

AR Today



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Fired Up Over Logistics

Kicked off by the Marine Corps Band and Color Guard presentation at 8:15 a.m., DoD Logistics Reform Focus Day was still going strong when the last of 34 breakout sessions ended at 4:15.

Those eight hours were packed with events pegged to the theme "Innovation—The Key to Supporting the Warfighter." The entire day was devoted to the continuous effort to improve efficiencies to the Warfighter when and where needed.

Held in the Pentagon Court Yard in gorgeous weather on October 2, Logistics Reform Focus Day brought together all levels of OSD and the components to focus on current and future logistics reform initiatives, share ideas, gain support for initiatives, and reinforce the logistics reform effort.

The Deputy Secretary of Defense, Dr. John Hamre, gave the welcoming and introductory remarks. He then presented the DoD Life Cycle Cost Reduction Awards to government employees and contractors who have contributed most significantly to this aspect of the reform initiative.

In its courtyard display, the Army Soldier Systems Command focused on field apparel and equipment developed for the warfighter.



Then a nine-member panel of senior representatives from the Components, CINCLANT, and the Defense Science Board took part in a Q&A session covering a wide variety of logistics issues and shared their thoughts on logistics reform. Moderated by Roy Willis, Acting Deputy Under Secretary of Defense for Logistics, the panel drew such senior officers that the only one-star general present joked that he must have been invited so he could keep the water glasses filled.

The remainder of the day was devoted to breakout briefings in a miniature "tent city" erected in the courtyard. The 34 topics ranged (alphabetically) from Agile Combat Support to War Games. Displays on many aspects of logistics reform were positioned throughout the courtyard and in the tents. Large crowds visited these displays all day and interacted with the people staffing them.

Industry was heavily represented, and many companies took part in breakout briefings or staffed displays. The entire

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'Good Enough for Government Work'

Ah, the Internet. It's so educational.

Catch this piece of advice from two psychology professors counseling chronic procrastinators: "Do you deceive yourself into believing that a mediocre performance or lesser standards are acceptable? Is it good enough for government work?"

How about this remark on the homepage of a Texas teenager: "Here's a little about myself. I'm like James Bond . . . OK, maybe that's not totally accurate, but, hey, good enough for government work . . ."

Or this wisecrack from a college student describing a car repair: "What I did was remove the plugs and bump the starter until the rotor tip lined up with the mark. It turned out that my timing was about 7 degrees overadvanced. Good enough for government work."

Whoa!

"I really dislike the phrase 'good enough for government work,'" said Navy Secretary John H. Dalton in a speech last year. "I want the stamp 'Made by the Navy Department' to be the positive standard to meet—and we're going to get there.

"There has, in fact, been a paradigm shift in the way we conduct business. We are more efficient, more innovative, and more productive. Our operational strategy is aggressive and forward-looking, and the Department has matched tactics with technology and equipment. This is what 'good government' is all about."

(Continued on page 7)

Let's Put the IPT Into IPPD

By Martin L. Peterson Jr.

The way that Integrated Product/Process Development (IPPD) works today, Contracting Administration Offices (CAOs) are called upon to perform surveillance at the contractor's plants.

And they use performance-based Earned Value Management System (EVMS) techniques instead of the old Cost Schedule Control System Criteria (C/SCSC) way of doing business.

Key to this CAO support is to involve the Integrated Product Team (IPT) early in the acquisition cycle – at the contractor's facility – to team with the contractor for immediate risk assessment communication, contractor corrective action, and customer feedback.

Why go this route? It avoids surprises and provides direction to get the job done right the first time.

The government learns quickly in this environment that ownership of process risks does not stop at the contractor's door, but is shared with responsible government agencies. The days of buck-passing are over, and IPT involvement is leading the charge in acquisition reform.

The Integrated Baseline Review (IBR) and/or appropriate EVMS surveillance of the contractor's Integrated Management System

implementation for military programs is an essential EVMS tool that uses contractor-government teaming at the contractor's facility to ensure that:

- The financial and technical IPPD is in place;
- Technical Performance Measurement (TPM) is tracking all major program roadblocks;
- The contractor's management has signed an agreement allowing CAO EVMS surveillance; and
- The government-contractor teaming is implementing corrective actions as required.

EVMS Monitors from the CAOs play a crucial role in IPT involvement, because they are the front-line troops stationed at the contractor's facility.

The government cannot afford to work in a vacuum, allowing the contractor to report surveillance issues affecting EVMS overruns, as the consequences can mean program-planning nightmares. We must get involved, prevent surprises, and minimize process costs, while delivering quality products to our customers.

Buying offices should ensure that IPTs are involved during program control management by memorandum of agreement

with the cognizant CAOs, and help these CAOs with their surveillance plans incorporating possible IBR analyses. The prime contract CAOs must utilize letter of delegation processes to the program's major subcontractor CAOs, ensuring critical TPM roadblocks and cost overruns are identified early for corrective action.

We cannot afford to just number-crunch the C/SCSC data, as the new EVMS techniques add program visibility and technical awareness and identify critical risk drivers through proactive IPTs.

Martin L. Peterson Jr. is an engineer and EVMS Monitor on several R&D contracts and software engineering programs at the Defense Contract Management Command, Boeing Defense & Space Group, Seattle, WA. Questions about IPTs and TPM at cognizant CAOs? Phone 253-773-7072. or e-mail martin.l.jr.peterson @seapro. dcmdw.dla.mil

News Flash

- The Acting Under Secretary of Defense (Acquisition & Technology) issued an interim supplement to the MICRO-PURCHASES APPROVAL AUTHORITY policy memorandum dated March 20, 1997. The supplement, dated Sept. 26, 1997, authorizes the delegation below SES, flag officer or general officer approval of purchase orders or contracts for micro-purchases. A final policy is in the works.
- DoD re-emphasized efforts to minimize military specifications and use outcome-based specifications, such as performance-based contracting, for example in the memo titled "REQUIRING PROCESSES ON CONTRACT," dated Sept. 18, 1997. The policy is mandatory for Major Defense Acquisition Programs (MDAP) and is the preferred approach for all new systems.

For details, see the "HOT" section of the AR Web site (<http://www.acq.osd.mil/ar/ar.htm#hot>).

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Rewriting FAR Part 15

There's an old saying among newspaper editors that the strongest emotion is neither love nor hate; it's the desire to change someone else's copy.

So it would come as a surprise to some that the rewrite of Federal Acquisition Regulations (FAR) Part 15 on Negotiated Source Selection is a *welcome* rewrite.

Contracting by Negotiation, FAR Part 15, procedures establish the framework for our business relationship with industry and are critical to obtaining best value.

The final rule for the FAR Part 15 Rewrite will become mandatory on January 1. Following are highlights of the rule, which was the focus of a recent DoD satellite broadcast. A much more detailed treatment resides in "Ask the Professor" on the Deskbook (<http://www.deskbook.osd.mil>).

Q. What is "Best Value"?

A. Best value is the expected outcome of any acquisition that ensures the customer's needs are met in the most effective, economical, and timely manner. It is the result of the combination of the unique circumstances of each acquisition, the acquisition strategy, choice of contracting method, and the award decision.

Q. What happened to Best Value Negotiated Source Selection?

A. "Best Value" decisions are now called "Tradeoff" decisions. Tradeoffs are used when it is in the government's best interest to consider award to other than the lowest-priced offeror or other than the highest technically rated offeror.

Q. What general rules about handling solicitations and proposals have changed?

A. The uniform contract format remained the same, but the mandatory forms SF 1411 and SF 1448 were deleted. The revised FAR now specifies only optional forms (OF 307, 308, 309) that can be tailored. This eliminates the need for an exemption. Continued use of standard forms is permitted.

Q. Is past performance an evaluation element when you choose a Lowest Price Technically Acceptable (LPTA) source selection strategy?

The final rule for the FAR Part 15 Rewrite will become mandatory on January 1.

A. Past performance is, by statute, a mandatory evaluation element of all negotiated source selections. If the source selection team determines it is a discriminator in an LPTA procurement, the criteria by which past performance will be evaluated on a pass/fail basis must be articulated in the solicitation.

Q. What can the government say to industry during presolicitation dialog?

A. Exchanges of information are encouraged in order to improve understanding of government's requirements and industry capabilities. This may include acquisition strategy, contract type, terms and conditions, acquisition planning schedules, feasibility of the requirement and suitability of the proposal instructions and evaluation criteria, including the approach for assessing past performance information.

Q. What can the government talk to offerors about, before determination of the competitive range, when award will be made after discussions?

A. Once the government decides that a competitive range will be established, communications shall not provide an opportunity for the offeror to revise its proposal, but shall address adverse past performance information on which an offeror has not had a prior opportunity to comment. (This does not include the government's "evaluation" of the past performance data received.) Communication may be held only with offerors whose exclusion from, or inclusion in, the competitive range is uncertain.

Q. How do you determine the competitive range?

A. The previous rule of "when in doubt leave them in" has been replaced with "when in doubt leave them out." The competitive range shall now include all of the most highly rated proposals, unless the range is further reduced for purposes of efficiency.

Q. How will the new competitive range rules impact small businesses?

A. We do not anticipate that the number of awards to small businesses will change as a result of this rule.

Q. What are early debriefings supposed to accomplish?

A. Early, or pre-award, debriefings are conducted at the offeror's request to provide early feedback to industry about why the proposal failed to be competitive.

Q. Were changes made to the way contractors submit proposals?

A. The new rule has eliminated the need for contractors to submit Standard Forms 1411 and 1448. The information they contained may now be submitted in plain paper format.

Q. What changes were made to the rules on unbalanced offers?

A. The coverage on unbalanced offers has been simplified and the focus has been changed from a step-by-step mathematical approach to an analysis of relative value and risk to the government. It has also been relocated to reflect the use of this analysis as a proposal evaluation technique in assessing risk and protecting the Government's economic interests.

Q. What remained the same?

A. The basics of contract pricing have remained the same. Contracting officers are still required to buy at fair and reasonable prices and must document price reasonableness in the price documentation. The hierarchical preference policy regarding the types and amount of pricing information to obtain from contractors also remains unchanged. Except for the change to the rules regarding the modification of commercial contracts, which exempts cost or pricing data, cost or pricing requirements also remain the same.

AR News Roundup

Army School Wins President's Award

FORT BENNING, GA — The Army Infantry School and Center won the 1997 President's Award for Quality at the 10th Annual Conference on Federal Quality in July. For seven years, Fort Benning has sustained excellence in all missions while reducing personnel by 30 percent and saving more than \$33 million. It has reduced soldier in and out processing time from five to two days.

DoD recipients of Quality Achievement Awards were Army CECOM Acquisitions Center, Fort Monmouth, NJ; Contract Management Command Long Island, Defense Logistics Agency, Garden City, NY; Army Communications-Electronics Command, CECOM Logistics and Readiness, Fort Monmouth, NJ; and Army Rock Island Arsenal, Rock Island, IL.

President's Quality Award Applications are on the Web at <http://www.opm.gov/quality/>

AF Labs, Boeing Roll Out Space Maneuver Vehicle

SEAL BEACH, CA (AFNS) — The first-of-its-kind Space Maneuver Vehicle rolled out Sept. 3 from Boeing's facility. It is an integral part of the Air Force's emerging military spaceplane reusable system architecture.

The vehicle was built under a partnership between the Air Force Phillips Laboratory, NM, and the Air Force Wright Laboratory, OH. It uses an integrated Navstar Global Positioning Satellite and inertial guidance system to land under its own power.

"We are not only looking at the development of the technology and understanding the entry profiles and the avionics of this system, we are also looking at low-cost manufacturing techniques for this type of vehicle," said Capt. John Anttonen, chief of the military Spaceplane Program Office.

"One of the many benefits which could be realized by the maneuver vehicles is the rapid deployment of tactical satellites for military missions," he said. "The vehicle's reusability would allow it to be used over and over again with a variety of payloads

tailored to specific needs. A number of these space maneuver vehicles could be placed in orbit using a reusable military spaceplane."

Flight testing began at Holloman AFB, NM, in October.

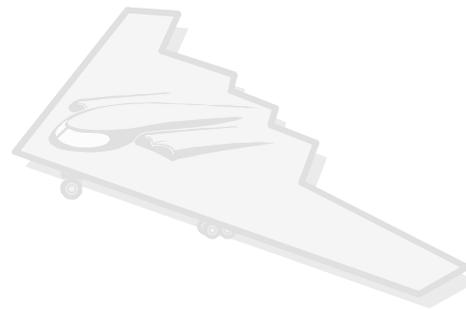
B-2 Reaches Maintenance Milestone

WHITEMAN AFB, MO (AFNS) — The B-2 Spirit can now fly 600 hours between phase maintenance inspections, the longest of any aircraft in Air Combat Command.

The phase maintenance inspection is an in-depth look at the aircraft that requires removing more than 70 panels and inspecting over 1,200 parts. Parts that have a known lifetime expectancy are replaced before they break, reducing downtime in the long run.

Phase inspection times were gradually extended as a result of data collected by the 509th Maintenance Squadron and provided to both Northrop-Grumman and the B-2 depot at Tinker AFB, OK. The extension is based on their recommendation to Air Combat Command.

"While the reliability of the systems significantly reduces scheduled maintenance hours and the cost of ownership, the most important thing to remember is that these improvements increase combat availability," said Brig. Gen. Tom Goslin Jr., 509th Bomb Wing commander.



Health-Care Pact Includes Performance Incentives

BOLLING AFB, DC (AFNS) — DoD has awarded a \$3 billion contract to Anthem

Alliance for Health, of Indianapolis, for TRICARE health care delivery and managed-care support services in Regions 2 and 5.

The contract contains incentives for good performance and access standards, including financial incentives for speed and accuracy in handling medical claims.

Region 2 comprises North Carolina and most of Virginia. Region 5 runs from the Great Lakes area to Kentucky and West Virginia.

Software Consolidates Manuals In Contamination Incidents

ABERDEEN PROVING GROUND, MD (ARNEWS) — An Army Research Lab team of engineers and analysts has developed a computerized database consolidating the many paper manuals needed to respond to a chemical or biological contamination situation.

It's the first time the information has been assembled, made searchable and designed as an independent operating system. Called the NBC Toolbox [for nuclear, biological and chemical], the project was tasked by the Army Chemical School's Doctrine Development Center at Fort McClellan, AL.

The interactive database allows soldiers to identify chemical and biological agents and hazards in the field, determine protection and decontamination procedures, and access handling instructions, medical information, and operating procedures in a contaminated environment. It runs on any type of computer operating system that uses an Internet browser or Adobe Acrobat Reader.

Maj. Jerome P. Gilman, an Acquisition Corps officer, said the project required the scanning, digitization and formatting of Army field manuals, tables, graphics and other NBC information associated with the Navy, Air Force, DoD and Joint Services. A powerful search engine was incorporated to allow the user to easily search and access topics. It was tested on a Web site before a stand-alone CD-ROM was produced.

More than 300 copies of the toolbox have been distributed to Chemical Corps members worldwide.

AR News Roundup

Army Tests Outsourcing Of Household Goods Moves

WASHINGTON DC (AFNS) — The Army is looking at outsourcing transportation support provided to soldiers and their families during permanent change-of-station moves.

On Aug. 7 the Army kicked off a pilot program to contract out transportation services for soldiers leaving Hunter Army Airfield, GA. Through competitive bidding, the Army awarded the contract for the pilot program to HFS Mobility Services, Bethesda, MD.

HFS will provide relocating soldiers with more services than the Army currently does. It will take over the administration from the Army and provide a single bill for a month's moves.

AF Gets a New IDEA

RANDOLPH AFB, TX (AFNS) — The Air Force has revised its Innovative Development through Employee Awareness (IDEA) program to improve participation and shorten the submission and evaluation and recognition cycle.

The new version, which began Oct. 1, awards \$200 for every approved idea that is outside job responsibilities, plus 15 percent of the first year's tangible savings up to \$10,000. In addition, recognition (monetary and nonmonetary) will be

made upon approval instead of implementation.

Ideas for improving processes must still be submitted on paper. Next fall electronic submission will begin.

Details are available from the installation IDEA analyst at the wing manpower/quality office.

“This technology may open a new frontier into the use of GPS that could support a wide spectrum of operations across the Department of Defense.”

ESC Evaluates New Landing System

HANSCOM AFB, MA (AFNS) — Evaluations here by Electronics Systems Center and Honeywell Inc., have resulted in an aircraft landing system with precision approaches measured in fractions of an inch.

The cooperative research and development program evaluating the system uses a military signal from the Global Position System (GPS) satellite constellation. Funded by Honeywell, the one-year effort modified

off-the-shelf hardware to provide a safe military precision approach and landing capability for all weather conditions.

“A new capability was developed without burdening the taxpayers,” said Maj. Don Johnson, advanced air traffic control program manager in the communications and airspace management program office. “This technology may open a new frontier into the use of GPS that could support a wide spectrum of operations across the Department of Defense.

“By conducting the evaluations here instead of at a test range, we were able to save about \$2.5 million,” Johnson said.

Contractors sent engineers and equipment to Hanscom at their own expense. In addition, a team of Electronic Systems Center people received first-hand experience with the new system.

When the Honeywell system is in operation, the airplane's instruments react the same way as when the aircraft executes a standard instrument landing.

DeCA Goes on the Web

FORT LEE, VA (AFNS) — The Defense Commissary Agency now has a Web site (<http://www.dtic.mil/deca>) to facilitate communication with business partners, employees and media. Suppliers can find out about DeCA's requirements and register to do business with the government. Military consumers can find out about promotional sales and access eligibility rules.

UPCOMING EVENTS

NCMA's "Role of Market Research" telephone seminar, Dec. 15, gives listeners a chance to participate without travel. For more information, visit http://www.ncmahq.org/mkt_research.html or call 1-800-582-8456, reference #003291-KRM. There is a fee to participate.

NCMA's "FAR Part 15" regional seminars, across the USA, begin in December. For dates and locations, visit http://www.ncmahq.org/fast_location.html or call 1-800-344-8096 ext 410.

"Restructuring, Rightsizing and Reform" is the theme of a one-day educational conference to be held at the Cocoa Beach Hilton Oceanfront on Friday, February 13, 1998. The educational conference is offered by the NCMA, a not-for-profit organization of more than 20,000 government and industry contracts professionals. To register contact Cynthia Pierce at (407) 853-0886 or email her at ncma_ccc@aol.com.

NPR's "Access America" conferences will be held throughout the USA this winter. Cities during December and January include Seattle, Portland, Denver, and San Francisco. The Federal conferences will focus on Internet/Intranet, Distance Learning, Electronic Commerce, IT Strategies, and IT Security. For more information, visit <http://www.conf.npr.gov> call Karen Freeman at 202-632-0408, e:mail karen.freeman@npr.gsa.gov



It's Been a Busy Year at NPR

Vice President Al Gore says that when he took office in January 1993, he'd been reading up on vice presidential duties. So when the President called him in and said he had a job for him, the Vice President answered, "Will you have the Big Mac or the Happy Meal?"

But Clinton sent someone else to get lunch. Gore started reinventing government instead.

So how's it going? In view of the kinship between acquisition reform and Gore's National Performance Review, the time seems right to try to answer that question as 1997 winds to a close.

The year began with the publication of the The Blair House Papers, whose bright red cover led to the nickname "chairman Al's little red book."

In it, Gore recapped the summary he'd just given cabinet-level officials on what had been learned since 1993 and how to carry on the work of reinventing government. It boiled down to three things: Deliver great service, foster partnership and community

solutions, and then internally reinvent to get the job done with less.

Gore named names, and DoD came in for its share of glory. One of the first Performance-Based Organizations, he said, was the Defense Commissary Agency. The Corps of Engineers effectively used the Alternative Dispute Resolution mini-trial technique to settle a \$55.6 million contract claim in four days. The Air Force's Air Combat Command solved the problem of too many planes out of commission by empowering its workforce. And money had been saved by buying products that met commercial standards (like Jockey-brand T-shirts) rather than military standards.

Later, Bob Stone, NPR project director, elaborated in a speech to the Naval Sea Systems Command.

"We know what a reinvented government looks like," he said. "NavSea buying \$30 commercial phones for USS *Stennis*, instead of \$500 mil-spec phones, BuRec cutting headquarters by 75 percent. The Army giving government Visa cards to thousands

of employees so they could get what they need quickly and conveniently. We know we . . . just need more of the same so we can move to entire agencies that are completely reinvented."

The ink was barely dry on the little red book when a major study of two of its favorite subjects — benchmarking and customer focus — was issued.

In the Federal Consortium Benchmarking Study, 17 federal agencies collaborated with 13 best-in-class corporations, two cities, a state, and a nonprofit organization to identify practices the federal government can use to make the government more responsive to the customer — the American public.

Among the results:

- Strategic planning is key to customer focus. It is ongoing, structured and deliberate.
- Management uses enabling technologies and other tools, such as scenario planning and war games, to support the planning process.
- Every organization needs a mission statement, preferably short. A vision statement that does not invite disagreement is useless.

Then on July 1, the President released a report calling on widespread use of electronic commerce, especially the Internet, by the year 2000. Following up on that, NPR took "Access America" on the Road with a series of one-day informational conferences aimed at increasing Internet access to government services.

The conferences are being held in U.S. cities this winter with a major federal presence to minimize government travel costs. Expert panels will discuss information technology (IT) topics, including Internet/Intranet successes, the future of Distance Learning and collaboration, IT acquisition and procurement reform, and privacy and security. Participants will get hands-on experience at a "demo-lab."

More information on the Blair House Papers and the benchmarking study is available at <http://www.npr.gov> and on the Access America regional conferences at <http://www.conf.npr.gov>. Also see the DoD-NPR homepage at www.dtic.mil/npr/

Back to School With DAU

The new Defense Acquisition Catalog is hot off the presses, and it's full of helpful information for the Defense Acquisition Workforce. In addition to full course information, it includes certification checklists that detail the standards established for workforce certification.

The Defense Acquisition University was established by Congress in 1990 to consolidate and integrate education and training for 106,000-plus people in the Defense Acquisition Workforce. It was up and rolling on Aug. 1, 1992.

Based in Alexandria, VA, it's a consortium of member schools that together provide more than 85 acquisition courses to entry-level, intermediate and senior civilian and uniformed personnel to allow them to attain certification in one or more of the 11 defense acquisition career fields.

Courses are developed and delivered by 12 DoD educational institutions and by

contractors. In most cases, the student attends class at one of the consortium schools. Classes are set up on location when there are enough students to support it.

What courses are available? Who pays? What class should you take first? If you're asking yourself these questions, as the DAU Web Site says, "Sounds like you need a copy of the DAU Catalog."

Which takes us back to where we started. For details on what DAU is and what it can do for you, visit the informative DAU Web site (<http://www.acq.osd.mil/dau>). The catalog is there, for viewing or downloading. So is a list of 30,000 organizations with a paper copy.

No Internet access? The DAU information number is 703/845-6772 (DSN 761-6829, x6772).

AF Has an Attitude, And Microsoft Likes It

MAXWELL AFB-GUNTER ANNEX, AL — The Air Force was the first organization to make a significant commitment to personal computers for its people.

That's the view of Steve Ballmer, executive vice president of Microsoft Corp. and keynoter at the Air Force Information Technology Conference on Sept. 9. The conference brings together government decision makers and their corporate counterparts.

In an interview with the Air Force News Service after his speech, Ballmer outlined the relationship between government and the private sector in continuing to make computers more user-friendly and technology even easier.

"Think of the PC as a fundamental building block — the Department of Defense more than most people sees that," said Ballmer. "With a company, a lot of times the only people who seem interested in information technology is their IT people, but in the U.S. military, you find generals, admirals and airmen who are interested in the capabilities you have to offer.

"We have talked about a common operating environment with the Air Force. What we have to do is to have our software products fit inside this COE."

'Good Enough for Government Work'

(Continued from page 1)

In fact, "good enough for government work" used to mean "high quality." Around the turn of the century, when companies were struggling to industrialize, government was perceived as a customer with higher standards than those of the private sector. Products that met the government's standards were said to be "good enough for government work."

Vice President Gore wants to see the phrase regain its original meaning.

"We can create that new reality," he told federal employees involved in the effort to reinvent government. "When Wal-Mart in one state decided to get into the pharmacy business, it took the normal approach of benchmarking against the finest pharmacy operation it could find . . . and they found that far and away the best operation was the Air Combat Command's

'Logistics'

(Continued from page 1)

event drew attention to the importance of logistics to the overall reform effort. "We must dramatically transform the current DoD logistics elements of the acquisition process in order to achieve much faster response at much lower cost," said Dr. Jacques Gansler, the Under Secretary of Defense for Acquisition and Technology, at his recent confirmation hearing.

Echoing that sentiment in a recent memo to DoD components encouraging them to participate in Logistics Reform Focus Day, R. Noel Longuemare, the acting Under Secretary (A&T), wrote: "Logistics is the crucial direct link to our warfighters, and it is vital that we take the time to discuss the importance of key innovations and how best we can accelerate implementation and share lessons learned."

Some of the topics and displays at Logistics Reform Focus Day will be covered in future issues of Acquisition Reform Today. In the meantime, we welcome your letters, articles and ideas for articles on logistics reform and related subjects. (See "How to Reach Us" on page 2.) For details on Logistics Reform Focus Day, please visit the Web site (www.acq.osd.mil/log/cli).

pharmacy.

"They spent a lot of time benchmarking against this government operation, to see how in the world they had such an extraordinarily high level of quality. Their work — it was good enough for government work. And now that Wal-Mart operation is trying as hard as it can to be good enough for government work."

Gore noted that in the 1950s, "made in Japan" was synonymous with "shoddy." By the 1960s American customers were standing in line to buy Japanese cars and electronics.

"Imagine a future," he said, "when people can say with pride that some task was done to such a level of excellence that it is now good enough for government work."

AR ON-LINE

Participate in These Hot AR Forums On the Internet!

ARNet's "Electronic Forum on Acquisition Reform" at <http://www.arnet.gov/Discussions/forum.html> gives the AR community an opportunity to share ideas, opinions, and lessons learned. Wet your whistle at the "Water Cooler"!

The "Commercial Advocates Forum" at <http://www.acq.osd.mil/ar/cadv.htm> is an interactive AR site sponsored by the DUSD (AR), where you can obtain information on new tools (such as IMART, the Internet market research tool), lessons learned and best practices, as well as ask questions and provide your own feedback about commercial item acquisitions and other related AR topics.

Got an AR-related question? "Ask a Professor" at <http://129.48.195.225/Products/Deskbook/aap/qmain.idc> enables you to submit a question and get a response from a knowledgeable expert within 10 business days. Pick a topic!

Other AR Sites

These and all web sites spotlighted in this column can be directly linked from our "Other Sites" page on the DUSD(AR) web site (<http://www.acq.osd.mil/ar/ar.htm>). It's the most comprehensive listing of AR-related sites anywhere on the web...

Bookmark it!

DLAMP: A Challenge for Civilian DoD Leaders

DLAMP – pronounced “dee-lamp” – is much more than just another catchy acronym.

Short for the Defense Leadership and Management Program, it aims for nothing less than to develop civilian leaders in DoD who will have the substantive knowledge to assume broad responsibility in an increasingly complex environment, and to foster communication and trust among senior military and civilian leaders.

Based in Arlington, VA, DLAMP was created at the recommendation of the Commission on Roles and Missions of the Armed Forces. The program manager is Dr. Rita Wells, who reports to Dr. Diane Disney, Deputy Assistant Secretary of Defense (Civilian Personnel Policy).

DLAMP positions require a department-wide perspective with responsibility for people, policy, programs and other resources of broad significance, or that support joint warfighting capability.

Participation is limited initially to GS-14s and GS-15s, who must be nominated by DoD components using the executive core qualifications designated by OPM.

Organizational and occupational mobility is a condition of DLAMP enrollment. Geographic mobility is strongly encouraged and may be mandated by the component. Participants are evaluated annually, and are

required to meet continuing education requirements.

The participant gets:

- A career-broadening assignment of at least 12 months;
- Professional military education with emphasis on national security decision making;
- At least 10 graduate level courses to develop familiarity with the range of subjects and issues facing defense leaders;
- Appropriate component- and occupation-specific development courses; and
- A formal mentoring program.

Interested participants must apply through their component personnel offices. Information is available from the component DLAMP coordinator or DLAMP (fax 703-696-9525).

**DEFENSE
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