simulation support plan. Figure 2 provides an idea of how Grizzly M&S is coordinated as an integrated function as part of SBA.

During EMD, the Grizzly Program is revisiting the analysis used by the combat developer to justify the program's requirement to update force and threat models and include operational performance capabilities realized as a result of knowledge gained during Program Definition and Risk Reduction. Led by the TRADOC Systems Manager (TSM), the program explores operational effectiveness, doctrinal employment concepts, and cost effectiveness of Grizzly alternatives in a capabilities-based environment. Information gained through technical performance models provides inputs to the system performance parameters used in high resolution CASTFOREM models.

The PMO supports the TSM's efforts through use of cost analysis models to feed the development of various analysis of alternatives. Tools such as ACE-IT and Crystal Ball assist in developing program costs and risk assessments.

The core of the program's M&S effort lies with UDLP, the system's prime contractor, whose approach to M&S consists of a mix of emulation, stimulation, and simulation. The contractor's 3-D CAD model serves as the building block for the design maturation of the system. This model is then transported for use with other models and provides insight into design approaches and assessment of performance trades. It is linked to an integrated systems model, an electronic and hydraulic system integration lab (a form of reconfigurable virtual prototype) and several existing models/simulations such as human factors, blast effects, mobility, machine dynamics, transportability, and production simulations. The integrated systems model serves as the program's end-to-end digital simulation, as it simulates performance down to the component level and also simulates the effect of the system in its operational environment.

The Grizzly management team expects to use the combination of these models to assist in key aspects of the program to help control costs as well as assess technical merit. The ability to rapidly plug alternative solutions into the performance models and assess their impact provides valuable information in making decisions regarding achievement of cost as an independent variable (CAIV) goals that could otherwise only be gained through test of alternatives engineering expertise (numerical analysis).

Use of the SIL to simulate input conditions and measure hardware responses allows us to integrate and proof components in an artificial environment, thereby reducing the cost of tests and the number of prototype vehicles needed to execute the program. The SIL also provides a low cost mechanism to proof software. PC-based simulations

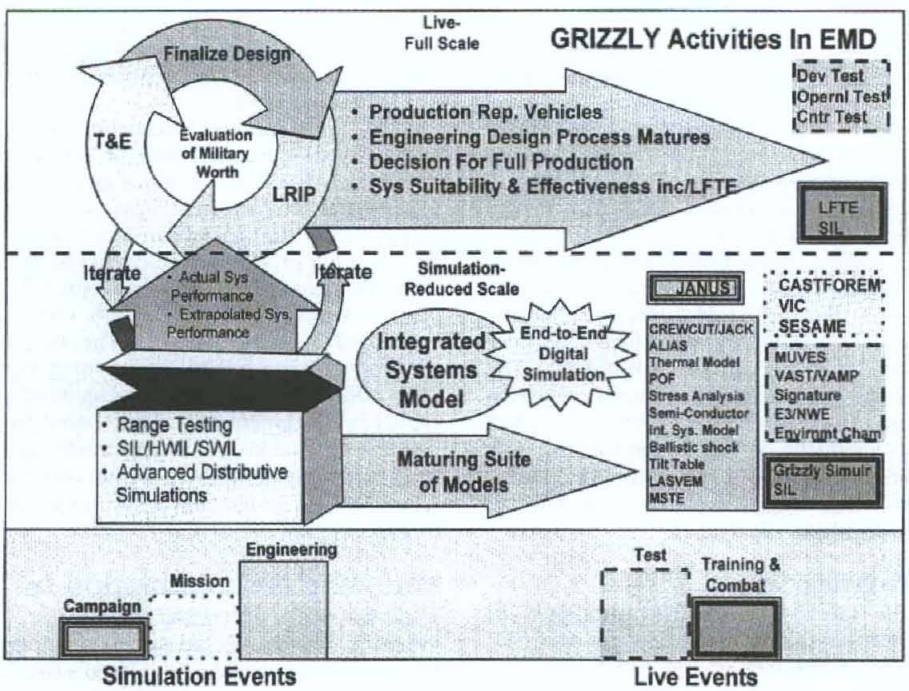

Figure 2.

Glossary of Terms

ALIAS - Vision Model trade name
CASTFOREM - Combined Arms and Support Model
Cntr - Center
CREWCUT - Crew Workload Model trade name
Dev - Developmental
E3 - Electromagnetic Environmental Effects
EMD - Engineering and Manufacturing Development
HWIL - Hardware in the Loop
Int. Sys. Model - Integrated Systems Model
JACK - Human Factors Model trade name
JANUS - Combined Arms Combat Model
LASVEM - Light Armored Structure Vulnerability Estimation Model
LFTE - Live Fire Test and Evaluation
LRIP - Low Rate Initial Production
M&S - Modeling and Simulation
MSTE - M&S in the Transportation Environment
NWE - Nuclear Weapons Effects
Opernl - Operational
POF - Physics of Failure
SESAME - Selected Essential-item Stockage for Availability Method
SIL - Systems Integration Lab
SWIL - Software in the Loop
T&E - Test and Evaluation
VAMP - Vulnerability Analysis Methodology Program
VAST - Vulnerability Analysis for Surface Targets
VIC - Vector in Commander

allow user juries to provide the contractor insight to design of displays and screens that would have otherwise only been accomplished through actual hardware development. Finally, the PMO plans to work with the user and T&E community to use M&S to augment both operational and technical testing to provide insights only available through extensive and costly live testing.

As with any use of M&S, validation is key to the acceptability of the results. A DOD 5000.59 and AR 5-11 requirement, verification, validation and accreditation (VV&A), provides confidence to users and evaluators that the models and simulations reflect reality and are acceptable for their intended purpose. The Grizzly SSP and the contractor's simulation development plan both include requirements for VV&A. While presently incomplete for several models, the Grizzly management team continues to push the process of obtaining VV&A to ensure appropriate M&S process discipline and successful results. The program tracks the progress of various VV&A activities as part of its SSP effort.

The Grizzly M&S Program has already demonstrated success. The integration of the CAD model into the JACK human factors model and simulation has reduced the redesign time of the Commanders Control Station to incorporate MANPRINT enhancements and improve crew vision while operating closed hatch. It was used to develop optimum internal component layout and external camera configuration, an exercise which could have only been done in the past through extensive, iterative, and expensive mock-up or physical prototype development.

The integrated systems model plays an important role in analyzing the performance parameters in automatically controlling blade movement and stabilizing the chassis in the execution of mine clearing missions. It serves as a basis for allocating functional requirements and assessing changes in performance parameters of electronics, chassis, and hydraulics components and proofing out the control algorithms. Combined with prototype validation, the M&S results provide predictive rather than speculative insight on system level performance enhancements. Iterations of the model in different simulated terrains provide valuable insight on performance limitations, which can feed other simulations and which would otherwise only be obtainable through extensive testing.

Other models are in the process of development or adaptation to answer specific performance questions. As these models mature and the existing models are exercised, the program management team will continue to apply lessons learned and improve its application of M&S in the management of the program.

Modeling and simulation play a role in analyzing operational issues, predicting costs, and predicting and assessing the input of design changes on performance.

The Grizzly management team can draw many conclusions from the experiences to date. The team believes that it is breaking new ground in the use of its integrated systems model to influence development efforts. M&S effectively aids the engineering development process and will be a key complement to development and reliability assessments considering the limited availability of prototypes prior to the LRIP decision. M&S plays an important role in the execution of the program's CAIV and will continue to be a key component in evaluating future cost reduction initiatives in both design and production costs.

The team also recognizes the role M&S efforts play in capturing and managing risks at all levels and in developing specific mitigation plans to reduce risk. The program SSP continues to take on even more significance as all product development teams assess what can be done to reduce risk.

Conclusion

The Army's mandate and current emphasis on streamlining the acquisition development cycle and reducing program life cycle costs serve as catalysts for planning and investing in a viable modeling and simulation program. Grizzly's SSP provides a vital tool in executing the program's strategy of risk reduction and cost control. It provides the management team an aid in removing the "fog" of uncertainty regarding many technical and operational aspects of the program.

The Grizzly Program management team's new approach toward M&S helps cope with the technical challenges and limited resources. It supports efforts to contain cost growth and stay affordable. It remains a challenge to use these tools in a logical and progressive fashion while removing some of the argument for doing business the old fashioned way. The program office, contractor, and user continue to work hard to effectively use these tools to bring the system to fruition as early and as economically as possible.

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Video In The Ambulance. . .

FUTURE BATTLEFIELD TECHNOLOGY TODAY

By LTC Thomas Knuth, MC,
Barry Kruse, and
James Zadinsky

Introduction

Patient evacuation is an integral part of the health service support system, with a primary goal of providing continued care during transport. Good communication between pre-hospital and hospital patient care providers is often essential to optimizing care during this transitional period as well as during the early phase of hospital treatment. A feasibility study was conducted to determine if video image transmissions from the ambulance to the emergency room (ER) at Dwight D. Eisenhower Army Medical Center (EAMC) can enhance communications sufficiently to be a clinically useful tool. Given a forward battlefield orientation, this medical resource may be useful in optimizing critical care and treatment to sick or injured soldiers.

Scope

Two sets of evaluation criteria were established to examine video images in the ambulance feasibility. To begin, 10 health care professionals with emergency room experience were used for their insight and guidance. They evaluated the system and completed data collection forms. An analysis of these forms, including tables in graphic format, is presented in the evaluation section. Next, the technical specifications of the equipment required to transmit and receive a useful video image from a moving ambulance were carefully noted. Image quality, clinical relevance, and the ability to integrate with competing workload demands were important variables. Technical variations

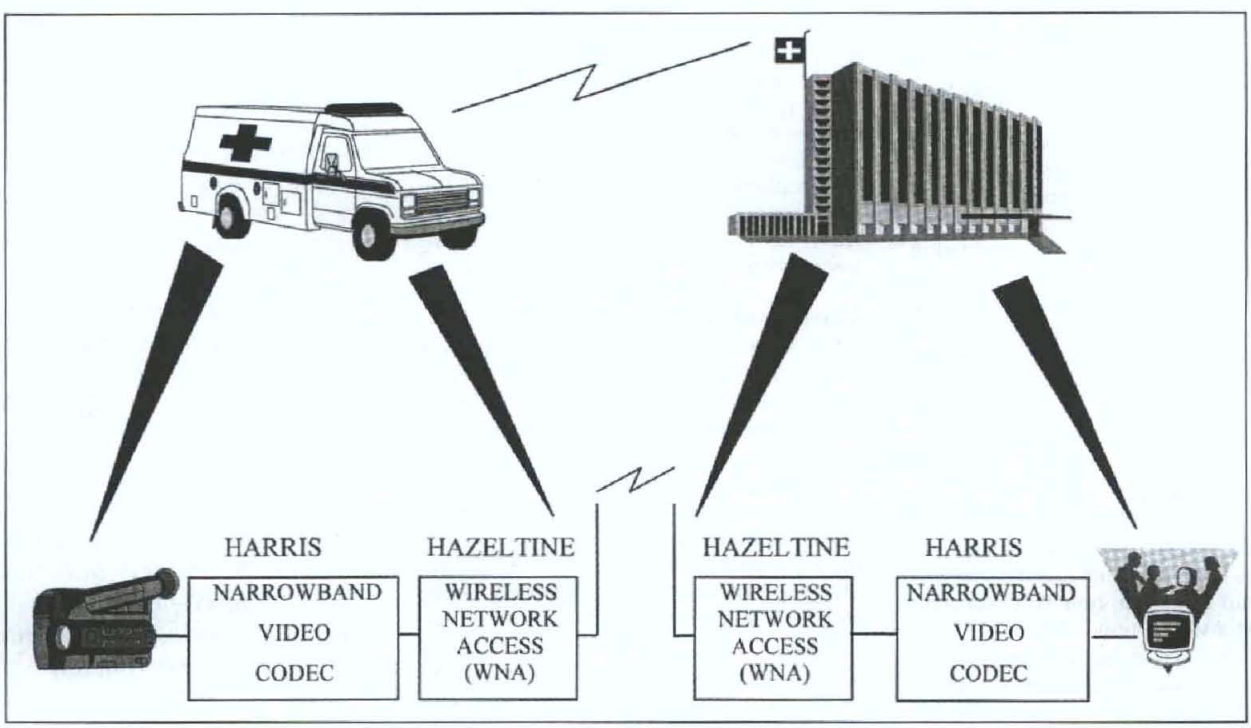

Figure 1.
System description.

were analyzed by evaluating the lighting, coder/decoder (CODEC) resolution, monitor and camera capabilities, transmission data rate throughput, and image quality. After each test cycle, participants provided recommendations and comments.

The evaluation was conducted in January 1997 at EAMC, Fort Gordon, GA. This was the combined effort of the Center for Total Access (CTA), Battle Command Battle Laboratory (BCBL), GEC-Marconi Hazeltine Corporation, Greenlawn, NY, and the Harris Corporation, Melbourne, FL. Specifications of the communications equipment were compared with the Operational Requirements Document (DRAFT dated Feb. 14, 1997) for the Future Digital Radio (FDR), which is presently transitioning to the Joint Tactical Radio (JTR). The data rate throughput of the radio met or exceeded the target data rate specification of the Block I Key Performance Parameters for Data Distribution. The network and network management capabilities, however, could not be evaluated during this initiative. The BCBL had previously evaluated the radio throughput and initiated plans to include the radios in the Warfighter Information Network (WIN) Proof of Concept (POC) testbed. Thus, throughput demonstrated here may be representative of similar capabilities available on the battlefield when the FDR is deployed as part of the WIN communications architecture.

System Description

Figure 1 shows the Video in the Ambulance system description. The equipment in the ambulance consisted of a Sony L2, 8 mm digital camera with auto focus and 15X zoom, a Harris NVC-256 narrowband video CODEC, and a Wireless Network Access (WNA) radio that was developed jointly by GEC-Marconi Hazeltine and the Army Communications-Electronics Command Research Development and Engineering Center. The camera's video output was connected to the video input of the Harris CODEC. The output of the CODEC was connected to the input of the WNA radio. The radio signal was transmitted to the WNA radio located at the hospital. The signal was sent to the CODEC where it was converted back to a video format and displayed on a monitor. The monitor was a 13-inch Panasonic CT-S19v color video monitor set to a resolution of 350 by 240 pixels. GEC-Marconi Hazeltine states that the radio has a maximum burst rate of 10 megabits per second. The CODEC, which was limited to a maximum throughput of 256 kilobits per second, proved to be the limiting factor for both the resolution and maximum frame rate of the video.

Evaluation Criteria

Evaluation criteria were divided into three issues (see Figure 2). The first issue was to determine the conditions and

Telecommunications, enhanced by video, will allow projection of physician knowledge and experience closer to the scene of injury or illness.

Evaluation Criteria

ISSUE 1: Determine what conditions and equipment settings are required in order to successfully gather and transmit a clinically useful image.

ISSUE 2: Determine if clinically useful images can be transmitted from the back of an operational ambulance.

ISSUE 3: Evaluate the additional workload, if any, on the health care providers and identify possible equipment configurations that will reduce or eliminate an increase in workload.

Figure 2.

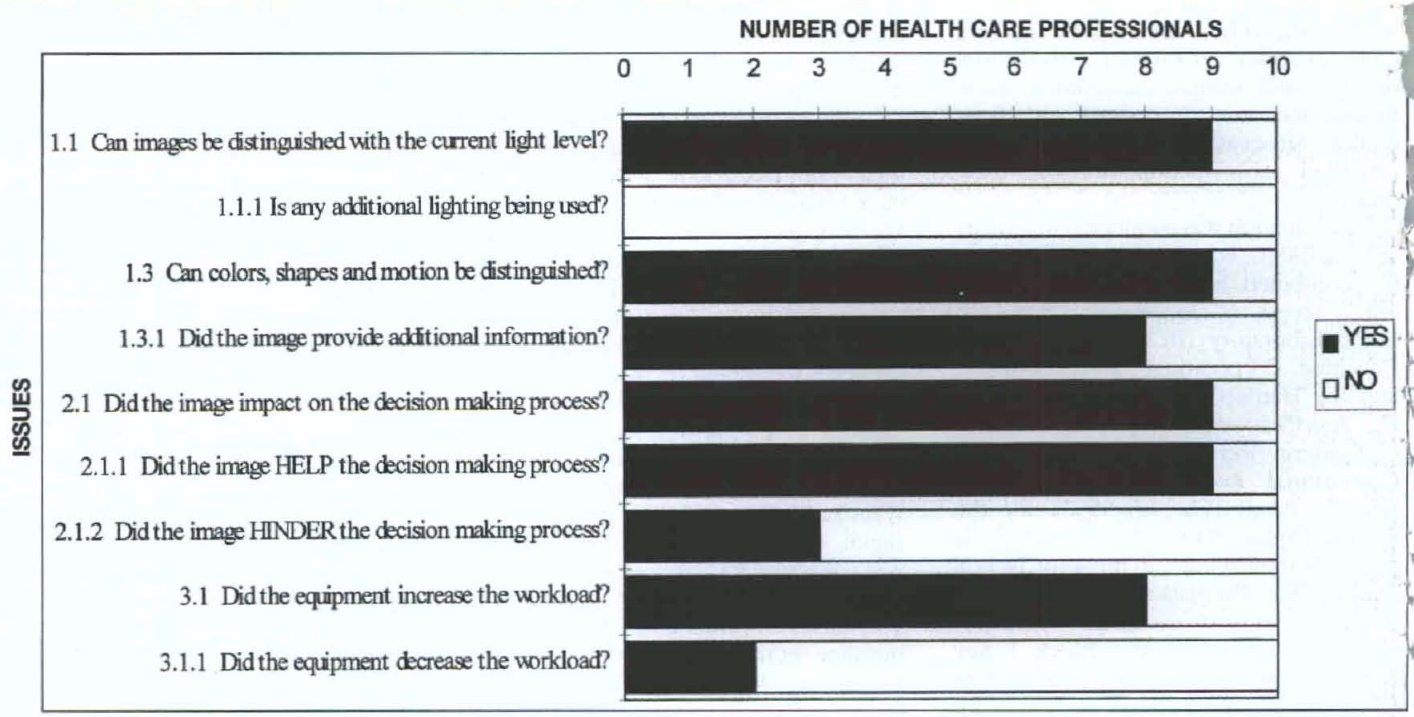

Figure 3.
Responses to evaluation criteria.

equipment required for successfully gathering and transmitting a useful image. Each health care provider viewed the image. A "yes" or "no" evaluation on the images' quality color, lighting, and motion was elicited. Second, in an attempt to determine clinical relevance, participants were asked if the video information helped or hindered their ability to make a medical decision. Third, other demands on health care providers in the ER were considered. For example, they were asked if the system increased or decreased their workload. Moreover, they were encouraged to comment on possible system configuration that would reduce or eliminate any increase in workload. Finally, the 10 health care professionals were questioned about future capabilities and mission areas, which included remote control of the camera, hospital coordination, preparation in a mass casualty situation, and inclusion of telemetry with the video image.

Results

Results of the three evaluation criteria are highlighted in Figure 3. Responses to questions 1.1 to 1.3, related to the first issue, indicate that a resolution of 350 by 240 pixels and a data rate of 256 kilobits per second are acceptable for clinical use. The health care professionals were able to distinguish colors, shapes, and motion using the normal lighting in the ambulance. Responses to questions 2.1 to 2.1.2, dealing with issue two indicate that the images are clinically useful. Nine out of 10 health care professionals indicated that visual information helped their decision-making process. Three of the evaluators, however, mentioned that the image

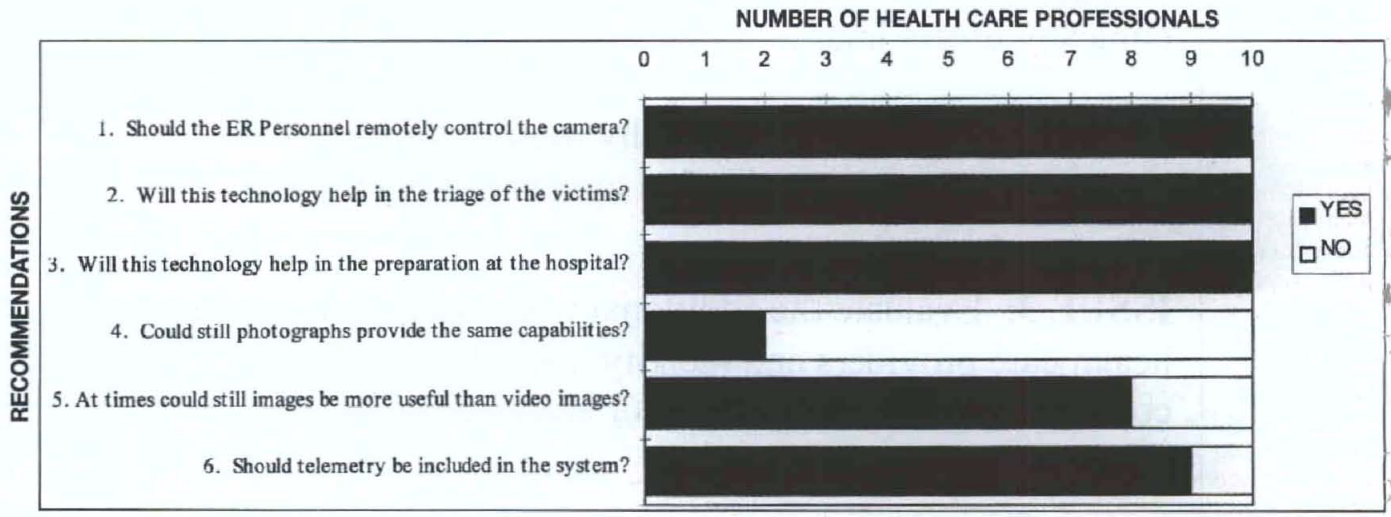

Figure 4.
Responses to questions on future capabilities.

could also hinder the decision-making process by shifting attention away from more important patient care concerns in the ER and result in longer waiting times for other patients. Training and teamwork were offered as a solution.

Responses to questions 3.1 to 3.1.1 indicated that eight respondents said that the system also increased workload for health care providers in the ambulance and five responders recommended that ER personnel remotely control the camera. This would allow the ambulance crew to concentrate on the patient and enable the ER providers to act as an independent set of eyes.

Figure 4 displays the results of questions concerning possible capabilities and mission areas in the future, although the questions were based on technology that is available today and could possibly be integrated into the system. All 10 responders indicated a desire to control the camera remotely from the ER. Unanimous consent was that this technology would help in a mass casualty situation and expedite preparations to receive the patient at the hospital or treatment center.

The general consensus, with eight responders agreeing, was that still pictures might be more useful for focused, close-up, high-resolution shots while two others indicated that a video was always more useful. Finally, nine out of 10 evaluators indicated that a graphic display of vital signs such as temperature, blood pressure, pulse, and oxygen saturation, as well as telemetry and an electronic stethoscope should be evaluated for inclusion in the system.

Discussion

The mobile ambulance route was selected for two major reasons—terrain features and received image quality. The final route selected provided the least amount of interference for the radio configuration being evaluated. The equipment used a point-to-point configuration and a radio frequency in the L-band. The point-to-point configuration produced dead spots in the coverage. The dead spots caused the image to freeze and lose packets. The power output of the radios was 10 watts. A 400-foot helix cable was used to bring the signal from the roof of the hospital to the radio located in a second floor communications room. The cable run produced a 7.5-decibel loss at the operating frequency. The cable loss and the point-to-point configuration limited the radio's area of coverage. Any time the two antennas lost direct line-of-sight, the image would freeze. The radio uses RAKE processing to deal with the multipath conditions. The RAKE process isolates each multipath component, corrects the phase relationships, and adds the signals together. The radio data throughput for this evaluation was set to 256 kilobits per second due to the limitation of the CODEC. An increase in data throughput would require an increase in power out. External power amplifiers up to 50 watts can be used with the radio.

Data from this feasibility study strongly suggests that health care providers can use images to assist them in diagnosis and treatment of a patient in a moving ambulance. The impact on the decision-making process was viewed as positive although some clinicians noted problems with the image and voice dropping and freezing. Additional radios and external power amplifiers may reduce the number of dead spots and allow for beyond line-of-sight radio connectivity.

The video information used only 2.5 percent of the maximum burst rate. The integration of camera remote control, telemetry, and other digital data such as medical command and control information, may be possible without exceeding the communications capabilities. Thus, this pilot demonstration provided an early look at the type of telecommunication capabilities that will be available in the next millennium. This next generation of battlefield telemedical communications, augmented by the U.S. Army Signal Corps, will enhance the Army Medical Department's (AMEDD) capabilities on the future battlefield.

Conclusion

The WIN communications concept supports the Medical Future Operational Capability Requirements as outlined in TRADOC Pamphlet 525-66 and other documents. This specific initiative could also provide data that would assist the AMEDD in generating the medical communications requirements for the JTR. Based on the results of the analysis and the study findings, a final report was disseminated to the various levels of the command structure.

In summary, the increased confidence in the ability of video communications technology to provide useful clinical images supports continuation into phase II clinical testing. The authors of this article conclude that telecommunications, enhanced by video, will allow projection of physician knowledge and experience closer to the scene of injury or illness. Hence, the ER physician may expedite the use of more sophisticated therapies that will facilitate pre-hospital triage and in-transit coordination of care.

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THE TIME HAS COME FOR GEOGRAPHIC INFORMATION SYSTEMS

By Chuck Wullenjohn

Mapmaking and geographic analysis are not new, but a geographic information system performs these tasks better and faster than old, manual methods.

Introduction

It has been necessary for men and women to carefully study and interpret map data for thousands of years, but the modern age of computers and electronic information gathering has made this task easier, more accurate and more useful than ever before. The development and operation of Geographic Information Systems (GIS) has become a multi-billion dollar industry in the United States and throughout the world, with all sorts of government organizations and private companies getting into the act. Many people, however, are mystified by the rapid pace of GIS development. They ask themselves, what exactly is GIS, what are the benefits of GIS, and, why the urgency to embrace GIS?

A geographic information system is, actually, fairly straightforward in concept. It is simply an integrated collection of hardware, software and people used to organize and manage geospatial data. Vast quantities of information are included in the GIS, all of which has precise earthbound coordinates and orientation developed from the NAVSTAR Global Positioning System (GPS).

In the days before GIS, it was common for people to position clear plastic overlays over base maps to see and relate new pieces of information. A geographic information system operates similar to this, with layers of information available over a very precisely characterized base map. These layers of information can consist of nearly any variable imaginable, such as terrain features, digital terrain models, vegetation, water courses, roads, utilities, soil conditions, buildings, political boundaries, agriculture patterns, hydrology, test and instrumentation sites, range safety zones, unexploded ordnance, wildlife patterns, historical and archeological sites, meteorological data, airspace, and much more.

The Modern GIS

What sets the modern GIS apart from older methods and other databases is its ability to analyze voluminous quantities of data from varied sources to produce new data about geographic phenomenon. An accurate GIS is a management tool that enables planners to observe relationships, understand seemingly obscure facts and guide future activities. GIS data is gathered in numerous ways, including aerial photography, satellite and airborne remote sensing, ground topographic surveys, and cartographic sources.

"GIS is a computer-based tool for mapping and analyzing objects and events that occur below, on, and above the surface of the earth," says Ruben Hernandez, U.S. Army Yuma Proving Ground, AZ, geodetic technician and coordinator of the installation's GIS activities. "It can radically alter the way we look at the world to enable us to make better and smarter decisions."

Mapmaking and geographic analysis are not new, but a GIS performs these tasks better and faster than old, manual methods. The GIS stores information as a collection of layers that are linked together by geography. Highly accurate GPS data, a system which got its start at U.S. Army Yuma Proving Ground, forms the basis of the technology that performs the locating and defining of the attributes of each object contained in the GIS.

Hernandez says military installations, a wide variety of government entities, and numerous private organizations have begun work on or implemented GIS systems in recent years. Yuma Proving Ground, however, is making a major leap by moving beyond the classical GIS, which limits itself to primarily addressing facilities management, environmental and resource management issues.

Yuma's Efforts

"Yuma Proving Ground is primarily a test and development facility. Our GIS will be actively used to support activities in all our mission areas, including instrumentation support assets," said Hernandez. Yuma Proving Ground is a general purpose facility conducting tests on medium- and long-range artillery, aircraft target acquisition equipment and armament, armored and

wheeled vehicles, a variety of munitions, personnel and supply parachute systems, and cold region, tropic and desert natural environment testing.

"What we intend to do is to model sensor capabilities to allow test customers to deploy in a manner that maximizes data acquisition information critical to each individual test. This is very efficient and will enable developers, and the American taxpayer, to save money," explains Hernandez.

Hernandez is coordinating the formation of a Yuma Proving Ground GIS implementation plan that includes an extremely wide variety of components, including personnel, training, data, compilation of that data, and hardware and software equipment. He is also ensuring that the definition of methods and procedures of using GIS to support the proving ground's infrastructure is defined and understood. In this way, Hernandez aims to maximize test range resources through the efficiency of comprehensive planning.

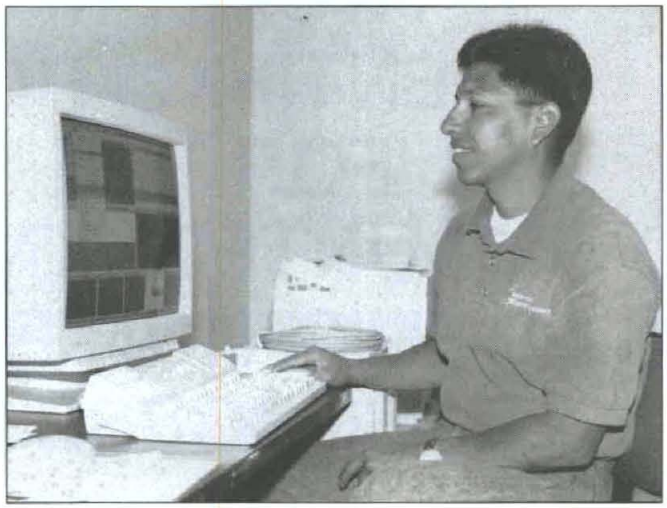
The first step of the GIS process is to compile a highly accurate, detailed geodetic base map of the 1,300-square-mile proving ground, an area larger than Rhode Island. GPS technology is critical to this effort because attributes developed for each located object will define what it is, including information on its size, shape, composition, and function.

"Without GPS technology, we cannot effectively complete the mapping effort," according to Hernandez. Of course, other information gathering techniques will also be used, including imaging spectrometry, synthetic aperture radar and Laser Infrared Detection and Ranging (LIDAR). Passive systems include visible, microwave, infrared, ultraviolet, gamma and X-rays, and particles. Active systems include LIDAR, radar, synthetic aperture, altimeters, imaging spectrometers, and scatterometers.

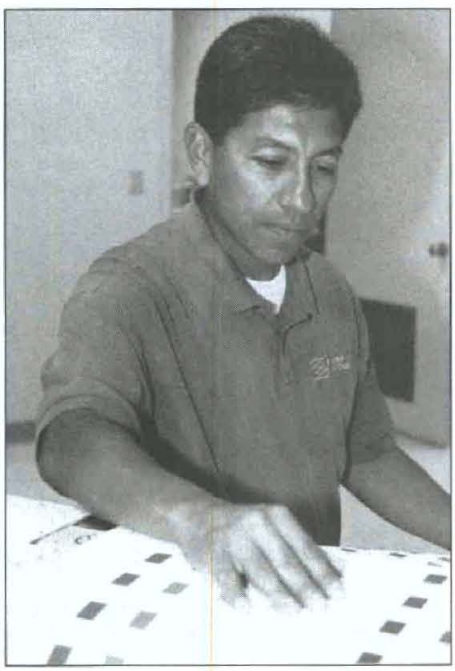
Other Facilities

A unique challenge facing Hernandez is to develop a GIS approach commonly applicable to all the test facilities under the U.S. Army Yuma Proving Ground umbrella. In addition to the proving ground, these include the Cold Regions Test Center in Fort Greely, AK, and the Tropic Test Center, adjacent to the Panama Canal in the Republic of Panama. These widely diverse areas represent true environmental extremes, presenting daunting challenges to equipment developers.

The most formidable GIS development task will take place at the Tropic Test Center, due to the tremendous complexity of the tropic environment. The tropic environment contains an untold number of variables, based on the rich diversity of the jungle and the plant and animal life within it. Dense, triple-canopied forests block sunlight and retain moisture from frequent, heavy rainfalls, keeping the temperature warm and the humidity at nearly 100 percent around the clock, all year long. Countless rivers, streams, ponds, and lakes provide all the water necessary to support forms of life unimaginable in other parts of the world. The tropic environment is recognized as the most difficult of the world's natural climates for equipment developers.



Ruben Hernandez, Yuma Proving Ground Geographic Information System Coordinator, reviews another installation's GIS materials as he checks a newly installed computer workstation.



Hernandez reviews freshly printed computer data to be used in Yuma's GIS system.

The GIS information that is ultimately generated on each facility will form the foundation on which digital information will reside that will be used by modelers and simulators in the Virtual Proving Ground (VPG). The VPG will include "virtual" representations of test ranges, allowing testers to perform development tests via computer in a variety of scenarios.

Conclusion

Geographic information systems are a win-win for everyone involved.

Accurate GIS data is critical to the success of the Virtual Proving Ground. The ability of GIS to integrate vast quantities of information to aid in searches for specific data and to perform geographic queries, has saved millions of dollars in the past and will continue to save money in the future. It's of great benefit to the military tester because it will help stretch tight budget dollars and allow creative, innovative problem-solving approaches to surface and be explored. Truly, the time of the GIS is here.

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COMBAT IDENTIFICATION FOR THE DISMOUNTED SOLDIER: AN ACQUISITION REFORM SUCCESS

By Allen J. Sova and Wayne T. Calabretta

Introduction

In response to an approved Operational Requirements Document (ORD) for Combat Identification for the Dismounted Soldier (CIDDS), the Product Manager for Combat Identification (PM CID) recently solicited industry for the Engineering and Manufacturing Development (E&MD) of 148 CIDDS systems. CIDDS is a secure laser interrogation and radio frequency response system, which will be used by dismounted infantry soldiers to identify friendly troops. The system is expected to drastically reduce the incidence of soldier to soldier fratricide. In addition to combat identification, CIDDS will provide an autonomous direct fire training capability for home station training and interface with the Multiple Integrated Laser Engagement System 2000 (MILES 2000) to provide full MILES 2000 training fidelity. CIDDS will also include a near-infrared laser pointer for use with night vision goggles during nighttime operations.

CIDDS is managed by the PM CID, LTC John Mahony, under the Program Executive Officer for Intelligence, Electronic Warfare and Sensors (PEO-IEW&S).

Streamlining the Process

Using a variety of acquisition reform initiatives, the CIDDS Program recently progressed from Milestone 0 through Milestone II to an E&MD contract award in 10 months. From the issuance of a solicitation, contract award was achieved in 80 days. Some of the innovative approaches used included establishment of an integrated product team (IPT) to investigate technical alternatives and recommend the most promising system concepts; partnering with the user throughout requirements development; early industry involvement during preparation of the solicitation package; the use of Cost As An Independent Variable (CAIV); and the use of oral presentations instead of detailed technical proposals during the source selection process.

The Integrated Product Team

In September 1996, the Office of PM CID assembled a working integrated product team (WIPT) to begin the technology downselection process. The purpose of the CIDDS WIPT was to investigate viable technical alternatives and to recommend the best approach for proceeding to the E&MD phase. From September 1996 through March 1997, the CIDDS WIPT conducted a series of meetings, focused work assignments, and field experimentation. The synergism of the CIDDS WIPT allowed the team to accomplish the following in a very short period of time:

- Develop a list of candidate technologies;
- Develop initial screening factors and eliminate unacceptable candidate technologies;
- Develop detailed assessment criteria from the emerging ORD;
- Perform detailed performance, weight, vulnerability, and cost analyses on remaining candidates;
- Perform field experimentation to support technical analyses; and
- Develop a recommendation for the best technical approach.

The PM CID presented interim and final results of the WIPT's analyses to a Senior Advisory Group (SAG). The CIDDS SAG acted as an overarching integrated product team (OIPT), providing approval to proceed to a Milestone II decision and making a final determination regarding the approach for proceeding to the E&MD phase. Final results of the SAG briefing provided a framework for the development of the acquisition requirements package and a source selection evaluation approach.

User Partnering

Concurrently with the WIPT's technology downselect analytical efforts, the combat developer member of the WIPT refined wording of the draft CIDDS ORD to better reflect user needs. Members of the WIPT were invited to a separate ORD Working Group meeting to refine and finalize the ORD. This partnering between the combat developer and materiel developer resulted in better understanding of user needs and priorities, and better understanding of technical options and limitations. It also provided user representatives with better understanding of acquisition-related requirements and procedures, resulting in the identification of key performance parameters (KPPs). These KPPs would later become extremely important in the formulation of an evaluation approach using CAIV.

Cost As An Independent Variable

To encourage innovative solutions from industry and ensure an affordable CIDDS system, a production CAIV objective was established based on the cost analyses performed during the technology downselect process. Since these cost estimates represented a 100 percent requirements compliant system, the CAIV objective was decremented to challenge industry to present a "best value" solution.

A performance specification was devel-

oped from the approved CIDDS ORD identifying three tiers of requirements. KPPs were identified as "minimum" requirements, non-KPP threshold requirements were identified as "preferred" requirements, and all remaining requirements (e.g., objective and absolute) were identified as "desired" requirements. Potential offerors were instructed that minimum requirements must be met to be considered for award, while preferred and desired requirements were tradeable to meet the established production CAIV value. These requirements were summarized into tables and provided to the offerors as part of the CIDDS performance specification. The offerors were required to revise the specification and summarize the offered performance in the tables attached to the specification. The revised specification of the successful offeror was included as part of the resulting contract.

Within each of the preferred and desired requirements tables, a relative importance (RI) was attached to each of the preferred and desired requirements to assist the offerors in their cost and performance trade-off determinations. A relative importance of one (1) indicated high user value, while a relative importance of three (3) had relatively low user value. These relative rankings were developed and furnished by the combat developer prior to solicitation. Abbreviated examples of these tables are shown in Figures 1, 2, and 3.

Early Industry Involvement

Throughout development and staffing of the acquisition requirements package, draft versions were posted on the Communication and Electronic Command's (CECOM's) electronic bulletin board (EBB). Offerors were allowed to access the information and submit questions or recommendations for government review and response. Industry feedback was encouraged to challenge requirements that may be cost drivers or to recommend changes in the context of streamlining. In addition, this approach also reduced the lead time required for industry to prepare a proposal. Industry had ample opportunity to question and recommend changes up to the time the formal request for proposal was issued. The first draft CIDDS solicitation was posted on the CECOM EBB on March 12, 1997. Updates were posted periodically until industry was formally solicited for proposals, via EBB, on May 12, 1997.

Past performance data were due on May 29, 1997, and cost information and oral presentation packages were due on June 12, 1997. Past performance data are required earlier due to the lead time involved with preparing questionnaires and faxing them to responsible points of contact for completion and reply. Recently, CECOM replaced the EBB in favor of posting solicitations on the Internet.

Spec Para	Requirement Section	Minimum Performance Requirement
3.1	System Description	Mountable on M16, M4, M249, M60, M240B family of weapons
3.2.1.1	Probability of Correct Friend Identification (P_{cid})	.975 P_{cid}, 5-500 meters prone to prone .95 P_{cid}, 500-1,100 meters standing to standing
3.2.2.1	Infrared Aiming Pointer	Provide near-infrared aiming laser pointer
3.2.2.2	Tactical Engagement Simulation System	Shall be interoperable with MILES/MILES 2000

Figure 1.
Minimum performance requirements matrix.

Spec Para	Requirement Section	Preferred Performance Requirement	RI	Offered Performance
3.1.5	System Growth	Open Systems Architecture	2	
3.2.1.2	Probability of False ID (P_{fid})	.01 P_{fid}, 5-1,100 meters	2	
3.2.1.5	Obscurant Performance	Range compatible with image intensification (I^2) devices	2	
3.2.2.1	I^2 Devices	Performance of the AN/PAQ-4C	2	
3.2.3.1	Battery Life	48-hour mission time	2	
3.5	System Weight	907 grams	1	

Figure 2.
Preferred performance matrix.

Oral Presentations

Oral presentations were selected as the means for evaluating interested offerors. Those submitting proposals had a 2-hour time limit and were limited to no more than 70 slides during the presentation. This format offers advantages over the more traditional written technical proposal for various reasons:

- Technical proposals are often written by professional proposal writers and not necessarily by the team working the effort.
- Oral presentations streamline the process from both time and investment.
- An evaluation of an offeror's past performance and understanding of the problems is a better indicator of future performance than a detailed design proposal submitted by an offeror.
- Detailed design proposals are not contractually binding and are likely to change after contract award.

In all practicality, each of the offerors interested in the CIDDS E&MD effort are considered capable of submitting an acceptable proposal. The premise is to choose the contractor with the best understanding of the technical and programmatic issues expected to be encountered during development. This contractor is likely to achieve a higher probability of maintaining cost and schedule by allocating the proper mix of resources to solving those issues, and thus offering the best value to the government. Offerors without an understanding of key technical and/or programmatic issues represents higher program risk.

The CIDDS Source Selection Evaluation Board started the evaluation of the first

Spec Para	Requirement Section	Desired Performance Requirement	RI	Offered Performance
3.1.5.1	Laser Range Finder (LRF)	Provide an LRF capability	3	
3.1.5.2	Visible Pointer	Provide a visible pointing capability	3	
3.2.1.3	Identification Time	< 1 second	1	
3.2.2.2	TES System	Full MILES 2000 individual weapon kit functionality	3	
3.2.3.2	Battery Type	Commercial Off-The-Shelf or standard Army	1	
3.3.5	Security Codes	Retain codes during battery replacement	1	
3.3.6	Security Code Loading	<15 sec	1	

Figure 3.
Desired performance matrix.

offeror on June 16, 1997, and completed the evaluation of the third and final offeror on July 11, 1997. No evaluations were performed the week of the Independence Day holiday. The Source Selection Authority was briefed on July 17, 1997, and the contract awarded on July 31, 1997. Overall, contract award was achieved in 11 weeks from the release of the CIDDS RFP, well within the desired procurement lead time of 90 days.

Debriefs

The Source Selection Evaluation Board debriefed unsuccessful offerors on Aug. 7-8, 1997. The debrief allowed contractors the opportunity to question the government on any issues concerning the source selection process. It provided a forum where the contractors could see how they fared in regard to the successful offeror, and where they had advantages and disadvantages. Following the debrief, the unsuccessful offerors were given 5 days to file a protest with either the Contracting Officer or the Army Materiel Command, and 10 days to file with the General Accounting Office. No protests were filed.

During the debrief, the contractors were also asked to evaluate the streamlined source selection process. While reactions to the procedures were mixed, the overall reception was favorable. Although the shortened proposal preparation and evaluation phases meant a more intense involvement with the program initially, there was much less long-term personal and professional attachment to the program. Both unsuccessful offerors felt there was little initial cost savings, but agreed the government would realize some cost savings in the long run. Both also agreed the new source selection procedures offered the perfect forum for technical and cost trade-offs.

The contractors also expressed some concerns about the process:

- The contractors felt the limitation on the number of contractor personnel allowed to attend the oral presentation and Q&A debrief was excessive, and should be tailored to each future effort. (There was some concern that five was the magic number for all future source selections; the Source Selection Evaluation Board assured them it was not.)
- While there had been time constraints before, the contractor had never had both a time limit and a restriction on slide presentation. Although they agreed it worked for this solicitation, they were concerned for future efforts and felt the government could impose, indeed should impose, some limitations, but not both time and slide limitations.
- The contractors also expressed concerns that the Source Selection Evaluation Board did not question them sufficiently enough to adequately evaluate their capabilities. They felt there should have been more items for negotiation (IFNs) and more interplay between the government and contractors during the Q&A period. It is not the government's intent to drill contractors until they come up with an "acceptable" answer, nor, through leading questions, to direct their proposal. Our IFNs addressed areas of concern regarding their proposals. Their responses, and the follow-on questions that were allowed, determined our level of confidence in their understanding of the technical issues involving particular areas of their proposals.

Expanded use of the EBB was encouraged, provided consideration was given to the individual security of each offeror. (It should be noted that future solicitations at CECOM will be issued over the Internet for worldwide access.) The contractors were reminded that everything submitted over the EBB (and now the Internet) is freely available to all interested offerors. Information not intended for everyone should not be submitted electronically, and should always bear restrictive markings.

Conclusion

The CIDDS process has shown that, when properly used, IPTs and oral presentations are effective and powerful source selection streamlining initiatives. They can rapidly and effectively help select the best value offeror while minimizing the investment of government and industry in time and resources. Most importantly, oral presentations provide a much needed forum to support cost and performance trade-offs so necessary in an era of downsizing and budgetary shortfalls, and to determine which contractor offers the best overall value to government.

ALLEN J. SOVA is the CIDDS IPT Leader in the Office of the PM for CID. He holds a B.S. degree in chemical engineering and an M.S. degree in engineering management from the New Jersey Institute of Technology. As a member of the Acquisition Workforce, he is certified at Level III in the Program Management and Engineering career fields.

WAYNE T. CALABRETTA is the Senior Procurement Analyst in the Office of PM CID with more than 16 years of contracting experience. He holds undergraduate degrees in computer science and business management, and a Ph.D. in psychology. He is also a member of the Acquisition Workforce, and is certified at Level III in Contracting.

How would you evaluate your experience as an Army Acquisition Corps member, and what suggestions do you have for improving the professional development process for its members?

LTG William H. Campbell
Director Of Information Systems
For Command, Control,
Communications
And Computers
And
Army Chief Information Officer
Pentagon

The Acquisition Corps has definitely added value to the Army's acquisition process by providing our officer and civilian corps workforce opportunities for quality education and challenging assignments. Looking back on my past 10 years of service, having held four key flag rank positions in Army acquisition, I would say that the Acquisition Corps has allowed me the opportunity to "FOCUS" my energies on the development, acquisition, testing and fielding of a broad range of systems both for the Army and our sister Services. Years ago, our acquisition members would have been moving in and out of acquisition assignments, losing that technology edge that is so vitally important to being a productive member of our process. In past assignments as the Program Executive Officer (PEO), Command, Control and Communications Systems; PEO, Command and Control Systems; and PEO, Intellignce and Electronic Warfare, I witnessed a significant improvement in the quality of our Acquisition Corps members and would claim without hesitation that our Acquisition Corps is the best that it has ever been. But in our current environment, being the best today will not guarantee that we will remain the best tomorrow.

Professional development for members of the Acquisition Corps must be a continuous process that includes emphasis on both government acquisition requirements and the civilian industry's capability to respond and influence the way we do business. It is not enough to know just the regulations and guidance that we use to go about our business of acquiring information technology. If that is the limit of our approach, then we will miss the opportunity to tap into a vast pool of knowledge and experience that exists in the commercial marketplace. Cooperative forums between government and industry provide one of the better ways to improve the communication process and help the participants to view many different activities in a focused environment. Additionally, industry-sponsored training events that are co-sponsored by government agencies provide access to a larger audience and further promote the educational and professional experience that corps members need.

Another means to improve our professional development process would be to export the current 14-week Advanced Program Management Course from Fort Belvoir, VA, to remote locations, to expand the number of Acquisition Corp members who can attend. If we were able to expand the availability of the quality instruction that is provided to our resident members by decentralizing the location of the training, then we would increase the quality of our members, and supervisors would be more amenable to breaking their people away for training. We may be able to benefit from the experience that some of our counterparts in industry and our National Guard organizations are having with distance learning. A great benefit that we could capture immediately is that more of our officers and GS-13s (and higher grades) could become certified Level III. Another great benefit is that we could use this process for member refresher training or sustainment, given the rapid advancement in technology and our implementation of acquisition reform initiatives.

Our professional development process must continue to be reviewed and improved, not only to capitalize on successes from government, civilian industry, and academia, but also to keep our instructors and leadership up to date and refreshed. I am convinced that our formal professional development process will continue to meet our professional training needs, but another dimension to professional development that we must pay more attention to is supervisory leadership. Our best teachers and trainers are the men and women who supervise our corps members daily and they must complement the formal training that is currently being provided. Although some of our program management offices are thinly staffed and do not have the luxury of being two or three deep in critical areas, all leaders must take the time to mentor their employees on job performance, program management and career development on a regular basis. Developing our employees must be *job number 1*. Supervisors must look at training as an investment that is a win-win situation for both the employee and the supervisor.

MG David R. Gust
Program Executive Officer
Intelligence, Electronic Warfare
And Sensors
Fort Monmouth, NJ

Acquisition Corps certification has evolved from the former program for military officers called Materiel Acquisition Management. Officers received an additional skill identifier code of "6T" for simply working for 1 year in an acquisition-related position, i.e., as a Department of the Army Systems Coordinator in the Department of the Army, Office of the Deputy Chief of Staff (Research, Development and Acquisition). The Army finally realized that officers needed more formal training and successive job experiences to prepare them for the vigor of a project manager (PM) position. With the Acquisition Corps, the Army established criteria for awarding an

apprentice rating of "4M" and a fully skilled rating of "4Z" for each rank. In addition, a profile, called PEOT (Program Management, Education, Other and Testing), was added to an officer's record. It summarized the total months of an officer's experience in direct project applications; formal education, such as the Defense Systems Management College (DSMC) or Training With Industry Program; and other related assignments such as test community duty, U.S. Army Materiel Command (AMC) duty, and duty at one of AMC's major subordinate commands. When an officer reaches lieutenant colonel rank, he or she should be fully certified, based on 72 months of required experience. The Acquisition Corps now embraces the certification of civil service employees in much the same manner. Their schooling and job experience are evaluated and the employee is certified Level I, II or III. What would I change in this process? Formal training courses at Fort Lee, VA, and at DSMC must be tailored and reduced in length. More officers and civilians are being "accessed" into the Acquisition Corps earlier in their career so they can accumulate those related job experiences that establish their acquisition credentials.

The only recommendation I have is to increase cross training between the program executive office and AMC communities and cross-assign all personnel to different and diverse jobs. I still see files of officers who spend 4 years at the same PM office or AMC major subordinate command office. I also see files of civilian employees who spend 6 or 7 years in the same job in the same PM office. I usually see these individuals during a counseling session where the individual asks, "Why wasn't I selected for schooling or for a promotion?" The answer is obvious: If you are in the Acquisition Corps, you must take the initiative to find new assignments and opportunities. Move before you get stale. Your boss will regret it when you do, but will embrace the fresh outlook your replacement brings to the job.

John R. Gresham
Deputy Project Manager
Night Vision, Reconnaissance
Surveillance and Target Acquisition
Fort Belvoir, VA

From my perspective, the Acquisition Corps provides superior career opportunities focusing on the development, production and fielding of systems equipment for our DOD customers. Providing top quality materiel to the Services is a DOD priority, and our acquisition careerists know it. Notwithstanding the daily grind of tough, challenging work, we have real satisfaction in being civil servants. In our office, for example, we **KNOW** that we have provided the world's best night vision devices to Army and DOD sister Services since 1984.

These diversified "Own the Night" products demonstrate value in virtually every theater of operations. I am sure that professionals supporting other commodities and systems share similar feelings when assessing the value of their work.

Acquisition members in PM and PEO offices experience many difficult but stimulating challenges. In today's team-based environment, one might be exposed to finance, cost estimation, contracting, logistics, product assurance, or even international program management all in a single day's work. Clearly, these are broadening experiences.

The acquisition career ladder for civilians is also narrowing the gap between the military and civilian career paths. Civilian Acquisition Corps members now have opportunities for rotational assignments, long-term training, and even chances to compete for PM and deputy PM positions against the best personnel in both military and civilian career systems.

If I could go back in time and do it all over again, I would still stay in the acquisition business. True, there is always room for incremental improvement in our business processes, but incremental improvement is part of our culture. We are on the right path for post-2000 year acquisition.

MAJ Bradley D. Greene
Executive Officer
Program Executive Office,
Air and Missile Defense
Huntsville, AL

I have been fortunate to have had diverse experience as a member of the Army Acquisition Corps (AAC). Prior to being accessed into the AAC, I was a company commander for a new, provisional unit within V Corps that was established to field and integrate the Army's newest intelligence equipment within the Corps' architecture and operations. My acquisition experience has been concentrated on the program management career field. My first assignment was as a project director within the U.S. Army Space Program Office, Fairfax, VA. This 3½-year assignment provided an early appreciation for the many challenges that a product manager (PM) faces. I also spent a year in the Training With Industry (TWI) Program at Hughes Missile System Company, Tucson, AZ. Following TWI, I was, and am presently assigned as Executive Officer in the Program Executive Office, Air and Missile Defense. I believe my experience, which comes from different perspectives (DOD vs. industry; space/intelligence vs. air and missile defense; and PEO staff vs. program office), is a solid foundation for an Acquisition Corps member.

Improving the professional development process for military AAC members is difficult due to the time limitations between an officer's accession period, attendance at advanced civil schooling, Command and General Staff College, and selection to PM. We need to continue concentrating on sending our people to acquisition and career enhancing schools throughout an assignment vs. only during permanent change of station moves. True, you will have a loss of productivity during an officer's absence, but weigh the tradeoffs of the officer returning with a high knowledge base—better prepared to handle increased responsibility, and better qualified to fill a critical acquisition position and ultimately be a future product/project manager or acquisition commander. Additionally, I've had chain(s) of command and multiple senior officers and civilians who have been tremendous role models and mentors.

Despite downsizing, transfer boards, and the overall uncertainty concerning the future military participation in the AAC, I feel fortunate to be a part of this highly skilled cohort of officers (and DOD civilians) providing the best equipment and systems to our soldiers. Even with declining budgets, acquisition reform and streamlining, this is an exciting time to be part of the AAC. I believe the AAC leadership (at all levels) is doing a good job of preparing Acquisition Corps members to develop, integrate, acquire and field world class systems to our Army for the 21st century.

Maryann Hall
Chief, Resource Management Division
U.S. Army Acquisition Executive
Support Agency
Fort Belvoir, VA

The Army Acquisition Corps (AAC) has had a very positive impact on my career. It has given me a greater appreciation for the corps' mission, which is to provide soldiers the systems needed to defend the freedom we all enjoy in the United States of America.

An objective of the AAC is to develop leaders willing to serve where needed and committed to providing soldiers the systems critical to decisive victory now and in the 21st century, through development, integration, acquisition, fielding and sustainment. In my current position, I oversee the management of resources required to support Army programs committed to the professional development of future AAC leaders.

SPEAKING OUT

The Competitive Development Group (CDG) Program for GS-13s is one of the programs to enhance the professional development of individuals so they can better serve the Army. The AAC currently has 23 individuals serving in the 3-year CDG Program, which provides them the opportunity to broaden leadership skills and expand their acquisition experience.

The Corps Eligible Program is another good example of the Army's commitment to professional development. This program targets individuals at the GS-13 level who meet accession requirements for AAC membership. The CDG Program offers unique education and experience opportunities to enable participants to apply for future AAC assignments.

Developing leaders at lower grade levels is also important. An example is a new initiative that is under way to include a Competitive Development Program for GS-12s. This will enable the Army to improve its Acquisition Workforce early in an individual's career. It is very important to identify the needs and goals of a skilled individual before they are locked into a specific career field. Diversified education and experience allow individuals to make a more informed decision about a career path.

BOOKS

The Leader-Manager: Guidelines For Action

By William D. Hitt, Battelle Press, 1988

Reviewed by LTC Kenneth H. Rose (USA, Ret.), a project manager with Waste Policy Institute in San Antonio, TX, and a former member of the Army Acquisition Corps.

Leadership is an elusive subject. Over time, it has been the source of two enigmatic questions: What is it and how do I do it? In turn, these two questions have been the source for near countless writings ranging from scholarly treatises to popular advice. Still, the mystery remains and the presses continue to roll. Standing among the legions of leadership literature is a practical, how-to book that may be little-noticed by many: *The Leader-Manager: Guidelines for Action*, by William D. Hitt.

Published in 1988, this book is a comprehensive examination of leadership in practice. It is well-grounded in theory, as shown by its extensive bibliography and copious citations throughout. Hitt's contribution is to give substance to ideas—to present application strategies for concepts that previously existed as theory alone.

Though not formally so organized, the book falls into three sections. Chapters 1 and 2 provide the foundation, Chapters 3 through 8 illuminate specifics, and three appendices offer tools for individual action.

In Chapter 1, Hitt embraces the view of Bennis and Nanus that the essence of leadership includes vision and the ability to translate that vision into reality. From this springboard, he leaps over the traditional models of leadership to develop a model based on eight functions, centered on the leader's role as an agent of change. To validate this model, Hitt links it to three proposed criteria for effective leadership: results achieved, manner of achievement, and timeframe of achievements. This model addresses directly what leaders do (agent of change), how they do it (eight discrete functions), and how they evaluate effectiveness (three criteria). Hitt codifies these aspects of the model in four principles at the close of the chapter.

In Chapter 2, Hitt expands on the role of change agent, discussing barriers to change and attributes of effective change agents. He offers five steps to become a successful change agent, linking the newly defined functions of leadership to the traditional functions of management. In so doing, he creates the "leader-manager" as the ideal, complete with a job mission statement and functional description.

The next eight chapters discuss in detail the eight functions of leadership: creating the vision, developing the team, clarifying the values, positioning, communicating, empowering, coaching, and measuring. Each of these chapters is a stand-alone gem in itself. Each presents a context grounded in conventional wisdom and existing literature. Hitt examines the strengths and weaknesses of the current state of understanding and shows the reader how to improve by way of helpful graphics and explicit steps for action.

Hitt provides a richness of reference that is unique. His sources include Margaret Mead (anthropology), Abraham Maslow (psychology), and Johann Goethe (philosophy), as well as more contemporary luminaries such as John Naisbitt and Tom Peters. He combines the ideas of this diverse collection into a sensible scenario that leads the reader logically to the action steps he proposes. No head-scratching or eyebrow-raising here. When readers take the path that Hitt lays before them, they will know exactly where they are going and how they are going to get there.

The three appendices provide the mechanism for just such a journey. Appendix A is a leadership assessment inventory that allows users to self-score their own skills in 10 areas, including the eight leadership functions. This tool is available from the publisher as a separate booklet so that it may be distributed and applied easily throughout an organization. Appendix B presents a brief case study that allows readers to analyze a hypothetical situation in terms of the assessment inventory. Appendix C provides the structure for a personal action plan based on the self-evaluation accomplished through the individual leadership assessment inventory.

The Leader-Manager is not just a book of good ideas. It is a powerful prescription of things to do that will guide a leader-manager in assessing, planning, implementing, and evaluating leadership skills. In today's program management environment, which is characterized by dynamic requirements, rapid-pace activities, and expanded and overlapping roles of leadership and management, it is a central resource that should not be overlooked.

From The Director, Acquisition Career Management Office (ACMO)

It is the beginning of a new year, and the Acquisition Career Management Office has many goals to work toward accomplishing in the near future. This month, 13 students began an Acquisition Master's degree program at Webster University. In addition, five civilians and three officers were selected to begin the Master of Science/Industry Work Study (MS/IWS) program this month. A DA board convened in December 1997 to select the Competitive Development Year Group 98 candidates, while the Year Group 97 members are working in their assignments or are in training programs.

The Reserve Component integration into the Army Acquisition Corps (AAC) is well under way, with the Army Reserve National Guard (ARNG) and U.S. Army Reserve (USAR) on board and committed to the acquisition management effort. The ARNG and USAR will be eligible to compete for FY99 program manager positions, and the Reserve Acquisition Position List (RAPL) will be developed over the next year.

The Civilian Acquisition Position List (CAPL) will be reviewed on a yearly basis, with the field reviewing and updating both Critical Acquisition Positions (CAPs) and remaining non-CAPs. The CAP review board will convene in February to finalize CAPs, with a listing of non-CAPs being provided by April.

The results of two "best qualified" boards will be announced in 1998, one LTC/GS-14 Acquisition Command and Product Manager Selection Board (approximately 35 positions) and one COL/GS-15 Acquisition Command and Project Manager Selection Board (approximately 25 PM positions).

We will also be working on our Corps Candidates Program for GS-12s. This program, which mirrors the Corps Eligible Program for GS-13s, will identify those GS-12s who already meet AAC membership requirements, and will offer them career development opportunities.

I want to thank all of you who attended the Acquisition Career Management Workshop in San Antonio, TX, in November. The conference yielded invaluable information from the field during the discussion of major issues and challenges. Your ideas and suggestions are being incorporated into action plans and strategies to address solutions. The feedback from the conference indicates that it was highly valuable, relevant, and informative for participants. We hope to do more of the same in 1998. We were honored to have LTG Paul Kern as our keynote speaker. I encourage you to read his interview in this issue. This interview, combined with the article on "Facing the Future Together," should provide you with excellent background on where we are going in the AAC.

COL Thomas V. Rosner
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Acquisition Graduate Degree Program Kicks Off

The inaugural Acquisition Graduate Degree Program (AGDP), a fully funded cooperative effort between the Command and General Staff College (CGSC) and the Army Acquisition Corps (AAC) began on Jan. 7, 1998, with 13 students. The AGDP is an 18-month combined Command and General Staff Officer's Course (CGSOC) and master's degree program intended to reduce cost and time for completion of an acquisition-related master's degree. Students in the new program are required to take one 3-semester-hour graduate course in CGSOC Term II and one course in Term III. Nine to 12 semester hours will transfer from CGSC toward their master's degree. The students will complete the remaining 18 to 24 semester hours of the degree at Fort Leavenworth from June 7, 1998, through Dec. 21, 1998.

On Nov. 12, 1997, Webster University, St. Louis, MO, was awarded an Educational Services Agreement to administer the AGDP. This award was the culmination of a full and open "best value" competition among 20 leading universities and colleges nationwide. Webster was selected from a group of finalists that included the Naval Postgraduate School, St. Mary College (Leavenworth, KS), Central Michigan University, and Florida Institute of Technology. Webster's selection was based on the following factors: a realistic curriculum that enhances the existing Acquisition Corps Area of Concentration within CGSOC; a strong faculty mix of academicians and practitioners; high flexibility; local program management; forward thinking distance learning initiatives; world-class experience and performance as a provider of adult graduate education; and a cost-effective price.

The 13 students in the pilot AGDP include 10 AAC CGSOC students, one Navy Acquisition Corps CGSOC student, one permanent party Acquisition Corps officer, and one CGSOC Army Armor officer. Three of these officers will pursue master of arts degrees in computer resources and information management, and the other 10 will study for master of arts degrees in procurement and acquisition management. For CGSOC academic year (AY) 1998-99 and beyond, the AAC plans to fully fund a minimum of 15 officers per year in the program. Officers from the sister Services and other branches of the Army will be invited to participate at their expense.

To facilitate the best possible quality of education for the students, Webster University was provided an administrative office in Bell Hall for student counseling, advisement and registration. In addition, Webster and its AGDP students have access to the CGSC library, computer lab and other academic CGSC facilities. For its part, Webster has offered to install and maintain (at its expense) a five-computer distance learning carousel that will be networked to the Webster Virtual Library and other Webster sites. Webster is also pursuing a similar graduate program with the Boeing Company and hopes to offer collaborative studies in acquisition management between the AGDP and Boeing students through distance learning technology.

The planned revision to the CGSOC curriculum model in AY 1998-99, with a greatly expanded Advanced Applications Program, offers promise for even greater economy in the AGDP. Webster University and the selection team have begun studying options to reduce the current length of the CGSOC/AGDP from 18 months to 10 to 12 months. While the objective of this effort is to save additional time and money, the quality of the academic and life experiences for the student remains paramount.

Army RD&A Magazine Welcomes The Army Acquisition Workforce

Army RD&A magazine welcomes the Army Acquisition Workforce (AAW) as both new readers and contributors. Distribution to AAW began with the November-December 1997 issue of *Army RD&A*. We look forward to your informative feature articles, news items, book reviews, and suggestions.

Masters of Science/Industry Work Study Program Begins

Five civilians and three military officers recently began the first offering of the Master of Science/Industry Work Study (MS/IWS) Program. (The names of the FY98 selectees and additional information appear at the end of this article.) This 1-year program, which is offered in Austin, TX, and Washington, DC, provides participants the opportunity to pursue a master of science degree in science and technology commercialization from the University of Texas at Austin (UT Austin). In addition, each student works about 20 hours per week in an intern assignment designed to teach how industry functions. Class projects and assignments are linked to the industry intern work.

For civilians, the Acquisition Career Management Office (ACMO) is funding tuition as well as travel and per diem. Salary is the responsibility of the student's organization. For the initial offering of this MS/IWS Program, civilians will return to their organizations after completing the training. For military officers, the program is treated as Advanced Civil Schooling.

Guidance for Applying for Future Offerings

NOTE: *The application instructions and procedures will probably change for the FY99 offering of the MS/IWS Program.*

To apply for the MS/IWS Program, carefully follow directions and fill out the application completely. If information is not available, include a letter explaining why the information is not available, if this is your only option. In some instances, non-receipt of specific information may make you ineligible. The same applies to any information that you believe might raise a question to someone reviewing your package. For example, if your performance appraisals skip a year in which you were not rated, it would be helpful to the board to explain this occurrence.

Some areas that could help make you more competitive for selection for the MS/IWS Program:

- Evidence of a strong record of professional development is important, including Defense Acquisition University mandatory training as well as additional certifications. If as a GS-12, a captain, or a major, you are certified at Level II, you should be striving for Level III certification.
- You should have a need for the career broadening that the MS/IWS Program would provide, i.e., a business-related master's degree and experience in industry. If you already have this type of experience or education, you will be less competitive and would most likely not be selected.
- In future offerings of the MS/IWS Program, selection of civilian candidates may be restricted to Corps Eligibles as well as members of the Army Acquisition Corps. As a GS-12 or 13, you should be working on the 24/12 semester business hours, if you have not already completed this requirement.

GRE or GMAT scores are required to apply for the MS/IWS Program. Allow yourself plenty of time to study for the GRE or GMAT. Academic requirements for UT Austin include above average GRE or GMAT scores and a minimum 3.0 GPA for your bachelor's degree. Various software packages are available to help you review for the tests. The following Internet sites contain information on testing locations and include sample test questions:
GRE: **http://www.ets.org** and ***GMAT:*** **http://www.gmat.org**

Shown below are points of contact for the MS/IWS Program and information on the FY98 MS/IWS Program selectees:

ACMO point of contact:
Peggy Mattei
(703) 697-4382
DSN 227-4382
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PERSCOM MAMB point of contact:
Paula Bettes
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FY98 Selectees

Austin, TX	Washington, DC
CPT James Blanco	CPT Brian Cummings
William D. Mills	William N. Nusbaum
Patricia W. Weaver	CPT Kenneth Payne
	Patricia J. States
	Anita L. Stillwell

Information on Selectees

Acquisition Career Field for Civilians
Two -- Contracting
One -- Manufacturing & Production
One -- Systems Planning RD&E
One -- Test & Evaluation

FA for Officers
Two -- FA51
One -- FA97

Civilian Commands Represented
U.S. Army Research Laboratory
U.S. Army Operational Test & Eval Cmd
PEO Cmd, Control & Comm. Systems
PEO Tactical Missiles
U.S. Army Contracting Cmd Korea

Grades / Rank
Two -- GS-14 (AAC)
One -- GS-13 (CE)
Two -- GS-13
Three -- Captains

FY98 Military Acquisition Position List (MAPL)

The FY98 Military Acquisition Position List (MAPL), below, was approved by the Deputy Director, Acquisition Career Management on Sept. 23, 1997. It was confirmed by the Deputy Chief of Staff for Personnel and forwarded to the U.S. Total Army Personnel Command on Oct. 15, 1997. Only positions on the approved MAPL are recognized as valid requirements for Army acquisition officers. An electronic copy of the MAPL can be obtained by contacting MAJ Yancey Williams, Acquisition Career Management Office, Office of the Assistant Secretary of the Army (Research, Development and Acquisition) via e-mail at williamy@sarda.army.mil.

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
1ST CAV DIV	FC00022	CONTRACTING OFFICER	MAJ	97A00	FT HOOD TX
1ST CAV DIV	FC00023	CONTRACTING OFFICER	CPT	97A00	FT HOOD TX
1ST COSCOM	FC00029	CONTRACTING OFFICER	MAJ	97A00	FT BRAGG NC
1ST COSCOM	FC00038	CHIEF OF CONTRACTING	LTC	97A00	FT BRAGG NC
1ST COSCOM	FC00039	CONTRACTING OFFICER	MAJ	97A00	FT BRAGG NC
1ST COSCOM	FC00041	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
1ST COSCOM	FC00062	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
2ND SPT CTR	FC00040	CONTRACTING OFFICER	MAJ	97A00	FT BRAGG NC
3RD ARMY	FC00008	CONTRACTING OFFICER	MAJ	97A00	FT MCPHERSON GA
3RD ARMY	FC00012	CONTRACTING OFFICER	MAJ	97A00	FT MCPHERSON GA
3RD ARMY	FC00028	CONTRACTING OFFICER	MAJ	97A00	FT MCPHERSON GA
3RD ARMY	FC00034	CONTRACTING OFFICER	MAJ	97A00	FT MCPHERSON GA
4TH ID	FC00026	CONTRACTING OFFICER	MAJ	97A00	FT HOOD TX
4TH ID	FC00027	CONTRACTING OFFICER	CPT	97A00	FT HOOD TX
4TH MMC	FC00036	CONTRACTING OFFICER	MAJ	97A00	FT HOOD TX
5TH SIGNAL CMD	FC00072	CHIEF C4 BRANCH	LTC	53C00	HEIDELBERG GERMANY
5TH SIGNAL CMD	FC00073	NETWORK OFFICER	MAJ	53C25	WORMS GERMANY
5TH SIGNAL CMD	FC00074	AUTOMATION MGT OFFICER	MAJ	53C25	HEIDELBERG GERMANY
5TH SIGNAL CMD	FC00060	CHIEF DATA NETWORKS DIVISION	MAJ	53C00	MANNHEIM GERMANY
5TH SIGNAL CMD	FC00061	AUTOMATION MGMT OFFICER	MAJ	53C00	HEIDELBERG GERMANY
7TH TRANS GP	FC00045	CONTRACTING OFFICER	CPT	97A00	FT EUSTIS VA
9TH SIGNAL CMD	FC00063	CONTRACTING OFFICER	MAJ	97A00	FT HUACHUCA AZ
10TH MTN DIV	FC00046	CONTRACTING OFFICER	CPT	97A00	FT DRUM NY
10TH MTN DIV	FC00047	CONTRACTING OFFICER	MAJ	97A00	FT DRUM NY
13TH COSCOM	FC00035	CONTRACTING OFFICER	MAJ	97A00	FT HOOD TX
13TH COSCOM	FC00037	CONTRACTING OFFICER	MAJ	97A00	FT HOOD TX
13TH COSCOM	FC00051	CHIEF OF CONTRACTING	LTC	97A00	FT HOOD TX
13TH COSCOM	FC00059	CONTRACTING OFFICER	CPT	97A00	FT HOOD TX
13TH COSCOM	FC00060	CONTRACTING OFFICER	CPT	97A00	FT HOOD TX
17TH ASG USARJ	P100003	CONTRACTING OFFICER	MAJ	97A00	YOKOTA AFB JAPAN
20TH SPT CTR	FC00055	CONTRACTING OFFICER	MAJ	97A00	FT LEWIS WA
24TH SPT GP	FC00056	CONTRACTING OFFICER	CPT	97A00	FT STEWART GA
25TH ID	P100001	CONTRACTING OFFICER	MAJ	97A00	FT SHAFTER HI
25TH ID	P100002	CONTRACTING OFFICER	CPT	97A00	FT SHAFTER HI
3RD ID	FC00032	CHIEF CONTRACTING DIV	MAJ	97A00	FT STEWART GA
3RD ID	FC00033	CONTRACTING OFFICER	CPT	97A00	FT STEWART GA
43RD ASG	FC00049	CONTRACTING OFFICER	CPT	97A00	FT CARSON CO
45TH CSG	P100004	CONTRACTING OFFICER	CPT	97A00	FT SHAFTER HI
46TH SPT GP	FC00050	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
64TH CSG	FC00057	CONTRACTING OFFICER	CPT	97A00	FT HOOD TX
82ND ABN DIV	FC00020	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
82ND ABN DIV	FC00021	CONTRACTING OFFICER	MAJ	97A00	FT BRAGG NC
101ST ABN DIV	FC00018	CONTRACTING OFFICER	CPT	97A00	FT CAMPBELL KY
101ST ABN DIV	FC00019	CONTRACTING OFFICER	MAJ	97A00	FT CAMPBELL KY
101ST SPT GRP	FC00044	CONTRACTING OFFICER	CPT	97A00	FT CAMPBELL KY
135TH QM CO	FC00064	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
140TH TRANS DET	FC00053	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
160TH SOAR	SP00045	SYSTEM INTEGRATION MANAGEMENT OFC	LTC	51A15	FT CAMPBELL KY
160TH SOAR	SP00046	SYSTEM INTEGRATION MANAGEMENT OFC	MAJ	51A15	FT CAMPBELL KY
160TH TRANS DET	FC00054	CONTRACTING OFFICER	CPT	97A00	FT EUSTIS VA
164TH TRANS DET	FC00067	CONTRACTING OFFICER	CPT	97A00	FT MCPHERSON GA
355TH TRANS DET	FC00042	CONTRACTING OFFICER	CPT	97A00	FT LEWIS WA
377TH SPT CMD	FC00001	PARC ARCENT	COL	97A00	FT MCPHERSON GA
377TH SPT CMD	FC00002	CHIEF OF CONTRACTING	LTC	97A00	FT MCPHERSON GA
377TH SPT CMD	FC00003	CONTRACTING OFFICER	MAJ	97A00	FT MCPHERSON GA
377TH SPT CMD	FC00004	CONTRACTING OFFICER	MAJ	97A00	FT MCPHERSON GA
390TH TRANS DET	FC00043	CONTRACTING OFFICER	CPT	97A00	FT EUSTIS VA
402ND TRANS DET	FC00052	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
488TH QM CO	FC00065	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
507TH SPT GP	FC00048	CONTRACTING OFFICER	CPT	97A00	FT BRAGG NC
528TH SPT BN SOA	SP00054	PURCHASING/CONTRACT OFFICER	CPT	97A5P	FT BRAGG NC
593RD SPT GP	FC00017	CONTRACTING OFFICER	CPT	97A00	FT LEWIS WA
704TH MI BDE	AS00002	SENIOR COMPUTER ANALYST	CPT	53C35	FT MEADE MD
704TH MI BDE	AS00003	SYSTEM ACQUISITION MANAGER	MAJ	53C00	FT MEADE MD
704TH MI BDE	AS00004	SYSTEM ACQUISITION MANAGER	MAJ	53C35	FT MEADE MD
704TH MI BDE	AS00010	PROJECT DIRECTOR	CPT	53C35	FT MEADE MD
704TH MI BDE	AS00020	COMPUTER SCIENTIST	MAJ	53C35	FT BELVOIR VA
AAESA	AE00398	SPECIAL PROJECTS OFFICER PROPONENCY	LTC	51A00	PENTAGON
AAESA	AE00400	FA51 PROPONENCY OFFICER	LTC	51A00	PENTAGON
AAESA	AE00422	PROFESSOR OF AVIONICS (PEP UK)	COL	51A15	SHRIVENHAM UK
AAESA	AE00441	DEP DIRECTOR OSD TASK FORCE	COL	53C00	PENTAGON
AAESA	AE00483	AAC COL ASSIGNMENTS OFFICER	LTC	51A00	ALEXANDRIA VA
AAESA	AE00528	FA53 PROPONENCY OFFICER	LTC	53C00	PENTAGON
AAESA	AE00577	HTI WPN SYSTEMS INTEGRATOR	LTC	53C00	PENTAGON
AAESA	AE00579	HTI WPN SYSTEMS INTEGRATOR	LTC	51A00	PENTAGON
AAESA	AE00581	FUTURE READINESS OFFICER	MAJ	51A00	ALEXANDRIA VA
AAESA	AE00591	FA97 PROPONENCY OFFICER	LTC	97A00	PENTAGON
AAESA	AE00603	PM DEFENSE TRAVEL SYSTEM	COL	53C00	ARLINGTON VA
AAESA	AE00604	PROJECT OFFICER OPERATIONS JSIMS	LTC	51A00	ORLANDO FL
AAESA	AE00605	ASST PO OPERATIONS JSIMS	MAJ	51A00	ORLANDO FL
AAESA	AE00617	PROJECT OFFICER JSIMULATIONS SIMS	LTC	53C00	ORLANDO FL
AAESA	AE00618	ASST PO SIMULATIONS JSIMS	MAJ	53B00	ORLANDO FL
AAESA	AE00632	ACQ COURSE DIRECTOR CGSC	LTC	97A00	FT LEAVENWORTH KS
AAESA	AE00636	APM SPECIAL PROGRAM OSD	LTC	51A00	PENTAGON
AAESA	AE00637	MILITARY EDUCATION & TNG OFF	MAJ	51A00	FT BELVOIR VA
AAESA	AE00638	PROJECT OFFICER EHVT	LTC	51A00	ARLINGTON VA
AAESA	AE00640	PM JOINT SIMULATION SYSTEM	COL	51A00	ORLANDO FL
AAESA	AE00641	C INFORMATION MGT & ANALYST	LTC	53C00	PENTAGON
AAESA	AE00642	AAC DISTRIBUTION MANAGER	MAJ	53B00	ALEXANDRIA VA
AAESA	AE00643	DIRECTOR AAESA	COL	51A00	FT BELVOIR VA
AAFES	JA00012	DIR PROCUREMENT SPT & POLICY	COL	97A00	DALLAS TX
ADA SCHOOL	TC00045	THAAD WEAPON SYSTEM OFFICER	MAJ	51A14	FT BLISS TX
ADA SCHOOL	TC00046	CHIEF TMD BRANCH	MAJ	51A14	FT BLISS TX
ADA SCHOOL	TC00047	ARMY THEATER MSL DEF PROJ OFF	CPT	51A14	FT BLISS TX
ADA SCHOOL	TC00049	HIMAD PROJECT OFFICER	CPT	51A14	FT BLISS TX
ADA SCHOOL	TC00050	CHIEF SHORAD BRANCH	MAJ	51A14	FT BLISS TX
ADA SCHOOL	TC00051	SHORAD PROJECT OFFICER	CPT	51A14	FT BLISS TX
ADA SCHOOL	TC00053	SENIOR TACTICAL ANALYST	MAJ	51A25	FT BLISS TX
ADA SCHOOL	TC00054	C2 OFFICER	CPT	51A25	FT BLISS TX
ADA SCHOOL	TC00055	C3 PROJECT OFFICER	MAJ	51A14	FT BLISS TX
ADA SCHOOL	TC00056	COMBAT DEVELOPMENTS OFFICER	MAJ	51A00	FT BLISS TX
ADA SCHOOL	TC00057	CHIEF CONCEPTS BRANCH	MAJ	51A14	FT BLISS TX
ADA SCHOOL	TC00058	CONCEPTS OFFICER	CPT	51A14	FT BLISS TX
ADA SCHOOL	TC00059	CONCEPTS OFFICER	CPT	51A14	FT BLISS TX
ADA SCHOOL	TC00062	COMBAT DEVELOPMENTS OFFICER	CPT	51A14	FT BLISS TX
ADA SCHOOL	TC00242	ASSISTANT TSM PATRIOT	MAJ	51A14	FT BLISS TX
ADA SCHOOL	TC00247	ASSISTANT TSM CORPS SAM	MAJ	51A14	FT BLISS TX
ADO	AE00496	CHIEF SYSTEM ENG & ARCH TM	COL	51A00	PENTAGON
ADO	AE00497	S/W ARCHITECT SYS ENG & ARCH TM	LTC	53C00	PENTAGON
ADO	AE00498	CONTRACTING OFFICE ADO	LTC	97A00	PENTAGON
ADO	AE00499	ACQ OFFICER INTEGRATION TM	LTC	51A00	PENTAGON
AF ACTIVITY	JA00006	APM R&D	LTC	51A00	PENTAGON
AF ACTIVITY	JA00007	CHIEF R&D DIVISION	LTC	51A00	PENTAGON
AF ACTIVITY	JA00008	APM SIGINT	LTC	51A00	PENTAGON
AF ACTIVITY	JA00009	APM SPACE APPLICATION	MAJ	51A00	PENTAGON
AF ACTIVITY	JA00010	APM SYS ENGINEERING	MAJ	51A00	PENTAGON
AF ACTIVITY	JA00011	R&D ACQUISITION OFFICER	MAJ	51A00	PENTAGON
AF ACTIVITY	JA00066	APM SYS APPLICATION	MAJ	51A00	PENTAGON
AF ACTIVITY	JA00067	APM COMMUNICATIONS	MAJ	51A00	PENTAGON
AF ACTIVITY	JA00068	APM ENGINEERING	MAJ	51A00	PENTAGON
AF ACTIVITY	JA00069	APM COMMUNICATIONS	MAJ	53C00	PENTAGON
AF ACTIVITY	JA00072	ACQUISITION PROGRAM DIRECTOR	COL	51A00	PENTAGON
AF ACTIVITY	JA00076	SPACE SYSTEMS ENGINEER	LTC	51A00	ALEXANDRIA VA
AI CENTER	SB00015	DIRECTOR USA ARTIF INTEL CTR	COL	53C00	PENTAGON
AI CENTER	SB00016	CHIEF SCIENTIST	LTC	53C00	PENTAGON
AI CENTER	SB00017	AI ROBOTICS OFFICER	MAJ	51A00	PENTAGON
AI CENTER	SB00018	SENIOR AI/SYSTEMS AUTOMATION	MAJ	53C00	PENTAGON
AI CENTER	SB00019	SENIOR AI/SYSTEMS AUTOMATION	MAJ	53C00	PENTAGON
ALMC	TC00[illegible]	MILITARY ASSISTANT TO THE DEAN	COL	51A00	FT LEE VA
ALMC	TC00092	CONTINGENCY COURSE DIRECTOR	LTC	97A00	FT LEE VA
ALMC	TC00093	EXECUTIVE COURSE DIRECTOR	LTC	97A00	FT LEE VA
ALMC	TC00095	PROCUREMENT INSTRUCTOR	MAJ	97A00	FT LEE VA
ALMC	TC00096	PROCUREMENT INSTRUCTOR	MAJ	97A00	FT LEE VA
ALMC	TC00097	PROCUREMENT INSTRUCTOR	MAJ	97A00	FT LEE VA
ALMC	TC00099	RDT&E INSTRUCTOR	MAJ	51A00	FT LEE VA
ALMC	TC00100	ACQUISITION INSTRUCTOR	MAJ	51A00	FT LEE VA
ALMC	TC00101	SYSTEMS AUTOMATION INSTRUCTOR	CPT	53B00	FT LEE VA
ALMC	TC00164	CBT DEVELOPMENTS INSTRUCTOR	MAJ	51A00	FT LEE VA
ALMC	TC00168	COMBAT DEV COURSE DIRECTOR	MAJ	51A00	FT LEE VA
ALMC	TC00241	SOFTWARE ACQUISITION INSTRUCTOR	MAJ	53C00	FT LEE VA
ALMC	TC00260	CANADIAN EXCHANGE OFFICER	MAJ	53C00	OTTAWA CANADA
AMC HQ	X100077	ASST SEC TO THE GENERAL STAFF	MAJ	51A00	ALEXANDRIA VA
AMC HQ	X100078	TECH PROGRAM OFFICER	LTC	51A00	ALEXANDRIA VA
AMC HQ	X100079	SOFTWARE/AUTOMATION ACQ OFF	LTC	53C00	ALEXANDRIA VA
AMC HQ	X100081	CHIEF CONTRACTING OPS SPT	COL	97A00	ALEXANDRIA VA
AMC HQ	X100082	CHIEF CBT SERV SPT SYSTEMS	COL	51A00	PENTAGON
AMC HQ	X100083	R&D COORDINATOR	LTC	51A00	PENTAGON
AMC HQ	X100085	EXECUTIVE OFFICER	LTC	51A00	ALEXANDRIA VA
AMC HQ	X100086	PROCUREMENT STAFF OFFICER	MAJ	97A00	ALEXANDRIA VA
AMC HQ	X100088	DIR FORCE XXI & EMERGING TECH	COL	51A00	ALEXANDRIA VA
AMC HQ	X100091	CONTRACTING/INDUSTRIAL MGT OFF	MAJ	97A00	ALEXANDRIA VA
AMC HQ	X100095	CONTRACTING/INDUSTRIAL MGT OFF	MAJ	97A00	ALEXANDRIA VA
AMC HQ	X100097	R&D COORDINATOR	MAJ	51A00	ALEXANDRIA VA
AMC HQ	X100100	CHIEF PROGRAM & PRODUCTION DIV	COL	51A00	ALEXANDRIA VA
AMC HQ	X100102	PESO TEAM CHIEF	LTC	51A91	ALEXANDRIA VA
AMC HQ	X100631	DIR PGM MNGMT & ACQ SPT	COL	51A00	ALEXANDRIA VA
AMC HQ	X100637	ASST EXECUTIVE OFFICER AMC DCG	MAJ	97A00	ALEXANDRIA VA
AMC HQ	X100644	SPECIAL ASSISTANT TO CG	LTC	51A00	ALEXANDRIA VA
AMC IG	X100298	CHIEF SYSTEMS INSPECTION TEAM	LTC	51A00	ALEXANDRIA VA
AMC IG	X100301	CH PROCUREMENT INSPECTION TM	LTC	97A00	ALEXANDRIA VA
AMC IG	X100302	PROCUREMENT INVESTIGATOR	LTC	97A00	ALEXANDRIA VA
AMC IG	X100649	INSPECTOR GENERAL	MAJ	97A00	ALEXANDRIA VA
AMC LOG SPT ACT	X100681	LOGISTICS STAFF OFFICER	CPT	51A00	HUNTSVILLE AL
AMC LOG SPT ACT	X100683	LOGISTICS STAFF OFFICER	CPT	51A00	HUNTSVILLE AL
AMC LOG SPT ACT	X100684	LOGISTICS STAFF OFFICER	CPT	51A00	HUNTSVILLE AL
AMCOM	X100286	EXPERIMENTAL TEST PILOT	LTC	51A15	MOFFET FIELD CA
AMCOM	X100738	EXPERIMENTAL TEST PILOT	LTC	51A15	MOFFET FIELD CA
AMSAA	X100343	R&D COORDINATOR	MAJ	51A02	ABERDEEN PG MD
AMSAA	X100347	R&D COORDINATOR	MAJ	51A25	ABERDEEN PG MD
AMSAA	X100351	R&D COORDINATOR	MAJ	51A02	ABERDEEN PG MD
ARCENT QATAR	FC00066	CONTRACTING OFFICER	MAJ	97A00	DOHA QATAR
ARCENT QATAR	FC00069	CONTRACTING OFFICER	CPT	97A00	DOHA QATAR
ARCENT QATAR	FC00070	CONTRACTING OFFICER	MAJ	97A00	DOHA QATAR
ARCENT QATAR	FC00071	CONTRACTING OFFICER	CPT	97A00	DOHA QATAR
ARCENT SAUDI ARABIA	FC00013	DIRECTOR OF CONTRACTING	MAJ	97A00	DHAHRAN SAUDI ARABIA
ARCENT SAUDI ARABIA	FC00014	CONTRACTING OFFICER	CPT	97A00	DHAHRAN SAUDI ARABIA
ARL	X100234	CH ARMY TECH & CONCEPTS NETWORK	LTC	51A00	ADELPHI MD
ARL	X100237	COMPUTER SCIENTIST	MAJ	53C00	ATLANTA GA
ARL	X100238	COMPUTER SCIENTIST	MAJ	53C00	ATLANTA GA
ARL	X100240	CHIEF/SENIOR COMPUTER SCIENTIST	COL	53C00	ATLANTA GA
ARL	X100243	SENIOR COMPUTER SCIENTIST	LTC	53C00	ABERDEEN PG MD
ARL	X100246	TECH TRANSFER OFF/AEROSPACE ENG	MAJ	51A15	CLEVELAND OH

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
ARL	X100251	MI RESEARCH SCIENTIST	MAJ	51A35	ABERDEEN PG MD
ARL	X100252	ATMOSPHERIC/COMPUTER SCIENTIST	MAJ	53C13	WHITE SANDS NM
ARL	X100254	CHIEF COGNITIVE PROCESSES BR	LTC	51A00	ABERDEEN PG MD
ARL	X100258	SOLDIER PERFORMANCE R&D OFF	MAJ	51A11	ABERDEEN PG MD
ARL	X100264	SENIOR MATERIALS SCIENTIST	LTC	51A00	ABERDEEN PG MD
ARL	X100266	PHYSICIST	MAJ	51A00	ADELPHI MD
ARL	X100268	FA VULNERABLTY ASSESS OFFICER	MAJ	51A13	ABERDEEN PG MD
ARL	X100270	DEPUTY DIRECTOR	COL	51A00	WHITE SANDS NM
ARL	X100272	SR EW VULNERABILITY ASSESS OFF	MAJ	51A14	WHITE SANDS NM
ARL	X100274	CHEM VULNERABILITY ASSESS OFF	MAJ	51A74	ABERDEEN PG MD
ARL	X100278	CUSTOMER RES & TECH INTEG/ARMY EX	MAJ	51A15	LANGLEY AFB VA
ARL	X100280	INFANTRY/SOF TECHNICAL MANAGER	MAJ	51A11	ABERDEEN PG MD
ARL	X100281	ARTILLERY TECHNOLOGY MANAGER	MAJ	51A13	ABERDEEN PG MD
ARL	X100283	ARMOR TECHNOLOGY MANAGER	LTC	51A12	ABERDEEN PG MD
ARL	X100284	MILITARY APPLICATIONS OFFICER	LTC	51A15	ADELPHI MD
ARL	X100285	MATERIALS ENGINEER	MAJ	51A00	ABERDEEN PG MD
ARL	X100636	COMPUTER SCIENTIST	MAJ	53C00	ABERDEEN PG MD
ARL	X100659	R&D COORDINATOR USMA	MAJ	51A00	WEST POINT NY
ARL	X100675	DEP DIRECTOR WPNS TECHNOLOGY	COL	51A02	ABERDEEN PG MD
ARL	X100728	ELECTRICAL ENGINEER	MAJ	51A00	ADELPHI MD
ARL	X100730	COMMO/ELECTRICAL ENGINEER	MAJ	51A00	ADELPHI MD
ARL	X100731	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	ATLANTA GA
ARL	X100732	COMPUTER SCIENTIST	MAJ	53C00	ABERDEEN PG MD
ARL	X100747	SENIOR COMPUTER SCIENTIST	LTC	53C00	ABERDEEN PG MD
ARMOR SCHOOL	TC00077	ASST TSM TEST OFFICER	CPT	51A12	FT KNOX KY
ARMOR SCHOOL	TC00078	ASST TSM TEST	CPT	51A12	FT KNOX KY
ARMOR SCHOOL	TC00080	EXP MATERIEL DEVELOP OFF SPT EQUIP	MAJ	51A12	FT KNOX KY
ARMOR SCHOOL	TC00081	MATERIEL DEV OFF SPT EQUIPMENT	CPT	51A12	FT KNOX KY
ARMOR SCHOOL	TC00083	MATERIEL DEV OFF ARMAMENT	CPT	51A12	FT KNOX KY
ARMOR SCHOOL	TC00084	MATERIAL DEV OFFICER ARMAMENT	CPT	51A12	FT KNOX KY
ARMOR SCHOOL	TC00068	MATERIEL DEVELOPMENT OFFICER	CPT	51A25	FT KNOX KY
ARMOR SCHOOL	TC00236	CHIEF FUTURE BATTLE CMD BR	MAJ	51A12	FT KNOX KY
ARMOR SCHOOL	TC00237	CHIEF SOLDIER SUPPORT BRANCH	MAJ	51A12	FT KNOX KY
ARMOR SCHOOL	TC00239	EXP PROGRAM ANALYST	CPT	51A12	FT KNOX KY
ARMOR SCHOOL	TC00266	CHIEF SYSTEMS DIVISION	LTC	51A12	FT KNOX KY
ARMY SIGNAL CMD	FC00075	CONTRACT & INDUSTRIAL MGT OFF	MAJ	97A00	FT HUACHUCA AZ
ARMY WAR COLLEGE	SE00003	DIRECTOR RD&A	COL	51A00	CARLISLE BKS PA
ARMY WAR COLLEGE	SE00004	ACQUISITION OFFICER	MAJ	53C00	CARLISLE BKS PA
ARSPACE	SC00058	CHIEF ARMY SPACE COMM DIVISION	MAJ	51A00	COLORADO SPRINGS CO
ARSPACE	SC00059	SPACE R&D ACQUISITION OFFICER	MAJ	51A25	COLORADO SPRINGS CO
ARSPACE	SC00060	C2 OPERATIONS OFFICER	MAJ	53C25	COLORADO SPRINGS CO
ARSPACE	SC00081	SPACE OPERATIONS OFFICER	MAJ	51A15	HOUSTON TX
ARSPACE	SC00078	SBIRS ACQ PLANS OFF	MAJ	51A13	COLORADO SPRINGS CO
ARSPACE	SC00093	ASTRONAUT	COL	51A15	HOUSTON TX
ARSPACE	SC00095	ASTRONAUT	LTC	51A15	HOUSTON TX
ARSPACE	SC00096	ASTRONAUT	LTC	51A15	HOUSTON TX
ARSPACE	SC00098	ASTRONAUT	MAJ	51A15	HOUSTON TX
ARSPACE	SC00099	ASTRONAUT	MAJ	51A15	HOUSTON TX
ARSPACE	SC00100	R&D INTEG OFF	LTC	51A15	HOUSTON TX
ARSPACE	SC00101	ASTRONAUT	MAJ	51A15	HOUSTON TX
ASARDA	SA00002	EXECUTIVE OFFICER ASARDA	COL	51A00	PENTAGON
ASARDA	SA00003	DIRECTOR AAC CAREER POLICY	COL	97A00	PENTAGON
ASARDA	SA00004	EXECUTIVE OFFICER	LTC	51A00	PENTAGON
ASARDA	SA00005	MILITARY ASSISTANT ASARDA	LTC	51A00	PENTAGON
ASARDA	SA00006	SCI & TECH INTEGRATION OFFICER	LTC	51A00	PENTAGON
ASARDA	SA00007	CHIEF PROGRAM EVAL DIV	COL	51A00	PENTAGON
ASARDA	SA00013	EXECUTIVE OFFICER DAS(R&T)	LTC	51A00	PENTAGON
ASARDA	SA00014	EXECUTIVE OFFICER ASB	COL	51A00	PENTAGON
ASARDA	SA00015	EXECUTIVE OFFICER DEP ASSIST SEC PR	LTC	97A00	PENTAGON
ASARDA	SA00016	PROC OFF WV/ARMOR SYSTEMS	COL	97A00	PENTAGON
ASARDA	SA00017	PROCUREMENT FOR C4I	COL	97A00	PENTAGON
ASARDA	SA00018	EXECUTIVE OFFICER DAS(PLANS)	LTC	51A00	PENTAGON
ASARDA	SA00019	DIR PLANS PGMS & RESOURCES	COL	51A00	PENTAGON
ASARDA	SA00020	ACQ POLICY STAFF OFFICER	LTC	51A00	PENTAGON
ASARDA	SA00021	ACQ POLICY STAFF OFFICER	LTC	51A00	PENTAGON
ASARDA	SA00022	PLANS PROGRAMS RESOURCES OFF	LTC	51A00	PENTAGON
ASARDA	SA00023	PLANS PROGRAMS RESOURCES OFF	LTC	53C00	PENTAGON
ASARDA	SA00024	PLANS PROGRAMS RESOURCES OFF	MAJ	51A00	PENTAGON
ASARDA	SA00025	DIRECTOR CHEMICAL DEMIL	COL	51A74	PENTAGON
ASARDA	SA00026	ACQ POLICY STAFF OFFICER	LTC	97A00	PENTAGON
ASARDA	SA00027	STAFF OFFICER PGM EVALUATION	LTC	97A00	PENTAGON
ASARDA	SA00029	EXEC OFF SYSTEMS MGT	LTC	51A00	PENTAGON
ASARDA	SA00030	DIRECTOR CLOSE COMBAT SYSTEMS	COL	51A00	PENTAGON
ASARDA	SA00031	STAFF OFFICER ABRAMS	LTC	51A12	PENTAGON
ASARDA	SA00032	STAFF OFFICER	MAJ	51A12	PENTAGON
ASARDA	SA00033	STAFF OFFICER	LTC	51A11	PENTAGON
ASARDA	SA00034	STAFF OFFICER	LTC	51A12	PENTAGON
ASARDA	SA00035	STAFF OFFICER	LTC	51A13	PENTAGON
ASARDA	SA00037	DIRECTOR MISSILE SYSTEMS	COL	51A14	PENTAGON
ASARDA	SA00038	STAFF OFFICER	LTC	51A14	PENTAGON
ASARDA	SA00041	STAFF OFFICER MISSILE SYSTEMS	LTC	51A13	PENTAGON
ASARDA	SA00042	STAFF OFFICER MISSILE SYSTEMS	LTC	51A14	PENTAGON
ASARDA	SA00045	STAFF OFFICER TACTICAL MISSILES	LTC	51A91	PENTAGON
ASARDA	SA00046	DIRECTOR AVIATION/REW SYSTEMS	COL	51A15	PENTAGON
ASARDA	SA00047	STAFF OFFICER AVN/REW	LTC	51A35	PENTAGON
ASARDA	SA00048	STAFF OFFICER AVN/REW	LTC	51A35	PENTAGON
ASARDA	SA00050	STAFF OFFICER AVN/REW	LTC	51A35	PENTAGON
ASARDA	SA00051	STAFF OFFICER AVN/REW	LTC	51A25	PENTAGON
ASARDA	SA00052	STAFF OFFICER AVN/REW	LTC	51A15	PENTAGON
ASARDA	SA00053	STAFF OFFICER AVN/REW	LTC	51A15	PENTAGON
ASARDA	SA00054	STAFF OFFICER AVN/REW	LTC	51A15	PENTAGON
ASARDA	SA00055	STAFF OFFICER AVN/REW	MAJ	51A15	PENTAGON
ASARDA	SA00057	STAFF OFFICER AVN/REW	LTC	51A15	PENTAGON
ASARDA	SA00059	DIRECTOR SPECIAL PROGRAMS	COL	51A00	PENTAGON
ASARDA	SA00060	STAFF OFFICER SPECIAL PROGRAMS	LTC	51A00	PENTAGON
ASARDA	SA00061	STAFF OFFICER SPECIAL PROGRAMS	LTC	51A00	PENTAGON
ASARDA	SA00062	STAFF OFFICER SPECIAL PROGRAMS	MAJ	51A00	PENTAGON
ASARDA	SA00063	DIRECTOR PROGRAM INTEGRATION	COL	51A00	PENTAGON
ASARDA	SA00065	STAFF OFF PROGRAM INTEGRATION	LTC	51A00	PENTAGON
ASARDA	SA00088	TECH STAFF OFFICER	LTC	51A00	PENTAGON
ASARDA	SA00089	DIRECTOR SC & TECH INTEGRATION	COL	51A00	PENTAGON
ASARDA	SA00090	EXECUTIVE OFFICER A&E	LTC	97A00	PENTAGON
ASG KUWAIT	FC00009	DIRECTOR OF CONTRACTING	LTC	97A00	KUWAIT CITY KUWAIT
ASG KUWAIT	FC00010	CONTRACTING OFFICER	MAJ	97A00	KUWAIT CITY KUWAIT
ASG KUWAIT	FC00011	CONTRACTING OFFICER	CPT	97A00	KUWAIT CITY KUWAIT
ATCOM	X100192	DEPUTY EXECUTIVE DIRECTOR	COL	97A00	ST LOUIS MO
ATCOM	X100197	PROCUREMENT OFFICER	CPT	97A00	ST LOUIS MO
ATCOM	X100199	PROCUREMENT OFFICER	MAJ	97A15	HUNTSVILLE AL
ATCOM	X100200	PROCUREMENT OFFICER	CPT	97A15	ST LOUIS MO
ATCOM	X100207	DEP DIR SECURITY ASSISTANCE MGT	LTC	51A15	ST LOUIS MO
ATCOM	X100208	PM MOBILE ELECTRIC POWER	COL	51A91	SPRINGFIELD VA

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
ATCOM	X100209	APM MOBILE ELECTRIC POWER	LTC	51A91	SPRINGFIELD VA
ATCOM	X100210	PM PETROLEUM & WATER LOGISTICS	LTC	51A92	ST LOUIS MO
ATCOM	X100214	DIRECTOR NAS PGM COORD OFC	LTC	97A15	WASHINGTON DC
ATCOM	X100215	DIRECTOR WEAPON SYSTEMS MGT	COL	51A15	ST LOUIS MO
ATCOM	X100218	APM IMP CARGO HELICOPTER	LTC	51A15	ST LOUIS MO
ATCOM	X100219	PM FIXED WING	LTC	51A15	ST LOUIS MO
ATCOM	X100220	PROCUREMENT OFFICER	MAJ	97A15	ST LOUIS MO
ATCOM	X100222	PROCUREMENT OFFICER	MAJ	97A00	ST LOUIS MO
ATCOM	X100223	PM ATC	LTC	51A15	ST LOUIS MO
ATCOM	X100225	PM SCOUT/ATTACK HELICOPTER	LTC	51A15	ST LOUIS MO
ATCOM	X100634	WSM AGSE	LTC	51A15	ST LOUIS MO
ATCOM	X100742	PM FORCE PROVIDER	LTC	51A92	ST LOUIS MO
ATCOM AATD	X100287	COMMANDER	COL	51A15	FT EUSTIS VA
ATCOM AATD	X100289	EXPERIMENTAL TEST PILOT	MAJ	51B15	FT EUSTIS VA
ATCOM AATD	X100290	PROGRAM MGT OFFICER	CPT	51A15	FT EUSTIS VA
ATSC	TC00146	MATL ACQ MGT OFF TECH BASE	MAJ	53A25	FT EUSTIS VA
ATSC	TC00147	MATL ACQ MGT OFF SIMULATION	MAJ	51A25	FT EUSTIS VA
ATSC	TC00148	MATL ACQ MGT OFF ADA	MAJ	51A14	FT EUSTIS VA
ATSC	TC00204	MATL ACQ MGT OFF INFANTRY	MAJ	51A11	FT EUSTIS VA
ATSC	TC00205	MATL ACQ MGT OFF AVIATION	MAJ	51A15	FT EUSTIS VA
ATSC	TC00206	MATL ACQ MGT OFF ARMOR	MAJ	51A12	FT EUSTIS VA
ATSC	TC00210	MATL ACQ MGT OFF ARTILLERY	MAJ	51A13	FT EUSTIS VA
ATSC	TC00221	MATL ACQ MGT OFF ENGINEER	MAJ	51A21	FT EUSTIS VA
AUTO-ARPERCEN	MP00015	COMMANDER AUTO-ARPERCEN	COL	53C00	ALEXANDRIA VA
AVIATION CENTER	TC00011	CHIEF MATERIEL & LOG SYS DIV	LTC	51A15	FT RUCKER AL
AVIATION CENTER	TC00012	ASST TSM TRAINING LONGBOW	LTC	51A15	FT RUCKER AL
AVIATION CENTER	TC00014	ASST TPO LOGISTICS	MAJ	51A15	FT RUCKER AL
AVIATION CENTER	TC00015	ASST TSM LOG COMANCHE	LTC	51A15	FT RUCKER AL
AVIATION CENTER	TC00016	ASST TSM TRAINING COMANCHE	MAJ	51A15	FT RUCKER AL
AVIATION CENTER	TC00017	ATTACK PLATFORM & WPN SYS CBT DEV	MAJ	51A15	FT RUCKER AL
AVIATION CENTER	TC00018	CHIEF COMBAT AIRCRAFT BRANCH	MAJ	51A15	FT RUCKER AL
AVIATION CENTER	TC00019	AVIATION MATL MGT STAFF OFFICER	CPT	51A15	FT RUCKER AL
AVIATION CENTER	TC00020	CHIEF AVIONICS/EW BRANCH	MAJ	51A15	FT RUCKER AL
AVIATION CENTER	TC00021	SENIOR AV R&D OFFICER	CPT	51A15	FT RUCKER AL
AVIATION CENTER	TC00022	CHIEF C2 BRANCH	MAJ	51A15	FT RUCKER AL
AVIATION TNG BDE	TC00267	COMMANDER	MAJ	51A15	MESA AZ
BMDO	DF00210	PGM INTEGRATOR SYSTEM ACQ	MAJ	51A00	WASHINGTON DC
BMDO	DF00212	BMC3 T&E PROJECT OFFICER	MAJ	51A14	WASHINGTON DC
BMDO	DF00213	ASST DIRECTOR PAC-3	LTC	51A14	WASHINGTON DC
BMDO	DF00214	DIRECTOR SYSTEM ACQUISITION	COL	51A14	WASHINGTON DC
BMDO	DF00215	ASST DIRECTOR THAAD/GBR	LTC	51A14	WASHINGTON DC
BMDO	DF00216	DIRECTOR MODELING SIMLTN NETWRKS	COL	53C00	WASHINGTON DC
BMDO	DF00217	PGM INTEGRATOR COMMO & RADAR TECH	MAJ	51A00	WASHINGTON DC
BMDO	DF00218	DEP DIRECTOR SURV & INTERCEPTR TECH	LTC	51A00	WASHINGTON DC
BMDO	DF00219	DIRECTOR PROGRAM MGT & OPS	COL	51A00	WASHINGTON DC
BMDO	DF00220	THEATER MISSILE DEF BUSINESS MNG	LTC	97A00	WASHINGTON DC
BMDO	DF00221	BMC3 COMMUNICATIONS ENGINEER	MAJ	51A00	WASHINGTON DC
BMDO	DF00222	ASST DIRECTOR CORPS SAM/MEADS	LTC	51A14	WASHINGTON DC
BMDO	DF00223	PGM INTEGRATOR SYSTEM ACQ	MAJ	51A14	WASHINGTON DC
BMDO	DF00224	PGM INTEG ADV INTERCEPTOR TECH	MAJ	51A00	WASHINGTON DC
BMDO	DF00225	DEP DIR MODELING SIMULTN NETWRKNG	LTC	51A00	WASHINGTON DC
BMDO	DF00226	NAT MSL DEF T&E SYS INTEG MGR	MAJ	51A00	WASHINGTON DC
BMDO	DF00227	SYSTEM ELEMENT MANAGER GBI	LTC	51A00	PENTAGON
BMDO	DF00228	DIRECTOR PROGRAM MGT & OPS	COL	51A14	WASHINGTON DC
BMDO	DF00229	PGM INTEGRATOR SYSTEMS ACQ	MAJ	51A14	WASHINGTON DC
BMDO	DF00230	DIRECTOR TEST & EVALUATION	COL	51A00	WASHINGTON DC
BMDO	DF00232	SYS ENGINEER THEATER MISSILE DEF	COL	51A00	WASHINGTON DC
BMDO	DF00233	PGM INTEG SYSTEMS APPLICATION	MAJ	51A00	WASHINGTON DC
BMDO	DF00245	BMC3 DEV PROGRAM INTEGRATOR	MAJ	51A14	WASHINGTON DC
BMDO	DF00247	CHIEF SPECIAL PROGRAMS CENTER	MAJ	51A00	FALCON AFB CO
BMDO	DF00248	PGM INTEGRATOR SENSOR/COMMO	MAJ	51A00	WASHINGTON DC
BMDO	DF00258	ASST DIRECTOR PLANNING & CONTROL	LTC	97A00	PENTAGON
BMDO	DF00273	PGM INTEGRATOR SYSTEM ACQ	MAJ	51A14	WASHINGTON DC
BMDO	DF00274	DEPLOYMENT SITE ACTIVATION PLNG MGR	MAJ	51A00	WASHINGTON DC
BMDO	DF00275	INFORMATION SYSTEMS MANAGER	MAJ	53C00	WASHINGTON DC
BMDO	DF00276	COMPUTER SYSTEM PROG DIR	MAJ	53C00	FALCON AFB CO
BMDO	DF00277	PGM INTEGRATOR JT SYS EFFECTIVENESS	MAJ	51A14	WASHINGTON DC
CAC	TC00032	SR BATTLE LAB PROJECT OFFICER	MAJ	51A00	FT LEAVENWORTH KS
CAC	TC00033	SR BATTLE LAB PROJECT OFFICER	MAJ	51A02	FT LEAVENWORTH KS
CAC	TC00034	SR BATTLE LAB PROJECT OFFICER	MAJ	51A13	FT LEAVENWORTH KS
CAC	TC00036	CHIEF INTEGRATION DIVISION	LTC	51A00	FT LEAVENWORTH KS
CAC	TC00039	TRAINING INSTRUCTOR	MAJ	53C00	FT LEAVENWORTH KS
CAC	TC00041	SENIOR PROJECT OFFICER	MAJ	51A25	FT LEAVENWORTH KS
CAC	TC00044	AVCATT PROJECT OFFICER	MAJ	51A15	FT KNOX KY
CAC	TC00225	ASST TSM MCS/AGCCS	LTC	51A00	FT LEAVENWORTH KS
CAC	TC00230	CONTRACTING OFFICER	CPT	97A02	FT LEAVENWORTH KS
CAC	TC00231	CONTRACTING OFFICER	CPT	97A02	FT LEAVENWORTH KS
CAC	TC00258	SR BATTLE LAB PROJECT OFFICER	MAJ	51A02	FT LEAVENWORTH KS
CAC	TC00259	INSTRUCTOR CGSC	MAJ	51A91	FT LEAVENWORTH KS
CASCOM	TC00063	COMBAT DEVELOPMENTS STAFF OFFICER	MAJ	51A92	FT LEE VA
CASCOM	TC00065	SYSTEMS STAFF OFFICER FOR MAINT	CPT	51A91	FT LEE VA
CASCOM	TC00066	CBT DEV OFFICER RECOVERY/EVAC	MAJ	51A91	FT LEE VA
CASCOM	TC00068	CBT DEV OFFICER FIELD FEEDING	MAJ	51A92	FT LEE VA
CASCOM	TC00069	COMBAT DEVELPMENTS OFFICER	CPT	51A25	FT LEE VA
CASCOM	TC00070	CBT DEV OFFICER AMMO/LOG	CPT	51A91	FT LEE VA
CASCOM	TC00071	CBT DEV OFFICER FIELD SERVICES	CPT	51A92	FT LEE VA
CASCOM	TC00072	CHIEF MATERIEL DIV	LTC	51A88	FT LEE VA
CASCOM	TC00073	CBT DEV OFF HTV	MAJ	51A88	FT LEE VA
CASCOM	TC00074	CBT DEV OFFICER WATERCRAFT	CPT	51A88	FT LEE VA
CASCOM	TC00075	CHIEF FIX BRANCH	LTC	51A91	FT LEE VA
CASCOM	TC00076	CBT DEV TECH INT OFF	MAJ	51A88	FT LEE VA
CASCOM	TC00113	CBT DEV OFF SUBSISTENCE	MAJ	51A92	FT LEE VA
CASCOM	TC00156	LOGISTICS PROJECT OFFICER	MAJ	51A91	FT LEE VA
CASCOM	TC00194	CHIEF MATERIEL MOD DIVISION	LTC	51A92	FT LEE VA
CASCOM	TC00197	CBT DEV OFF AMMO	MAJ	51A91	FT LEE VA
CASCOM	TC00198	CBT DEV OFF ELECTRONIC MAINT	CPT	51A91	FT LEE VA
CASCOM	TC00207	MATERIEL MOD PROC OFFICER	MAJ	97A00	FT LEE VA
CASCOM	TC00213	R&D COORDINATOR	CPT	53C92	FT LEE VA
CASCOM	TC00234	R&D COORDINATOR MAINTENANCE	CPT	51A91	FT LEE VA
CASCOM	TC00235	CBT DEV OFFICER AMMO	CPT	51A91	FT LEE VA
CASCOM	TC00273	R&D OFFICER	LTC	51A91	FT LEE VA
CASCOM	TC00274	CBT DEV LTV & MTV	MAJ	51A88	FT LEE VA
CBDCOM	X100490	PM JOINT BIO POINT DETECTOR	LTC	51A74	ABERDEEN PG MD
CBDCOM	X100561	DEPUTY PROGRAM DIRECTOR	CPT	51A74	ABERDEEN PG MD
CBDCOM	X100564	JOINT R&D COORDINATOR	CPT	51A74	ABERDEEN PG MD
CBDCOM	X100566	PM SMOKE & OBSCURANT SYSTEMS	LTC	51A74	ABERDEEN PG MD
CBDCOM	X100568	PM NBC DEFENSE SYSTEMS	COL	51A74	ABERDEEN PG MD
CBDCOM	X100569	APM NBC RECON SYSTEMS	LTC	51A74	ABERDEEN PG MD
CBDCOM	X100570	APM LOGISTICS & FIELDING	MAJ	51A74	ABERDEEN PG MD
CBDCOM	X100720	ASSIST PRODUCT MANAGER	CPT	51A74	ABERDEEN PG MD
CBDCOM	X100740	DEPUTY DIRECTOR ADV CONCEPTS	LTC	51A74	EDGEWOOD ARSENAL MD

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
CECOM	X100014	DEPUTY DIRECTOR	COL	51A15	FT MONMOUTH NJ
CECOM	X100405	ACQ & LOG COORDINATOR	CPT	97A25	FT MONMOUTH NJ
CECOM	X100407	PROJECT OFFICER	LTC	51A25	FT MONMOUTH NJ
CECOM	X100412	DEPUTY DIRECTOR IEWD	LTC	51A35	FT MONMOUTH NJ
CECOM	X100414	PROJECT OFFICER	MAJ	53C00	FT LEAVENWORTH KS
CECOM	X100416	EXP DEPUTY CHIEF	LTC	51A12	FT HOOD TX
CECOM	X100417	FIRE SUPPORT PROJECT OFFICER	MAJ	53C13	FT SILL OK
CECOM	X100419	EXEC OFCR/R&D PROJECT OFFICER	LTC	51A00	FT BELVOIR VA
CECOM	X100491	SUP CONTRACT MGT OFFICER	MAJ	97A25	FT MONMOUTH NJ
CECOM	X100493	CONTRACT MGT OFFICER	MAJ	97A25	FT MONMOUTH NJ
CECOM	X100494	CONTRACT MGT OFFICER	CPT	97A00	FT MONMOUTH NJ
CECOM	X100495	CONTRACT MGT OFFICER	CPT	97A00	FT MONMOUTH NJ
CECOM	X100502	CONTRACT MGT OFFICER	MAJ	97A25	FT MONMOUTH NJ
CECOM	X100506	CONTRACT MGT OFFICER	MAJ	97A25	FT MONMOUTH NJ
CECOM	X100512	CONTRACT MGT OFFICER	CPT	97A25	FT MONMOUTH NJ
CECOM	X100515	CONTRACT MGT OFFICER	MAJ	97A25	FT MONMOUTH NJ
CECOM	X100517	TEST DIRECTOR JTF ARMY ACTIVITY	MAJ	51A25	MELBOURNE FL
CECOM	X100520	FIELDING TEAM CHIEF	MAJ	51A25	FT MONMOUTH NJ
CECOM	X100522	FIELDING TEAM SECTION CHIEF	CPT	51A25	FT MONMOUTH NJ
CECOM	X100523	FIELDING TEAM SECTION CHIEF	CPT	51A25	FT MONMOUTH NJ
CECOM	X100526	SYSTEM MGT OFFICER	MAJ	51A25	FT MONMOUTH NJ
CECOM	X100639	ELECTRICAL ENGINEER	LTC	51A25	FT MONMOUTH NJ
CECOM	X100642	PROJECT OFFICER	MAJ	51A35	FT MONMOUTH NJ
CECOM	X100673	DEPUTY DIRECTOR CCSLA	LTC	51A25	FT HUACHUCA AZ
CECOM	X100687	PROJECT OFFICER	CPT	51A15	FT BELVOIR VA
CECOM	X100705	SYSTEMS OFFICER	MAJ	53C00	COLOGNE GERMANY
CECOM	X100710	CHIEF PROJECT OFFICER	LTC	51A25	FT MONMOUTH NJ
CECOM	X100719	FIELDING TEAM SECTION CHIEF	CPT	51A25	FT MONMOUTH NJ
CECOM	X100725	FIELDING TEAM SECTION CHIEF	CPT	51A25	FT MONMOUTH NJ
CECOM	X100726	FIELDING TEAM CHIEF	MAJ	51A25	FT MONMOUTH NJ
CECOM	X100763	DEP DIR WEAPONS SYS INTEGRATION	COL	51A25	FT MONMOUTH NJ
CECOM	X100885	MILITARY DEPUTY TO THE DIRECTOR	COL	51A11	FT BELVOIR VA
CECOM ISEC	X100832	SYSTEMS AUTOMATION ENGINEER	CPT	53C00	FT LEE VA
CECOM ISEC	X100833	SYSTEMS AUTOMATION ENGINEER/DIR	LTC	53C00	FT LEE VA
CECOM ISEC	X100834	DIR FT BELVOIR ENGINEERING OFFICE	COL	53C00	FT BELVOIR VA
CECOM ISEC	X100835	AUTOMATED SYSTEMS ENGINEER	CPT	53C00	FT HUACHUCA AZ
CECOM ISEC	X100836	AUTOMATED SYSTEMS ENGINEER	CPT	53C25	FT HUACHUCA AZ
CECOM ISEC	X100837	AUTOMATED SYSTEMS ENGINEER	CPT	53C25	FT HUACHUCA AZ
CECOM ISEC	X100838	AUTOMATED SYSTEMS ENGINEER	CPT	53C00	FT HUACHUCA AZ
CECOM ISEC	X100839	SYSTEMS AUTOMATION ACQ OFFICER	LTC	53C00	FT HUACHUCA AZ
CECOM ISEC	X100841	DIRECTOR TECH INTEGRATION CTR	COL	53C25	FT HUACHUCA AZ
CECOM ISEC	X100842	SYSTEMS AUTOMATION ACQ OFFICER	CPT	53C00	FT HUACHUCA AZ
CECOM ISEC	X100843	SYSTEMS AUTOMATION ENGINEER	CPT	53C00	FT HUACHUCA AZ
CECOM ISEC	X100844	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT HUACHUCA AZ
CECOM ISEC	X100846	AUTOMATION SYSTEMS ENGINEER	MAJ	53C00	FT HUACHUCA AZ
CECOM ISEC	X100877	SOFTWARE ENGINEER	CPT	53C25	FT HUACHUCA AZ
CECOM ISEC	X100878	SOFTWARE ENGINEER	CPT	53C25	FT HUACHUCA AZ
CECOM ISEC	X100879	SOFTWARE ENGINEER	CPT	53C25	FT HUACHUCA AZ
CECOM ISEC	X100880	SOFTWARE ENGINEER	CPT	53C25	FT HUACHUCA AZ
CECOM ISEC	X100881	SOFTWARE ENGINEER	CPT	53C25	FT HUACHUCA AZ
CECOM ISEC	X100882	SOFTWARE ENGINEER	CPT	53C25	FT HUACHUCA AZ
CECOM ISEC	X100883	OPERATIONS PLANS OFFICER	LTC	53C25	FT HUACHUCA AZ
CECOM ISEC	X100884	AUTOMATION SYSTEMS ENGINEER	CPT	53C00	FT HUACHUCA AZ
CECOM ISEC AZ	X100873	MILITARY DETACHMENT CHIEF	MAJ	53C00	FT HUACHUCA AZ
CECOM ISEC AZ	X100874	AUTOMATION SYSTEMS ENGINEER	CPT	53C25	FT HUACHUCA AZ
CECOM ISEC AZ	X100875	SYSTEMS AUTOMATION ENGINEER	CPT	53C00	FT HUACHUCA AZ
CECOM ISEC AZ	X100876	AUTOMATION SYSTEMS ENGINEER	CPT	53C00	FT HUACHUCA AZ
CECOM ISMA	X100810	PM DCASS	COL	51A25	FT MONMOUTH NJ
CECOM ISMA	X100811	PM IM&TPR	COL	53C00	PENTAGON
CECOM ISMA	X100812	PM DEFENSE DATA NETWORK	LTC	51A25	FT MONMOUTH NJ
CECOM ISMA	X100813	APM SCORE	LTC	51A25	FT MONMOUTH NJ
CECOM ISMA	X100814	PM DSCSI	LTC	51A25	FT MONMOUTH NJ
CECOM ISMA	X100816	DEP PM DCATS	LTC	53C25	FT BELVOIR VA
CECOM ISMA	X100817	PRODUCT LEADER	LTC	53C25	PENTAGON
CECOM ISMA	X100818	PROJECT LEADER	MAJ	51A25	FT MONMOUTH NJ
CECOM ISMA	X100819	PROJECT LEADER	MAJ	51A25	FT MONMOUTH NJ
CECOM ISMA	X100821	PROJECT OFFICER	MAJ	51A25	STUTTGART GERMANY
CECOM ISMA	X100826	PROJECT LEADER	CPT	51A25	FT MONMOUTH NJ
CECOM ISMA	X100830	PROJECT OFFICER	CPT	53C25	FT MONMOUTH NJ
CECOM ISMA	X100831	PROJECT OFFICER	MAJ	51A25	FT MONMOUTH NJ
CECOM ISMA	X100870	PROJECT OFFICER	CPT	51A25	FT MONMOUTH NJ
CECOM ISMA	X100871	PROJECT OFFICER	CPT	53B25	FT MONMOUTH NJ
CECOM ISSAA	X100900	SYSTEMS ACQUISITION OFFICER	LTC	53C00	ALEXANDRIA VA
CECOM ISSAA	X100901	ACQUISITION OPERATIONS OFFICER	LTC	97A00	ALEXANDRIA VA
CECOM ISSAA	X100902	AUTOMATION MGT OFFICER	MAJ	53C00	ALEXANDRIA VA
CECOM ISSAA	X100903	AUTOMATION MGT OFFICER	MAJ	53C00	ALEXANDRIA VA
CECOM ISSAA	X100904	AUTOMATION MGT OFFICER	MAJ	53C00	ALEXANDRIA VA
CECOM ISSAA	X100905	AUTOMATION MGT OFFICER	MAJ	53C00	ALEXANDRIA VA
CECOM ISSAA	X100906	PROCUREMENT OFFICER	MAJ	97A00	ALEXANDRIA VA
CECOM ISSC	X100764	COMMANDER	COL	53C00	FT BELVOIR VA
CECOM ISSC	X100765	SENIOR SOFTWARE ENGINEER	LTC	53C00	FT BELVOIR VA
CECOM ISSC	X100766	SENIOR SOFTWARE ENGINEER	LTC	53C00	FAIRFAX VA
CECOM ISSC	X100767	SENIOR SOFTWARE ENGINEER	MAJ	53C00	FT BELVOIR VA
CECOM ISSC	X100768	SENIOR SOFTWARE ENGINEER	MAJ	53C00	FT BELVOIR VA
CECOM ISSC	X100770	SOFTWARE ENGINEER	MAJ	53C00	FT BELVOIR VA
CECOM ISSC	X100771	COMMANDER HHC	CPT	53C00	FT BELVOIR VA
CECOM ISSC	X100772	AUTOMATION MGT OFFICER	CPT	53C00	FT BELVOIR VA
CECOM ISSC	X100854	AUTOMATION MGT OFFICER	CPT	53C00	FT BELVOIR VA
CECOM RDEC	X100401	PROJ OFCR OPERATIONS DIV S&TCD	LTC	51A25	FT MONMOUTH NJ
CECOM RDEC	X100402	DEPUTY DIRECTOR	COL	51A25	FT MONMOUTH NJ
CECOM RDEC	X100406	CH SPACE & TERRESTRIAL COMMO	COL	51A25	FT MONMOUTH NJ
CECOM RDEC	X100420	PROJECT MGT OFFICER	CPT	51A11	FT BELVOIR VA
CECOM SDC-H	X100847	SENIOR ENGINEER	LTC	53C00	FT HUACHUCA AZ
CECOM SDC-L	X100789	COMMANDER	COL	53C00	FT LEE VA
CECOM SDC-L	X100790	DIR/CH OF STAFF SYS AUTO ENG	LTC	53C00	FT LEE VA
CECOM SDC-L	X100791	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
CECOM SDC-L	X100792	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
CECOM SDC-L	X100793	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
CECOM SDC-L	X100794	DIR SW DEVEL/SYS AUTO ENG	LTC	53C00	FT LEE VA
CECOM SDC-L	X100795	DIV CHIEF/ SYS AUTO ENG	LTC	53C00	FT LEE VA
CECOM SDC-L	X100796	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
CECOM SDC-L	X100797	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
CECOM SDC-L	X100798	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
CECOM SDC-L	X100799	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
CECOM SDC-L	X100800	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
CECOM SDC-L	X100802	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
CECOM SDC-L	X100803	CHIEF PROJ OFCR/SYS AUTO ENG	LTC	53C00	FT LEE VA
CECOM SDC-L	X100804	CHIEF PROJ OFCR/SYS AUTO ENG	LTC	53C00	FT LEE VA
CECOM SDC-L	X100805	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
CECOM SDC-L	X100806	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
CECOM SDC-L	X100807	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
CECOM SDC-L	X100808	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FT LEE VA
CECOM SDC-L	X100809	PROJ OFCR/SYS AUTO ENGR	CPT	53C00	FT LEE VA
CECOM SDC-L	X100853	SYSTEMS AUTOMATION ENGINEER	MAJ	53C82	FT LEE VA
CECOM SDC-W	X100773	COMMANDER	COL	53C00	FAIRFAX VA
CECOM SDC-W	X100774	SYSTEMS AUTOMATION ENGINEER	CPT	53C00	FAIRFAX VA
CECOM SDC-W	X100775	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
CECOM SDC-W	X100776	DIV CHIEF FORCE ACCT SYS DIV	LTC	53C00	FAIRFAX VA
CECOM SDC-W	X100777	SYSTEM AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
CECOM SDC-W	X100778	SYSTEM AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
CECOM SDC-W	X100779	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
CECOM SDC-W	X100780	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
CECOM SDC-W	X100781	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
CECOM SDC-W	X100782	SYSTEM AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
CECOM SDC-W	X100783	SYSTEMS AUTOMATION ENGINEER	CPT	53C00	FAIRFAX VA
CECOM SDC-W	X100784	SYSTEMS AUTOMATION ENGINEER	CPT	53B00	FAIRFAX VA
CECOM SDC-W	X100785	SYSTEM AUTOMATION EMGONEER	MAJ	53C00	FAIRFAX VA
CECOM SDC-W	X100786	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
CECOM SDC-W	X100787	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
CECOM SDC-W	X100788	SYSTEMS AUTOMATION ENGINEER	MAJ	53C00	FAIRFAX VA
CENTCOM	JA00050	ACQUISITION OFFICER	LTC	97A00	MCDILL AFB FL
CENTCOM	JA00051	SYSTEMS ANALYST	MAJ	53C00	MCDILL AFB FL
CENTCOM	JA00053	MAINTENANCE SECTION CHIEF	MAJ	53B00	MCDILL AFB FL
CENTCOM	JA00054	INTEL SYSTEMS OFFICER	CPT	53B00	MCDILL AFB FL
CENTCOM	JA00055	SYSTEM ACQUISITION MANAGER	MAJ	53C00	MCDILL AFB FL
CHEMICAL SCHOOL	TC00183	CHIEF MATERIEL SYSTEMS DIVISION	LTC	51A74	FT MCCLELLAN AL
CHEMICAL SCHOOL	TC00184	SENIOR MATERIEL DEV OFFICER	MAJ	51A74	FT MCCLELLAN AL
CHEMICAL SCHOOL	TC00185	CHIEF CONTAMINATION BRANCH	MAJ	51A74	FT MCCLELLAN AL
CHEMICAL SCHOOL	TC00268	MATERIEL DEVELOPMENT OFFICER	CPT	51A74	FT MCCLELLAN AL
CHIEF OF STAFF	CS00006	PROCUREMENT PROGRAM ANALYST	MAJ	97A00	PENTAGON
CHIEF OF STAFF	CS00007	PROGRAM ANALYST	MAJ	51A00	PENTAGON
CHIEF OF STAFF	CS00008	RDA /INFO MGMT OFFICER	LTC	51A00	PENTAGON
CHIEF OF STAFF	CS00010	CONTRACT OFFICER TMO	LTC	97A00	PENTAGON
CHIEF OF STAFF	CS00025	COMPUTER SYSTEMS ANALYST	MAJ	53C00	PENTAGON
COLD REG RESEARCH LAB	CE00002	R&D COORDINATOR	CPT	51A21	HANOVER NH
COLD REG RESEARCH LAB	CE00003	R&D COORDINATOR	CPT	51A21	HANOVER NH
COLD REG RESEARCH LAB	CE00009	R&D COORDINATOR	CPT	51A21	HANOVER NH
COLD REG RESEARCH LAB	CE00020	DEPUTY COMMANDER	LTC	51A21	HANOVER NH
COLD REG RESEARCH LAB	CE00021	CONTRACTING/GRANTS OFFICER	MAJ	97A00	HANOVER NH
CONCEPT ANALYSIS AGCY	SS00003	INFORMATION MGT OFFICER	MAJ	53C00	BETHESDA MD
CONTRACT CMD EUR	E100002	CHIEF REGIONAL CONTRACT CENTER	LTC	97A00	WEISBADEN GERMANY
CONTRACT CMD EUR	E100004	CHIEF CENTRAL CONTRACT DIVISION	MAJ	97A00	WIESBADEN GERMANY
CONTRACT CMD EUR	E100005	PROCUREMENT OFFICER	MAJ	97A00	WURZBURG GERMANY
CONTRACT CMD EUR	E100006	CHIEF CONTRACT ADMIN DIVISION	MAJ	97A00	WIESBADEN GERMANY
CONTRACT CMD EUR	E100009	PROCUREMENT OFFICER	MAJ	97A00	SECKENHEIM GERMANY
CONTRACT CMD EUR	E100010	PROCUREMENT OFFICER	MAJ	97A00	WIESBADEN GERMANY
CONTRACT CMD EUR	E100013	COMMANDER/PARC	COL	97A00	SECKENHEIM GERMANY
CONTRACT CMD KOREA	P800001	COMMANDER	COL	97A00	SEOUL KOREA
CONTRACT CMD KOREA	P800002	CHIEF TECH CONTRACT ADMIN DIV	LTC	97A00	SEOUL KOREA
CONTRACT CMD KOREA	P800003	CHIEF PUSAN CONTRACTING OFFICE	MAJ	97A00	PUSAN KOREA
CONTRACT CMD KOREA	P800004	CHIEF KUNSAN CONTRACTING OFC	CPT	97A00	KUNSAN KOREA
CONTRACT CMD KOREA	P800005	CHIEF CONTRACT OPERATIONS DIV	LTC	97A00	SEOUL KOREA
CONTRACT CMD KOREA	P800006	DIRECTOR OSAN CONTRACTING OFC	MAJ	97A00	OSAN KOREA
CONTRACT CMD KOREA	P800007	CHIEF TAEGU CONTRACTING OFFICE	MAJ	97A00	TAEGU KOREA
CONTRACT SPT AGCY	AE00588	EXECUTIVE OFFICER CSA	LTC	97A00	PENTAGON
CONTRACT SPT AGCY	AE00589	DIRECTOR PROCUREMENT FLD SPT	COL	97A00	FALLS CHURCH VA
CONTRACT SPT AGCY	AE00590	PROCUREMENT OFFICER PMAT	LTC	97A00	FALLS CHURCH VA
CONTRACT SPT AGCY	AE00592	DIRECTOR CONTRACT SPT AGENCY	COL	97A00	FALLS CHURCH VA
CONTRACT SPT AGCY	AE00593	PROCUREMENT OFF INSTALLATIONS	LTC	97A00	FALLS CHURCH VA
CONTRACT SPT AGCY	AE00594	PROCUREMENT OFF EC/EDI PGMS	LTC	97A00	FALLS CHURCH VA
CONTRACT SPT AGCY	AE00595	PROCUREMENT OFF ACQ REFORM	LTC	97A00	FALLS CHURCH VA
CONTRACT SPT AGCY	AE00602	DIRECTOR ACQUISITION REFORM	COL	97A00	PENTAGON
CORPS OF ENGINEERS	CE00001	PROCUREMENT STAFF OFFICER	LTC	97A21	WASHINGTON DC
CORPS OF ENGINEERS	CE00004	DEPUTY PARC	COL	97A21	WASHINGTON DC
CORPS OF ENGINEERS	CE00005	PROCUREMENT STAFF OFFICER	LTC	97A21	WASHINGTON DC
CORPS OF ENGINEERS	CE00006	EXECUTIVE DIRECTOR	LTC	53C21	WASHINGTON DC
CORPS OF ENGINEERS	CE00007	CONTRACTING OFFICER CEMRO	CPT	97A21	OMAHA NE
CORPS OF ENGINEERS	CE00008	CONTRACTING OFFICER CEMRK	CPT	97A21	KANSAS CITY KS
CORPS OF ENGINEERS	CE00010	R&D COORDINATOR WES	CPT	51A21	VICKSBURG MS
CORPS OF ENGINEERS	CE00011	R&D COORDINATOR WES	CPT	51A21	VICKSBURG MS
CORPS OF ENGINEERS	CE00012	R&D COORDINATOR WES	CPT	51A21	VICKSBURG MS
CORPS OF ENGINEERS	CE00013	R&D COORDINATOR WES	CPT	51A21	VICKSBURG MS
CORPS OF ENGINEERS	CE00014	R&D COORDINATOR WES	CPT	51A21	VICKSBURG MS
CORPS OF ENGINEERS	CE00015	R&D COORDINATOR WES	CPT	51A21	VICKSBURG MS
CORPS OF ENGINEERS	CE00016	STAFF OFFICER	MAJ	51A21	WASHINGTON DC
CORPS OF ENGINEERS	CE00017	DEPUTY DIRECTOR R&D	COL	51A21	WASHINGTON DC
CORPS OF ENGINEERS	CE00018	CONTRACTING OFFICER	MAJ	97A21	BALTIMORE MD
CORPS OF ENGINEERS	CE00023	ADMIN CONTRACTING OFFICER/COR	MAJ	97A21	DETROIT MI
CORPS OF ENGINEERS	CE00024	ADMIN CONTRACTING OFFICER/COR	CPT	97A21	FT HOOD TX
CORPS OF ENGINEERS	CE00025	ASST CHIEF CONTRACTING DIVISION	MAJ	97A21	LOS ANGELES CA
CORPS OF ENGINEERS	CE00026	FIELD CONTRACTING OFCR/ADMIN CTRNG	CPT	97A21	LOS ANGELES CA
CORPS OF ENGINEERS	CE00027	ASST TO DIR CONTRACTING DIR	LTC	97A21	OMAHA NE
CORPS OF ENGINEERS	CE00028	CONTRACTING OFFICER	CPT	97A21	NEW YORK NY
CORPS OF ENGINEERS	CE00029	CONTRACTING OFFICER	CPT	97A21	COLORADO SPRINGS CO
CORPS OF ENGINEERS	CE00030	CONTRACTING OFFICER	MAJ	97A21	ROCK ISLAND IL
CORPS OF ENGINEERS	CE00031	CONTRACTING OFFICER	MAJ	97A21	ST PAUL MN
CORPS OF ENGINEERS	CE00032	CONTRACTING OFFICER	MAJ	97A21	SACRAMENTO CA
CORPS OF ENGINEERS	CE00033	ASST CHIEF CONTRACTING DIVISION	MAJ	97A21	SAVANNAH GA
CORPS OF ENGINEERS	CE00034	DEPUTY COMMANDER TEC	LTC	51A00	ALEXANDRIA VA
CORPS OF ENGINEERS	CE00035	CONTRACTING OFFICER	CPT	97A21	TULSA OK
CORPS OF ENGINEERS	CE00036	CONTRACTING OFFICER	CPT	97A21	VICKSBURG MS
CORPS OF ENGINEERS	CE00037	CONTRACTING OFFICER	CPT	97A21	VICKSBURG MS
CORPS OF ENGINEERS	CE00038	CONTRACTING OFFICER	CPT	51A21	VICKSBURG MS
DAIG	SB00011	INSPECTOR GENERAL	LTC	51A00	PENTAGON
DAIG	SB00012	INSPECTOR GENERAL	LTC	51A00	PENTAGON
DAIG	SB00013	INSPECTOR GENERAL	LTC	97A00	PENTAGON
DARO	DF00321	PROJECT ENGINEER UAV	LTC	51A00	PENTAGON
DARO	DF00324	PROJECT ENGINEER ABIT	MAJ	51A00	PENTAGON
DARPA	AE00486	PROJECT OFFICER ADV PAYLOADS	LTC	51A00	ARLINGTON VA
DARPA	AE00487	PROJECT OFFICER ADV INFO SYS	LTC	51A00	ARLINGTON VA
DCSINT	CS00003	AUTOMATION SYSTEMS OFFICER	MAJ	53C35	FT BELVOIR VA
DCSLOG	CS00005	DEPUTY PM STRATEGIC SEALIFT	LTC	51A88	ARLINGTON VA
DCSLOG	CS00024	STAFF OFFICER DTAV/JPO	LTC	53C00	PENTAGON
DCSOPS	CS00004	ACQUISITION ANALYST	LTC	51A00	PENTAGON
DCSOPS	CS00016	CHIEF TEST & EVAL BRANCH	LTC	51A00	PENTAGON
DCSPER	CS00011	INFORMATION MGT OFFICER	COL	53C00	PENTAGON
DCSPER	CS00019	SENIOR SYSTEMS ANALYST	LTC	53C00	PENTAGON
DCSRI	SP00001	PM ARSOF MP/MR/C2	LTC	51A25	FT BRAGG NC
DCSRI	SP00002	EXP SYSTEM ACQ MGR (COMMO)	CPT	51A25	FT BRAGG NC
DCSRI	SP00005	EXP SYSTEM ACQ MGR (MATERIEL)	CPT	51A18	FT BRAGG NC
DCSRI	SP00009	TEST & EVALUATION OFFICER	CPT	51A18	FT BRAGG NC
DCSRI	SP00010	EXP SYSTEM ACQ MGR (WEAPONS)	CPT	51A18	FT BRAGG NC

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DCSRI	SP00011	SYSTEMS ACQ MANAGER AVIATION	MAJ	51A15	FT BRAGG NC
DCSRI	SP00028	SYS ACQ MANAGER MOBILITY/INTEL/NV	MAJ	51A11	FT BRAGG NC
DCSRI	SP00029	SYSTEMS ACQ MANAGER COMMO	MAJ	51A25	FT BRAGG NC
DCSRI	SP00031	SYSTEMS ACQ MANAGER WPNS/TE	MAJ	51A18	FT BRAGG NC
DCSRI	SP00040	PM MELB	LTC	51A15	FT BRAGG NC
DCSRI	SP00056	EXP SYSTEM ACQ MGR INTEL	CPT	51A35	FT BRAGG NC
DCSRI	SP00057	EXP SOF MATERIEL SYS LEAD	LTC	51A18	FT BRAGG NC
DEF EVAL SPRT ACTIVITY	JA00078	CHIEF OF STAFF	COL	51A00	KIRTLAND AFB NM
DEF SCIENCE BOARD	AE00485	DEFENSE SCIENTIST/MIL EXEC	LTC	51A00	PENTAGON
DEF SPEC WPNS AGCY	DF00047	AUTOMATION MANAGEMENT OFFICER	MAJ	53C00	ALEXANDRIA VA
DEF SPEC WPNS AGCY	DF00048	SYSTEMS AUTOMATION MGT OFF	MAJ	53C25	ALEXANDRIA VA
DEF SPEC WPNS AGCY	DF00049	R&D TEST OPERATIONS OFFICER	MAJ	51A00	ALEXANDRIA VA
DEF SPEC WPNS AGCY	DF00320	ARMS CONTROL PROJECT	CPT	51A00	KIRTLAND AFB NM
DIA	DF00003	AUTOMATION SYSTEMS PROJECT OFFICER	LTC	53A00	WASHINGTON DC
DIA	DF00004	HARDWARE ENGINEERING OFFICER	LTC	53C00	WASHINGTON DC
DIA	DF00005	ADPE ACQ/MGT STAFF OFFICER	MAJ	53C00	WASHINGTON DC
DIA	DF00323	STAFF OFFICER	MAJ	53C35	WASHINGTON DC
DIA MSL INTEL CTR	DF00313	R&D COORDINATOR	MAJ	51A35	REDSTONE ARSENAL AL
DIA MSL INTEL CTR	DF00314	PROCUREMENT OFFICER	CPT	97A00	REDSTONE ARSENAL AL
DIA MSL INTEL CTR	DF00315	PROCUREMENT OFFICER	MAJ	97A00	REDSTONE ARSENAL AL
DIA MSL INTEL CTR	DF00316	PROCUREMENT OFFICER	MAJ	97A00	REDSTONE ARSENAL AL
DIR CONV AMMO	X100227	JOINT MANUFACT & PROD STAFF OFFICER	MAJ	51A91	ALEXANDRIA VA
DISA	DF00011	COMMANDER DEFENSE MEGACENTER	LTC	53C00	ROCK ISLAND IL
DISA	DF00012	DEPUTY APPL ENGR FACILITY	LTC	53C00	FALLS CHURCH VA
DISA	DF00013	ADP SYSTEMS ACQUISITION OFFICER	MAJ	53B00	STERLING VA
DISA	DF00014	SYSTEMS ACQUISITION OFFICER	MAJ	53B00	STERLING VA
DISA	DF00015	APPLICATION SOFTWARE ENGINEER	CPT	53B00	RESTON VA
DISA	DF00016	CHIEF VULNERABILITY ASSESS DIV	LTC	53C00	FALLS CHURCH VA
DISA	DF00017	C-E STAFF OFFICER	MAJ	53B00	STERLING VA
DISA	DF00019	INFO SYSTEMS OFFICER	LTC	53C00	CHELTENHAM MD
DISA	DF00020	SYSTEMS ACQUISITION OFFICER	CPT	53B00	STERLING VA
DISA	DF00021	DEPUTY FOR ADVANCED TECHNOLOGY	LTC	53C00	STERLING VA
DISA	DF00022	DMS IMPLEMENTATION ACQUISITION DIR	LTC	53C00	FALLS CHURCH VA
DISA	DF00023	COMPUTER SYS ENGIN STAFF OFFICER	MAJ	53B00	STERLING VA
DISA	DF00024	DMS PROGRAM OFFICER	MAJ	53B00	FALLS CHURCH VA
DISA	DF00050	AGENCY COMPETITION ADVOCATE	LTC	97A00	ARLINGTON VA
DISA	DF00199	PROCUREMENT STAFF OFFICER	MAJ	97A00	SCOTT AFB IL
DISA	DF00202	DEPUTY FOR REQUIREMENTS	LTC	53C00	STERLING VA
DISA	DF00207	PM DISN	COL	53C25	FALLS CHURCH VA
DISA	DF00208	CHIEF ACQUISITION DIVISION	LTC	97A00	FALLS CHURCH VA
DISA	DF00209	PM DISN/SIP	LTC	53C00	FALLS CHURCH VA
DISA	DF00250	CHIEF CONFIGURATION MANAGEMENT	LTC	53C00	STERLING VA
DISA	DF00251	DISNC PROJECT DIRECTOR	MAJ	53B00	ARLINGTON VA
DISA	DF00253	INFOSEC PROJECT OFFICER	MAJ	53B00	FALLS CHRUCH VA
DISA	DF00254	C-E SYSTEMS OFFICER	MAJ	53B00	ARLINGTON VA
DISA	DF00255	C-E AUTOMATION OFFICER	LTC	53C00	ARLINGTON VA
DISA	DF00256	DEPUTY IMPLEMENTATION GCCS	MAJ	53B00	FALLS CHURCH VA
DISA	DF00279	SYSTEMS ACQ OFFICER	MAJ	53B00	ARLINGTON VA
DISA	DF00280	CHIEF ADNET PROGRAM	LTC	53C00	FALLS CHURCH VA
DISA	DF00322	DII BRANCH CHIEF	LTC	53C00	FALLS CHURCH VA
DISC4	SA00075	STAFF OFFICER	LTC	51A00	PENTAGON
DISC4	SA00076	CHIEF DATA MGT BRANCH	LTC	53C25	PENTAGON
DISC4	SA00077	STAFF OFFICER	LTC	53C25	PENTAGON
DISC4	SA00078	STAFF OFFICER	LTC	53C25	PENTAGON
DISC4	SA00079	STAFF OFFICER	LTC	53C25	PENTAGON
DISC4	SA00080	STAFF OFFICER	MAJ	53C25	PENTAGON
DISC4	SA00081	STAFF OFFICER	MAJ	53C00	PENTAGON
DISC4	SA00082	STAFF OFFICER	LTC	53C25	PENTAGON
DISC4	SA00083	STAFF OFFICER	LTC	53C25	PENTAGON
DISC4	SA00084	DIRECTOR FOR INFO TECHNOLOGY	COL	53C25	PENTAGON
DISC4	SA00088	ACQUISITION STAFF OFFICER	LTC	51A25	PENTAGON
DISC4	SA00091	DEPUTY DIRECTOR STANDARDS	COL	53C25	PENTAGON
DISC4	SA00092	STAFF OFFICER	LTC	53C25	PENTAGON
DISC4	SA00093	STAFF OFFICER	LTC	53C00	PENTAGON
DISC4	SA00103	STAFF OFFICER	MAJ	53C00	PENTAGON
DISC4	SA00104	ACQUISITION STAFF OFFICER	LTC	53C00	PENTAGON
DISC4	SA00105	EXECUTIVE OFFICER	LTC	53C00	PENTAGON
DLA DCMC	DF00134	COMMANDER	COL	97A00	FT BELVOIR VA
DLA DCMC	DF00241	COMMANDER DALLAS AREA OPS	COL	97A00	DALLAS TX
DLA DCMC PLFA	DF00148	CHIEF CONTRACT OPERATIONS	CPT	97A00	BALTIMORE MD
DLA DCMC PLFA	DF00152	COMMANDER BALTIMORE AREA OPS	LTC	97A00	BALTIMORE MD
DLA DCMCI	DF00107	DEPUTY DIRECTOR OPERATIONS	LTC	97A00	FT BELVOIR VA
DLA DCMCI	DF00108	COMMANDER DCMC SOUTHERN EUROPE	COL	97A00	WEISBADEN GERMANY
DLA DCMCI	DF00109	COMMANDER DCMC AMERICAS	COL	97A00	OTTAWA CANADA
DLA DCMCI	DF00110	CHIEF PROGRAM & TECH SUPPORT	MAJ	97A00	OTTAWA CANADA
DLA DCMCI	DF00111	CHIEF PROGRAM/TECH SPT	MAJ	97A00	RIYADH SAUDI ARABIA
DLA DCMCI	DF00112	COMMANDER DCMC ISRAEL	LTC	97A00	TEL AVIV ISRAEL
DLA DCMCI	DF00113	COMMANDER DCMC PACIFIC	COL	97A00	ATSUGI JAPAN
DLA DCMCI	DF00114	COMMANDER DCMC PUERTO RICO	LTC	97A00	SEBANASECA PUERTO RICO
DLA DCMCI	DF00115	COMMANDER DCMC KUWAIT	LTC	97A00	KUWAIT CITY KUWAIT
DLA DCMCI	DF00130	CONTINGENCY CONTRACTING OFFICER	MAJ	97A00	WIESBADEN GERMANY
DLA DCMDE	DF00027	CONTRACT ADMIN DCMO VA	MAJ	97A00	MANASSAS VA
DLA DCMDE	DF00078	COMMANDER DCMC BALTIMORE-MANASS	LTC	97A00	MANASSAS VA
DLA DCMDE	DF00080	COMMANDER DCMC BALTIMORE-WEST	MAJ	97A00	TOWSON MD
DLA DCMDE	DF00081	CONTRACT ADMINISTRATOR DCMAO	CPT	97A00	DAYTON OH
DLA DCMDE	DF00083	CHIEF ARMY IND CAP	LTC	97A00	BOSTON MA
DLA DCMDE	DF00085	COMMANDER DCMC READING	LTC	97A00	READING PA
DLA DCMDE	DF00087	COMMANDER DCMC BOEING HEL	LTC	97A15	PHILADELPHIA PA
DLA DCMDE	DF00088	CHIEF FLT OPS	MAJ	97A15	PHILADELPHIA PA
DLA DCMDE	DF00091	TERMINATIONS CONTRACTING OFFICER	CPT	97A00	PICATINNY ARSENAL NJ
DLA DCMDE	DF00092	DIRECTOR OPERATIONS SAUDI ARABIA	LTC	97A00	RIYADH SAUDI ARABIA
DLA DCMDE	DF00095	PROGRAM INTEGRATOR	CPT	97A00	DETROIT MI
DLA DCMDE	DF00096	COMMANDER DCMC GEN DYNAMICS	LTC	97A91	LIMA OH
DLA DCMDE	DF00099	PROD OFF	MAJ	97A91	LIMA OH
DLA DCMDE	DF00100	PROC OFFICER	MAJ	97A91	LIMA OH
DLA DCMDE	DF00101	PRODUCTION OFFICER	MAJ	97A91	LIMA OH
DLA DCMDE	DF00102	CHIEF PROGRAM INTEGRATION	MAJ	97A00	SYRACUSE NY
DLA DCMDE	DF00104	OPERATIONSGROUP TEAM CHIEF	MAJ	97A00	MANASSAS VA
DLA DCMDE	DF00106	OPNS GROUP TEAM LEADER	MAJ	97A00	PHILADELPHIA PA
DLA DCMDE	DF00117	PGM INTEG	MAJ	97A00	BETHPAGE NY
DLA DCMDE	DF00119	PGM INTEGRATOR	MAJ	97A00	BURLINGTON MA
DLA DCMDE	DF00120	DEPUTY OPERATIONS SUPPORT DIRECT	LTC	97A00	BOSTON MA
DLA DCMDE	DF00121	COMMANDER DCMC BOSTON	MAJ	97A00	NEEDHAM MA
DLA DCMDE	DF00123	DEPUTY OPERATIONS GROUP	MAJ	97A00	GARDEN CITY NY
DLA DCMDE	DF00124	COMMANDER DCMC SYRACUSE	LTC	97A00	SYRACUSE NY
DLA DCMDE	DF00129	CONTRACT ADMINISTRATOR	CPT	97A00	SYRACUSE NY
DLA DCMDE	DF00131	COMMANDER DCMC	MAJ	97A00	LOUISVILLE KY
DLA DCMDE	DF00132	PGM INTEGRATOR	MAJ	97A15	STRATFORD CT
DLA DCMDE	DF00139	COMMANDER DCMC INDIANAPOLIS	LTC	97A00	FT BENJ HARRISON IN
DLA DCMDE	DF00140	COMMANDER DCMC INDIANAPOLIS	MAJ	97A00	FT WAYNE IN
DLA DCMDE	DF00141	COMMANDER DCMC INDIANAPOLIS	MAJ	97A00	SOUTH BEND IN

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
DLA DCMDE	DF00142	COMMANDER DCMC TEXAS INSTRUMENTS	LTC	97A00	DALLAS TX
DLA DCMDE	DF00143	COMMANDER DCMC DETROIT	MAJ	97A92	GRAND RAPIDS MI
DLA DCMDE	DF00144	COMMANDER DCMC CLEARWATER	LTC	97A00	ST PETERSBURG FL
DLA DCMDE	DF00151	CH TECH ASSESSMENT GP DCMAO	MAJ	97A00	BIRMINGHAM AL
DLA DCMDE	DF00156	COMMANDER DCMC AIRCRAFT PROGRAM	MAJ	97A15	MARIETTA GA
DLA DCMDE	DF00157	COMMANDER DCMC MARTIN MARIETTA	LTC	97A00	ORLANDO FL
DLA DCMDE	DF00158	PGM INTEG	MAJ	97A00	ORLANDO FL
DLA DCMDE	DF00159	PROGRAM INTEGRATOR	MAJ	97A00	MARIETTA GA
DLA DCMDE	DF00171	COMMANDER DPRO UNITED DEF	LTC	97A00	YORK PA
DLA DCMDE	DF00195	COMMANDER DCMC MARTIN MARIETTA	LTC	97A00	PITTSFIELD MA
DLA DCMDI	DF00185	COMMANDER DCMC KOREA	LTC	97A00	KIMHAE KOREA
DLA DCMDN	DF00090	COMMANDER DCMC SPRINGFIELD	COL	97A00	SPRINGFIELD NJ
DLA DCMDN	DF00093	COMMANDER DCMC CLEVELAND	COL	97A00	CLEVELAND OH
DLA DCMDN	DF00094	COMMANDER DCMC DETROIT	COL	97A00	DETROIT MI
DLA DCMDN	DF00105	COMMANDER DCMC PHILADELPHIA	COL	97A00	PHILADELPHIA PA
DLA DCMDN	DF00118	COMMANDER DCMC RAYTHEON	COL	97A00	BURLINGTON MA
DLA DCMDN	DF00127	COMMANDER DCMC NEW YORK	COL	97A00	STATEN ISLAND NY
DLA DCMDN	DF00128	COMMANDER DCMC LONG ISLAND	COL	97A00	GARDEN CITY NY
DLA DCMDS	DF00084	COMMANDER DCMC BALTIMORE	COL	97A00	BALTIMORE MD
DLA DCMDS	DF00116	COMMANDER DCMC ATLANTA	COL	97A00	MARIETTA GA
DLA DCMDS	DF00153	COMMANDER DCMC BIRMINGHAM	COL	97A00	BIRMINGHAM AL
DLA DCMDW	DF00103	OPERATIONS OFFICER	MAJ	97A00	DALLAS TX
DLA DCMDW	DF00135	OPERATIONS OFFICER CONTRACT OPS	MAJ	97A00	CHICAGO IL
DLA DCMDW	DF00137	COMMANDER DCMC CHICAGO	COL	97A00	CHICAGO IL
DLA DCMDW	DF00138	COMMANDER DCMC CHICAGO-MILWAUKEE	LTC	97A00	MILWAUKEE WI
DLA DCMDW	DF00145	ACQUISITION & PROGRAM SUPPORT OFF	MAJ	97A00	MINNEAPOLIS MN
DLA DCMDW	DF00147	COMMANDER DCMC TWIN CITIES	LTC	97A00	MINNEAPOLIS MN
DLA DCMDW	DF00150	COMMANDER DCMC ST LOUIS	LTC	97A00	ST LOUIS MO
DLA DCMDW	DF00155	COMMANDER DCMC LOCKHEED MARTIN	LTC	97A00	DALLAS TX
DLA DCMDW	DF00162	COMMANDER DPRO BELL HEL	COL	97A15	FT WORTH TX
DLA DCMDW	DF00163	CHIEF FLT OPS	MAJ	97A15	FT WORTH TX
DLA DCMDW	DF00165	COMMANDER DCMC DALLAS	COL	97A00	DALLAS TX
DLA DCMDW	DF00166	CDR DCMC STEWART & STEVENSON	LTC	97A00	SEALY TX
DLA DCMDW	DF00169	COMMANDER DCMO	MAJ	97A00	GLENDALE CA
DLA DCMDW	DF00170	PGM INTEGRATOR BAT	MAJ	97A00	HAWTHORNE CA
DLA DCMDW	DF00172	CHIEF OPERATIONS TEAM	MAJ	97A00	SUNNYVALE CA
DLA DCMDW	DF00174	CDR DPRO MCDONNEL DOUGLAS HB	LTC	97A00	HUNTINGTON BEACH CA
DLA DCMDW	DF00175	PROGRAM SUPPORT TEAM CHIEF	MAJ	97A00	HUNTINGTON BEACH CA
DLA DCMDW	DF00176	COMMANDER DCMO	MAJ	97A00	VAN NUYS CA
DLA DCMDW	DF00177	ADMIN CONTRACTING OFF	CPT	97A00	DOWNEY CA
DLA DCMDW	DF00178	COMMANDER DCMC SANTA ANA-LOCKHEED	MAJ	97A00	SANTA MARGARITA CA
DLA DCMDW	DF00179	COMMANDER DCMC SEATTLE-PORTLAND	MAJ	97A00	PORTLAND OR
DLA DCMDW	DF00180	COMMANDER DCMC SEATTLE	LTC	97A00	BELLVUE WA
DLA DCMDW	DF00181	COMMANDER DCMC SANTA ANA-AEROJET	MAJ	97A00	AZUSA CA
DLA DCMDW	DF00182	COMMANDER DCMC PHOENIX	COL	97A00	PHOENIX AZ
DLA DCMDW	DF00184	CDR DCMC PHOENIX-MESA	LTC	97A15	MESA AZ
DLA DCMDW	DF00186	CHIEF APACHE LONGBOW TEAM	MAJ	97A15	MESA AZ
DLA DCMDW	DF00188	CH CONTRACT OPERATIONS TEAM	CPT	97A00	TUCSON AZ
DLA DCMDW	DF00240	COMMANDER DCMC SAN FRANCISCO	COL	97A00	SUNNYVALE CA
DLA DCMDW	DF00243	COMMANDER DCMC PHOENIX-ALBUQUER	MAJ	97A00	ALBUQUERQUE NM
DLA DCMON	DF00133	COMMANDER DCMD EAST	COL	97A00	BOSTON MA
DLA DCSC	DF00036	DIRECTOR LAND BASED WEAPONS	COL	97A00	COLUMBUS OH
DLA DCSC	DF00037	CHIEF COMBAT VEHICLES ACQ UNIT	LTC	97A00	COLUMBUS OH
DLA DCSC	DF00038	CHIEF MARITIME ACQUISITION UNIT	LTC	97A00	COLUMBUS OH
DLA DCSC	DF00039	CHIEF AUTOMATED CONTRACTS DIV	MAJ	97A00	FT BELVOIR VA
DLA DCSC	DF00071	DEPUTY CHIEF SPECIAL BUYS BR	CPT	97A00	COLUMBUS OH
DLA DCSC	DF00072	CHIEF SOURCE DEVELOP & SURVEIL UNIT	MAJ	97A00	COLUMBUS OH
DLA DGSC	DF00044	CHIEF PRODUCT CENTER 2	LTC	97A00	RICHMOND VA
DLA DGSC	DF00045	CHIEF PROCUREMENT BRANCH	MAJ	97A00	RICHMOND VA
DLA DGSC	DF00046	CHIEF PROCUREMENT BR	CPT	97A00	RICHMOND VA
DLA DISC	DF00074	PROCUREMENT OFFICER	CPT	97A00	PHILADELPHIA PA
DLA DISC	DF00075	DIR COMMODITY BUSINESS UNIT	LTC	97A00	PHILADELPHIA PA
DLA DPSC	DF00040	CONTRACTING OFFICER	MAJ	97A00	PHILADELPHIA PA
DLA DPSC	DF00041	CHIEF TENTAGE & HERALDICS BR	LTC	97A00	PHILADELPHIA PA
DLA DPSC	DF00042	CHIEF PRIME VENDOR WEST REGION	LTC	97A92	PHILADELPHIA PA
DLA DPSC	DF00319	CHIEF ORGAN CLOTHING & INDIVID CLTH	COL	97A00	PHILADELPHIA PA
DLA DPSC EUROPE	DF00196	ASSOC DIRECTOR CONTRACTING	MAJ	97A92	WIESBADEN GERMANY
DLA HQ	DF00025	EXECUTIVE OFFICER DCMC	LTC	97A00	FT BELVOIR VA
DLA HQ	DF00028	ACQUISITION MGMT STAFF OFFICER	LTC	97A00	FT BELVOIR VA
DLA HQ	DF00029	PROCUREMENT OFFICER	MAJ	97A00	FT BELVOIR VA
DLA HQ	DF00030	PROCUREMENT OFFICER	MAJ	97A00	FT BELVOIR VA
DLA HQ	DF00032	CONTRACT MGT STAFF OFFICER	MAJ	97A00	FT BELVOIR VA
DLA HQ	DF00033	QUALITY MGT STAFF OFFICER	MAJ	97A00	FT BELVOIR VA
DLA HQ	DF00079	CHIEF TERMINATIONS PROPERTY TEAM	COL	97A00	FT BELVOIR VA
DLA HQ	DF00242	FLIGHT OPERATIONS OFFICER	MAJ	97A15	FT BELVOIR VA
DLA HQ	DF00325	ELECTRICAL ENGINEER	MAJ	51A25	FALLS CHURCH VA
DSMC/DAU	DF00282	PROFESSOR SYS ACQUISITION MGMT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00285	DEAN COLLEGE ADMIN & SERVICES	COL	51A00	FT BELVOIR VA
DSMC/DAU	DF00287	PROFESSOR SYS ACQUISITION MGMT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00288	PROFESSOR SYS ACQUISITION MGMT	LTC	97A00	FT BELVOIR VA
DSMC/DAU	DF00289	PROFESSOR SYS ACQUISITION MGMT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00290	PROFESSOR SYS ACQUISITION MGMT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00291	PROFESSOR SYS ACQUISITION MGMT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00300	PROFESSOR SYS ACQUISITION MGMT	LTC	53C00	FT BELVOIR VA
DSMC/DAU	DF00301	PROFESSOR SYS ACQUISITION MGMT	LTC	53C00	FT BELVOIR VA
DSMC/DAU	DF00302	PROFESSOR SYS ACQUISITION MGMT	LTC	53C00	FT BELVOIR VA
DSMC/DAU	DF00303	PROFESSOR SYS ACQUISITION MGMT	LTC	53C00	FT BELVOIR VA
DSMC/DAU	DF00304	PROFESSOR SOFTWARE MANAGEMENT	LTC	53C00	FT BELVOIR VA
DSMC/DAU	DF00305	PROFESSOR SYS ACQUISITION MGMT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00306	PROFESSOR SYS ACQUISITION MGMT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00307	PROFESSOR SYS ACQUISITION MGMT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00308	PROFESSOR SYS ACQUISITION MGMT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00309	PROFESSOR SYS ACQUISITION MGMT	LTC	51A00	FT BELVOIR VA
DSMC/DAU	DF00310	PROFESSOR SYS ACQUISITION MGMT	LTC	97A00	FT BELVOIR VA
DSMC/DAU	DF00311	PROFESSOR SYS ACQUISITION MGMT	LTC	97A00	FT BELVOIR VA
DSS-W	SJ00001	COMMANDER	COL	97A00	PENTAGON
DSS-W	SJ00002	CHIEF TELECOM DIVISION	LTC	97A00	PENTAGON
DSS-W	SJ00003	CHIEF OVERSIGHT DIVISION	LTC	97A00	PENTAGON
DSS-W	SJ00004	CHIEF ADP BRANCH	MAJ	97A00	PENTAGON
DSS-W	SJ00006	CHIEF TELECOM BRANCH	MAJ	97A00	PENTAGON
ENGINEER CENTER	TC00023	ASST DIRECTOR ACQUISITION	LTC	51A21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00024	SUPERVISORY C&T DEV OFF	MAJ	51A21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00025	MATL DEV OFF	CPT	53C21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00029	MATL SYSTEMS ANALYSIS OFF	MAJ	53C21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00250	CHIEF WIDE AREA MUNITIONS BR	MAJ	51A21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00251	CHIEF COUNTERMINE PGMS BR	MAJ	51A21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00252	CHIEF GRIZZLY/WOLVERINE BR	MAJ	51A21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00253	CHIEF BRIDGING PROGRAMS BR	MAJ	51A21	FT LEONARD WOOD MO
ENGINEER CENTER	TC00277	DIVISION CHIEF COMBAT MOBILITY DIV	LTC	51A21	FT LEONARD WOOD MO
EUCOM	JA00056	DIRECTOR ARMY AFFAIRS	LTC	97A00	PARIS FRANCE
EUCOM	JA00057	CHIEF DEF COOP ARMAMENTS ARMY	LTC	97A00	ROME ITALY

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
EUCOM	JA00058	ARMAMENTS COOPERATION OFF	MAJ	97A02	OSLO NORWAY
EUCOM	JA00059	ARMY PROGRAMS MGR	LTC	97A00	LONDON UNITED KINGDOM
EUCOM	JA00060	ARMAMENTS COOPERATION OFF	LTC	97A02	ATHENS GREECE
EUCOM	JA00061	ARMAMENTS COOPERATION MGR	MAJ	97A00	ANKARA TURKEY
EUCOM	JA00062	ARMAMENTS COOPERATION MGR	MAJ	97A00	ANKARA TURKEY
EUCOM	JA00079	CHIEF BILATERAL AFFAIRS DIV	LTC	97A00	ROME ITALY
EUCOM	JA00080	ARMAMENTS COOPERATION MGR	MAJ	97A00	PRAGUE CZECH REP
FA SCHOOL	TC00125	ASST TSM CANNON	LTC	51A13	FT SILL OK
FA SCHOOL	TC00126	CRUSADER TM CHIEF	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00127	ASST TSM AFATDS	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00128	ASST TSM ATACMS	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00129	CD STAFF OFFICER	CPT	53C13	FT SILL OK
FA SCHOOL	TC00130	CHIEF AIR GROUND SYS BRANCH	CPT	51A13	FT SILL OK
FA SCHOOL	TC00131	BATTLE LAB STAFF OFFICER	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00132	CBT DEV STAFF OFF	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00133	DEPUTY CHIEF MR&I	CPT	51A13	FT SILL OK
FA SCHOOL	TC00134	CBT DEV STAFF OFFICER	CPT	51A13	FT SILL OK
FA SCHOOL	TC00135	CBT DEV STAFF OFFICER	CPT	51A13	FT SILL OK
FA SCHOOL	TC00136	BR CHIEF	CPT	51A13	FT SILL OK
FA SCHOOL	TC00137	COMBAT DEVELOPMENTS STAFF OFFICER	CPT	51A13	FT SILL OK
FA SCHOOL	TC00138	COMBAT DEV STAFF OFFICER	MAJ	51A13	FT SILL OK
FA SCHOOL	TC00140	COMBAT DEV STAFF OFFICER AFATDS	MAJ	53C13	FT SILL OK
FA SCHOOL	TC00141	CBT DEV STAFF OFFICER	CPT	51A13	FT SILL OK
FA SCHOOL	TC00142	PALADIN ACTION OFFICER	CPT	51A13	FT SILL OK
FA SCHOOL	TC00143	COMPUTER ENGINEER	CPT	53C13	FT SILL OK
FA SCHOOL	TC00144	CHIEF TACTICAL SOFTWARE DIV	CPT	53C13	FT SILL OK
FA SCHOOL	TC00145	CBT DEV SYSTEM MANAGER	CPT	53C13	FT SILL OK
FA SCHOOL	TC00257	AFATDS SYSTEM COORDINATOR	LTC	51A13	FT SILL OK
FORSCOM HQ	FC00005	PARC FORSCOM	COL	97A00	FT MCPHERSON GA
FORSCOM HQ	FC00006	PROCUREMENT STAFF OFFICER	LTC	97A00	FT MCPHERSON GA
FORSCOM HQ	FC00007	PROCUREMENT STAFF OFFICER	MAJ	97A00	FT MCPHERSON GA
HQS 21ST TAACOM	E100014	PROCUREMENT OFFICER	LTC	97A00	SECKENHEIM GER
HQS 21ST TAACOM	E100015	PROCUREMENT OFFICER	MAJ	97A00	KAISERSLAUTERN GE
ICPA	X100076	DEPUTY DIRECTOR	COL	51A00	ALEXANDRIA VA
ICPA AUSTRALIA	X100074	COMMANDER	LTC	51A00	CANBERRA AUSTRALIA
ICPA CANADA	X100067	COMMANDER	LTC	51A00	OTTAWA CANADA
ICPA FRANCE	X100071	COMMANDER	LTC	51A00	PARIS FRANCE
ICPA GERMANY	X100398	COMMANDER	COL	51A00	BONN GERMANY
ICPA GERMANY	X100399	INTL R&D COORDINATOR	LTC	51A02	BONN GERMANY
ICPA GERMANY	X100400	INTL R&D COORDINATOR	LTC	51A02	BONN GERMANY
ICPA UK	X100068	COMMANDER	COL	51A00	LONDON UK
ICPA UK	X100069	CHIEF STANDARDIZATION	LTC	51A25	LONDON UK
ICPA UK	X100070	STANDARDIZATION REPRESENTATIVE	LTC	51A13	LONDON UK
IMCEN	SJ00008	CHIEF INFO SYSTEMS MGT BRANCH	LTC	53C00	PENTAGON
IMCEN	SJ00010	INFO SYSTEMS ENGINEER	MAJ	53C00	PENTAGON
IMCEN	SJ00011	MACOM DATA ADMINISTRATOR	MAJ	53C00	PENTAGON
IMSA	SA00070	ACQUISITION MGT OFFICER	MAJ	53C00	FAIRFAX VA
IMSA	SA00071	ACQUISITION MGT OFFICER	MAJ	53C00	FAIRFAX VA
IMSA	SA00094	ACQUISITION MGT OFFICER	LTC	53C00	FAIRFAX VA
IMSA	SA00095	ACQUISITION MGT OFFICER	MAJ	53C00	FAIRFAX VA
IMSA	SA00096	ACQUISITION MGT OFFICER	MAJ	53C00	FAIRFAX VA
IMSA	SA00097	ACQUISITION MGT OFFICER	MAJ	53C00	FAIRFAX VA
IMSA	SA00098	ACQUISITION MGT OFFICER	MAJ	53C00	FAIRFAX VA
INFANTRY SCHOOL	TC00031	CHIEF FIREPOWER	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00035	PROJECT OFFICER CONCEPTS ANALYSIS	CPT	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00040	ASST TSM BFVS	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00042	SENIOR PROJECT OFFICER INFANTRY XXI	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00043	ASST TSM BFVS	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00114	ASST TSM JAVELIN	LTC	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00115	ASST TSM NLOS-CA	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00116	ASST TSM ITAS	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00117	ASST TSM LOSAT	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00118	ASST TSM SOLDIER	LTC	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00119	ASST TSM SOLDIER	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00120	ASST TSM SOLDIER	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00121	PROJECT OFF CIE/NBC	CPT	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00122	CHIEF MOUNTED SYSTEMS DIV	LTC	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00123	PROJECT OFF INFANTRY XXI	CPT	51A12	FT BENNING GA
INFANTRY SCHOOL	TC00124	BATTLE LAB SENIOR PROJECT OFFICER	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00154	PROJECT OFF SMALL ARMS	CPT	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00163	PROJECT OFFICER T&E	CPT	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00169	CHIEF ELECTRONICS DIVISION	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00192	ASST TSM BFVS	LTC	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00199	SENIOR PROJECT OFFICER	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00200	CHIEF CIE/NBC DIVISION	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00201	ASSISTANT TSM SOLDIER	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00202	CHIEF SMALL ARMS DIVISION	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00203	ASSISTANT TSM SOLDIER	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00208	ASSISTANT TSM SOLDIER	MAJ	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00215	PROJECT OFF DIRECTED ENERGY	CPT	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00216	PROJECT OFF COMM-ELECTRONICS	CPT	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00217	PROJECT OFF FIREPOWER	CPT	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00254	BATTLE LAB PROJECT OFF	CPT	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00255	PROJECT OFF BATTLE LABS	CPT	53C11	FT BENNING GA
INFANTRY SCHOOL	TC00256	BATTLE LAB PROJECT OFF	CPT	51A11	FT BENNING GA
INFANTRY SCHOOL	TC00263	PROCUREMENT OFF BATTLE LABS	MAJ	97A11	FT BENNING GA
INTEL SCHOOL	TC00104	ASST TSM PERSONNEL ASAS	MAJ	51A35	FT HUACHUCA AZ
INTEL SCHOOL	TC00105	ASST TSM LOGISTICS ASAS	MAJ	51A35	FT HUACHUCA AZ
INTEL SCHOOL	TC00106	ASST TSM PERSONNEL	MAJ	51A35	FT HUACHUCA AZ
INTEL SCHOOL	TC00107	CHIEF TRAINING TECH	MAJ	53C35	FT HUACHUCA AZ
INTEL SCHOOL	TC00108	REQTS DOCUMENTATION OFFICER	CPT	51A35	FT HUACHUCA AZ
INTEL SCHOOL	TC00109	REQTS DOCUMENTATION OFFICER	CPT	51A35	FT HUACHUCA AZ
INTEL SCHOOL	TC00110	SYSTEM AUTOMATION ENGINEER	CPT	53C35	FT HUACHUCA AZ
INTEL SCHOOL	TC00222	EXPERIMENT PROJECT OFFICER	MAJ	51A35	FT HUACHUCA AZ
INTEL SCHOOL	TC00223	SYSTEMS REQUIREMENTS OFFICER	CPT	53C35	FT HUACHUCA AZ
INTEL SCHOOL	TC00240	ASST TSM TRAINING GBCS	LTC	51A35	FT HUACHUCA AZ
INTEL SCHOOL	TC00243	DEPUTY TSM UAV	LTC	51A35	FT HUACHUCA AZ
INTEL SCHOOL	TC00244	ASST TSM UAV	MAJ	51A35	FT HUACHUCA AZ
INTEL SCHOOL	TC00269	CHIEF TACTICAL SYSTEMS BRANCH	MAJ	51A35	FT HUACHUCA AZ
INTEL SCHOOL	TC00270	TRAINING DEVICES DEVELOPMENT OFF	MAJ	53C35	FT HUACHUCA AZ
INTEL SCHOOL	TC00271	CHIEF OPNS, NEW SYS TRNG OFFICE	MAJ	51A35	FT HUACHUCA AZ
IOC	X100571	PROCUREMENT INVESTIGATOR	CPT	97A00	ROCK ISLAND IL
IOC	X100572	ACQUISITION OFFICER	MAJ	51A00	ROCK ISLAND IL
IOC	X100574	CONTRACTING OFFICER ARMS TEAM CHIEF	LTC	97A00	ROCK ISLAND IL
IOC	X100586	DCS ACQUISITION/PARC	COL	97A00	ROCK ISLAND IL
IOC	X100587	CONTRACTING OFFICER	CPT	97A00	ROCK ISLAND IL
IOC	X100596	CHIEF GOCO/FACILITIES DIVISION	LTC	97A00	ROCK ISLAND IL
IOC	X100604	CONTRACT MGT OFFICER	CPT	97A00	ROCK ISLAND IL
IOC	X100605	CONTRACT MGT OFFICER	MAJ	97A00	ROCK ISLAND IL
IOC AAD	X100182	CONTRACT OFFICER	CPT	97A91	ANNISTON AL
IOC AAD	X100183	CONTRACT OFFICER	CPT	97A91	ANNISTON AL

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
IOC DSAFE	X100628	COMMANDER	LTC	97A92	SEOUL KOREA
IOC LAD	X100180	CONTRACTING OFFICER	CPT	97A91	CHAMBERSBURG PA
IOC RIA	X100179	CONTRACT MGT OFFICER	CPT	97A91	ROCK ISLAND IL
JOINT STAFF J8	DF00068	SCIENCE & TECHNOLOGY ANALYST	LTC	51A00	PENTAGON
JOINT STAFF J8	DF00089	WEAPONS SYSTEM PGM EVALUATOR	LTC	51A00	PENTAGON
JOINT STAFF J8	DF00244	WEAPONS SYSTEM PGM EVALUATOR	LTC	51A00	PENTAGON
JOINT STAFF J8	DF00266	CHIEF ACQUISITION & TECH DIV	COL	51A00	PENTAGON
JPO BIO DEF	AE00426	DEPUTY PM DETECTION PROGRAMS	LTC	51A74	FALLS CHURCH VA
JPO BIO DEF	AE00455	DETECTION PROJECT OFFICER	MAJ	51A74	FALLS CHURCH VA
JPO BIO DEF	AE00619	PM JT BIO POINT DETECTION SYSTEM	LTC	51A74	ABERDEEN PG MD
JPO HEALTH CARE	JA00077	DIRECTOR SYSTEMS ENG & INTEG	LTC	53C00	FALLS CHURCH VA
JRTC	TC00195	CONTRACT MGT OFFICER	MAJ	97A00	FT POLK LA
JSOC	DJ00011	SYSTEMS INTEGRATION OFFICER	CPT	53C00	FT BRAGG NC
JSOC	DJ00012	CHIEF ADP DIVISION	MAJ	53C35	FT BRAGG NC
JSOC	DJ00013	PROCUREMENT OFFICER	LTC	97B92	FT BRAGG NC
JSOC	DJ00018	REQUIREMENTS OFFICER	MAJ	51A00	FT BRAGG NC
JT C&C WF CTR	JA00047	CHIEF PLANS DIVISION	MAJ	51A00	KELLY AFB TX
JTPO UAV	AE00391	PM JTPO UAV	COL	51A00	REDSTONE ARSENAL AL
JTPO UAV	AE00394	APM R&D JTPO UAV	MAJ	51A00	FT HUACHUCA AZ
JTPO UAV	AE00395	APM INTEGRATION JTPO UAV	LTC	51A35	REDSTONE ARSENAL AL
JTPO UAV	AE00539	PM JTPO UAV OUTRIDER	LTC	51A00	REDSTONE ARSENAL AL
LAND INFO WFR ACT	AS00011	ASST BRANCH CHIEF	MAJ	51A00	FT BELVOIR VA
LAND INFO WFR ACT	AS00012	SYSTEMS ENGINEER	CPT	51A00	FT BELVOIR VA
LAND INFO WFR ACT	AS00013	SYSTEMS ENGINEER	MAJ	51A00	FT BELVOIR VA
LAND INFO WFR ACT	AS00014	SYSTEMS ENGINEER	CPT	51A00	FT BELVOIR VA
MICOM	X100108	DEPUTY DIRECTOR ACQ CENTER	COL	97A00	REDSTONE ARSENAL AL
MICOM	X100112	CONTRACTING/INDUSTRIAL MGT OFF	CPT	97A13	REDSTONE ARSENAL AL
MICOM	X100115	CONTRACTING/INDUSTRIAL MGT OFF	LTC	97A00	REDSTONE ARSENAL AL
MICOM	X100116	CONTRACTING/INDUSTRIAL MGT OFF	MAJ	97A91	REDSTONE ARSENAL AL
MICOM	X100117	CHIEF ASCO	COL	51A91	REDSTONE ARSENAL AL
MICOM	X100122	APM BLOCK II ATACMS	CPT	51A13	REDSTONE ARSENAL AL
MICOM	X100131	TEST MANAGER	CPT	51A13	REDSTONE ARSENAL AL
MICOM	X100135	AD COMMAND & CONTROL OFFICER	MAJ	51A14	REDSTONE ARSENAL AL
MICOM	X100136	SUPPORT INTEGRATION MANAGER	MAJ	51A02	REDSTONE ARSENAL AL
MICOM	X100141	DIR SECURITY ASSISTANCE MGT	COL	51A00	REDSTONE ARSENAL AL
MICOM	X100145	APM TECHNOLOGY UGV/S JPO	LTC	51A91	REDSTONE ARSENAL AL
MICOM	X100148	PATRIOT LOGISTICS OFFICER	MAJ	51A14	JEDDAH SAUDI ARABIA
MICOM	X100151	CHIEF PATRIOT FT BLISS FLDG OFC	MAJ	51A14	FT BLISS TX
MICOM	X100153	AVENGER LOG/FIELDING OFFICER	MAJ	51A14	REDSTONE ARSENAL AL
MICOM	X100157	HELLFIRE FIELDING OFFICER	MAJ	51A91	REDSTONE ARSENAL AL
MICOM	X100160	MLRS FIELDING OFFICER	MAJ	51A91	REDSTONE ARSENAL AL
MICOM	X100162	CHIEF GROUND TOW SYSTEM	MAJ	51A91	REDSTONE ARSENAL AL
MICOM	X100163	ITAS FIELDING OFFICER	CPT	51A91	REDSTONE ARSENAL AL
MICOM	X100166	MLRS FIELDING OFFICER	CPT	51A91	REDSTONE ARSENAL AL
MICOM	X100643	TEST & EVALUATION OFFICER	MAJ	51A00	REDSTONE ARSENAL AL
MICOM	X100658	PATRIOT DEPLOYMENT OFFICER	LTC	51A91	REDSTONE ARSENAL AL
MICOM	X100708	APM PROD IMPROV & FLDG JAVELIN	MAJ	51A91	REDSTONE ARSENAL AL
MICOM TMDE ACTIVITY	X100228	PM TMDE	COL	51A00	REDSTONE ARSENAL AL
MICOM TMDE ACTIVITY	X100231	PM ATSS	LTC	51A00	REDSTONE ARSENAL AL
MP SCHOOL	TC00174	SENIOR RDT&E OFFICER	MAJ	51A31	FT MCCLELLAN AL
MP SCHOOL	TC00175	SENIOR RDT&E OFFICER	MAJ	51A31	FT MCCLELLAN AL
MP SCHOOL	TC00176	RDT&E OFFICER	CPT	51A31	FT MCCLELLAN AL
MP SCHOOL	TC00182	SENIOR RDT&E OFFICER	MAJ	51A31	FT MCCLELLAN AL
MTMC	MT00002	PM CONUS FREIGHT MGT SYSTEMS	LTC	51A88	ARLINGTON VA
NAT DEF UNIV	JA00014	CONTRACTING DIRECTOR	MAJ	97A00	WASHINGTON DC
NAT DEF UNIV	JA00015	MILITARY FACULTY/INSTRUCTOR	COL	51A00	WASHINGTON DC
NAT DEF UNIV	JA00075	MILITARY FACULTY/INSTRUCTOR	LTC	53C00	WASHINGTON DC
NAVAL PG SCHOOL	JA00064	INSTRUCTOR SYSTEMS ACQ MGT	LTC	51A00	MONTEREY CA
NAVAL PG SCHOOL	JA00065	INSTRUCTOR SYSTEMS ACQ MGT	LTC	51A00	MONTEREY CA
NAVY ACTIVITY	JA00003	DEPUTY DIRECTOR UAV JPO	COL	51A15	ARLINGTON VA
NAVY ACTIVITY	JA00004	DPM JOINT PROJECTS & DEMOS	LTC	51A00	ARLINGTON VA
NAVY ACTIVITY	JA00005	JOINT TEST & EVALUATION OFFICER	MAJ	51A00	ARLINGTON VA
NGB	GB00001	MGT INFO SYSTEMS OFFICER	LTC	53C00	NEWINGTON VA
NGB	GB00002	PARC NGB	LTC	97A00	FALLS CHURCH VA
NGB	GB00003	INDEPENDENT TECH EVALUATOR	LTC	53C00	NEWINGTON VA
NRDEC	X100007	DEPUTY DIRECTOR	LTC	51A92	NATICK MA
NRDEC	X100010	SOF/INFANTRY R&D OFFICER	CPT	51A11	NATICK MA
NRDEC	X100011	COMBAT ARMS PROJECT OFFICER	CPT	51A12	NATICK MA
NRDEC	X100012	R&D PROJECT COORDINATOR	CPT	51A92	NATICK MA
NSA	AS00001	DEPUTY CHIEF	LTC	51A35	FT MEADE MD
NTC	FC00016	DIRECTOR CONTRACTING	LTC	97A00	FT IRWIN CA
NTC OPNS GP	TC00229	PROCUREMENT OFFICER	MAJ	97A00	FT IRWIN CA
OCLL	SA00066	CONGRESSIONAL LIAISON OFFICER	LTC	51A00	PENTAGON
OCLL	SA00067	CONGRESSIONAL LIAISON OFFICER	LTC	51A00	PENTAGON
OPM-SANG	X100746	CHIEF SYSTEMS ACQUISITION BRANCH	LTC	97A02	RIYADH SAUDI ARABIA
OPTEC	SF00033	CHIEF TEST MGT DIVISION	LTC	51A15	ALEXANDRIA VA
OPTEC	SF00034	CHIEF INSTRUMENTATION DIVISION	LTC	51A25	ALEXANDRIA VA
OPTEC	SF00036	T & E ACQ OFFICER	MAJ	51A00	ALEXANDRIA VA
OPTEC	SF00037	EVALUATION OFFICER	MAJ	51A92	ALEXANDRIA VA
OPTEC	SF00038	ADP OPERATIONS OFFICER AERB	CPT	53C00	ALEXANDRIA VA
OPTEC	SF00039	SUPERVISOR ADP AERB	MAJ	53C25	ALEXANDRIA VA
OPTEC	SF00040	ADP OFFICER AERB	CPT	53C00	ALEXANDRIA VA
OPTEC	SF00041	ADP OFFICER AERB	CPT	53C00	ALEXANDRIA VA
OPTEC	SF00042	PROC OFFICER	CPT	97A00	FT HOOD TX
OPTEC	SF00043	SENIOR EVALUATION OFFICER	LTC	51A15	ALEXANDRIA VA
OPTEC	SF00044	EVALUATION OFFICER	MAJ	51A15	ALEXANDRIA VA
OPTEC	SF00045	SR TEST & EVALUATION OFFICER	LTC	51A14	FT BLISS TX
OPTEC	SF00046	TEST & EVALUATION OFFICER	MAJ	51A14	ALEXANDRIA VA
OPTEC	SF00047	TEST & EVALUATION OFFICER	MAJ	51A12	ALEXANDRIA VA
OPTEC	SF00048	CHIEF INFANTRY/SPECIAL OPS DIVISION	LTC	51A11	ALEXANDRIA VA
OPTEC	SF00049	SYSTEMS AUTOMATION ACQ OFF	MAJ	53C02	ALEXANDRIA VA
OPTEC	SF00050	TEST & EVALUATION OFFICER	CPT	51A12	FT HOOD TX
OPTEC	SF00051	SR T&E ACQ OFF	LTC	51A25	ALEXANDRIA VA
OPTEC	SF00053	EVALUATION OFFICER	MAJ	51A91	ALEXANDRIA VA
OPTEC	SF00054	SENIOR TEST & EVALUATION OFFICER	LTC	51A13	ALEXANDRIA VA
OPTEC	SF00055	EVALUATION OFFICER	MAJ	51A13	ALEXANDRIA VA
OPTEC	SF00056	EVALUATION OFFICER ADP	MAJ	53C00	ALEXANDRIA VA
OPTEC	SF00057	SR TEST & EVALUATION OFFICER	LTC	51A35	ALEXANDRIA VA
OPTEC	SF00058	EVALUATION OFFICER	MAJ	51A35	ALEXANDRIA VA
OPTEC	SF00059	ADP TEST OFFICER	LTC	53C00	ALEXANDRIA VA
OPTEC	SF00060	CHIEF AUTO ACQ OFF	LTC	53C00	ALEXANDRIA VA
OPTEC	SF00061	SYSTEMS AUTOMATION ACQ OFF	LTC	53C00	ALEXANDRIA VA
OPTEC	SF00062	SENIOR TEST & EVALUATION OFFICER	LTC	51A00	FT HOOD TX
OPTEC	SF00063	SYSTEMS AUTOMATION ACQ OFF	CPT	53C00	FT HOOD TX
OPTEC	SF00064	SYSTEMS AUTOMATION ACQ OFF	CPT	53C00	FT HOOD TX
OPTEC	SF00065	SYSTEMS AUTOMATION ACQ OFF	CPT	53C25	FT HOOD TX
OPTEC	SF00066	SYSTEMS AUTOMATION ACQ OFF	MAJ	53C00	FT HOOD TX
OPTEC	SF00067	CHIEF CONT/PROC OFFICER	LTC	97A00	FT HOOD TX
OPTEC	SF00068	CONTRACT PROC OFFICER	MAJ	97A00	ALEXANDRIA VA
OPTEC	SF00069	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00070	T&E ACQ OFFICER	CPT	51A00	FT HOOD TX

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
OPTEC	SF00071	TEST & EVALUATION OFFICER	CPT	51A00	FT HOOD TX
OPTEC	SF00072	TEST & EVALUATION OFFICER	CPT	51A00	FT HOOD TX
OPTEC	SF00073	SYSTEMS AUTOMATION ACQ OFF	CPT	53C00	FT HOOD TX
OPTEC	SF00074	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00075	TEST & EVALUATION OFFICER	CPT	51A91	FT HOOD TX
OPTEC	SF00076	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00077	TEST & EVALUATION OFFICER	MAJ	51A00	FT HUACHUCA AZ
OPTEC	SF00078	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00079	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00080	TEST & EVALUATION OFFICER	MAJ	51A13	FT SILL OK
OPTEC	SF00081	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00082	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00083	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00084	TEST & EVALUATION OFFICER	CPT	51A00	FT HOOD TX
OPTEC	SF00085	TEST & EVALUATION OFFICER	CPT	51A11	FT BENNING GA
OPTEC	SF00086	TEST & EVALUATION OFFICER	CPT	51A91	FT HOOD TX
OPTEC	SF00087	TEST & EVALUATION OFFICER	CPT	51A15	FT HOOD TX
OPTEC	SF00088	TEST & EVALUATION OFFICER	CPT	51A00	FT HOOD TX
OPTEC	SF00089	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00090	TEST & EVALUATION OFFICER	CPT	51A15	FT HOOD TX
OPTEC	SF00091	TEST & EVALUATION PLANS OFFICER	MAJ	51A00	ALEXANDRIA VA
OPTEC	SF00092	SENIOR TEST & EVAL OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00093	TEST & EVALUATION OFFICER	MAJ	51A15	FT HOOD TX
OPTEC	SF00094	TEST & EVALUATION OFFICER	MAJ	51A88	ALEXANDRIA VA
OPTEC	SF00095	TEST & EVALUATION OFFICER	MAJ	51A25	ALEXANDRIA VA
OPTEC	SF00096	DEP DIV CHIEF INSTRUMENTATION DIV	MAJ	51A11	FT BRAGG NC
OPTEC	SF00097	EVALUATOR	CPT	51A00	FT BRAGG NC
OPTEC	SF00098	TEST & EVALUATION OFFICER	MAJ	51A35	FT HUACHUCA AZ
OPTEC	SF00099	TEST & EVALUATION OFFICER	CPT	51A35	FT HUACHUCA AZ
OPTEC	SF00100	TEST & EVALUATION OFFICER	MAJ	51A35	FT HUACHUCA AZ
OPTEC	SF00101	SR TEST & EVALUATION OFFICER	MAJ	51A14	FT BLISS TX
OPTEC	SF00102	TEST & EVALUATION OFFICER	CPT	51A00	FT HOOD TX
OPTEC	SF00103	SR TEST & EVALUATION OFFICER	LTC	51A00	FT HOOD TX
OPTEC	SF00104	TEST & EVALUATION OFFICER	CPT	51A25	FT HOOD TX
OPTEC	SF00105	SR TEST & EVALUATION OFFICER	LTC	51A00	FT HOOD TX
OPTEC	SF00106	TEST & EVALUATION OFFICER	MAJ	51A13	FT SILL OK
OPTEC	SF00107	SYSTEMS AUTOMATION ACQ OFF	MAJ	53C00	FT HOOD TX
OPTEC	SF00108	DEPUTY TEST DIR / T&E OFFICER	LTC	51A00	NELLIS AFB NV
OPTEC	SF00109	SYS AUTO ACQ OFF	MAJ	53C00	FT HOOD TX
OPTEC	SF00110	TEST & EVALUATION OFFICER	MAJ	51A25	FT HOOD TX
OPTEC	SF00111	TEST & EVALUATION OFFICER	CPT	51A25	FT HUACHUCA AZ
OPTEC	SF00112	TEST & EVALUATION OFFICER	CPT	51A25	FT HOOD TX
OPTEC	SF00113	EVALUATION OFFICER	CPT	51A13	ALEXANDRIA VA
OPTEC	SF00126	SYSTEMS AUTOMATION ACQ OFF	CPT	53C92	ALEXANDRIA VA
OPTEC	SF00127	TEST & EVALUATION OFFICER	MAJ	51A74	ALEXANDRIA VA
OPTEC	SF00128	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00129	TEST & EVALUATION OFFICER	CPT	51A00	FT HOOD TX
OPTEC	SF00131	TEST & EVALUATION OFFICER	MAJ	51A00	ALEXANDRIA VA
OPTEC	SF00132	TEST & EVALUATION OFFICER	MAJ	51A15	FT HUACHUCA AZ
OPTEC	SF00133	TEST & EVALUATION OFFICER	CPT	51A25	ALEXANDRIA VA
OPTEC	SF00134	TEST & EVALUATION OFFICER	MAJ	51A15	FT HOOD TX
OPTEC	SF00136	TEST & EVALUATION OFFICER	CPT	53C12	FT KNOX KY
OPTEC	SF00137	SYSTEMS AUTOMATION ACQ OFF	MAJ	53C00	ALEXANDRIA VA
OPTEC	SF00139	SENIOR TEST & EVAL OFFICER	MAJ	51A14	FT BLISS TX
OPTEC	SF00140	TEST & EVALUATION OFFICER	CPT	51A00	FT GORDON GA
OPTEC	SF00141	TEST & EVALUATION OFFICER	CPT	51A00	FT HOOD TX
OPTEC	SF00142	TEST & EVALUATION OFFICER	CPT	51A13	FT SILL OK
OPTEC	SF00143	ADP OFFICER AERB	MAJ	53C00	ALEXANDRIA VA
OPTEC	SF00145	SYSTEMS AUTOMATION ACQ OFF	MAJ	53C00	ALEXANDRIA VA
OPTEC	SF00146	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00147	TEST & EVALUATION OFFICER	MAJ	51A00	FT HOOD TX
OPTEC	SF00154	ADP TEST OFFICER	CPT	53C00	ALEXANDRIA VA
OPTEC	SF00155	TEST & EVALUATION OFFICER	MAJ	51A91	FT LEE VA
OPTEC	SF00156	SYSTEMS AUTOMATION ACQ OFF	MAJ	53C00	ALEXANDRIA VA
OSD	DF00052	ASSISTANT TO DIRECTOR	LTC	51A00	PENTAGON
OSD	DF00054	ASST SPEC PRGMS & INTEL SYS	LTC	51A00	BRUSSELS BELGIUM
OSD	DF00201	INTERNATIONAL CONTRACTS OFFICER	MAJ	97A00	ARLINGTON VA
OSD	DF00204	PRODUCT DIRECTOR STOW	LTC	51A12	ARLINGTON VA
OSD	DF00237	BUDGET/PROGRAMS ANALYST	LTC	51A00	PENTAGON
OSD	DF00259	DEP THEATER BALLISTIC MSL DEF SYS	COL	51A00	PENTAGON
OSD	DF00261	SENIOR MILT ASST	COL	51A00	PENTAGON
OSD	DF00268	EXEC ASST MGMT POLICY & PROGRAMS	COL	51A00	PENTAGON
OSD	DF00269	PROJECT DIR CONV/SP OPS SYSTEMS	LTC	51A00	PENTAGON
OSD	DF00284	SPECIAL ASST ACQUISITION REFORM	COL	51A00	PENTAGON
OSD	DF00326	DOD IG REPRESENTATIVE	LTC	53C00	ARLINGTON VA
OSD	DF00329	SR MIL ASST TO USD (A&T)	COL	51A00	PENTAGON
OSD	DF00332	MIL DIR INDUSTRIAL AFFAIRS	COL	51A00	PENTAGON
PACOM	JA00001	CHIEF THEATER ARCH INTEG BRNCH C4I	LTC	53C00	CAMP SMITH HI
PACOM	JA00045	CHIEF ADP SYSTEMS SUPPORT	MAJ	53C00	CAMP SMITH HI
PACOM	JA00046	ADP PLANS OFFICER	MAJ	53B00	CAMP SMITH HI
PACOM JT INTEL CTR PAC	JA00002	CHIEF APPLICATIONS PROGRAMS	MAJ	53C00	PEARL HARBOR HI
PACOM JUSMAG- K	JA00063	DIR DCA PROGRAMS/ARMY PROGRAMS	LTC	51A00	SEOUL KOREA
PEO AMD	AE00184	PM PATRIOT PAC-3 MISSILE	LTC	51A14	HUNTSVILLE AL
PEO AMD	AE00185	EXECUTIVE OFFICER AIR MSL DEF	MAJ	51A00	HUNTSVILLE AL
PEO AMD	AE00186	DIRECTOR WASHINGTON OPS OFC	COL	51A00	ARLINGTON VA
PEO AMD	AE00187	TEST DIR/SYSTEMS INTEGRATOR	LTC	51A14	HUNTSVILLE AL
PEO AMD	AE00188	PROGRAM COORDINATOR BMC4I	LTC	51A00	ARLINGTON VA
PEO AMD	AE00189	STAFF OFFICER THAAD	LTC	51A25	PENTAGON
PEO AMD	AE00194	STAFF OFFICER CORPS SAM/JTAGS	MAJ	51A14	PENTAGON
PEO AMD	AE00196	PROGRAM COORDINATOR PATRIOT	LTC	51A14	ARLINGTON VA
PEO AMD	AE00197	CHIEF OF STAFF AIR MSL DEF	COL	51A14	HUNTSVILLE AL
PEO AMD	AE00202	PM THAAD	COL	51A14	HUNTSVILLE AL
PEO AMD	AE00204	SYSTEM ENGINEER OFFICER THAAD	LTC	51A14	HUNTSVILLE AL
PEO AMD	AE00205	APM THAAD LAUNCHER & UOES	MAJ	51A00	HUNTSVILLE AL
PEO AMD	AE00206	PM PATRIOT	COL	51A14	HUNTSVILLE AL
PEO AMD	AE00207	APM SPECIAL PROGRAMS PATRIOT	LTC	51A14	HUNTSVILLE AL
PEO AMD	AE00208	PROCUREMENT MGT OFF PATRIOT	MAJ	97A14	HUNTSVILLE AL
PEO AMD	AE00212	PM CORPS SAM/MEADS	LTC	51A14	HUNTSVILLE AL
PEO AMD	AE00222	RADAR SYSTEMS INTEGRATOR THAAD	MAJ	51A14	HUNTSVILLE AL
PEO AMD	AE00223	SYSTEMS INTEGRATION OFF THAAD	MAJ	51A14	HUNTSVILLE AL
PEO AMD	AE00224	APM THAAD	LTC	51A00	HUNTSVILLE AL
PEO AMD	AE00226	APM THAAD RADAR	MAJ	51A00	HUNTSVILLE AL
PEO AMD	AE00464	APM BM C3I	MAJ	53B14	HUNTSVILLE AL
PEO AMD	AE00465	SYS DESIGN INTEGRATOR BM C3I	MAJ	51A14	HUNTSVILLE AL
PEO AMD	AE00466	APM JTAGS	LTC	51A00	HUNTSVILLE AL
PEO AMD	AE00468	APM SYS ENGINEERING THAAD	MAJ	51A14	HUNTSVILLE AL
PEO AMD	AE00500	PM LAUNCHER THAAD	LTC	51A14	HUNTSVILLE AL
PEO AMD	AE00501	PM BMC3I THAAD	LTC	51A25	HUNTSVILLE AL
PEO AMD	AE00516	PROGRAM COORDINATOR CORPS SAM	MAJ	51A00	ARLINGTON VA
PEO AMD	AE00517	APM PATRIOT BMC3I	LTC	53C14	HUNTSVILLE AL

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
PEO AMD	AE00518	APM PATRIOT PAC-3 MSL SYSTEM	MAJ	51A14	HUNTSVILLE AL
PEO AMD	AE00519	DEPUTY GBI	LTC	51A00	HUNTSVILLE AL
PEO AMD	AE00535	PM THAAD RADAR	LTC	51A14	HUNTSVILLE AL
PEO AMD	AE00551	TEST COORDINATOR THAAD	MAJ	51A14	HUNTSVILLE AL
PEO AMD	AE00552	TEST INTEGRATION OFFICER THAAD	MAJ	51A14	HUNTSVILLE AL
PEO AMD	AE00625	APM SPACE BASED INFRARED SYSTEM	LTC	51A00	EL SEGUNDO CA
PEO AMD	AE00626	APM INTEGRATION CSAM/MEADS	MAJ	51A00	HUNTSVILLE AL
PEO AMD	AE00627	PGM COORD MEADS INTL OFFICE	MAJ	51A14	HUNTSVILLE AL
PEO AVN	AE00039	LIAISON OFFICER COMANCHE	LTC	51A15	PENTAGON
PEO AVN	AE00047	PM APACHE MODERNIZATION	LTC	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00056	PM AVIATION ELECTRONIC COMBAT	COL	97A15	REDSTONE ARSENAL AL
PEO AVN	AE00058	APM READINESS UTILITY HEL	LTC	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00059	APM AVIONICS ASE SYS INTEGRATION	LTC	97A15	REDSTONE ARSENAL AL
PEO AVN	AE00060	APM AMPS SPECIAL AVIONICS SYSTEMS	MAJ	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00062	APM COMMUNICATIONS	MAJ	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00064	APM RADAR COUNTERMEASURES	MAJ	53B15	REDSTONE ARSENAL AL
PEO AVN	AE00065	PM UTILITY HELICOPTERS	COL	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00068	APM PROCUREMENT & PRODUCTION	LTC	97A15	REDSTONE ARSENAL AL
PEO AVN	AE00078	PM APACHE ATTACK HELICOPTER	COL	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00079	APM TEST & EVALUATION APACHE	LTC	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00082	PM LONGBOW APACHE	LTC	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00083	PM FIRE CONTROL RADAR	LTC	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00085	APM TEST & EVALUATION COMANCHE	LTC	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00087	PROCUREMENT OFFICER COMANCHE	MAJ	97A15	REDSTONE ARSENAL AL
PEO AVN	AE00090	PM COMANCHE CSS	LTC	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00419	PM AVIONICS AEC	LTC	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00453	JT TECH COORD GP ACQ OFFICER	LTC	97A15	ARLINGTON VA
PEO AVN	AE00458	EXECUTIVE OFFICER AVN	MAJ	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00459	AVIATION LOGISTICS OFFICER	MAJ	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00475	APM GLOBAL POSITIONING SYSTEM	MAJ	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00477	APM P3I FIRE CONTOL RADAR	MAJ	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00503	CHIEF MATL FLDG TEAM FT HOOD	LTC	51A15	FT HOOD TX
PEO AVN	AE00505	APM TADS/PNVS APACHE MOD	MAJ	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00507	APM FOR MODERNIZATION UTIL HEL	LTC	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00508	APM AIR WARRIOR ALSE	MAJ	97A15	REDSTONE ARSENAL AL
PEO AVN	AE00509	APM COMMAND & CONTROL AEC	MAJ	53B15	REDSTONE ARSENAL AL
PEO AVN	AE00511	TEST DIRECTOR COMANCHE	MAJ	51A15	WEST PALM BEACH FL
PEO AVN	AE00512	APM SIM & TNG COMANCHE	MAJ	53B15	REDSTONE ARSENAL AL
PEO AVN	AE00543	APM APACHE TRAINING	MAJ	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00544	APM P3I LONGBOW APACHE	MAJ	53B15	REDSTONE ARSENAL AL
PEO AVN	AE00585	PM KIOWA WARRIOR	LTC	51A15	REDSTONE ARSENAL AL
PEO AVN	AE00606	APEO FOR SIMULATION & FORCE XXI	COL	51A15	REDSTONE ARSENAL AL
PEO C3S	AE00091	EXECUTIVE OFFICER C3S	MAJ	51A25	FT MONMOUTH NJ
PEO C3S	AE00092	OPERATIONS OFFICER FORCE XXI	LTC	97A25	FT MONMOUTH NJ
PEO C3S	AE00094	OPERATIONS OFFICER HTI	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00095	TEST & EVALUATION OFFICER C3S	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00096	LIAISON OFFICER ADCCS	MAJ	51A25	PENTAGON
PEO C3S	AE00097	OPERATIONS OFF FORT HOOD FO	MAJ	51A25	FT HOOD TX
PEO C3S	AE00098	PM ATCCS	COL	51A25	FT MONMOUTH NJ
PEO C3S	AE00101	PM FA TACTICAL DATA SYSTEMS	COL	51A13	FT MONMOUTH NJ
PEO C3S	AE00102	OPERATIONS OFFICER HTI	MAJ	53B25	FT MONMOUTH NJ
PEO C3S	AE00103	PROJECT OFFICER IO/ATCCS	LTC	53C25	FT MONMOUTH NJ
PEO C3S	AE00104	OPERATIONS OFFICER FORCE XXI	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00105	PM FIRE SPT AFATDS	LTC	51A13	FT MONMOUTH NJ
PEO C3S	AE00106	PROJECT OFFICER IO/FATDS	LTC	53C13	FT MONMOUTH NJ
PEO C3S	AE00108	PM COMMON HARDWARE	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00110	PM STCCS	COL	53C92	FT BELVOIR VA
PEO C3S	AE00112	TEST OFFICER STCCS	MAJ	53B25	FT BELVOIR VA
PEO C3S	AE00113	PM ADCCS	COL	51A14	REDSTONE ARSENAL AL
PEO C3S	AE00115	PM EAD C2/TAC OPNS CTRS	LTC	51A14	REDSTONE ARSENAL AL
PEO C3S	AE00117	PROJECT OFFICER STCCS	MAJ	53B92	FT BELVOIR VA
PEO C3S	AE00118	PROJECT OFFICER STCCS	MAJ	51A25	FT BELVOIR VA
PEO C3S	AE00120	SYSTEMS ACQ OFFICER STCCS	MAJ	53B25	FT BELVOIR VA
PEO C3S	AE00121	SYSTEMS ACQ OFFICER STCCS	MAJ	53B25	FT BELVOIR VA
PEO C3S	AE00124	PM INTELLIGENCE FUSION	COL	51A35	MCLEAN VA
PEO C3S	AE00129	FIELDING AND TRAINING OFFICER	MAJ	51A35	MCLEAN VA
PEO C3S	AE00132	FIELDING OFFICER EUROPE ASAS	MAJ	51A91	HEIDELBERG GERMANY
PEO C3S	AE00136	PM ASAS SOFTWARE	LTC	51A35	MCLEAN VA
PEO C3S	AE00138	CHIEF SYS SW ENGINEERING	LTC	53C35	MCLEAN VA
PEO C3S	AE00275	OPERATIONS OFFICER HTI	MAJ	53B25	FT MONMOUTH NJ
PEO C3S	AE00276	OPERATIONS OFFICER FORCE XXI	MAJ	51A25	FT MONMOUTH NJ
PEO C3S	AE00280	PM GPS	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00283	PROJ OFCR GLOBAL POSITION SYS	MAJ	51A25	LA AFB CA
PEO C3S	AE00287	PM CMS	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00288	PM JTACS	COL	97A25	FT MONMOUTH NJ
PEO C3S	AE00290	CHIEF MATERIEL FIELDING BRANCH	LTC	97A25	FT MONMOUTH NJ
PEO C3S	AE00291	DEPUTY PM TAC RADIO COM SYSTEM	LTC	53C25	FT MONMOUTH NJ
PEO C3S	AE00295	PROJECT OFFICER TRCS	MAJ	53B25	SAN DIEGO CA
PEO C3S	AE00298	PM EPLRS	LTC	53C25	FT MONMOUTH NJ
PEO C3S	AE00300	PROJECT OFFICER MILSATCOM	MAJ	51A25	FT MONMOUTH NJ
PEO C3S	AE00301	PM MANPORTABLE SATELLITE SYS	LTC	97A25	FT MONMOUTH NJ
PEO C3S	AE00302	PM MILSATCOM	COL	51A25	FT MONMOUTH NJ
PEO C3S	AE00304	PROJ OFCR GLOBAL POSITION SYS	LTC	51A25	LA AFB CA
PEO C3S	AE00305	SYSTEMS OFFICER MILSATCOM	LTC	97A25	FT MONMOUTH NJ
PEO C3S	AE00309	C GEN DYNAMICS FIELD OFC TRCS	LTC	97A25	TALLAHASSEE FL
PEO C3S	AE00310	PROJECT OFFICER TRCS	MAJ	51A25	FT MONMOUTH NJ
PEO C3S	AE00313	APM AVIATION ADCCS	MAJ	51A14	REDSTONE ARSENAL AL
PEO C3S	AE00460	SYSTEMS ENG JTACS	MAJ	51A25	FT MONMOUTH NJ
PEO C3S	AE00471	OPERATIONS OFFICER FORCE XXI	MAJ	51A25	FT MONMOUTH NJ
PEO C3S	AE00472	OPERATIONS OFFICER C3S	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00478	DIR SYS ENGINEERING USAF JPO	LTC	51A25	LA AFB, CA
PEO C3S	AE00502	PM CSSCS	LTC	53C92	FT BELVOIR VA
PEO C3S	AE00515	TEST & INTEGRATION OFFICER	MAJ	51A35	FT HOOD TX
PEO C3S	AE00524	PM SINCGARS	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00526	PROJ OFCR GLOBAL POSITION SYS	MAJ	51A25	FT MONMOUTH NJ
PEO C3S	AE00527	LIAISON OFFICER JTPO MILSATCOM	MAJ	51A25	ARLINGTON VA
PEO C3S	AE00531	PM JCMT	LTC	53C35	MCLEAN VA
PEO C3S	AE00532	PM JTIDS	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00555	SOFTWARE ENGINEER MILSATCOM	MAJ	53B25	FT MONMOUTH NJ
PEO C3S	AE00556	SOFTWARE ENGINEER MILSATCOM	MAJ	53B25	FT MONMOUTH NJ
PEO C3S	AE00564	PROJECT DIRECTOR CN CMS	LTC	51A25	MCLEAN VA
PEO C3S	AE00565	OPERATIONS OFFICER CN CMS	MAJ	53B25	MCLEAN VA
PEO C3S	AE00569	TEST OFFICER JTACS	MAJ	97A25	FT MONMOUTH NJ
PEO C3S	AE00570	OPERATIONS OFFICER TRCS	LTC	97A25	PENTAGON
PEO C3S	AE00571	CHIEF ITT FIELD OFFICE TRCS	MAJ	97A25	FT WAYNE IN
PEO C3S	AE00572	DEPUTY JOINT TERMINAL PGM OFC	LTC	51A25	ARLINGTON VA
PEO C3S	AE00583	PM TRI-BAND	LTC	51A25	FT MONMOUTH NJ
PEO C3S	AE00614	PM APPLIQUE	COL	51A25	FT MONMOUTH NJ
PEO C3S	AE00621	PM MANEUVER	LTC	51A13	FT MONMOUTH NJ
PEO C3S	AE00622	CHIEF C3S FT HOOD FLD OFC	LTC	53C25	FT HOOD TX

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
PEO C3S	AE00623	PM TACCIMS	LTC	51A25	SEOUL KOREA
PEO CGSS	AE00481	APM TEST & EVALUATION TMAS	MAJ	51A12	PICATINNY NJ
PEO CGSS	AE00644	LIAISON OFFICER HTV	LTC	51A00	PENTAGON
PEO GCSS	AE00143	APM MINES MCD	MAJ	51A02	PICATINNY NJ
PEO GCSS	AE00144	LIAISON OFFICER CRUSADER	LTC	51A91	PENTAGON
PEO GCSS	AE00146	PM SADARM	COL	51A91	PICATINNY NJ
PEO GCSS	AE00147	APM INTEGRATION SADARM	LTC	51A13	PICATINNY NJ
PEO GCSS	AE00149	APM TECH INTEGRATION SADARM	MAJ	51A91	PICATINNY NJ
PEO GCSS	AE00150	APM BFIST (M7)	MAJ	51A00	WARREN MI
PEO GCSS	AE00151	APM SYS INTEGRATION CRUSADER	MAJ	51A13	PICATINNY NJ
PEO GCSS	AE00152	APM FIELDING PALADIN	MAJ	51A13	PICATINNY NJ
PEO GCSS	AE00153	TEST & EVAL OFF JT LW 155MM	MAJ	51A13	PICATINNY NJ
PEO GCSS	AE00154	PM TMAS	COL	51A12	PICATINNY NJ
PEO GCSS	AE00155	APM ADV TANK ARMAMENT SYSTEMS	LTC	51A12	PICATINNY NJ
PEO GCSS	AE00158	ARMOR SYSTEMS OFFICER TMAS	MAJ	51A91	PICATINNY NJ
PEO GCSS	AE00159	PM MCD	COL	51A91	PICATINNY NJ
PEO GCSS	AE00166	LIAISON OFFICER MTV	LTC	51A00	PENTAGON
PEO GCSS	AE00167	PM MTV REMANUFACTURE	LTC	51A00	WARREN MI
PEO GCSS	AE00168	APM LTV	MAJ	51A00	WARREN MI
PEO GCSS	AE00170	APM HTV	MAJ	51A91	WARREN MI
PEO GCSS	AE00173	PM MTV	COL	51A00	WARREN MI
PEO GCSS	AE00174	APM ENGINEERING & TEST MTV	MAJ	51A00	WARREN MI
PEO GCSS	AE00176	APM HTV	MAJ	51A88	WARREN MI
PEO GCSS	AE00179	APM HTV TAC BRIDGING EQUIP	MAJ	51A21	WARREN MI
PEO GCSS	AE00314	EXECUTIVE OFFICER GCSS	MAJ	51A12	WARREN MI
PEO GCSS	AE00316	LIAISON OFFICER BFVS	LTC	51A12	PENTAGON
PEO GCSS	AE00318	PM M2A3/M3A3	LTC	51A11	WARREN MI
PEO GCSS	AE00319	MIL DEP OPERATIONS/MANAGEMENT	COL	51A00	WARREN MI
PEO GCSS	AE00321	APM SOFTWARE CRUSADER	MAJ	53B13	PICATINNY NJ
PEO GCSS	AE00322	APM LOGISTICS MTV	MAJ	51A00	WARREN MI
PEO GCSS	AE00323	PO FUTURE SCOUT/CAV SYSTEM	LTC	51A12	WARREN MI
PEO GCSS	AE00325	PM ABRAMS	COL	51A12	WARREN MI
PEO GCSS	AE00326	PRODUCT OFFICER M1A1 TANK	LTC	51A12	WARREN MI
PEO GCSS	AE00328	APM READINESS ABRAMS	MAJ	51A12	WARREN MI
PEO GCSS	AE00329	MATERIEL CHANGE OFFICER ABRAMS	MAJ	97A91	WARREN MI
PEO GCSS	AE00330	PM BFVS	COL	51A11	WARREN MI
PEO GCSS	AE00332	PM C2V BFVS	LTC	51A11	WARREN MI
PEO GCSS	AE00333	APM M2A3/M3A3	MAJ	97A02	WARREN MI
PEO GCSS	AE00335	APM C2V	MAJ	51A00	WARREN MI
PEO GCSS	AE00345	PM CMS	COL	51A21	WARREN MI
PEO GCSS	AE00347	PM HVY ASSAULT BRIDGE	LTC	51A21	WARREN MI
PEO GCSS	AE00348	PM BREACHER	LTC	51A12	WARREN MI
PEO GCSS	AE00349	TEST & EVALUATION OFFICER IRV	MAJ	51A12	WARREN MI
PEO GCSS	AE00355	PM CRUSADER	COL	51A13	PICATINNY NJ
PEO GCSS	AE00356	APM TNG SIMUL OPS CRUSADER	MAJ	51A13	PICATINNY NJ
PEO GCSS	AE00357	APM SYSTEMS ENG CRUSADER	MAJ	51A13	MINNEAPOLIS MN
PEO GCSS	AE00360	PM CRUSADER ARMAMENTS	LTC	51A13	PICATINNY NJ
PEO GCSS	AE00361	PM CRUSADER MUNITIONS	LTC	51A13	PICATINNY NJ
PEO GCSS	AE00362	APM LOGISTICS CRUSADER	MAJ	51A91	PICATINNY NJ
PEO GCSS	AE00363	APM TEST & EVALUATION CRUSADER	MAJ	51A13	PICATINNY NJ
PEO GCSS	AE00420	PRODUCT OFFICER M1A2 TANK	LTC	51A12	WARREN MI
PEO GCSS	AE00424	R&D COORDINATOR C2V	MAJ	97A11	WARREN MI
PEO GCSS	AE00462	APM COUNTERMINES MCD	MAJ	51A21	FT BELVOIR VA
PEO GCSS	AE00536	PM GROUND SYSTEMS INTEGRATION	COL	51A00	WARREN MI
PEO GCSS	AE00537	PM BRADLEY FIRE SPT VEHICLE	LTC	51A00	WARREN MI
PEO GCSS	AE00538	PM SIGNATURE MANAGEMENT	LTC	51A00	WARREN MI
PEO GCSS	AE00547	APM MATERIEL CHANGES PALADIN	MAJ	97A13	PICATINNY NJ
PEO GCSS	AE00549	APM LTV	MAJ	51A88	WARREN MI
PEO GCSS	AE00550	APM PRODUCTION/FIELDING MTV	MAJ	51A00	WARREN MI
PEO GCSS	AE00557	R&D COORD SOFTWARE M2A3/M3A3	MAJ	53B02	WARREN MI
PEO GCSS	AE00582	APM MTV REMANUFACTURE	MAJ	51A88	WARREN MI
PEO IEW&S	AE00002	EXECUTIVE OFFICER IEWS	MAJ	51A35	FT MONMOUTH NJ
PEO IEW&S	AE00003	CHIEF BATTLESPACE INTEGRATION	LTC	51A35	FT MONMOUTH NJ
PEO IEW&S	AE00005	LIAISON OFFICER JSTARS	LTC	51A35	PENTAGON
PEO IEW&S	AE00007	OPERATIONS OFFICER JPSD	LTC	51A00	FT BELVOIR VA
PEO IEW&S	AE00011	PM AERIAL COMMON SENSORS	LTC	51A15	FT MONMOUTH NJ
PEO IEW&S	AE00014	PM NVIRSTA	COL	51A12	FT BELVOIR VA
PEO IEW&S	AE00015	APM 2D GEN FLIR AVIATION	MAJ	51A15	FT BELVOIR VA
PEO IEW&S	AE00020	PM FIREFINDER	LTC	51A13	FT MONMOUTH NJ
PEO IEW&S	AE00021	PM COMBAT IDENTIFICATION	LTC	51A00	FT MONMOUTH NJ
PEO IEW&S	AE00022	APM COMBAT IDENTIFICATION	MAJ	51A00	FT MONMOUTH NJ
PEO IEW&S	AE00023	PM SENTINEL	LTC	51A14	REDSTONE ARSENAL AL
PEO IEW&S	AE00024	APM FIELDING & INTEGRATION	MAJ	51A14	REDSTONE ARSENAL AL
PEO IEW&S	AE00026	TEST & EVAL OFF SIGNAL WARFARE	MAJ	51A35	FT MONMOUTH NJ
PEO IEW&S	AE00029	PM GBCS/ADVANCED QUICKFIX	LTC	51A35	FT MONMOUTH NJ
PEO IEW&S	AE00032	PM JOINT STARS	COL	51A35	FT MONMOUTH NJ
PEO IEW&S	AE00033	APM JOINT STARS	LTC	51A35	HANSCOM AFB MA
PEO IEW&S	AE00427	APM TESAR	MAJ	51A35	FT MONMOUTH NJ
PEO IEW&S	AE00429	TEST & EVALUATION OFFICER JSTARS	MAJ	51A35	FT MONMOUTH NJ
PEO IEW&S	AE00430	TEST & EVALUATION OFFICER JPSD	MAJ	51A00	FT BELVOIR VA
PEO IEW&S	AE00452	DEPUTY PM SIGNALS WARFARE	LTC	51A35	FT MONMOUTH NJ
PEO IEW&S	AE00480	PM 2ND GENERATION FLIR	LTC	51A00	FT BELVOIR VA
PEO IEW&S	AE00481	APM 2ND GEN FLIR GROUND HEAVY	MAJ	51A00	FT BELVOIR VA
PEO IEW&S	AE00482	DIR JT PRECISION STRIKE DEMO	COL	51A00	FT BELVOIR VA
PEO IEW&S	AE00541	TEST & EVAL OFF SIGNAL WARFARE	MAJ	51A00	FT MONMOUTH NJ
PEO IEW&S	AE00542	LOGISTICS/FLDG OFFICER JSTARS	MAJ	51A00	FT MONMOUTH NJ
PEO IEW&S	AE00561	APM 2D GEN FLIR LASER	MAJ	51A00	FT BELVOIR VA
PEO IEW&S	AE00562	APM 2D GEN FLIR GROUND HEAVY	MAJ	97A00	FT BELVOIR VA
PEO IEW&S	AE00586	OPERATIONS OFFICER JPSD	LTC	51A00	FALLS CHURCH VA
PEO IEW&S	AE00596	PM INFORMATION WARFARE	LTC	51A00	FT MEADE MD
PEO IEW&S	AE00597	SENIOR TEST ENGINEER IW	MAJ	51A00	FT MEADE MD
PEO IEW&S	AE00598	R&D OFFICER IW	MAJ	51A00	FT MEADE MD
PEO IEW&S	AE00599	R&D OFFICER IW	MAJ	51A00	FT MEADE MD
PEO IEW&S	AE00600	R&D OFFICER IW	MAJ	51A00	FT MEADE MD
PEO IEW&S	AE00601	SOFTWARE ENGINEER IW	MAJ	53B00	FT MEADE MD
PEO IEW&S	AE00607	SYSTEMS ENGINEER IW	MAJ	53B00	FT MEADE MD
PEO IEW&S	AE00608	SIGINT/EW OFFICER IW	MAJ	51A35	FT MEADE MD
PEO IEW&S	AE00609	SIGINT/EW OFFICER IW	MAJ	51A35	FT MEADE MD
PEO IEW&S	AE00615	PROJECT OFFICER JASPO	LTC	51A35	WRIGHT-PATT AFB OH
PEO IEW&S	AE00624	PM JOINT TACT TERM/CIBS MOD	LTC	51A00	FT MONMOUTH NJ
PEO STAMIS	AE00364	DEPUTY PEO STAMIS	COL	53C00	FT BELVOIR VA
PEO STAMIS	AE00365	SYSTEMS ACQUISITION OFFICER	LTC	53C00	FT BELVOIR VA
PEO STAMIS	AE00366	SYSTEMS ACQUISITION OFFICER	LTC	53C00	FT BELVOIR VA
PEO STAMIS	AE00374	MATERIEL ACQ OFFICER DMS	MAJ	53B25	FT MONMOUTH NJ
PEO STAMIS	AE00375	PROJECT OFFICER CTASC	LTC	53C00	FT BELVOIR VA
PEO STAMIS	AE00379	DEPUTY PM ILOGS	LTC	53C00	FT LEE VA
PEO STAMIS	AE00380	PM SAMS	LTC	53C91	FT LEE VA
PEO STAMIS	AE00381	PM SARSS	LTC	53C92	FT LEE VA
PEO STAMIS	AE00383	CHIEF ADVANCED CONCEPTS JCALS	LTC	53C00	FT MONMOUTH NJ
PEO STAMIS	AE00384	PM SIDPERS-3	LTC	53C00	FT BELVOIR VA
PEO STAMIS	AE00386	MATERIEL ACQ OFFICER SIDPERS-3	MAJ	53B00	FT BELVOIR VA

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
PEO STAMIS	AE00473	MATERIEL ACQ OFFICER SIDPERS-3	MAJ	53B00	FT BELVOIR VA
PEO STAMIS	AE00530	PM JRISS	COL	53C00	FT KNOX KY
PEO STAMIS	AE00559	MATERIEL ACQ OFFICER CTASC	MAJ	53B00	FT BELVOIR VA
PEO STAMIS	AE00560	MATERIEL ACQ OFFICER STACOMP	MAJ	53B00	FT BELVOIR VA
PEO STAMIS	AE00633	PM DEFENSE MESSAGE SYSTEM	COL	53C00	FT MONMOUTH NJ
PEO STAMIS	AE00635	MATERIEL ACQ OFFICER DMS	MAJ	53B25	FT BELVOIR VA
PEO STAMIS	AE00639	C MPLEMENTATION DIV DMS	LTC	53C25	ARLINGTON VA
PEO TACT MSL	AE00227	DEPUTY PEO BATTLEFIELD INTEGRATION	COL	51A14	REDSTONE ARSENAL AL
PEO TACT MSL	AE00229	EXECUTIVE OFFICER TACT MSL	MAJ	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00230	LIAISON OFFICER JAVELIN	LTC	51A00	PENTAGON
PEO TACT MSL	AE00231	LIAISON OFFICER CCAWS	LTC	51A00	PENTAGON
PEO TACT MSL	AE00233	LIAISON OFFICER ATACMS-BAT	MAJ	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00234	LIAISON OFFICER MLRS	MAJ	51A00	PENTAGON
PEO TACT MSL	AE00235	APEO CLOSE CBT BATTLEFIELD INTEG	LTC	51A11	REDSTONE ARSENAL AL
PEO TACT MSL	AE00236	APEO FIRE SPT BATTLEFIELD INTEG	LTC	51A13	REDSTONE ARSENAL AL
PEO TACT MSL	AE00237	PM JAVELIN	COL	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00240	APM JAVELIN DEVELOPMENT	LTC	51A11	REDSTONE ARSENAL AL
PEO TACT MSL	AE00241	PM IMPROVED ATACMS	LTC	51A13	REDSTONE ARSENAL AL
PEO TACT MSL	AE00242	PM AGMS	COL	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00243	APM PRODUCTION & INTL OPNS AGMS	LTC	97A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00246	APM INTEG LONGBOW HELLFIRE II	MAJ	97A91	REDSTONE ARSENAL AL
PEO TACT MSL	AE00247	PM MLRS	COL	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00249	PM PRECISION GUIDED MUNITIONS	LTC	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00251	PEO REPRESENTATIVE EUROPE	MAJ	51A00	SECKENHEIM GERMANY
PEO TACT MSL	AE00252	PM CCAWS	COL	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00253	PM FOTT	LTC	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00255	APM TOW 2	MAJ	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00258	PM ITAS	LTC	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00259	PM EFOGM	COL	51A14	REDSTONE ARSENAL AL
PEO TACT MSL	AE00260	APM EFOGM DEVELOPMENT	LTC	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00264	PM ATACMS-BAT	COL	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00416	PM LONGBOW HELLFIRE II	LTC	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00449	CONTRACTS MGT OFFICER JAVELIN	MAJ	97A11	REDSTONE ARSENAL AL
PEO TACT MSL	AE00470	APM PRODUCTION JAVELIN	MAJ	51A11	REDSTONE ARSENAL AL
PEO TACT MSL	AE00484	PM IBAS	LTC	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00522	PM IMPROVED ATACMS-BAT	LTC	51A13	REDSTONE ARSENAL AL
PEO TACT MSL	AE00523	PM ATACMS BLOCK II	LTC	51A91	REDSTONE ARSENAL AL
PEO TACT MSL	AE00529	PM MPIM/SRAW	LTC	51A00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00533	PM ILMS	LTC	51A13	REDSTONE ARSENAL AL
PEO TACT MSL	AE00534	PM STINGER BLOCK I/II	LTC	51A14	REDSTONE ARSENAL AL
PEO TACT MSL	AE00566	PROD OPS OFFICER ATACMS-BAT	MAJ	97A91	REDSTONE ARSENAL AL
PEO TACT MSL	AE00573	TEST & EVALUATION OFFICER MLRS	MAJ	51A13	REDSTONE ARSENAL AL
PEO TACT MSL	AE00574	APM LAUNCHER MODERN MLRS	LTC	51A13	REDSTONE ARSENAL AL
PEO TACT MSL	AE00575	SYSTEMS AUTOMATION OFF EFOGM	MAJ	53B00	REDSTONE ARSENAL AL
PEO TACT MSL	AE00576	APM STINGER BLOCK I/II	MAJ	51A14	REDSTONE ARSENAL AL
PERSCOM	MP00001	GO ACQ MGR GOMO	LTC	53C00	PENTAGON
PERSCOM	MP00002	AUTOMATION PROJECT LEADER	MAJ	53C00	ALEXANDRIA VA
PERSCOM	MP00012	CHIEF MATL ACQ MGT BRANCH	LTC	51A00	ALEXANDRIA VA
PERSCOM	MP00014	VALIDATION & TEST OFFICER	MAJ	53C00	ALEXANDRIA VA
PERSINSD	MP00016	CHIEF INFO SERVICES DIV	COL	53C00	ALEXANDRIA VA
PERSINSD	MP00017	DEPUTY DIRECTOR PERSINSD	COL	53C00	ALEXANDRIA VA
PERSINSD	MP00018	CHIEF MILITARY SYSTEMS DIV	COL	53C00	ALEXANDRIA VA
PERSINSD	MP00019	CHIEF OFFICER SYSTEMS BRANCH	LTC	53C00	ALEXANDRIA VA
PERSINSD	MP00020	CHIEF PERS ENTERPRISE NETWORK BR	LTC	53C25	ALEXANDRIA VA
PERSINSD	MP00021	SYSTEM MANAGER KEYSTONE	LTC	53C00	ALEXANDRIA VA
PERSINSD	MP00022	SYSTEMS MANAGER 80X	LTC	53C00	ALEXANDRIA VA
PERSINSD	MP00025	CHIEF ENLISTED SYSTEMS BRANCH	LTC	53C00	ALEXANDRIA VA
PMO CHEM DEMIL	AE00610	SYSTEMS ENGINEERING OFFICER	MAJ	51A74	ABERDEEN PG MD
PMO CHEM DEMIL	AE00611	DEPUTY PM BUSINESS MGT	COL	51A74	ABERDEEN PG MD
PMO CHEM DEMIL	AE00612	PM ALTERNATE TECHNOLOGY	LTC	51A74	ABERDEEN PG MD
PMO CHEM DEMIL	AE00613	PROJECT MANAGEMENT OFF CSD	MAJ	51A74	ABERDEEN PG MD
PMO CHEM DEMIL	AE00620	PM NON-STOCKPILE CHEM MATL	COL	51A74	ABERDEEN PG MD
RDA/ISA	AE00413	PROJECT TEAM LEADER AIM&S	MAJ	53B00	FT BELVOIR VA
RDA/ISA	AE00414	PROJECT TEAM LEADER AIM&S	MAJ	53B00	FT BELVOIR VA
RDA/ISA	AE00628	COMMANDER	LTC	53C00	RADFORD VA
RDA/ISA	AE00629	CHIEF NETWORK SUPPORT BRANCH	MAJ	53B25	PENTAGON
RDA/ISA	AE00630	CHIEF INTERNET SERVICES	MAJ	53B00	PENTAGON
SADBU	SA00072	SENIOR MILITARY ASSISTANT	COL	97A00	PENTAGON
SADBU	SA00073	ASST DIRECTOR SADBU CONTRACTS	LTC	97A00	PENTAGON
SAFETY CTR	SE00006	AEROSPACE ENGINEER	MAJ	51A15	FT RUCKER AL
SAFETY CTR	SE00009	SAFETY ENGINEER	MAJ	51A00	FT RUCKER AL
SEC ARMY	SA00001	MILITARY ASSISTANT	LTC	51A00	PENTAGON
SEC ARMY	SA00068	ASST DIRECTOR EXECUTIVE C2	LTC	51A00	PENTAGON
SIGNAL CENTER	TC00001	ASSISTANT TSM	MAJ	51A25	FT GORDON GA
SIGNAL CENTER	TC00002	ASSISTANT TSM	MAJ	51A25	FT GORDON GA
SIGNAL CENTER	TC00003	ASST TSM	CPT	51A25	FT GORDON GA
SIGNAL CENTER	TC00004	COMBAT DEVELOPMENTS OFFICER	CPT	51A25	FT GORDON GA
SIGNAL CENTER	TC00006	COMBAT DEVELOPMENTS OFFICER	CPT	53C25	FT GORDON GA
SIGNAL CENTER	TC00007	AUTOMATION DEVELOPMENTS OFF	CPT	53C25	FT GORDON GA
SIGNAL CENTER	TC00008	AUTOMATION DEVELOPMENTS OFF	CPT	53C25	FT GORDON GA
SIGNAL CENTER	TC00010	COMBAT DEVELOPMENTS OFFICER	CPT	53C25	FT GORDON GA
SIGNAL CENTER	TC00038	ASSISTANT TSM LOGISTICS	MAJ	51A25	FT GORDON GA
SIGNAL CENTER	TC00170	CHIEF INTEGRATION & EVAL DIV	MAJ	51A25	FT GORDON GA
SIGNAL CENTER	TC00193	ASSISTANT TSM NETWORK MANAGEMENT	LTC	51A25	FT GORDON GA
SIGNAL CENTER	TC00209	COMBAT DEVELOPMENTS OFFICER	CPT	53C25	FT GORDON GA
SIGNAL CENTER	TC00232	COMBAT DEVELOPMENTS OFFICER	CPT	53C25	FT GORDON GA
SIGNAL CENTER	TC00233	COMBAT DEVELOPMENTS OFFICER	CPT	53C25	FT GORDON GA
SIGNAL CENTER	TC00246	ASST TSM TRAINING	LTC	53C25	FT GORDON GA
SIGNAL CENTER	TC00275	ASST TSM NETWORK MANAGEMENT	MAJ	51A25	FT GORDON GA
SINGLE AGENCY MANAGER	FC00078	ACQUISITION TEAM CHIEF	LTC	53C25	PENTAGON
SINGLE AGENCY MANAGER	FC00079	COMMANDER CONSOL ARMY SVC CTR	LTC	53C25	PENTAGON
SOCOM	DJ00002	CHIEF OPERATIONAL TEST & EVAL DIV	COL	51A00	MCDILL AFB FL
SOCOM	DJ00003	MIL DEP TO AAE(MDAE) / DIR RD&A	COL	51A00	MCDILL AFB FL
SOCOM	DJ00004	SYSTEMS ACQUISITION MANAGER	MAJ	51A00	MCDILL AFB FL
SOCOM	DJ00005	SYSTEMS ACQUISITION MANAGER	MAJ	51A00	MCDILL AFB FL
SOCOM	DJ00006	CHIEF ROTARY WING BRANCH	LTC	51A00	MCDILL AFB FL
SOCOM	DJ00007	CHIEF POLICY & LOGISTICS BRANCH	LTC	51A00	MCDILL AFB FL
SOCOM	DJ00008	DIRECTOR PROCUREMENT	COL	97A00	MCDILL AFB FL
SOCOM	DJ00009	CHIEF FIELD PROCUREMENT DIV	LTC	97A00	MCDILL AFB FL
SOCOM	DJ00010	PROCUREMENT OFFICER	MAJ	97A00	MCDILL AFB FL
SOCOM	DJ00014	OPERATIONAL TEST & EVAL OFFICER	LTC	51A00	MCDILL AFB FL
SOCOM	DJ00015	SYSTEMS ENGINEER	MAJ	51A00	MCDILL AFB FL
SOCOM	DJ00017	TEST & EVALUATION OFFICER	MAJ	51A00	MCDILL AFB FL
SPACECOM	JA00016	JOINT ACQUISITION LOGISTICS OFFICER	CPT	51A00	COLORADO SPRINGS CO
SPACECOM	JA00017	CHIEF SPACE OPNS SYS INTEG SECTION	CPT	51A00	COLORADO SPRINGS CO
SPACECOM	JA00070	CHIEF REQTS INTEGRATION BRANCH	MAJ	51A00	COLORADO SPRINGS CO
SPECIAL PROGRAMS	AS00023	DIRECTOR OF CONTRACTING	LTC	97A92	WASHINGTON DC
SPECIAL PROGRAMS	SP00022	PROJECT OFF SOA TECHNOLOGY	MAJ	51A15	XXXXXXXXX
SPECIAL PROGRAMS	SP00023	CHIEF INFO WARFARE BRANCH	LTC	53C00	FT BRAGG NC
SPECIAL PROGRAMS	SP00026	R&D OFFICER	MAJ	51A00	FT BRAGG NC
SPECIAL PROGRAMS	SP00032	CH MISSION PLAN/SOFTWARE ENG	MAJ	53B00	FT BRAGG NC

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
SPECIAL PROGRAMS	SP00036	CONTRACTING OFFICER	MAJ	97A00	XXXXXXXXXX
SPECIAL PROGRAMS	SP00037	CONTRACTING OFFICER	MAJ	97A15	FT BRAGG NC
SPECIAL PROGRAMS	SP00038	CONTRACTING OFFICER	MAJ	97A15	XXXXXXXXXX
SPECIAL PROGRAMS	X100855	COMMANDER	LTC	51A35	XXXXXXXXXX
SPECIAL PROGRAMS	X100856	ENGINEERING EQUIPMENT R&D OFFICER	CPT	51A21	XXXXXXXXXX
SPECIAL PROGRAMS	X100857	ORDNANCE R&D OFFICER	CPT	51A91	XXXXXXXXXX
SPECIAL PROGRAMS	X100858	ELECTRONICS R&D OFFICER	CPT	51A25	XXXXXXXXXX
SPECIAL PROGRAMS	X100859	ELECTRONICS R&D OFFICER	MAJ	53C25	XXXXXXXXXX
SPECIAL PROGRAMS	X100860	AVIATION R&D OFFICER	MAJ	51A15	XXXXXXXXXX
SPECIAL PROGRAMS	X100861	COMMANDER	LTC	51A35	XXXXXXXXXX
SPECIAL PROGRAMS	X100862	ENGINEERING SYSTEMS OFFICER	MAJ	51A21	XXXXXXXXXX
SPECIAL PROGRAMS	X100863	ORDNANCE R&D OFFICER	CPT	51A91	XXXXXXXXXX
SPECIAL PROGRAMS	X100864	INFORMATION SYSTEMS OFFICER	MAJ	53C25	XXXXXXXXXX
SPECIAL PROGRAMS	X100865	AVIATION/AEROSPACE R&D OFFICER	MAJ	51A15	XXXXXXXXXX
SPECIAL PROGRAMS	X100866	OPERATIONS OFFICER	MAJ	97A35	WEISBAADEN GE
SPSA	SP00017	ASST PROJECT MANAGER LOGISTICS	MAJ	51A00	FT BELVOIR VA
SPSA	SP00018	ASST PROJECT MGR - SOF WEAPONS	MAJ	51A18	FT BELVOIR VA
SPSA	SP00019	CHIEF INTEGRATION FIELD OFFICE	MAJ	51A18	FT BRAGG NC
SPSA	SP00041	DEPUTY COMMANDER	LTC	51A18	FT BELVOIR VA
SPSA	SP00043	ASST PROJ MGR - SOF ORDNANCE SYS	MAJ	51A91	FT BELVOIR VA
SPSA	SP00050	COMMANDER	COL	51A18	FT BELVOIR VA
SPSA	SP00059	ASST PROJECT MGR SOLDIER SPT	MAJ	51A92	FT BELVOIR VA
SSCOM	X100006	PROJ DIR WMNS ARMY UNIFORM	MAJ	51A00	FT BELVOIR VA
SSCOM	X100008	PROCUREMENT OFFICER	MAJ	97A00	NATICK MA
SSCOM	X100009	ASSISTANT PM FOR AIRDROP EQUIPMENT	MAJ	51A11	NATICK MA
SSCOM	X100229	PM SOLDIER SUPPORT	LTC	51A92	NATICK MA
SSCOM	X100744	PM LAND WARRIOR	LTC	51A11	FT BELVOIR VA
SSCOM	X100745	PM SOLDIER	COL	51A11	FT BELVOIR VA
SSDC	SC00002	EXECUTIVE OFFICER	MAJ	51A00	HUNTSVILLE AL
SSDC	SC00008	DEP CONTRACTING & ACQ MANAGEMENT	LTC	97A92	HUNTSVILLE AL
SSDC	SC00009	DIRECTOR TARGETS TEST & EVAL	COL	51A00	HUNTSVILLE AL
SSDC	SC00010	PM STRATEGIC TARGETS	LTC	51A00	HUNTSVILLE AL
SSDC	SC00011	PM THEATER TARGETS	LTC	51A00	HUNTSVILLE AL
SSDC	SC00012	TECHNICAL ANALYSIS OFFICER	MAJ	51A00	HUNTSVILLE AL
SSDC	SC00014	DEPUTY KE ASAT PROJ OFF	LTC	51A00	HUNTSVILLE AL
SSDC	SC00015	CHIEF PROGRAM ANALYSIS DIVISION	LTC	51A00	HUNTSVILLE AL
SSDC	SC00021	TEST OFFICER	MAJ	51A00	HUNTSVILLE AL
SSDC	SC00024	SYSTEMS INTEGRATION OFFICER	MAJ	51A00	HUNTSVILLE AL
SSDC	SC00027	DEPUTY SPACE APPLICATION TECH PGM	LTC	51A00	HUNTSVILLE AL
SSDC	SC00033	DIR HIGH ENERGY LASER SYSTEMS	COL	51A00	WHITE SANDS NM
SSDC	SC00036	PM EXTENDED ADA TESTBED	LTC	51A14	HUNTSVILLE AL
SSDC	SC00037	SIMULATION TEAM LEADER	MAJ	51A14	HUNTSVILLE AL
SSDC	SC00042	RESEARCH & DEVELOPMENT COORDIN	MAJ	51A00	HUNTSVILLE AL
SSDC	SC00049	MISSION CONTROL OFFICER	CPT	51B13	KWAJALEIN ATOLL
SSDC	SC00052	DEPUTY DIRECTOR MDSTC	COL	51A14	HUNTSVILLE AL
SSDC	SC00054	R&D STAFF OFFICER	LTC	51A00	ARLINGTON VA
SSDC	SC00055	OPERATIONS COORDINATOR BMC4I	LTC	53C00	ARLINGTON VA
SSDC	SC00056	DIR ADVANCED TECH DEVELOPMENT	LTC	51A00	ARLINGTON VA
SSDC	SC00057	R&D STAFF OFFICER	LTC	51A00	ARLINGTON VA
SSDC	SC00062	PM AEROSTAT	COL	51A00	HUNTSVILLE AL
SSDC	SC00063	ASSIST PM STPO	MAJ	51A00	HUNTSVILLE AL
SSDC	SC00064	TECHNOLOGY INTEGRATION OFF	MAJ	51A00	HUNTSVILLE AL
SSDC	SC00065	DEPUTY CHIEF ADV SYS CONCEPT OFF	LTC	51A00	HUNTSVILLE AL
SSDC	SC00067	APM TCMP	LTC	51A00	HUNTSVILLE AL
SSDC	SC00069	ASSIST PM TTPO	MAJ	51A00	HUNTSVILLE AL
SSDC	SC00070	TEST INTEG OFF	MAJ	51A00	HUNTSVILLE AL
SSDC	SC00071	PATRIOT REQ/SIM INTEGRATION OFF	MAJ	51A14	HUNTSVILLE AL
SSDC	SC00072	SYSTEM TEST OFFICER NMD	MAJ	51A14	HUNTSVILLE AL
[illegible]	SC00074	SYSTEMS INTEGRATION OFFICER	MAJ	51A00	HUNTSVILLE AL
[illegible]	SC00075	DIRECTOR TENCAP	COL	51A00	FAIRFAX VA
[illegible]	SC00077	SYSTEM REQTS OFFICER THAAD	MAJ	51A14	HUNTSVILLE AL
[illegible]	SC00079	SYSTEM RESEARCH ENGINEER	MAJ	51A35	FAIRFAX VA
SSDC	SC00080	DIRECTOR OF TECH INSERTION	LTC	51A00	FAIRFAX VA
SSDC	SC00081	TEST ENGINEER THAAD	MAJ	51A14	HUNTSVILLE AL
SSDC	SC00082	PROJ DIR TENCAP COMMO	MAJ	53C00	FAIRFAX VA
SSDC	SC00083	DIR WARFIGHTING ANALYSIS & INTE CTR	LTC	51A00	ARLINGTON VA
SSDC	SC00084	ILSO IMAGERY SYSTEMS	MAJ	51A00	FAIRFAX VA
SSDC	SC00085	CHIEF FIELD SUPPORT DIVISION	LTC	51A00	FAIRFAX VA
SSDC	SC00086	CHIEF TENCAP SYS ENG BRANCH	MAJ	51A00	FAIRFAX VA
SSDC	SC00087	IMAGERY SYSTEMS ENGINEER	MAJ	51A00	FAIRFAX VA
SSDC	SC00088	SENIOR SYSTEMS ENGINEER	MAJ	51A00	FAIRFAX VA
SSDC	SC00089	SIGINT SYSTEMS ENGINEER	CPT	51A00	FAIRFAX VA
SSDC	SC00090	SYSTEM DESIGN ENGINEER	CPT	51A35	FAIRFAX VA
SSDC	SC00091	CHIEF DEVELOPMENT DIV	LTC	51A35	FAIRFAX VA
SSDC	SC00092	SYSTEM DESIGN ENGINEER	MAJ	51A25	FAIRFAX VA
SSDC	SC00102	CHIEF PROGRAM SUPPORT DIVISION	LTC	51A00	FAIRFAX VA
SSDC	SC00103	PROJECT DIRECTOR CIP	LTC	51A00	FAIRFAX VA
SSDC	SC00104	PROJECT DIRECTOR ARMY IMAGERY SYS	MAJ	51A00	FAIRFAX VA
SSDC	SC00105	PROJECT DIRECTOR SIGNALS INTELL SYS	MAJ	51A35	FAIRFAX VA
SSDC	SC00106	EXERCISE SIMULATION OFFICER	MAJ	51A35	FAIRFAX VA
STRICOM	X100353	EXECUTIVE OFFICER	LTC	51A00	ORLANDO FL
STRICOM	X100354	PM ITTS	COL	51A00	ORLANDO FL
STRICOM	X100355	DEPUTY DIRECTOR TARGET MANAGEMENT	LTC	51A35	HUNTSVILLE AL
STRICOM	X100362	PM TRADE	COL	51A11	ORLANDO FL
STRICOM	X100363	PM ACTS	LTC	51A00	ORLANDO FL
STRICOM	X100365	APM ACTS	MAJ	51A15	ORLANDO FL
STRICOM	X100371	PM CSTS	LTC	51A00	ORLANDO FL
STRICOM	X100375	APM ACTS	MAJ	51A00	ORLANDO FL
STRICOM	X100376	APM CSTS	MAJ	97A11	ORLANDO FL
STRICOM	X100377	PM CCTS	LTC	51A12	ORLANDO FL
STRICOM	X100378	PROJ DIRECTOR AVN TEST BOARD	MAJ	51A00	ORLANDO FL
STRICOM	X100382	PROJECT DIRECTOR CAAN	MAJ	51A00	ORLANDO FL
STRICOM	X100385	PROJECT DIR LAND WARRIOR TEST BED	MAJ	51A00	ORLANDO FL
STRICOM	X100386	PM CATT	COL	51A00	ORLANDO FL
STRICOM	X100388	PM FAMILY OF SIMULATIONS	LTC	51A00	ORLANDO FL
STRICOM	X100389	PM CAAN	LTC	51A00	ORLANDO FL
STRICOM	X100390	APM FAMSIM	MAJ	51A35	ORLANDO FL
STRICOM	X100633	PM DIS	COL	51A00	ORLANDO FL
STRICOM	X100636	DEP DIR THREAT SIMULATORS	LTC	97A00	HUNTSVILLE AL
STRICOM	X100645	APM GROUND COMBAT TRAINING SYS	MAJ	51A35	ORLANDO FL
STRICOM	X100662	APM CATT/CCTT	MAJ	51A00	ORLANDO FL
STRICOM	X100663	APM CSTS	MAJ	51A00	ORLANDO FL
STRICOM	X100664	APM GROUND COMBAT TRAINING SYS	MAJ	51A12	ORLANDO FL
STRICOM	X100665	APM GROUND COMBAT TRAINING SYS	MAJ	51A00	ORLANDO FL
STRICOM	X100672	PROJ DIR MOUNTED WARFARE TEST BED	MAJ	51A00	ORLANDO FL
STRICOM	X100752	APM CATT	LTC	51A00	ORLANDO FL
STRICOM	X100753	DEP DIRECTOR INSTRUMENTATION	LTC	51A15	ORLANDO FL
STRICOM	X100754	APM FAMSIM	MAJ	51A00	ORLANDO FL
STRICOM	X100756	PROJECT DIRECTOR INSTRUMENTATION	MAJ	51A00	ORLANDO FL
TACOM	X100422	CHIEF ABRAMS MGT TEAM	LTC	51A00	RIYADH SAUDI ARABIA

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
TACOM	X100423	CHIEF SAUDI INF MOD TEAM	LTC	51A12	RIYADH SAUDI ARABIA
TACOM	X100424	APM SAUDI INF MOD FIELDING TEAM	MAJ	51A11	RIYADH SAUDI ARABIA
TACOM	X100431	TRAINING DEVICE MANAGER ABRAMS	MAJ	51A12	WARREN MI
TACOM	X100432	OPERATIONS OFFICER ABRAMS	MAJ	51A12	WARREN MI
TACOM	X100433	R&D COORDINATOR	MAJ	51A12	WARREN MI
TACOM	X100435	WEAPON SYSTEM MGR FUTURE CSS	CPT	51A91	WARREN MI
TACOM	X100437	DEPUTY CHIEF OPERATIONS BRANCH	MAJ	51A12	FT CARSON CO
TACOM	X100440	FIELD SITE OFFICER M1 TANK	MAJ	51A12	FT CARSON CO
TACOM	X100444	DEPUTY DIRECTOR ACQ CENTER	COL	97Z00	WARREN MI
TACOM	X100445	ASSIST PROJECT MANAGER FOR PROC	MAJ	97A00	WARREN MI
TACOM	X100447	APM ABRAMS PRODUCTION	MAJ	97A00	WARREN MI
TACOM	X100451	CONTRACTING OFFICER	MAJ	97A00	WARREN MI
TACOM	X100453	CONTRACTING OFFICER	MAJ	97A00	WARREN MI
TACOM	X100454	CONTRACTING OFFICER	MAJ	97A00	WARREN MI
TACOM	X100456	CONTRACTING OFFICER	MAJ	97A00	WARREN MI
TACOM	X100457	PM TAWS	COL	51A00	WARREN MI
TACOM	X100458	PM M113/M60	LTC	51A00	WARREN MI
TACOM	X100460	PM CONSTRUCTION EQUIPMENT/MHE	LTC	51A00	WARREN MI
TACOM	X100463	CHIEF KUWAIT ARMOR MOD OFFICE	LTC	51A12	KUWAIT
TACOM	X100670	CHIEF OPERATIONS BRANCH	MAJ	97A00	WARREN MI
TACOM ACALA	X100576	WEAPON SYSTEM MGR ABRAMS	CPT	51A00	ROCK ISLAND IL
TACOM ACALA	X100579	CHIEF OF ABRAMS PROCUREMENT	CPT	97A00	ROCK ISLAND IL
TACOM ACALA	X100580	OPERATIONS OFFICER ACALA	LTC	51A00	ROCK ISLAND IL
TACOM ACALA	X100598	DEPUTY DIRECTOR ACQ CENTER	MAJ	97A00	ROCK ISLAND IL
TACOM ACALA	X100599	CHIEF OF SMALL ARMS PROCUREMENT	CPT	97A00	ROCK ISLAND IL
TACOM ARDEC	X100530	DEPUTY COMMANDER	COL	51A00	PICATINNY NJ
TACOM ARDEC	X100533	DIRECTOR ADVANCED SYSTEMS	COL	51A00	PICATINNY NJ
TACOM ARDEC	X100534	LIGHT INFANTRY SYSTEMS OFFICER	MAJ	51A11	PICATINNY NJ
TACOM ARDEC	X100535	ARMOR SYSTEMS OFFICER	MAJ	51A12	PICATINNY NJ
TACOM ARDEC	X100536	FIELD ARTILLERY SYSTEMS OFFICER	MAJ	51A13	PICATINNY NJ
TACOM ARDEC	X100538	COMMANDER FIRE SUPPORT ARMTS CTR	COL	51A00	PICATINNY NJ
TACOM ARDEC	X100541	SMART WEAPON SYSTEMS OFFICER	MAJ	51A13	PICATINNY NJ
TACOM ARDEC	X100544	SYSTEMS DEVELOPMENT PROD OFFICER	CPT	51A00	PICATINNY NJ
TACOM ARDEC	X100546	COMMANDER CLOSE COMBAT ARMTS CTR	COL	51A00	PICATINNY NJ
TACOM ARDEC	X100547	SYSTEMS INTEGRATION OFFICER	MAJ	51A91	PICATINNY NJ
TACOM ARDEC	X100552	SYSTEMS MANAGER SMALL ARMS	CPT	51A11	PICATINNY NJ
TACOM ARDEC	X100553	DIRECTOR ACQUISITION CENTER	COL	97A00	PICATINNY NJ
TACOM ARDEC	X100554	CONTRACTING OFFICER	CPT	97A00	PICATINNY NJ
TACOM ARDEC	X100608	PM SMALL ARMS	LTC	51A11	PICATINNY NJ
TACOM ARDEC	X100609	PM MORTARS	LTC	51A11	PICATINNY NJ
TACOM ARDEC	X100610	CHIEF PRODUCT DEV/ACQ/SAFETY	LTC	51A91	PICATINNY NJ
TACOM ARDEC	X100611	CDR DEF AMMO LOG ACTIVITY	COL	51A91	PICATINNY NJ
TACOM RDEC	X100464	DIRECTOR ADVANCED CONCEPTS	COL	51A12	WARREN MI
TACOM RDEC	X100466	WEAPON SYSTEM MANAGER AWE	MAJ	51A00	WARREN MI
TACOM RDEC	X100467	WEAPON SYSTEM MANAGER	MAJ	51A12	WARREN MI
TACOM RDEC	X100473	WEAPON SYSTEM MGR	CPT	51A02	WARREN MI
TACOM RDEC	X100475	WEAPON SYSTEM MANAGER	MAJ	51A00	WARREN MI
TACOM RDEC	X100479	WEAPON SYSTEM MGR CSS	MAJ	51A00	WARREN MI
TACOM RDEC	X100480	SYSTEM TECHNICAL MANAGER	MAJ	51A00	WARREN MI
TACOM RDEC	X100481	TEST OFFICER ABRAMS	MAJ	51A12	WARREN MI
TACOM RDEC	X100483	SYSTEM TECHNICAL MGR ABRAMS	MAJ	51A00	WARREN MI
TACOM RDEC	X100485	LOGISTICS OFFICER	CPT	51A00	WARREN MI
TACOM RDEC	X100486	FIELDING/LOGISTICS OFFICER	MAJ	51A00	WARREN MI
TACOM RDEC	X100488	CHIEF BRADLEY FIELD OFFICE	MAJ	51A12	ABERDEEN MD
TAPO	SP00012	APM TEST & EVAL FOR TECH APPLC SOA	MAJ	51A15	FT EUSTIS VA
TAPO	SP00013	APM MH-47 SERIES FOR TECH APPLC SOA	MAJ	51A15	FT EUSTIS VA
TAPO	SP00014	APM SOFTWARE/ASE	MAJ	51A15	ST LOUIS MO
TAPO	SP00015	APM READINESS/LOG FORTECH APLC SOA	MAJ	51A15	FT EUSTIS VA
TAPO	SP00047	PM TECH APPLICATIONS SOA	LTC	51A15	FT EUSTIS VA
TAPO	SP00048	EXPERIMENTAL TEST PILOT SMU	MAJ	51A15	FT EUSTIS VA
TAPO	SP00049	APM MH-60 SERIES FOR TECH APPLC SOA	CPT	51A15	FT EUSTIS VA
TAPO	SP00051	APM SYS MGT TECH APPLICATIONS SOA	LTC	51A15	FT EUSTIS VA
TECOM	X100759	EXECUTIVE OFFICER	MAJ	51A00	ABERDEEN MD
TECOM ATC	X100615	COMMANDER	COL	51A00	ABERDEEN MD
TECOM ATTC	X100318	COMMANDER	COL	51A15	FT RUCKER AL
TECOM ATTC	X100320	DIRECTOR TEST SPT DIRECTORATE	LTC	51A15	FT RUCKER AL
TECOM ATTC	X100323	EXPERIMENTAL TEST PILOT	MAJ	51A15	FT RUCKER AL
TECOM ATTC	X100324	EXPERIMENTAL TEST PILOT	MAJ	51A15	FT RUCKER AL
TECOM ATTC	X100327	COMMANDER FLIGHT TEST DIRECTORATE	LTC	51A15	FT RUCKER AL
TECOM ATTC	X100329	CHIEF FLIGHT TEST DIVISION A	MAJ	51A15	FT RUCKER AL
TECOM ATTC	X100334	EXPERIMENTAL TEST PILOT	MAJ	51A15	BOSCOMBE DOWN UK
TECOM ATTC	X100335	EXPERIMENTAL TEST PILOT	MAJ	51A15	FT RUCKER AL
TECOM ATTC	X100632	EXPERIMENTAL TEST PILOT	MAJ	51A15	FT RUCKER AL
TECOM ATTC	X100724	EXPERIMENTAL TEST PILOT	MAJ	51A15	PATUXENT RIVER MD
TECOM CRTA	X100015	COMMANDER	LTC	51A00	FT GREELY AK
TECOM DPG	X100304	COMMANDER	COL	51A00	DUGWAY UT
TECOM DPG	X100305	COMMANDER W DESERT TEST CTR	LTC	51A00	DUGWAY UT
TECOM EPG	X100058	COMMANDER	COL	51A25	FT HUACHUCA AZ
TECOM WSMR	X100030	DIRECTOR MATERIEL TEST	COL	51A13	WHITE SANDS NM
TECOM WSMR	X100713	DEPUTY COMMANDER	COL	51A00	WHITE SANDS NM
TECOM YPG	X100048	COMMANDER	COL	51A00	YUMA AZ
TECOM YPG	X100049	COMMANDER MATERIEL TEST	LTC	51A00	YUMA AZ
TEMA	CS00001	TEST & EVALUATION STAFF OFFICER	LTC	51A00	PENTAGON
TEMA	CS00002	TEST & EVALUATION STAFF OFFICER	LTC	51A00	PENTAGON
TRADOC	TC00030	R&D OPERATIONS OFFICER	MAJ	51A00	FT MONROE VA
TRADOC	TC00149	SIMULATIONS OFFICER	MAJ	51A02	FT MONROE VA
TRADOC	TC00150	R&D OPERATIONS OFFICER	MAJ	51A00	FT MONROE VA
TRADOC	TC00155	T & E OVERSIGHT OFFICER	CPT	51A02	FT MONROE VA
TRADOC	TC00157	CBT DEV COORDINATOR	MAJ	51A03	FT MONROE VA
TRADOC	TC00158	CONCEPTS OFFICER	MAJ	51A00	FT MONROE VA
TRADOC	TC00159	SCENARIO OFFICER	MAJ	51A02	FT MONROE VA
TRADOC	TC00160	CH CAPABILITIES INTEGRATION DIV	LTC	51A00	FT MONROE VA
TRADOC	TC00161	CBT DEV COORDINATOR	MAJ	51A02	FT MONROE VA
TRADOC	TC00171	CHIEF TECHNOLOGY DIVISION	LTC	51A00	FT MONROE VA
TRADOC	TC00172	DIRECTOR ACQUISITION/PARC	COL	97A00	FT MONROE VA
TRADOC	TC00173	CHIEF REQTS & ACQ MGT DIVISION	LTC	97A00	FT MONROE VA
TRADOC	TC00187	AUTOMATION SYSTEMS ENGINEER	CPT	53B00	FT MONROE VA
TRADOC	TC00248	R&D OPERATIONS OFFICER	MAJ	51A00	FT MONROE VA
TRADOC	TC00249	R&D OPERATIONS OFFICER	MAJ	51A00	FT MONROE VA
TRADOC	TC00262	BATTLE LAB CONTRACTING & MANAGEMNT	MAJ	97A00	FT MONROE VA
TRADOC	TC00276	DIRECTOR ARMY AIRLIFT MATERIEL	LTC	51A92	WRIGHT-PATT AFB
TRADOC CD FOA	TC00151	CBT DEV COORDINATOR	MAJ	51A25	FT MONROE VA
TRADOC CD FOA	TC00152	CBT DEV COORDINATOR	MAJ	51A12	FT MONROE VA
TRADOC CD FOA	TC00153	FORCE XXI INTEGRATION OFFICER	MAJ	51A25	FT MONROE VA
TRADOC CD FOA	TC00162	SR PROJ OFF DEPLOY/SUSTAIN	LTC	51A92	FT MONROE VA
TRADOC CD FOA	TC00165	CBT DEV COORDINATOR	MAJ	51A13	FT MONROE VA
TRADOC CD FOA	TC00166	TSM FOR JSTARS	MAJ	51A35	FT MONROE VA
TRADOC CD FOA	TC00167	CBT DEV COORDINATOR	MAJ	51A91	FT MONROE VA
TRADOC CD FOA	TC00245	CBT DEV COORDINATOR	MAJ	51A14	FT MONROE VA
TRADOC CONT ACTIVITY	TC00186	PROCUREMENT OFFICER	MAJ	97A00	FT EUSTIS VA

UNIT NAME	POSNUM	TITLE	RANK	PRC	LOCATION
TRADOC TRANS CTR	TC00261	DEP TSM TACT WHEEL VEH MOD	LTC	51A00	FT EUSTIS VA
TRADOC TRANS CTR	TC00264	ASST TSM TACT WHEEL VEH MOD	MAJ	51A00	FT EUSTIS VA
TRANSCOM	JA00040	COMMAND ACQUISITION OFFICER	MAJ	97A00	SCOTT AFB IL
TRANSCOM	JA00043	CHIEF SYSTEMS DEVELOPMENT DIV	LTC	53B25	SCOTT AFB IL
TRANSCOM	JA00044	SURFACE TRANS REQUIREMENTS MGR	MAJ	53B00	SCOTT AFB IL
UNDER SEC ARMY	SA00010	CHIEF INTL COOPERATION DIV	COL	51A00	PENTAGON
UNDER SEC ARMY	SA00011	RD&A STAFF OFFICER INTL COOPERATION	LTC	51A00	PENTAGON
UNDER SEC ARMY	SA00012	RD&A STAFF OFFICER INTL COOPERATION	LTC	51A00	PENTAGON
UNDER SEC ARMY	SA00100	MILITARY ASST UNDER SEC ARMY	LTC	51A00	PENTAGON
USA RESEARCH OFC	X100073	TECHNOLOGY INTEGRATION MGR	LTC	51A00	TRIANGLE PARK NC
USA RESEARCH OFC	X100589	MILITARY INTEGRATION MANAGER	MAJ	51A00	ALEXANDRIA VA
USAFMSA	SE00002	PROJECT OFFICER, FORCE MGMT SYS	LTC	53C00	FT BELVOIR VA
USAG FT HOOD	FC00058	DIRECTOR OF CONTRACTING	LTC	97A00	FT HOOD TX
USAG PANAMA	SU00001	DEPUTY DIRECTOR CONTRACTING	MAJ	97A00	COROZAL PANAMA
USAG PANAMA	SU00002	CONTRACTING OFFICER	MAJ	97A00	COROZAL PANAMA
USAG PANAMA	SU00003	CONTRACTING OFFICER	CPT	97A00	COROZAL PANAMA
USAG PANAMA	SU00004	CONTRACTING OFFICER	MAJ	97A00	COROZAL PANAMA
USAG PANAMA	SU00005	CONTRACTING OFFICER	CPT	97A00	COROZAL PANAMA
USAKA	SC00047	COMMANDER KWAJALEIN MSL RANGE	LTC	51A00	KWAJALEIN ATOLL
USAKA	SC00048	CHIEF RANGE OPERATIONS	MAJ	51A00	KWAJALEIN ATOLL
USAKA	SC00050	MISSION CONTROL OFFICER	CPT	51B14	KWAJALEIN ATOLL
USAKA	SC00051	MISSION CONTROL OFFICER	CPT	51B13	KWAJALEIN ATOLL
USARPAC	P100009	STAFF ACQUISITION OFFICER	MAJ	97A00	FT SHAFTER HI
USASOUTH	SU00006	PARC USASOUTH	LTC	97A00	FT CLAYTON PANAMA
USASOUTHCOM	SU00007	ACQUISITION POLICY STAFF OFFICER	LTC	97A00	MIAMI FL
USMA	MA00001	DIRECTOR OF CONTRACTING	LTC	97A00	WEST POINT NY
USMA	MA00002	SENIOR RESEARCH ANALYST	LTC	53C00	WEST POINT NY
USMA	MA00003	RESEARCH ANALYST	LTC	53C00	WEST POINT NY
USMA	MA00004	RESEARCH ANALYST	MAJ	51A00	WEST POINT NY
USMA	MA00005	RESEARCH ANALYST	MAJ	51A00	WEST POINT NY
USMA	MA00006	RESEARCH ANALYST	MAJ	51A00	WEST POINT NY
USMA	MA00007	INSTRUCTOR COMPUTER SCIENCE	LTC	53C00	WEST POINT NY
USMA	MA00011	INSTRUCTOR R&D	MAJ	51A00	WEST POINT NY
USMA	MA00012	INSTRUCTOR R&D	LTC	51A00	WEST POINT NY
USMA	MA00013	INSTRUCTOR COMPUTER SCIENCE	CPT	53C00	WEST POINT NY
USMA	MA00014	INSTRUCTOR COMPUTER SCIENCE	LTC	53C00	WEST POINT NY

PERSCOM Notes...

OERs For Year Groups 85 Through 90 Acquisition Corps Officers

On Oct. 1, 1997, officers in Year Groups 85 through 90 began having their second lieutenant Officer Evaluation Reports (OERs) removed from their Career Management Information File at the U.S. Total Army Personnel Command (PERSCOM) in accordance with AR 623-105, *Officer Evaluation and Reporting System*. The official guidance on the disposition of these OERs identified two options for the removal of these reports. Those officers who desire the original copy of their second lieutenant OERs have until Jan. 31, 1998, to contact their assignment officer by e-mail and indicate an address where the evaluations can be sent. After that date, the evaluations will be destroyed.

During the first quarter FY98, copies of second lieutenant OERs for the affected year groups were moved from the officers' official military performance fiche to the officers' restricted fiche. This new policy required no action on the part of the officers.

The e-mail addresses for the respective assignment officers, CPT Eric Glenn, CPT Ruthann Murff, MAJ Jake Hansen, and MAJ Stephen Leisenring, are listed below:

CPTs FA51: **glenne@hoffman-emh1.army.mil**
CPTs FA53 and FA97: **murffr@hoffman-emh1.army.mil**
MAJs FA51: **hansenj@hoffman-emh1.army.mil**
MAJs FA53 and FA97: **leisenrs@hoffman-emh1.army.mil**

Army Competitive Category 0-4 Promotion Board

The Army Competitive Category 0-4 Promotion Board is scheduled to convene on April 28, 1998. Acquisition Corps officers in Year Groups 87, 88, and 89 are in the zones of consideration for this promotion board, and they must ensure their records are current and accurate prior to the convening date of this board. A MILPER message was sent detailing all pertinent facts surrounding this board, such as date of rank requirements for the below the zone, primary zone, and above the zone categories. The message addressed Officer Evaluation Report (OER) submissions and correspondence with the President of the board.

Functional Areas (FAs) 51, 53, and 97 career managers will review and prepare the files for officers in the zones of consideration. These efforts will focus on the three items that appear before the board: the official photo, the Officer Record Brief (ORB), and the microfiche.

Officers who will be in the zone of consideration should prepare for this promotion board by ensuring their photo is current, their ORB data are accurate, and their microfiche contains correct information. The Military Acquisition Management Branch (MAMB) is assisting officers by sending a copy of the ORB and a promotion board checklist to all officers in the zones of consideration. These letters were mailed in late December 1997 and early January 1998. Officers should follow the checklist and work closely with the career managers to ensure the "scrub" of their file is completed in a timely manner.

All officers should request a copy of their microfiche. The instructions for doing this are provided in the *Military Acquisition Corps Playbook*, page 23. Review the fiche and identify any missing documents such as OERs; military awards (just the award certificate, not the write up); academic efficiency reports; and qualification certificates such as parachutist, ranger, etc. Fax copies of the missing documents to career managers for inclusion on the board microfiche. The key to accurate microfiche is early submission of missing documents.

Officers who believe they are in the zones of consideration but have not received the MAMB letter identifying them as such should contact their career manager immediately. The DSN phone numbers and e-mail addresses are listed below. Frequently, mailing addresses are incorrect and a phone call or e-mail will quickly fix the problem and have the officer back on track for a successful file scrub for the promotion board.

FA	*Career Manager*	*E-mail Address*
51 CPTs	CPT Eric Glenn DSN 221-2800	**glenne@hoffman-emhl.army.mil**
53/97 CPTs	CPT Ruthann Murff DSN 221-1474	**murffr@hoffman-emhl.army.mil**

U.S. Army Corps Of Engineers Reorganizes Topographic Engineering Center

In an effort to more effectively execute its mission, the U.S. Army Corps of Engineers has reorganized its Topographic Engineering Center in Alexandria, VA. Under this restructuring, the corps eliminated three associate director positions and replaced them with a technical director position. In addition, eight laboratory and center director positions were abolished and replaced with five division director positions, and 23 division and office chief positions were eliminated and replaced with 16 branch chief positions.

The new divisions and branches are the Topographic Research Division (Terrain Signature Analysis, Terrain Data Generation, and Terrain Data Representation Branches); Topographic Systems Division (Combat Terrain Information Systems, Topographic Support, and Geospatial Engineering Branches); Force Development Division (Force Projection, Geospatial Applications, and Imagery Systems Branches); Operations Division (Products and Services, Strategic Analysis, Hydrologic Analysis, and Terrain Analysis Branches); and Geospatial Information Division (Information Requirements and Design, Information Applications and Technologies, and Information Services Support Branches).

TACOM Awards $2.6 Million Contract For Advanced Materials Research

Focus: HOPE, a 29-year-old metropolitan Detroit civil and human rights organization pledged to intelligent and practical action to overcome racism, poverty and injustice, was recently awarded a $2.6 million research contract with the U.S. Army's Tank-automotive and Armaments Command (TACOM). The contract to develop and improve the way advanced materials are used in diesel engines was presented by Togo D. West Jr., Secretary of the Army, and Sen. Carl Levin (D-Mich.) who has been instrumental in fostering collaborative relationships between government, industry and academia.

The 2-year contract involves use of advanced materials, and development of new manufacturing processes in the production of pistons and engine components. The objective is to develop cost-effective methods to machine metal matrix or other composite materials, and to improve the military's diesel engine fuel economy, emissions, and other performance characteristics. It is Focus: HOPE's first major research and development contract.

Also announced recently was a Cooperative Research And Development Agreement (CRADA) between Focus: HOPE and TACOM to explore new processes for agile manufacturing, and new software tools (including virtual reality) for simulation, design, and advanced technology training.

Focus: HOPE's Center for Advanced Technologies (CAT) is the site for this research, under the direction of TACOM's National Automotive Center (NAC).

The NAC is the military's focal point for collaborative ground vehicle research and development, linking industry, academia and government agencies in the development and exchange of automotive technologies. The NAC's focus is on collaborative research and development programs, based on advanced commercial automotive technologies. Its goal is to improve the performance and endurance of current and future ground vehicle fleets while reducing design, production, and operating costs.

TEC And ERDAS Sign Cooperative R&D Agreement

COL Robert F. Kirby, Acting Director of the U.S. Army Topographic Engineering Center (TEC), and Lawrie Jordan, President of ERDAS Inc., Atlanta, GA, have signed a 1-year Cooperative Research and Development Agreement (CRADA). The purpose of the CRADA is to integrate DrawLand, a TEC-developed 3-D terrain visualization software program into ERDAS' commercially available Virtual Geographic Information Systems (GIS) software module.

Integrating DrawLand into the Virtual GIS will ensure the final product will fully interoperate with other ERDAS products and have a common user interface. Product distribution, customer support, training, and software maintenance of DrawLand are factors not easily addressed by TEC. These factors are a large portion of the ERDAS commercialization effort.

"Combining TEC's technical expertise in terrain visualization and ERDAS' strength in GIS software support and maintenance, and an extensive installed user base, will maximize technology transfer of key attributes of DrawLand to the broadest user community and the U.S. Army," says John Griffin of TEC's Office of Research and Technology Applications.

DrawLand uses standard National Imagery and Mapping Agency digital topographic data, such as Digital Terrain Elevation Data (DTED) and ARC Digitized Raster Graphics (ADRG). DTED is imported from Compact Disc-Read Only Memory (CD-ROM) and contains elevation data that provides relief to the 3-D display. ADRG supports applications that require a raster map background display and consist of standard hard-copy map products digitized onto CD-ROMs.

The CRADA will aid both organizations and the terrain visualization community by devising efficient and innovative capabilities for simulating 3-D terrain with map/image overlays. The results of this agreement will aid in transforming the ERDAS Virtual GIS from a predominately civilian application to one which includes attributes of military terrain visualization. This collaborative effort will result in a product that can and will be supported by a commercial firm whose primary goal is providing software support.

Correction

GEN John H. Tilelli, whose photo appears on Page 19 of the September-October issue of *Army RD&A* magazine, was incorrectly identified as Commanding General, Eighth U.S. Army. His correct title is Commander in Chief, United Nations Command/Combined Forces Command/United States Forces Korea. LTG Randolph W. House is the Commanding General, Eighth U.S. Army. We apologize for this error.

From The Acquisition Reform Office...

Modernization Through Spares

The Modernization Through Spares (MTS) Program was initiated in January 1996 to respond to the reality that the Army would not have sufficient future funds to adequately modernize its major weapons systems. MTS provides a means to leverage billions of dollars spent annually on spare parts to accomplish technological upgrades and achieve this much needed modernization. MTS replaces a process of buying spare parts based on outdated specifications and technical data packages, with a process based on performance specifications that takes advantage of newer designs and manufacturing technologies. MTS will not only modernize components and spare parts, but will also incrementally enhance the performance and reliability of end items.

The U.S. Army Missile Command (now the U.S. Army Aviation and Missile Command) hosted an MTS workshop on May 28 and 29, 1997, at Redstone Arsenal, AL. The objective was to examine the status of the MTS program and its synergistic effects when combined with other acquisition reform initiatives.

On July 15, 1997, an MTS overarching integrated product team (OIPT) briefing was presented to Dr. Kenneth J. Oscar, Acting Assistant Secretary of the Army (Research, Development and Acquisition), and Dale Adams, Army Standards Improvement Executive. During the course of that briefing, the MTS process strategy was approved. In addition, it was announced that the OIPT will be restructured with the Army Standards Improvement Executive as chair; that MTS will become part of the acquisition life cycle milestone and decision criteria; and that an Army-wide MTS conference will be held in the fall of 1998. The following are some of the other key actions and guidance offered during the briefing.

- The definition of MTS was modified to read: "MTS is a spares/components improvement strategy applied throughout the Acquisition Life Cycle and is based on Technology Insertion to enhance systems while reducing costs."
- MTS should be part of the Acquisition Strategy Report that PMs prepare. Include what MTS actions and considerations were made during each milestone phase.
- Legacy systems should be addressed. In addition, look at forcing functions to ensure actions are taken and the culture changes. For example, automated systems to track both the cost and the time involved to procure spares can be used as a flag. The flag should result in a team effort to investigate issues and solutions.

Point of contact for the MTS Program is Mr. Lynn Mohler, Headquarters, U.S. Army Materiel Command, (703) 617-5101.

Education and Training

The International Association for Continuing Education and Training (IACET) approved the Contracting Career Program Office (SARD-PM) as a continuing education unit (CEU) sponsor, effective Aug. 12, 1997. Henceforth, CEUs will be awarded to individuals who complete acquisition reform training sponsored by SARD-PM. In addition, steps are being taken to expand CEU sponsorship to include executive and management education programs. Speakers at the IACET annual conference explained how to market and administer the CEU Program and ensure that training is relevant to competency.

The Defense Acquisition University (DAU) is aggressively developing distance-learning modes of instruction for the Acquisition Workforce. One of the first initiatives in this area is the Simplified Acquisition Procedures (SAP) Course that is offered on the Internet. After FY98, the SAP Course is scheduled to replace the purchasing courses offered by DAU. DAU is also examining the feasibility of developing a distance-learning mode for its other courses. The Army supports the use of distance learning as an efficient and cost-effective tool, but also recognizes that it has drawbacks and is not effective for higher level courses requiring extensive interaction and participation.

SARD-PM again offered Basic Acquisition Reform Training through the first quarter of FY98. This 3-day seminar was initially offered midway through FY97 and was enthusiastically received. SARD-PM and the Army Acquisition Reform Office are developing a follow-on Acquisition Reform Training Course based on needs identified by the Army contracting community. A distance-learning CD-ROM is also being developed.

In April 1997, SARD-PM initiated an aggressive new approach to continue training of Career Program (CP)-14 (contracting careerist) personnel. OSD established a goal of 40 hours of management training beyond the Level 3 certification for CP-14, with a minimum of 16 hours of training devoted to acquisition reform. In addition, the Deputy Assistant Secretary of the Army (Procurement) is institutionalizing acquisition reform by conducting training for "legacy" employees. These are individuals who previously completed all mandatory training prior to acquisition reform initiatives. SARD-PM developed and sponsored a series of 3-day acquisition reform seminars at Army locations worldwide. To date, 20 seminars have been conducted for 760 students at a cost of $438,000. In addition, we developed and sponsored executive training at world class universities for 12 top executives. The cost was $60,000.

Past Performance

The Army's automated Past Performance System was implemented Army-wide on Oct. 1, 1997. The Past Performance Information Management System (PPIMS) is web-based and can be found at **https://rda.rdaisa.sarda.army.mil/ppims/prod/ppimshp.htm.** It runs on Internet Explorer 3.0 or Netscape 3.0, and requires Windows 95 or Windows 3.1x. First-time users must complete the on-line "User's Registration" form and have it verified by a major command point of contact and approved at HQDA. Only government personnel with a "need to know" are authorized access to contractor performance reports. Users will have the capability to create a contractor's performance report and modify the report throughout the evaluation and review process. Upon approval, the report is entered into the source selection database. The PPIMS allows evaluation of "systems" and "non-systems" acquisitions and includes technical, schedule, cost control, management and business relations evaluation factors.

Standard Procurement System

DOD's Standard Procurement System (SPS) is replacing the Army's legacy contracting systems, the Standard Army Automated Contracting System and the Procurement Automated Data Documentation System. Initial fielding of SPS will begin in the third quarter of FY98.

ACQUISITION REFORM

Purchase Card Program

Through a series of articles in 1996, the Army highlighted its successes with the Purchase Card Program. About 28,000 Army soldiers and civilians have used the card for 921,000 purchases valued at more than $740 million.

During FY97, the Army set two all-time highs relative to use of purchase cards by a single federal government agency. First, the Army recorded more than 2 million purchases, and second, purchases totalled more than $1 billion in a 12-month period. To date, civilian and uniformed members of the Army have been issued more than 43,000 cards.

The phenomenal growth in the Army's Purchase Card Program is the result of the Army leadership's commitment to empower its personnel with the authority to work smarter and quicker. In addition, significant savings have been achieved and the Army's declining Acquisition Workforce is tackling more complex and critical acquisitions.

What's different? During 1996, the Army's Senior Staff Council approved 10 significant changes to the purchase card process. DOD and HQDA guidance incorporating these changes in FY97 streamlined the card-buying process by implementing the following:

- Establish key management controls and standard audit guides,
- Replace paper with electronic files,
- Establish "blanket" purchase approvals,
- Assign one accounting classification to each cardholder's account,
- Reserve funding in "bulk" vs. per line item,
- Eliminate the requirement for separate formal purchase documentation,
- Eliminate stock record accounting for non-standard, non-stocked items,
- Bypass the Retail Stock Fund for all non-stock numbered items,
- Change the property accountability thresholds, and
- Certify the invoice for payment at the approving official level.

How extensive are the savings? A recent U.S. Army Audit Agency study titled *Savings from Acquisition Reform* (Audit Report 97-58) indicates the Army can save millions in direct labor costs by using a purchase card in lieu of purchase orders for micro purchases. Assuming that the purchase cardholder and the customer belong to the same activity and the above process changes have been implemented, per purchase savings can be realized in all functional areas. Copies of the study, commissioned by the Deputy Assistant Secretary of the Army (Procurement), can be obtained from the U.S. Army Audit Agency by calling (703) 681-9883/DSN 761-9883. Ask for Audit Report AA97-58, dated Jan. 7, 1997.

In addition to the direct labor savings, the Army stands to obtain collateral savings by reducing the amount of work done by the Defense Finance and Accounting Service (DFAS). During FY97, DFAS charged $24.92 per line of accounting to process payments for IMPAC invoices. By bulk funding each cardholder account to one line of accounting (vs. assigning one line of accounting to each purchase transaction), the Army should dramatically reduce the DFAS workload. In turn, DFAS charges should drop dramatically for organizations adopting the new processes.

What is the Army's Status? Implementation of the business practice changes and streamlined procedures were facilitated through DOD-sponsored training and conversion to a new software platform managed by the servicing bank. The new system, called the Corporate Payment System (CPS), is used by the servicing bank to support its corporate (commercial) customers. CPS provides functions not available through the old system, such as convenience checks, balance forward invoicing, and invoicing at the approving official level. The Army initially tested conversion procedures and the training package during February and March 1997 at Forts Lewis, WA; Eustis, VA; and Belvoir, VA; and at the Industrial Operations Command at Rock Island, IL. The remainder of the Army participated in the conversion tests following the initial pilot program. Conversion of all 43,000 cardholders occurred between May and August 1997.

Bottom Line. The phenomenal growth in the Purchase Card Program is testimony to the commitment by the Army *at all levels* to reengineer the acquisition process. Once empowered with the authority to perform their jobs efficiently, Army personnel accept accountability for their performance. The Army's civilians and soldiers have embraced acquisition reform and created a government that truly works better and costs less.

For additional information on Acquisition Reform, contact LTC L. Hooks on (703) 681-9479, or e-mail: ***hooksl@sarda.army.mil.***

PERSONNEL

Roper Becomes Corps TEC Director

Dr. William E. Roper, former Assistant Director for Research and Development (Civil Works), Headquarters, U.S. Army Corps of Engineers (COE), has assumed new responsibilities as Director of COE's Topographic Engineering Center (TEC) in Alexandria, VA. He also has managed a number of COE international joint research programs including initiatives with the People's Republic of China, the former U.S.S.R., Canada and Japan.

Roper's prior professional experience includes senior management positions with the U.S. Department of Transportation, the U.S. Environmental Protection Agency, and the Department of the Army. He has served on the faculties of the University of Wisconsin, Michigan State University, and North Carolina State University. Roper is a member of the National Oil Spill Research Committee, the National Aquatic Nuisance Species Task Force, Construction Industry Strategic Development Counsel, National Civil Engineering Research Counsel, and U.S. Chairman of the Earthquake Engineering for Dams Task Committee.

Roper has a B.S. degree in mechanical engineering and an M.S. degree in agricultural engineering from the University of Wisconsin, and a Ph.D. in environmental engineering from Michigan State University. He is a member of the federal senior executive service and the New York Academy of Sciences, and is a registered professional engineer in Wisconsin. Additionally, Roper is a graduate of the Federal Executive Development Program, Federal Executive Institute, Army Command and General Staff College, Air Force War College, and is a distinguished military graduate of the University of Wisconsin. He served 2½ years with the U.S. Army as an engineer officer, and recently retired from the Army Reserve Program as a lieutenant colonel.

CONFERENCES

31st Annual DOD Cost Analysis Symposium

The 31st annual DOD Cost Analysis Symposium, "Implications of Changes in Business, Development and Manufacturing Practice for Cost Estimation," will be held Feb. 3-6, 1998, in Williamsburg, VA. Sponsored by the Office of the Secretary of Defense Cost Analysis Improvement Group, it will include refereed papers on theme topics, a cradle-to-grave cost case study of the F/A-18 E/F (Air Force aircraft) Program, an expanded cost-estimating training program, a cost analysis research review, and an informal question and answer period. Additional conference registration information is available from Richard M. Williams, DSN 761-3350, **willir@hqda.army.mil**, or **ADODCAS@paesmtp.pae.osd.mil**.

ARMY RD&A WRITER'S GUIDELINES

About Army RD&A

Army RD&A is a bimonthly professional development magazine published by the Office of the Assistant Secretary of the Army (Research, Development and Acquisition). The address for the Editorial Office is: DEPARTMENT OF THE ARMY, ARMY RDA, 9900 BELVOIR RD SUITE 101, FT BELVOIR VA 22060-5567. Phone numbers and e-mail addresses for the editorial staff are as follows:

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Purpose

To instruct members of the RD&A community relative to RD&A processes, procedures, techniques and management philosophy and to disseminate other information pertinent to the professional development of the RD&A community.

Subject Matter

Subjects of articles may include, but are not restricted to, policy guidance, program accomplishments, state-of-the-art technology/systems developments, career development information, and management philosophy/techniques. Acronyms should be kept to a minimum and, when used, be defined on first reference. Articles with footnotes are not accepted.

Length of Articles

Articles should be approximately 1,500 t o 1,600 words in length. This equates to approximately 8 double-spaced typed pages, using a 20-line page.

Photos and Illustrations

Include any photographs or illustrations which complement the article. Black and white is preferred, but color is acceptable. Graphics may be submitted in paper format, or on a 3 1/2-inch disk in powerpoint, but ***must be black and white only, with no shading, screens or tints***. We cannot promise to use all photos or illustrations, and they are normally not returned unless requested.

Biographical Sketch

Include a short biographical sketch of the author/s. This should include the author's educational background and current position.

Clearance

All articles must be cleared by the author's security/OPSEC office and public affairs office prior to submission. The cover letter accompanying the article must state that these clearances have been obtained and that the article has command approval for open publication.

Offices and individuals submitting articles that report Army cost savings must be prepared to quickly provide detailed documentation upon request that (1) verifies the cost savings; and (2) shows where the savings were reinvested. Organizations should be prepared to defend these monies in the event higher headquarters have a higher priority use for these savings. All Army RD&A *articles are cleared through SARD-ZAC. SARD-ZAC will clear all articles reporting cost savings through SARD-RI. Questions regarding this guideline can be directed to SARD-ZAC, Acquisition Career Management Office, (703)695-6533, DSN 255-6533.*

Submission Dates

Issue	*Author's Deadline*
January-February	15 October
March-April	15 December
May-June	15 February
July-August	15 April
September-October	15 June
November-December	15 August

Authors should include their address and office phone number (DSN and commercial) with all submissions, **as well as a typed, self-adhesive label containing their correct mailing address**. In addition to providing a printed copy, authors should submit articles on a 3 1/2-inch disk in MS Word, or ASCII format. Articles may also be sent via e-mail to: bleicheh@aaesa.belvoir.army.mil

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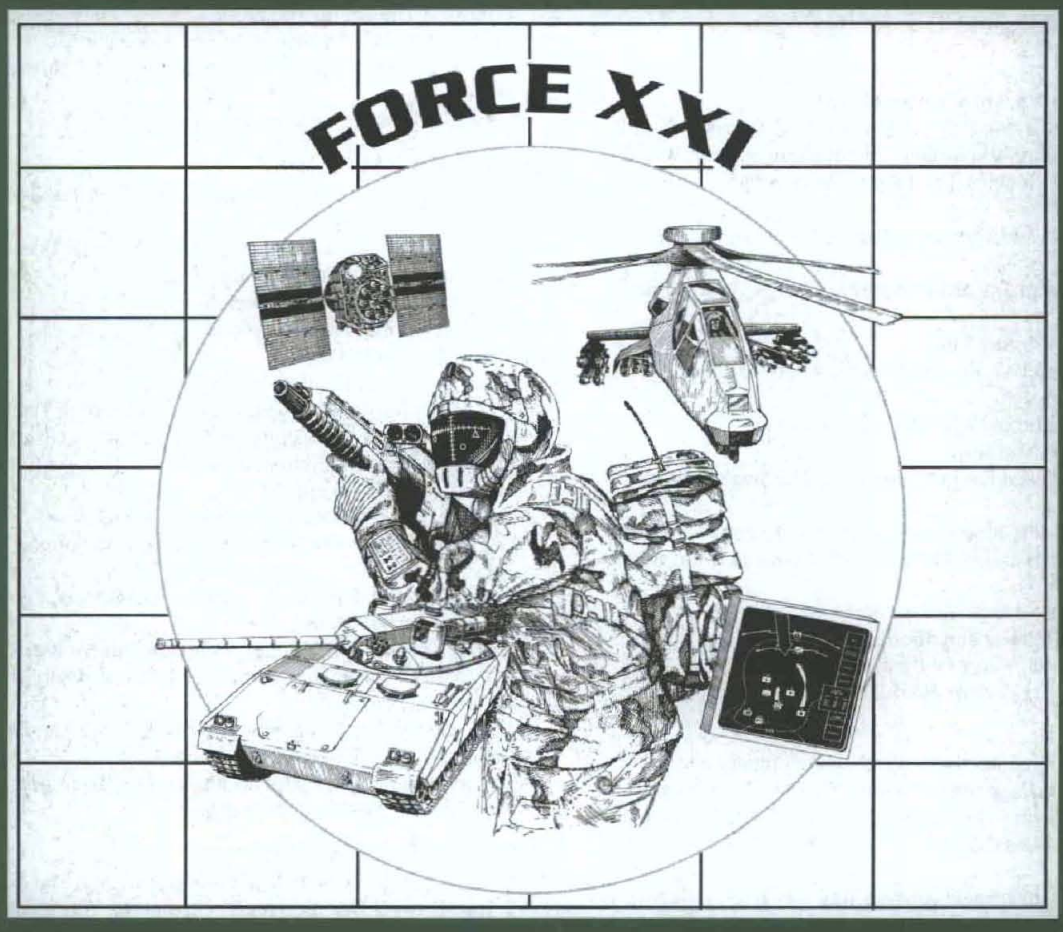
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