

DEFENSE ARJ EXECUTIVE EDITOR



Welcome to the *Defense Acquisition Review Journal (ARJ)* theme edition on Ethics in Government. While ethics has always been one of the core tenets of the federal government, recent events in the corporate world and the Department of Defense (DoD) have re-emphasized the need to better understand and promote ethical behavior. Federal policies and regulations collectively require agencies to establish ethics programs intended to promote and preserve public confidence in the integrity of federal officials and organizations. The DoD, through its ethics programs, has implemented ethics training and counseling efforts with the primary purpose of raising awareness of procurement integrity rules and conflict of interest scenarios in order to prevent misconduct by increasing knowledge.

Our featured author for this edition is Dr. Owen Gadeken. In his article “Ethics in Program Management,” Dr. Gadeken asserts that ethics is much more than a set of rules; furthermore, there can never be sufficient rules to cover the numerous situations where ethical issues could appear. He emphasizes that ethics in any organization are the direct result of common values shared by the members, and that leadership in an organization is the true determinant of climate and culture. High ethical standards and actions are the responsibility of both individuals and organizations. Perhaps the best organizational approach to ethics is to continually strive for a positive culture that encourages ethical behavior at all levels.

The following article, “Transforming the Procurement System of Iraq,” by Professor Bruno Wengrowski, discusses many cultural and ethical issues that must be addressed during the transformation of the Iraqi government. One critical part of this transformation is the economic development and progress of the country. Following Operation Iraqi Freedom, one of the tenets adopted by the Coalition Provisional Authority was for Iraqi contracting policy to be free from corruption and influence. This tenet may be the most difficult impediment to Iraq’s economic transformation. The recent history of Iraq, as well as prevailing business practices in the region, makes it very difficult to implement a system with high public confidence. Bribes, kickbacks, favoritism, gratuities, and non-competitive business methods are common commercial practices. A better system

for public contracting in Iraq will help the Iraqi people's commitment to their new government.

Dr. Jay Gould's article, "Ethical Values—Individuals and Corporations: A Measure of Small Things," gives excellent examples of both corporate ethics and individual ethics. Dr. Gould also illustrates how Dr. W. Edwards Deming, the founding father of the first quality movement, used ethical principles in his management philosophy.

The fourth article, "Searching for Honor in Federal Acquisition," by James Alstott and David Simon, discusses the factors that affect ethics in public service and the DoD acquisition arena. Three control groups were surveyed: Certified Professional Contracts Managers, members of the Defense Acquisition University Alumni Association, and doctoral students at Walden University. The survey contained questions in three areas: 1) the state of ethics in federal acquisition, 2) factors that affect ethics in federal acquisition, and 3) general questions on ethics. Results of the survey show that, among other things, those working in the federal government and those outside it share similar views about ethics.

The last two articles were general selections, not specifically picked for the theme of this issue. "Balanced Innovation Management," by Lt Col David King, USAF, compares and contrasts how DoD manages technical innovations with how the private sector does it. Innovation is crucial today because of the dynamic competitive environment faced by organizations. Developing technology is inherently a long and uncertain process, and the success or failure of implementing a technology is not often known until the end of the development process. There are several reasons to examine military innovation management. Among them are the many wide-ranging and long-lasting impacts of innovation technologies developed for military applications and the necessity to break down firewalls between the military and private sector that are inhibiting the transfer of knowledge. This article presents options beyond generic strategies for managing innovation.

The last article, "Automatic Test Systems: Unique vs. Common-Core Management," by Capt Chris Ford, USAF, Capt Jeremy Howe, USAF, Dr. Alan Johnson, and Maj John Bell, USAF, compares use of automatic test systems (ATS) built for unique applications (a single weapon system) to "common-core" automatic test systems supporting multiple weapon systems. Automatic test systems are used to identify and isolate failed system components and are essential to typical modern complex systems, where manual testing of all components and circuit paths is virtually impossible and at best impractical and overly time consuming. This research used a case-study approach to compare two common-core ATS programs to two weapon system unique ATS programs. It was discovered that lack of funding is the most critical obstacle to common-core ATS program success.

Hopefully, we have incorporated information of interest to you, as the reader of our *Ethics* theme edition. Perhaps one of our next three themes, *Problem-Solving in the 21st Century*, *Contracting*, and *Intelligence*, will fall within your area of interest or those of your colleagues. If you are doing research in these areas and would like to submit

an article, please forward your submission to Norene Taylor at norene.taylor@dau.mil. Similarly, if you are interested in being an article reviewer in any of the subject areas, we would like to hear from you.

Dr. Paul A. Alfieri
Executive Editor
Defense ARJ

