

Sara E. Lister,
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(manpower
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Force XXI.



Panel members included: moderator, Thomas W. Rabaut, president and chief executive officer, United Defense LP; MG(USA Ret.) Lynn H. Stevens, program manager, Brilliant Anti-Armor Submunition (BAT) Program, Electronic Systems Division, Northrop Grumman Corporation; Eric M. Levi, retired vice-president and assistant general manager, Missile System Division, Domestic and International Requirements, Raytheon; and MG(USA Ret.) Donald R. Infante, vice-president and manager, Defense Systems, Hughes Aerospace and Electronics Company. Each gave a brief presentation about their programs and then addressed questions from the attendees. Topics included: reducing elements of bureaucracy in weapons acquisition by both government and industry; the effects of the computer chip on weapons acquisition and modernization; integration of chip technology into the products; specialized testing; and commercial specifications and standards.

GEN Leon E. Salomon, commanding general, U.S. Army Materiel Command (AMC) presented AMC's perspective of Force XXI. He said that AMC's goal is to provide relevant, responsive and best value support to the customer. He listed some of AMC's Force XXI challenges, which included: giving PEOs the support they need, dealing with accelerating technology obsolescence, world-wide proliferation of high-tech manuals, information warfare, and merging the commercial and Defense industries.

Sara E. Lister, assistant secretary of the Army (manpower and reserve affairs), spoke on manning Force XXI. "One of the premises of Force XXI is that the Army of the future will be flexible and creative enough to meet threats that we are unable to predict today," she said. "We must prepare by using the best technology to develop adaptable forces capable of doing the job, whatever that job is," she added. According to Lister, her thoughts about manning the force are based on the assumptions that there will not be enough money to do all that is needed and that the world will continue to be dangerous place. She pro-

jected that jobs will be more complex, require greater understanding of computers and the ability to think creatively, whatever the situation, and that every Army soldier and civilian will be challenged to do a bigger job with fewer resources.

An overview of Defense Contract Management Command (DCMC) Support for Force XXI was given by RADM Leonard Vincent, deputy director, acquisition and commander, DCMC. Vincent stressed the need

for greater government and industry cooperation. He said that traditional relationships between industry and government must change and that adversity must be replaced with more open communication and other cooperative efforts.

The dinner address, given by Paul G. Kaminski, under secretary of Defense for acquisition technology, focused on acquisition reform. Kaminski said that he is part of a team that is promulgating a shift in the balance between the use of military and commercial elements of our industrial base. This team, he said, is collectively moving our system to place greater reliance on commercial sources at the subsystem and component levels with the intent of reducing not only costs, but the acquisition cycle time, which will allow for faster fielding of advanced technology. Some of the suggestions offered by Kaminski included: right-sizing of our infrastructure; reducing the cost of weapon system ownership; implementation of acquisition reform; and improved leveraging of our national industrial base and that of our allies. He called for new incentives and opportunities in the way we conduct our acquisition process, resulting in a legacy for the long-term future.

Kaminski was followed by presentation of the PM of the Year awards. (See sidebar below.)

Following presentation of the PM Awards, Decker recognized LTG William H. Forster,

PM of the Year Awards

Recipients of the FY 94 Project and Product Manager of the Year Awards were recognized earlier this year during a dinner presentation at the Army Acquisition Workshop in San Antonio, TX.

COL Willie B. Nance Jr., project manager, Army Tactical Missile System—Brilliant Anti-Armor Submunition, received the award for his contributions to the TACMS-BAT Project. Nance is responsible for supervising a staff of 191 acquisition and technical professionals and managing program costs, schedule and performance, and courses of action to achieve acquisition requirements. He also manages the government and contractor acquisition teams in support of program objectives to include development, testing and integration of five major products covering the entire acquisition spectrum. Nance successfully managed the combination of two distinct, complex projects and managed the transition from two projects into one.

LTC Charles A. Cartwright, product manager, Paladin/Field Artillery Ammunition Support Vehicle, was recognized for his accomplishments in the management of these programs through a transitional period. He is responsible for supervising a staff of more than 40 and for maintaining program baseline cost, pro-

duction schedule, technical thresholds, fielding logistically supportable and technically capable systems, and testing and fielding hardware and software product improvements. In addition, he coordinates and manages the activities of more than 200 managers and engineers in government laboratories, depots, arsenals and test facilities. Cartwright transitioned the M109A6 Paladin production program from low rate to full-scale production and was instrumental in establishing what is considered the Army's "model program" of government and industry cooperation. In Jan. 1994, he was directed to take management of the then-troubled FAASV program, and within a few short months brought the program back on schedule.

The awards were presented at the dinner ceremony by Gilbert F. Decker, assistant secretary of the Army (research, development and acquisition) (ASA(RDA)) and Army acquisition executive; LTG William H. Forster, director, Army Acquisition Corps and military deputy to the ASA(RDA); and Paul G. Kaminski, under secretary of Defense for acquisition and technology.

Decker made closing remarks in which he expressed his pride to be part of the Acquisition Corps and commended the PEOs and PMs for their contributions.