

ence if you adjust them? What emphasis do you place on value engineering?

**Risk Model**—What do you consider the top 10 greatest risks to the program? How do these risks tie back into your metrics? What is your plan for assumption, transfer, sharing of risks. What risks do you “wish away”? Do you need a better strategy?

**Dependence Model**—What special skills, subject matter experts, consultants, testers, or other specialists will you need for short periods at some time in the program? Where will you get them?

### Putting it Together

You’ve answered the questions. What do you think now? How does your program shape up? Is the program where

Managers manage by initiating change or reacting to change.

you want it to be? At least now you know. What will you change? How will you know that your changes are successful? Your analysis of your program becomes a snapshot in time. To have value, follow-on analysis shows changes from the baseline. For those items you want to change, monitor closely

until the change works as you desire. Where you are happy, great—look again next quarter.

What other models do you see as you look at the abstractness of this article and the reality of your program? Share them!

**Editor’s note:** The author welcomes questions and comments. He can be reached at [dan.knapp@peostri.army.mil](mailto:dan.knapp@peostri.army.mil).

## Air Force and Navy Join in Joint Tactical Radio Merger

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RELEASE  
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The Air Force and Navy service acquisition executives (SAEs) have jointly decided to merge their respective Joint Tactical Radio System (JTRS Cluster 3 and Cluster 4) acquisition programs. Both Department of the Air Force and Department of Navy anticipate this merged acquisition will yield development and production efficiencies as well as interoperability advantages for the Department of Defense.

"The merger of the JTRS Cluster 3 and Cluster 4 programs will yield large dividends for the Navy, the Air Force and DoD in general. Joint interoperability is a cornerstone to the way we fight now and in the future. Combining our program efforts will ensure that a truly joint radio system is efficiently developed for our aerospace and maritime forces," said Marvin Sambur, assistant secretary of the Air Force for acquisition.

The Air Force and Navy SAEs have established a joint management and oversight structure between the two Services for the combined program, similar to other joint acquisition efforts.

"The Air Force and the Navy are taking a major step towards the goals of the JTRS program by merging Clusters 3 and 4. We can assure interoperability, reduce development costs, and lower acquisition costs by joining our efforts. More importantly, we can be certain that our warfighters will be able to easily communicate in the joint warfighting environment that Secretary Rumsfeld is creating," said John J. Young Jr., assistant secretary of the Navy for research, development and acquisition.

Program leadership will rotate between Air Force and Navy at appropriate times during the acquisition cycle, with the Air Force initially taking the lead for the combined program. This balanced management approach has been structured to ensure a truly joint management team and resulting product. A combined request for proposal for the pre-system development and demonstration phase is being developed

For more information please call the Air Force press desk at (703) 695-0640.