

Meritorious, PM Awards Cite Outstanding Achievements



Dr. Kenneth J. Oscar, left, presents a Meritorious Civilian Service Award to Keith Charles.

A special ceremony at the 1997 Army Acquisition Workshop included presentation of a Meritorious Civilian Service Award, two Project Manager of the Year Awards, and a Product Manager of the Year Award.

Meritorious Civilian Service Award

Keith Charles was honored with a Meritorious Civilian Service Award for his outstanding accomplishments during the period Jan. 1, 1996, through March 31, 1997, as Deputy Director for Acquisition Career Management in the Office of the Assistant Secretary of the Army (Research, Development and Acquisition).

Of Charles' many accomplishments, he was specifically cited for the implementation of the individual development plan process, creation of the Competitive Development Group Program, execution of a communication outreach effort, and establishment of a process action team to address reforms in the personnel manage-

ment system for the Army Acquisition Workforce. As mentioned in the award citation, "Charles' devotion to the professionalism and competence of the Army Acquisition Workforce will positively impact Army modernization and readiness well into the 21st century."

Project Managers of the Year

COL James B. Cross and COL Stephen G. Kee each received a Project Manager of the Year Award.

Cross was recognized for his achievements as DOD PM, Mobile Electric Power (PM-MEP). (He is now Director of the Army Acquisition Executive Support Agency (AAESA), Fort Belvoir, VA.) The Office of the PM-MEP is responsible for total life cycle management of development, acquisition, standardization, logistics support, product improvement and fielding of mobile electric power generating sources within DOD. While PM-MEP, Cross managed and coordinated the activities of assets for all four

Armed Services, through four separate Army and U.S. Air Force (USAF) procuring activities, eight distinct prime contractors, and a large, diverse multi-Service matrix support system.

The specific accomplishments outlined in Cross' nomination include the following: As a direct result of Cross' visionary financial management and personal efforts, he has vastly accelerated fielding by 12 years, and reduced future Army operations and maintenance costs, no trivial feat in the current fiscal environment. Furthermore, he developed a creative acquisition strategy to reduce power unit/plant integration costs by using small business commercial producers.

Cross' decentralized, open management style empowers his people, and supports integrated concept and product teams. Partnerships he has forged personally with industry and the Electrical Generating Systems Association resulted in establishment of new commercial standards for generator testing, and the first generator contract awarded in nearly 15 years *without* a protest. He worked tirelessly to improve relations with the Army, other Service matrix elements (especially USAF procurement activities at Sacramento Air Logistics Command) and contractors. Cross initiated a full-scale office automation upgrade, leading the PM-MEP Office into future electronic data management, including Internet-conferencing, white boarding, and automated management of technical drawings. Under Cross' direction, a 3-kilowatt Tactical Quiet Generator (TQG) Integrated Concept Team developed the first ever requirements documents based on flexible performance objectives and thresholds vice rigid requirements.

Cross ensured that all four competitive contracts issued in FY 96 were on a best value basis. In the test and evaluation arena, he eliminated mandatory use of archaic Gould strip recorders and implemented computer-controlled testing, established a fledgling "Virtual Prototyping" facility at Fort Belvoir, VA, to simulate design testing, increased testing in contractors' facilities, and reduced testing requirements in solicita-



Accepting the PM of the Year Award on behalf of COL James B. Cross, former PM-Mobile Electric Power (MEP), are Dale Adams (second from left), Principal Deputy for Acquisition, HQ AMC, and COL James Wells (third from left) current PM-MEP. Presenting the Award are Dr. Kenneth J. Oscar (far left) and LTG Paul J. Kern.

tions while minimizing test creep. He did not rest on previous laurels and successes, but laid out a challenging set of goals for improvement of the 5-10-15 kilowatt TQG solicitations in FY97—including use of electronic (CD-ROM) solicitations, reducing contract data requirements lists/contract line item numbers, limiting sizes of proposals, initiating on-site oral presentations, streamlining the source selection process, and using a 10-year requirements contract.

Finally, Cross identified major shortfalls in the way the Army allocates generators and convinced HQDA to establish a Red Team to redefine the process, achieving a potential cost savings of up to \$250 million and improving reliability and maintainability.

COL Stephen G. Kee earned the PM award for his outstanding efforts as PM, Apache Attack Helicopter. The Office of the PM, Apache Attack Helicopter is part of the Program Executive Office, Aviation, which recently moved to Redstone Arsenal, AL. As PM, Kee plans, programs, and executes Apache's \$600 million annual research, development, and production budget, and is responsible for the sustainment and product improvement of the AH-64 Apache. Kee is also responsible for an ACAT-1 Program to modify the AH-64A to AH-64D Apache Longbow configuration, and for testing, fielding, and sustaining the AH-64D Helicopter, fire control radar, and radar frequency interferometer. He also manages foreign military sales programs to six countries.

COL Kee's cited accomplishments are summarized as follows: Kee has employed major cost reduction initiatives in acquisition, operation, and support costs. The aircraft production rate was accelerated to a minimum of six per month via use of a multiyear contract for the AH-64 remanufacture program. This effort eliminated four years of fixed costs for both the contractor and the government.

Through efficient reorganization of functions and reliance on integrated product teams, Kee has been able to significantly reduce the requirement for Army Materiel



LTG Paul J. Kern (right) presents a PM of the Year Award to COL Stephen G. Kee, PM, Apache Attack Helicopter.

Command matrix support, programmatic and technical support contractors, and travel expenses. While this was being accomplished, office productivity also increased.

Under Kee's direction, the Apache Attack Helicopter PM Office executed an acquisition strategy, the centerpiece of which was the implementation of a five-year multiyear procurement (MYP) contract with McDonnell Douglas Helicopter Systems. This MYP concept led DOD in many areas of acquisition streamlining and innovative contracting: performance-based payments, performance specifications, eliminating military specifications and standards that add no value while relying on industry standards, a sensible and enforceable warranty clause, and a fixed price contract with a savings incentive clause that will benefit both industry and the government. Kee's initiation of

MYP contracts also resulted in significant cost avoidance by the government and increased performance.

Product Manager of the Year

The Product Manager of the Year Award went to LTC Bruce Jette, PM for the Aerial Common Sensor (ACS). The Program Executive Officer for Intelligence, Electronic Warfare and Sensors (IEW&S), MG David Gust, nominated Jette for this award from among the multitude of programs under his supervision. Both Gust and Jette acknowledge that, although this is an individual award, it also honors the outstanding support and dedication of a highly motivated staff of acquisition professionals in the PM, ACS Office.

The Office of the PM, ACS is part of the Program Management Office for Signals Warfare under the direction of Bill Hayden. As summarized in the award nomination, these offices lead the way in technology as a force multiplier while ensuring cost control through innovative thinking and acquisition streamlining principles. The Office of the PM, ACS leads the way in compliance with standards such as the Joint Airborne SIGINT Architecture (JASA). This will reduce costs and increase flexibility through modularity and scalability of systems. Compliance with JASA will also allow for evolutionary systems growth and cost savings through integration of new capabilities vs. wholesale redesign of systems.

The key to making ACS a viable product is the real time dissemination of current, viable intelligence to the battlefield commander and the ability to respond to field taskings with immediacy and accuracy. The intelligence will be part of and electronically linked to the other PEO IEW&S-developed sensors and analysis systems, presenting a complete situational awareness of the battlefield.



LTC Bruce Jette (center), Product Manager, Aerial Common Sensor, receives the Product Manager of the Year Award from Dr. Kenneth J. Oscar (left) and LTG Paul J. Kern (right).