

New Programs Outlined to Congress

On February 5, Dr. Jacques S. Gansler, Under Secretary of Defense (Acquisition & Technology), delivered a report to Congress that detailed the 10 acquisition programs mandated by Section 816 of the National Defense Authorization Act (NDAA) for Fiscal Year 1999. The report identifies management actions that the Air Force, Army, and Navy “intend to take to improve program manager oversight and ensure that product support functions are properly carried out over the life of the program.”

Section 816 pilot programs are a subelement of the Section 912 Studies mandated by the NDAA for FY98. Section 912 directed the Secretary of Defense to submit to Congress an implementation plan to streamline acquisition organizations, workforce, and infrastructure (refer to “912 Studies: New Workforce Vision!,” *AR Today*, Vol. 4, No. 1). To study the new initiatives mandated by



Dr. Jacques S. Gansler, Under Secretary of Defense (Acquisition & Technology)

Section 912, the Program Manager Oversight of Life-Cycle Support (PMOLCS) Team asked the Services to submit 10 programs that might benefit from the new workforce vision. The team prioritized 30 submitted programs, then selected 10 to represent the Section 816 pilot programs.

“One of the things we were looking for when selecting and making the final decisions on the pilots,” said Karen Dunn, acquisition systems analyst for the Office of the DUSD (AR), “was a very good representation of programs that are already fielded to see if the initiatives worked on legacy systems—to see if we can, in fact, drive down life cycle costs.”

The Section 816 Pilot Programs include four Air Force programs, three Army programs, and three Navy programs. The programs are:

Air Force: B-1B Lancer bomber, F-16 Fighting Falcon tactical fighter, C/KC-135 Stratolifter/Stratotanker aircraft, and C-5 Galaxy aircraft.

Army: Advanced Field Artillery Tactical Data System, AH-64 Apache helicopter, and M-1 Abrams tank.

Navy: Aviation Support Equipment (ASE), H-60 Series (Light Airborne Multi-Purpose System), and Standoff Land Attack Missile—Expanded Response (SLAM-ER).

The management actions included in the report are grouped in four categories:

- Increase the Department’s visibility into product support costs, and the program manager’s visibility and appropriate control of product support functions and function over the life of the system.
- Implement formal commitments for

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Acquisition and Logistics Reform Week Gears Up

June 7 to 11 has been designated as *Acquisition and Logistic Reform Week*. This is the first year that the annual *AR Week* and *Logistics Reform Focus Day* have been combined.

“To ensure our reform efforts are successful, I think it is vitally important that we take time to discuss — at every level of the chain of command — the application of our ongoing acquisition and logistics reform initiatives and to determine how best we can accelerate their implementation,” Gansler said in the memorandum.

Gansler named the theme for the week’s activities “Accelerating the Revolution.” He did not mandate specific activities, instead commanders and managers of each agency and department will plan, conduct, and participate in events that fit the needs of their organization. Activities suggested in the memorandum include case studies, discussion of lessons learned, panels, speeches, classes, and/or simulations.

OSD staff will host opening ceremonies on June 8 at 9:00 am in the Pentagon Courtyard. The event will feature

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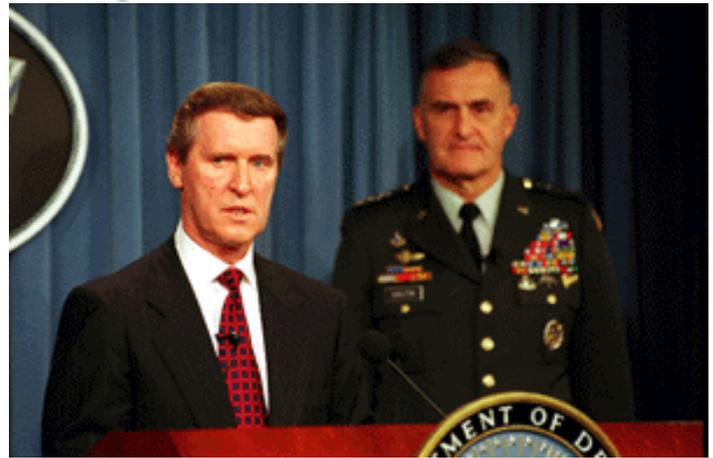
Defense Reform Initiative Progress Report Delivered

In an early March press conference, Secretary of Defense William S. Cohen and Deputy Secretary of Defense John J. Hamre delivered a progress report for the Defense Reform Initiative (DRI). Launched in November 1997, the DRI set goals designed to modernize defense business practices to match sweeping changes in America's military affairs. Programs in the sponsored changes include paperless contracting and acquisition, new purchasing techniques, electronic commerce, and financial management structure, as well as education and training for the acquisition workforce, among others.

"When we launched the DRI back in November 1997, we identified four pillars of reform (Streamline, Reengineer, Consolidate, and Compete) and we have made progress in each," Cohen said in his opening statement. "We have not only aggressively pursued our DRI initiatives, but we have significantly expanded them in other areas."

Cohen and Hamre underscored their commitment to a paperless, electronic environment by issuing the status report on CD-ROM. "It's interactive and easy to use," said Hamre. "Most importantly, there is real data showing real progress. In every case, we're trying to give you both an idea of what we have accomplished to date and the new things we are trying in defense reform."

The multimedia report organizes an extensive assessment into a nine-category "pathway to change." The categories include: Adopting Best Business Practices, Quality of Life, Organizational Streamlining, Competitive Sourc-



Secretary of Defense William S. Cohen (left) and Chairman, Joint Chiefs of Staff, Gen. Henry H. Shelton (right), U.S. Army, announced the Defense Reform Initiative status at a Pentagon press briefing. The DRI will aggressively apply to DoD the business practices that industry has successfully used to become leaner and more flexible in order to remain competitive. DoD photo by Helene C. Stikkel.

ing, Infrastructure, 21st Century Acquisition System and Workforce, Transforming Logistics for the 21st Century, Taking Advantage of Cyberspace, and Homeland Defense in the Next Century.

"DRI is not an organization; it is a process," Cohen said. "Think of DRI as an umbrella—a process that ties together other Department of Defense (DoD) initiatives, such as Acquisition Reform, Financial Management Reform, and others. DRI helps to create the partnership for excellence that must characterize the Department of Defense of the future."

Highlights of the report include updates and projections for the initiatives based on the report's performance scorecard. Readers can obtain copies of *Defense Reform: Partnering for Excellence* by filling out an Online Request Form through the Department of Defense web site, DefenseLINK <http://www.defenselink.mil/fac/comment.html>. The slides, text, and some audio portions are also available at <http://www.defenselink.mil/dodreform/1999update>.

How to Reach AR Today

Do you have an Acquisition Reform success story? Please send comments, letters, articles, ideas for articles, photos, and notices of upcoming events to:

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Correction:

In the last issue, AR Today misidentified LTG John Coburn, the Army's Deputy Chief of Staff for Logistics. We apologize for the error.

What's Up with the DSAC?

The Defense Systems Affordability Council (DSAC), chaired by Dr. Jacques S. Gansler, Under Secretary of Defense (Acquisition & Technology), issued *"Into the 21st Century: A Strategy for Affordability."* It will serve as DoD's blueprint for adapting world-class business and technical practices to help rationalize infrastructure, restructure support systems, and reduce cycle times. It lists three goals:

Goal 1: Field High Quality Defense Products Quickly; Support Them Responsively

- Reduce systems acquisition cycle time (from system start to IOC) by 50% beginning with programs started in FY 1999.
- Reduce logistics response time from an average of 36 days in FY 1997 to less than 18 days by FY 2000, with a stretch target of 5 days by FY 2005.
- Reduce the repair cycle times for end items and repairable parts by 10% by FY 2000 and by 25% by FY 2001 compared to FY 1997 baselines.

Establishing accelerated cycle time processes as the norm and re-engineering the logistics system will be major contributors to reducing cycle time.

Goal 2: Lower the Total Ownership Cost of Defense Products.

- Surpass or achieve CAIV targets that are 20-50% below historical norms for at least 50% of systems in acquisition by FY 2000.
- Reduce the logistics support cost for fielded systems by 7% in FY 2000, 10% by FY 2001, and a stretch target of 20% by FY 2005 compared to the FY 1997 baseline of \$82.5 billion.

Government "best practices" (e.g. prime vendor, competitively sourced product support, integrated supply chains, Navy Best Practices) will help achieve these objectives.

Giving new authorities to Program Managers (of both new and fielded systems) will also help reduce ownership costs. PMs must have visibility into processes and resource requirements, authority to undertake necessary tradeoffs, and accountability for ownership cost reductions.

Goal 3: Reduce the Overhead Cost of the Acquisition and Logistics Infrastructure.

- Reduce the funding required by logistics and other infrastructure from

64% of Total Obligation Authority in FY 1997 to the following: 62% by FY 2000, 60% by FY 2001, and a stretch target of 53% by FY 2005.

- Achieve annual defense procurements of at least \$54 billion by FY 2000 and \$60 billion by FY 2001.

To achieve these objectives, DoD will use people and resources effectively and reduce the infrastructure. Retaining excess capacity wastes resources that can be directed to modernization.

Implementation

These three goals are interrelated. They seek to remove the barriers to change and improve the Department's ability to improve readiness and accelerate modernization. Implementation steps include:

- Communicate the Strategy
- Organize Effectively
- Continuously Educate and Train the Acquisition Workforce
- Monitor Progress and Update

Meeting the DSAC goals depends on the cooperation, support, and leadership of everyone in the acquisition and logistics workforce. —AR—

New Programs

(Continued from page 1)

product support through agreements among warfighters, program managers, and government support activities or through competitive awards with the private sector.

- Examine ways to improve program funding stability to realize the benefits of public and private long-term capital investments, which should result in reduced product support costs.
- Manage effectively the cultural change in the public and private sectors needed to improve the product management of life-cycle support.

Services are taking these general management actions and devising an implementation plan that details the specific initiatives and new efforts the pilot pro-

grams will demonstrate. "This is not a top-down program," said Dunn. "The ideas are coming up from the field, from the program managers as to how they think they can do their job better and support their systems better. It's a balancing act because you have to balance the program to the overall needs of the Service."

Another part of the program is also under consideration — the possible need for statutory and regulatory changes to implement and fund the pilot programs properly. The PMOLCS Team will issue a draft report at the end of May that will include the implementation plans for the ten Section 816 Pilot Programs and the other 20 programs that were nominated. This report will undergo formal coordination, a process that the Office of the Deputy Under Secretary (Acquisition

Reform) estimates will take approximately one month. Once a final corporate position is reached, the report will be sent to Dr. Gansler to accept or resolve any additional problems. Dr. Gansler, who chairs the Defense Systems Affordability Council (DSAC), will issue a decision memorandum that directs implementation for each participating Service.

"The total 30 programs will be platforms for the Departments as a whole to demonstrate various program manager, oversight, life cycle, and cost support initiatives; reduction of total ownership cost initiatives; and product support reengineering initiatives," said Dunn.

The complete Section 816 report is available on the web site at <http://www.acq.osd.mil/ar/doc/816rpt.pdf>.

—AR—

C O N T R A C T S A N D S E R V I C E S

Acquisition Training for the Future

The future of acquisition will emphasize “the purchase of services instead of things.” This new orientation will require innovative kinds of training and learning for acquisition personnel. Secretary Cohen therefore called for “a team to develop training and tools which focus on acquiring services...to meet the warfighter needs.” This team recently submitted its draft report, “Plan to Accelerate the Transition to Performance-Based Services: Report of the 912(c) Study Group for Review of the Acquisition Training, Processes and Tools for Services Contracts.”

Believing that larger, more complex service acquisitions offer the greatest opportunity for improved DoD performance, the team focused on large, complex service acquisitions; the environment in which DoD will acquire these services; and the appropriate training for DoD personnel.

Services Acquisitions

There are three distinct acquisition environments, each characterized by different training needs:

Depot-Level Weapon Systems Sustainment

The workforce involved in weapon systems sustainment is already familiar with many aspects of large, complex acquisitions, having received more attention than any other group in DoD’s AR efforts to date. “The workforce is already pursuing total-system-performance responsibility and contractor-logistics-support initiatives that emphasize an innovative approach to acquiring services,” according to the report. The team recommends that Defense Acquisition University (DAU), which reaches most of this workforce, enhance its course coverage of Performance-Based Services Acquisitions (PBSA).

Installation Level Operational Activities

At the installation level, operations and support functions, plus maintenance and logistic support, dominate. Functional professionals in these areas are not covered in the Defense Acquisition Workforce Improvement Act and have had limited exposure to AR. Meanwhile, they have their own, competing defense reform initiatives.

Because the services involved have a common, generic character, and are similar to analogous commercial services, the team recommends that DoD choose a lead organization or Service to develop a management plan and relevant training material to be used DoD-wide.

Specialized Services

Services such as health care, telecommunications, wartime transportation, and information are technologically complex and often cross DoD organizational boundaries. Acquisitions related to housing and utilities are only marginally simpler. Functional professionals are primarily responsible for these activities, while the traditional acquisition workforce plays a support role. Seeing no way to unify these groups, the team recommends that Defense Systems Management College (DSMC) work with each of the relevant communities to address PBSA training in the context of each major type of specialized service.

The New Environment

The new environment for services acquisition will include:

- Increased volume and complexity of competitive sourcing
- Adoption of best practices
- Performance-based requirements
- Consolidation of related requirements and functions

- Increased emphasis on flexibility
- Emphasis on teaming
- Performance measurement
- Promotion of socioeconomic policies
- Constraint on resources
- Shift to total ownership cost
- Increased use of electronic commerce
- Increased contractor support of military logistics.

These trends dictate a new kind of training. Instead of the traditional emphasis on regulatory and procedural compliance, acquisition personnel must focus on improving their customers’ performance. According to the report, they must seek out new ideas “from throughout DoD and the commercial world beyond,” and find ways to attract the best vendors to sell services to the Department.

Functional specialties will remain important, as will commitment to professional integrity and upholding the public trust. At the same time, individuals must learn to work in a more performance-oriented, team-oriented, and creative environment.

New Training

- Multidisciplinary teams
- Market research skills
- Output-oriented requirements determination
- Performance work statements
- Performance management.

A just-in-time PBSA course envisioned by the team and DSMC would permit members of a multifunctional team to rehearse in a well controlled, realistic environment in which they could explore a variety of acquisition approaches. The on-site training, with a strong focus on team building, would use a business case approach to prepare the team for actual services acquisitions. —AR—

Commercial Business Environment Calls for DoD Transformation

To carry out Defense Reform, the Department needs to transform itself, not just organizationally, but down to its very culture, according to the Section 912(c) Working Group for review of Commercial Business Environment (CBE) training. Not that government can or should operate exactly like business, but “we have to instill in our workforce some of the same cultural values that make the U.S. economy the envy of the world.”

The workgroup offers an “acceleration change model” for enterprise transformation that companies such as Motorola have used to bring about a virtually overnight transformation from a hardware company to a software company. This model has allowed Telstra, an Australian telecom, to transform from a government-owned monopoly to a successful competitor in a deregulated environment.

The elements of the acceleration change model include:

- The balanced scorecard
- A senior leader jumpstart program
- Project-based workshops for programs throughout DoD
- A mission support office
- Action acceleration coaches
- A refreshed curriculum to teach the needed skills
- A knowledge management infrastructure.

In this model, rather than the typical functional silos that work independently to serve the warfighter, the shift will be to cross-functional teams, of customers, suppliers, and members of the requirements, budget, legal and acquisition communities that will work together. Decision-making will rest with the team that will live with the consequences of the decision.

Citing the Department’s strong tradition of leading, innovation, and winning, the workgroup calls on DoD to “win” in defense reform with the same commitment used to win wars.

Why is such a major transformation required? According to William Mounts, Director of International and Commercial Systems Acquisition (ODUSD(AR)), and chairman of the CBE Working Group, education and training are key, but they alone cannot bring out the needed changes to achieve goals such as reducing cycle time on major weapons systems by 25% and achieving \$54 billion in procurement with no top-line budget increase. Changing business practices requires a top-down effort.

A review of best practices in leading companies shows that the industrial world “is going through a major transformation in purchasing practices...The implications of this transformation are much broader than the need for retraining workforces on new purchasing practices such as e-commerce, target pricing, and outsourcing.”

The recommended strategies for accelerating adoption of the commercial best practices call for “repositioning the line of sight from ‘changing the rules’ to ‘transforming the organization as a team’.”

Keys to achieving this transformation are:

- Good business judgment, rather than the narrow interpretation of rules, must become the driver of acquisition decisions.
- Defense acquisition professionals must be granted authority equal to their responsibility.
- Cross-functional teaming must become the norm.

The CBE initiative has already established pilot programs, including an online course developed in cooperation with the National Association of Purchasing Management (NAPM) and the National Contract Management Association (NCMA) titled “Integrating Commercial Practices with Government Business Practices: Managing Suppliers” and an executive education program with the University of Virginia’s Darden School of Business titled “Competing in a New Business Environment.”

—AR—

Hamre/Soloway Town Hall Meeting Update

Stan Soloway, Deputy Under Secretary of Defense (Acquisition Reform), used a live satellite broadcast of his March 4 *Conversations with America* to take acquisition personnel and industry representatives straight to the Defense Reform Initiative (DRI) source — Deputy Secretary of Defense John J. Hamre. Because these “town hall” meetings are designed to be a direct dialogue, acquisition personnel worldwide had the opportunity to e-mail, fax, or phone in questions for the Deputy Secretary.

“This is a reform effort that won’t end,” Hamre said. “One of the things we learned from the private sector is that when you embrace the new way of doing business – the American way of doing business – you are constantly challenging yourself to find more effective ways of doing it. Technology changes; people change; organizations change. Therefore, reform has to become an embedded feature of how we think about ourselves.”

Among the questions that Hamre fielded were questions on electronic commerce, public trust in paperless contracting, and workforce training. When asked how the new initiatives could avoid the kind of fraud and misuse that occurred in previous programs, Hamre said, “I don’t want any less quality oversight in the acquisition process than we have today but it can be more efficient. We are the first line of defense for the taxpayer against misuse of funds.”

“When it comes to small contracts or small purchases, I think the best approach is to go to the marketplace and use commercial tools, which is why I think we are advocating so strongly using commercial credit cards. Let the marketplace give us the best deal and let us use a tool and technique that is applicable to the marketplace,” Hamre said.

“When it gets to larger purchases...we have to have disciplined internal controls for the acquisition process.

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AR News Roundup

Product Support in a Commercial Business Environment

The Defense Systems Acquisition Council (DSAC) sponsored the first PEO/SYSCOM Commanders' Workshop on 13-14 April. The Workshop theme was "Product Support and Commercial Business Environment." The workshop format allowed senior department officials, across all Services, to interact directly with those in the field and with industry who are the implementers of policy. The Workshop provided a forum to inform attendees about selected 912c studies and to also provide the study leaders with feedback. Implementation concepts and tasks defined in the studies are key elements of the requested feedback.

Dr. Jacques Gansler, Under Secretary of Defense (Acquisition & Technology), in his keynote address to the Workshop, stated that the current Product Support infrastructure is now "out of sync" with our 21st century needs. He noted that one of the most striking statistics is that the current system is supported by over 450 separate, mostly non-interoperable lo-

gistics information systems. "We have to draw upon the recent successful practices of the commercial sector to create a cultural environment that encourages, incentivizes, and rewards our transformation efforts towards a much more commercial-like system." He added that, "These commercial firms are highly responsive, agile, and fully integrated. Exactly the characteristics we need for the 21st century."

Although DoD has set forth some initiatives and is making progress in the area of product support, Gansler pointed out five actions DoD must take for the transformation to be considered successful:

- Rapidly proliferate best commercial practices across our product support processes, with a clear focus on customer service.
- Develop and implement competitive product support strategies for all major weapon systems by 2005.
- Reform our re-procurement practices to exploit rapid reliability enhancements in the commercial sector.
- Provide our program managers with the tools and incentives necessary to

achieve visibility and control of life cycle costs.

- Greatly expand the use of prime vendor and virtual prime vendor for those common items that are cost-effective candidates for corporate buys.

The workshop consisted of panels and breakout groups. The six Breakout Groups were:

- Transitioning to competitively sourced product support strategies
- Integrated logistics chains
- Maintaining and expanding the product support competitive base
- Implementing win-win public/private product support relationships
- Program manager oversight of life cycle support
- Improving reliability, maintainability, and sustainability through continuous technology refreshment (CTR)

All presentations, Breakout group information, and report-out charts (observations and recommendations) from the activities of the six Breakout Groups is available at: <http://www.acq.osd.mil/dsac/confern.htm>. —AR—

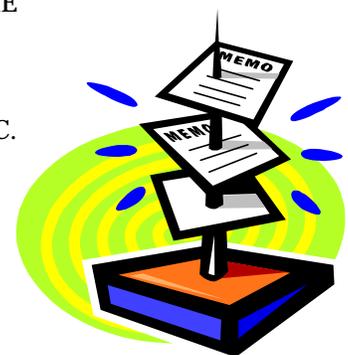
UPCOMING EVENTS

Don't Miss! Acquisition and Logistics Reform Week is 7-11 June! The opening ceremony at the Pentagon Courtyard is set for Tuesday, 8 June, with keynote remarks by SecDef William Cohen. The day's events include speakers and panels from OSD and the Services, booths and displays and the honoring of the Packard Award winners. All week, on-line chat sessions are scheduled with SAE senior leaders. For more information, visit <http://www.acq.osd.mil/alrweek>

The DoD Joint Electronic Commerce Program Office (JECPO) has scheduled the 2nd Annual Electronic Commerce Conference, **EC Day 1999**, on **10 June**, in Washington DC. The conference will feature the best in modern, widely accessible technology and showcase the Department's commitment to integrating electronic commerce into every facet of DoD's business. For more information, visit <http://www.acq.osd.mil/jecpo/ecday99>

The DUSD(AR), DSMC and the NCMA are sponsoring the **1999 Acquisition Research Symposium, 21-23 June**, at the Doubletree Hotel in Rockville, MD. For more information, visit <http://www.dsmc.dsm.mil/events/arsgen.htm> or e-mail ars99@dsmc.dsm.mil

Excellence in Government '99 — Leading at all Levels, is scheduled for **13-15 July** in Washington, DC. This event incorporates NPR's Reinvention Revolution and OPM's Federal Quality conferences. For more information, visit <http://www.excelgov.com> or call 1-800-868-9445 or 202/828-7032.



ENGINEERING DIRECTORATE GETS NEW CHIEF

by 1Lt. Serena E. Mosley-Day
ASC Office of Public Affairs

WRIGHT-PATTERSON AFB, Ohio, April 9, 1999—Jon S. Ogg, the former chief engineer for the F-22 System Program Office, has assumed leadership of Aeronautical Systems Center's Engineering Directorate.

A Senior Executive Service official, Ogg has worked at Wright-Patterson as a federal service employee since 1975. He has served in various capacities across ASC providing technical and programmatic support to a number of weapon system programs.

As head of the 1,400-person Engineering Directorate, Mr. Ogg will provide overall management guidance required to plan, organize and control the development of systems engineering programs for ASC.

"I am excited about coming aboard and making an even bigger contribution to the success of the programs for which ASC has responsibility for executing and supporting," said Mr. Ogg.

Soloway/Hamre Town Hall Meeting Update

(Continued from page 5)

Hamre is "keen" on electronic commerce "because I think it's possible to design better internal controls in an electronic commerce environment. So that, frankly, the taxpayer is better protected. It's a lot harder to cheat the Government if it goes through a credit card agency."

"We also utilize our acquisition professionals for the job they were trained to do," he added. "There is little professional joy in processing routine \$2,500 small purchases. The real professional satisfaction comes from negotiating an underlying contractual instrument."

A part of Vice President Al Gore's *Conversations with America* Initiative, these town-hall meetings are held monthly at various locations. Details are handled individually at each host site. To find the date, time, and location of the next conversation, access the *Conversations with America* web site at <http://www.acq.osd.mil/nprhia/conversations.htm>. —AR—

Acquisition and Logistics Reform Week

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speeches by William S. Cohen, Secretary of Defense, and other senior department officials. In addition, the *David Packard Awards for Acquisition Excellence* will be presented. Afterwards, there will be a series of presentations on current Acquisition/Logistics Reform topics. Among them, booths and displays that demonstrate acquisition and logistic reform successes will be set up around the Courtyard.

To support of these and other service/agency activities, the Acquisition Reform Communication Center is providing a package of training materials via the Internet <http://www.acq.osd.mil/alrweek/training.htm>.

The package includes instructor guides that are designed to assist managers to plan and lead their own training programs. These guides also can be used with OSD satellite broadcasts and other service/agency training events to support continuing education programs throughout the year. Also available on the web site is an interactive course that introduces defense acquisition program teams to commercial business practices. The National Contract Management Association and the National Association of Purchasing Managements developed the course at the request of the Office of the Under Secretary of Defense (Acquisition Reform).

Additional updates and program details as well as planned events for each military department and defense agency can be found on the Acquisition and Logistics Reform Week web site at <http://www.acq.osd.mil/alrweek/>. —AR—

Congratulations!

Patricia Brooks

of the Office of the Deputy Under Secretary of Defence (Acquisition Reform) has been elevated to the class of FELLOW in NCMA!

AR ON-LINE

A Facelift for AR!

The next time you log-on to the DUSD(AR) web site, you'll be able to find the information you need faster than ever! The new look is fun, extremely useful and designed for people who don't have time to scour a site for information.

The main page opens to give you a "Quick Jump" box to "What's HOT in AR", or you can scroll down to read the HOT item descriptions.

A "What's New" page lists additions to the site — a first stop when looking for a newly released information.

Plus, a search function has been added to make your information gathering as simple as "click"!

You simply can't get lost on the site. Every page has four different places to "Search", and three opportunities to go right to the "What's New" section. And, of course, the "Other AR Sites" section is still the most comprehensive listing of acquisition-related sites anywhere.

Check it out at:
<http://www.acq.osd.mil/ar> and let us know what you think!



Introducing... AR Man!

Managers' "Rights" are Self-Evident

Adopting one of the best practices of the past, Dr. Jacques Gansler, Under Secretary of Defense (Acquisition & Technology), brought back the *Program Manager's Bill of Rights* in February. The Bill of Rights is an agreement between the program managers and their Program Executive Officer and Service Acquisition Executive as well as the Defense Acquisition Executive.

The Bill of Rights holds the managers and the executives to some fundamental principles. The manager agrees to assume responsibility and accountability for the program. The executives agree to "support the program manager" as is stated in the Bill of Rights.

Both Dr. Gansler and David Oliver, Principal Deputy Under Secretary of Defense (Acquisition & Technology), support the Bill of Rights. Dr. Gansler signs the certificates and Mr. Oliver conducts the presentation.

BG John Hudson, Senior Military Assistant to Dr. Gansler, said, "Dr. Gansler likes the idea [of the Bill of

Rights] and wanted to re-institute the process" of highlighting and empowering the program managers.

Dr. Gansler wants the managers to know that they are in charge — with all the rights and responsibilities that entails.

The Bill of Rights spells out the "rights and responsibilities" of the program manager. Some of the rights include:

- Timely decisions by senior leadership.
- Be candid and forthcoming without fear of personal consequences.

Some of the responsibilities include:

- Be customer focused and provide the user with the best, most cost-effective system or capability.
- Be candid about program status, including risks and problems as well as potential solutions and likely outcomes.

Dr. Paul Kaminski, who was the previous Under Secretary of Defense (Acquisition & Technology), started the *Program Manager's Bill of Rights*.



David Oliver, Principal Deputy Under Secretary of Defense (Acquisition & Technology), presenting Captain David Venlet, U.S. Navy, with his Program Manager's Bill of Rights certificate.

—AR—



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