

DSMC Hosts Fourth Semiannual PEO/SYSCOM Commanders/PM Conference

Acquisition Reform Today and Tomorrow

ROBERT O'DONOHUE

The Defense Manufacturing Council, chaired by Principal Deputy Under Secretary of Defense for Acquisition and Technology, R. Noel Longuemare, sponsored the fourth semiannual PEO/SYSCOM Commanders/PM Conference, which convened at the Defense Systems Management College, Fort Belvoir, Va., Oct. 29-30, 1996. The over 320 registrants represented a spectrum of disciplines, all the Services, Office of the Secretary of Defense, and a number of Defense Agencies.

Fall Conference Objectives

As its theme for the fall conference, the Council chose "Acquisition Reform: Today and Tomorrow," with much of its content inspired by feedback from the Services about the first Acquisition Reform Acceleration Day, held on May 31. They also identified three main conference objectives:

- Assess how the professional acquisition workforce is responding to the many legislative changes and initiatives generated by Acquisition Reform.
- Focus future Acquisition Reform efforts on those areas that offer the greatest "yield."
- Identify implementation ideas as to how the professional acquisition workforce should proceed.

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The Conference opened with status reports on action items from prior Conferences:

- PPBS (Planning, Programming, and Budgeting System) and Program Stability
- DoD IG (Inspector General) Audit/Inspection Reform
- Operational Requirements Process
- DFAS (Defense Finance and Accounting Service) Upgrade Status

The update briefings were followed by a Senior Executives panel, consisting of Under Secretary of Defense for Acquisition and Technology, Dr. Paul G. Kaminski; Assistant Secretary of Defense for Command, Control, Communications, and Intelligence, Emmett Paige; the six Component Acquisition Executives; the Deputy Comptroller for Program/Budget; the Director, J8, Joint Staff; the Director, Ballistic Missile Defense Organization; and the Commander, Defense Contract Management Command. This panel addressed Acquisition Reform Acceleration Day Feedback and Priorities for Future Acquisition Reform.

In addition, the conference presented two other major opportunities for question-and-answer sessions with DoD Senior Acquisition Executives.

Based on feedback from the professional acquisition workforce concerning the first Acquisition Reform Acceleration Day, the Conference convened two other major focus area

panels that addressed the top-ranked issues.

- The remaining barriers to effective and empowered IPTs (Integrated Product Teams).
- Communications (vertical and horizontal) within the workforce,



and education and training of the workforce.

(Here we mean “workforce” in the broadest terms, i.e., all persons or entities that can affect the outcome of a program. This includes Comptrollers/Budgeting personnel, Requirements writers/approvers, T&E community, Contracts personnel, Auditors, etc., in addition to the “regular” Acquisition Workforce.)

These panels were followed by a number of Breakout Groups that addressed issues arising from the various panels, with each Group giving its findings and recommendations to the rest of the conferees.

Parallel to the Breakout Groups, a number of topical briefings were available to those conferees (about half

who were not in Breakout Groups. Topics for these briefings were selected based on a survey of the Services regarding which topics they’d find most useful. The briefing topics included:

- Cost As an Independent Variable (CAIV);
- Integrated Baseline Reviews (IBR);
- Inserting New Technology in Legacy Systems;
- Integrated Data Environments (IDE);
- Military Products from Commercial Lines; and
- MIDS - an Example of Acquisition Reform in Action.

The third panel, comprising the senior DoD T&E (Test and Evaluation) Executives, addressed how the T&E community is changing the way it does

business in an era of Acquisition Reform, and what the T&E community needs from program organizations so both can accomplish their objectives.

Retired Air Force Gen. Michael McRaney, the first-day luncheon speaker, addressed “Effective Communications,” one of the themes of the conference; the second-day luncheon included an address by Deputy Secretary of Defense, Dr. John White, who discussed the important roles in DoD cost reduction played by Acquisition Reform, Outsourcing/Privatization, and the Quadrennial Defense Review (QDR).

Based on favorable comments from the vast majority of those completing Conference Evaluation forms, this Conference was deemed a great success. The next Conference is slated for April 1997.

Acquisition Reform Acceleration Day Planned

In response to the success of the first Acquisition Reform Acceleration Day, held on May 31, 1996, and to the favorable feedback received from the professional acquisition workforce about holding another one, Kaminski set a date of March 19, 1997, for the next Acquisition Reform Acceleration Day.



AMONG THOSE ATTENDING THE FOURTH PEO/SYSCOM COMMANDERS/PM CONFERENCE WERE SEVERAL OFFICE OF THE SECRETARY OF DEFENSE SENIOR LEADERS AS WELL AS SENIOR STAFF AND FACULTY FROM THE DEFENSE SYSTEMS MANAGEMENT COLLEGE. FROM LEFT: RICHARD REED, REPRESENTING THE PROVOST AND DEPUTY COMMANDANT, DEFENSE SYSTEMS MANAGEMENT COLLEGE; DEPUTY SECRETARY OF DEFENSE, DR. JOHN WHITE; PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND TECHNOLOGY, R. NOEL LONGUEMARE; DEPUTY UNDER SECRETARY OF DEFENSE FOR ACQUISITION REFORM, COLLEEN A. PRESTON.

PEO/SYSCOM COMMAND

October 29-30, 1996

The Fourth Semiannual PEO/SYSCOM Commanders/PM Conference focused on action items from the last conference, feedback from the May 1996 Acquisition Reform Acceleration Day, and special topics to support the theme of "Acquisition Reform: Today and Tomorrow."



Under Secretary of Defense for Acquisition and Technology, Dr. Paul G. Kaminski served as moderator of the Senior Executives Panel during the conference.

Three Senior Executive Panels convened during the conference. Pictured is the first, moderated by Dr. Paul G. Kaminski, the Defense Acquisition Executive. From left: Air Force Lt. Gen. David McCloud, Director for Force Structure, Resources & Assessments, Joint Staff, J8; Terry Ryan, Deputy Director, Defense Airborne Reconnaissance Office; Gary Smith, Acquisition Executive, Special Operations Command; John Douglass, Navy Service Acquisition Executive; Emmett Paige, Assistant Secretary of Defense for Command, Control, Communications, and Intelligence; Kaminski; Gil Decker, Army Service Acquisition Executive; Air Force Lt. Gen. Lester Lyles, Director Ballistic Missile Defense Organization; Art Money, Air Force Service Acquisition Executive; Air Force Maj. Gen. Robert Drewes, Commander, Defense Contract Management Command; Ron Davidson, Deputy Comptroller for Program/Budget.



Thomas Crean, President, Defense Acquisition University and panel moderator, spoke to the conferees on acquisition workforce training. From left: Ron Endicott, Senior Specialist, Acquisition Reform, Office of the Assistant Secretary of the Army for Research, Development, and Acquisition; Dr. Margaret Myers, Director, Acquisition Oversight, Office of the Deputy Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (Acquisition); Blaise Durante, Deputy Assistant Secretary of the Air Force (Management Policy and Program Integration); Jill Pettibone, Executive Director for Contract Management Policy, Defense Contract Management Command; Crean; Alex Dean-Bennet, Director of Communications, Education and Training, Navy Acquisition Reform Office; Army Col. De Voorhees, Military Deputy to the Acquisition Executive, Special Operations Command.



Air Force Brig. Gen. Claude Bolton, Jr., former DSMC Commandant, attended the conference in his new capacity as Director of Requirements, Air Force Materiel Command. From left: Dave Scibetta, Deputy Dean, Division of College Administration and Services, DSMC; Bolton; Army Lt. Col. Charles Westrip, Jr., Dean, Division of College Administration and Services, DSMC.

The Integrated Product Team (IPT) panel convened to discuss remaining barriers to effective and empowered IPTs. From left: Pete Blackledge, Director, Naval Warfare, Office of the Deputy Assistant Secretary of the Navy (Research, Development, and Acquisition); Navy Cmdr. Cameron Ingram, OPNAV N864D, Surface Warfare Land Attack Branch, Future Ships; Gary Nenner, Deputy Program Manager, Apache; John Beach, Principal Deputy Assistant Secretary of the Air Force (Financial Management); Ric Sylvester, Office of the Deputy Under Secretary of Defense (Acquisition Reform), and panel moderator; Army Brig. Gen. Harry Gatanas, Assistant Deputy for Procurement, Office of the Assistant Secretary of the Army (Research, Development, and Acquisition); Ron Mutzelburg, Director, Air Warfare, Office of the Under Secretary of Defense (Acquisition and Technology); Navy Capt. Steve Fahrenkrog, Program Manager, H-1 Four Blade Helicopter Program; Air Force Col. Jeffrey Quirk, Deputy Program Director, Space Based Infrared Systems



SEMIANNUAL UNDERS/PM CONFERENCE



The Test and Evaluation (T&E) Panel, which included Philip Coyle, Director, Defense Operational Test and Evaluation and panel moderator, and the Service T&E Executives, convened to discuss T&E in an era of acquisition reform. From left: Retired Air Force Lt. Gen. Howard Leaf, Director, Air Force Test and Evaluation; Dr. John Wiles, Acting Director, Test, System Engineering and Evaluation, Office of the Under Secretary of Defense (Acquisition and Technology); Walt Hollis, Deputy Under Secretary of the Army (Operations Research); Coyle; Lewis Lundberg, Deputy Director, Navy Test and Evaluation and Technology Requirements.

The second Senior Executives Panel included Principal Deputy Under Secretary of Defense for Acquisition and Technology, R. Noel Longuemare (standing). Seated from left: Blaise Durante, Deputy Assistant Secretary of the Air Force (Management Policy and Program Integration); Gil Decker, Assistant Secretary of the Army (Research, Development, and Acquisition); Navy Vice Adm. Michael Sullivan, Principal Deputy Assistant Secretary of the Navy (Research, Development, and Acquisition); Gary Smith, Acquisition Executive, Special Operations Command; Emmett Paige, Assistant Secretary of Defense (Command, Control, Communications, and Intelligence); Air Force Lt. Gen. Lester Lyles, Director, Ballistic Missile Defense Organization.



The Army Service Acquisition Executive, Gil Decker, reviews conference material with DSMC conferees. From left: Decker; Army Lt. Col. Charles Westrip, Jr., Dean, Division of College Administration and Services, DSMC; Richard Reed, representing the Provost and Deputy Commandant, DSMC.



Army Col. Sharolyn Hayes (second from right), Director, Acquisition Reform Communications Center (ARCC), discusses the ARCC and its mission with conferees visiting the Defense Acquisition University exhibit.



Deputy Under Secretary of Defense for Acquisition Reform, Colleen A. Preston, provided concluding remarks at the close of the third Senior Executives Panel. To her right is Principal Deputy Under Secretary of Defense (Acquisition and Technology), R. Noel Longuemare. Other panel members not pictured included: Air Force Brig. Gen. Claude Bolton, Jr., Director of Requirements, Air Force Materiel Command; John Douglass, Assistant Secretary of the Navy (Research, Development, and Acquisition); Dr. Ken Oscar, Deputy Assistant Secretary of the Army for Procurement, Office of the Assistant Secretary of the Army (Research, Development, and Acquisition).