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The Optimal Program Structure

Frank Kendall

Under Secretary of Defense for Acquisition, Technology, and Logistics (Acting) Frank Kendall urges acquisition professionals to resist seeking a one-size-fits-all program structure and instead consider an array of factors specific to the needed capability.



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Top-Down vs. Bottom-Up Measurement Why Building a Baseball Team (or Acquiring a System) Using Bottom-Up Stats Is a Bad Idea

*Patrick T. Hester, Thomas J. Meyers,
and Jeanne W. Lin*

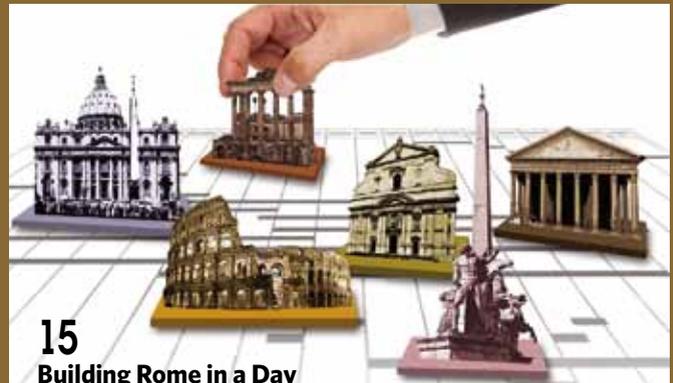
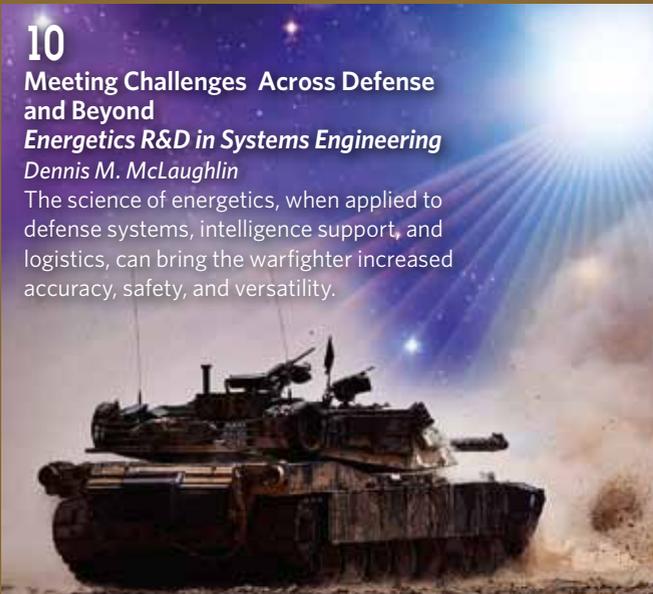
Whether building a baseball team or an acquisition system, beware of relying on bottom-up statistics and instead take the view from the sky-box, by incorporating three critical measures.

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Meeting Challenges Across Defense and Beyond Energetics R&D in Systems Engineering

Dennis M. McLaughlin

The science of energetics, when applied to defense systems, intelligence support, and logistics, can bring the warfighter increased accuracy, safety, and versatility.



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Building Rome in a Day Coming to Terms with Unrealistic Schedules

Lon Roberts, Ph.D.

Although time is a finite resource, a measure of "irrational exuberance" in trying to exceed scheduling expectations has shown its merits throughout American military history and into the modern era.

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Tweets, Posts, and Pins What Does it Take for Social Software to Succeed in DoD?

Brian Drake

The author's experience in helping create two social media projects, A-Space and D.Wiki, illustrates the considerations and processes that accompany the brave new world of social media, when undertaken in a national-security environment.



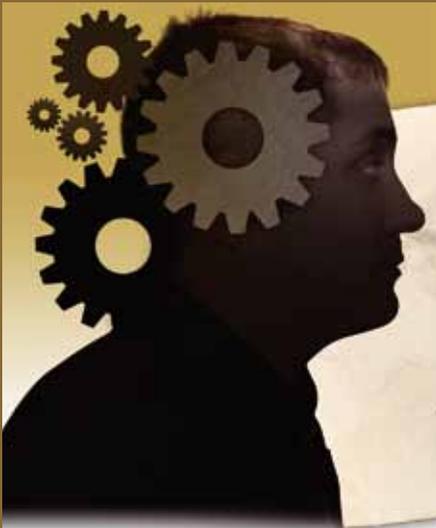
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Managing O&S Costs A Framework to Consider

*Rear Adm. (Select) CJ Jaynes,
Tim Simpson, Duane Mallicoat,
James Francisco, Worth Mizell, and Daniel Cikovic*

Operations and support (O&S) costs account for the bulk of sustainment costs. The authors describe the components of their strategy for controlling O&S costs, including specificity, alpha contracting, and an ongoing balance between performance and affordability.



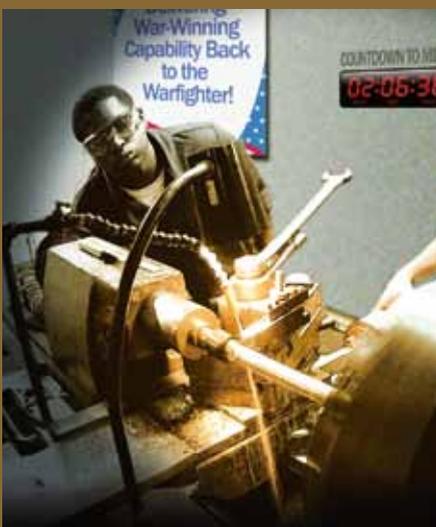


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Phased Contracting Process Improves Requirements and Life Cycle Cost Estimate Fidelity

Maj. Brent J. Gagnard, USAF

The author makes the case for sharing the government's "cost bogey" with the contractor when developing an RFP, in accordance with a system developed by a major defense contractor.



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Lean Implementation A Three-Pronged Attack

David M. Riel

Lean performance cannot just be a set of numbers. A three-pronged approach consisting of cultural, strategic, and tactical initiatives is needed to make it an organization-wide, enduring way of doing business.

ALSO

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Success in Chemical Weapons Stockpile Elimination: The Intersection of Risk and Vision

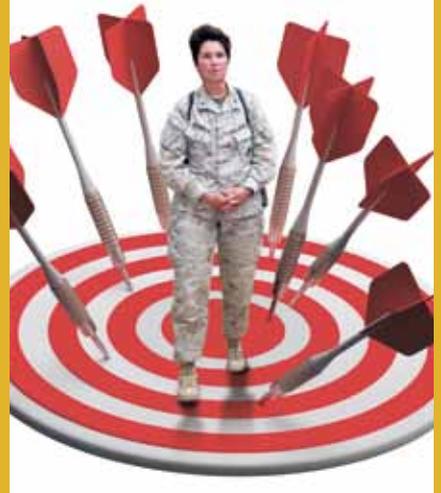
Larry Marshall, Om Handa, Lisa Proctor, and Janice Muscella



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Be accountable. You'll probably get the blame anyway.

Wayne Turk



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