

FROM THE CHAIRMAN AND EXECUTIVE EDITOR



“From Workforce to Warfighter” describes the end-to-end process of developing our nation’s defense capabilities. It begins long before a user requirement is ever written—in the hiring, training, and retention of our Defense Acquisition Workforce. It continues long after a system or service is produced—in the hands and mind of the warfighter downrange.

The first two articles deal with the Defense Acquisition Workforce. Nick Bontis, Chris Hardy, and John Mattox demonstrate how effective training of this workforce contributes to improvements in job performance and business results. David Frick, in his article, argues that in order to keep this workforce (primarily composed of “knowledge workers”) motivated, traditional approaches such as pay-for-performance are increasingly anachronistic and may need to be discarded, while more nontraditional approaches need to be examined.

The next two articles take to task long-held assumptions about the defense acquisition process. Jay Bottelson examines the Navy’s F/A-18 Hornet program in terms of requirements creep and cost growth, and finds that the problems occurred in unexpected ways. David Bachman argues that using integrated master plans provides more meaningful metrics for measuring near-term schedule performance than the traditional management tools of work and organizational breakdown structures. Finally, Dennis Duke, Dana Sims, and James Pharmer take us downrange, discussing how workload task analysis can help the decision-making process for developing warfighter training systems.

The latest addition to the Defense Acquisition Professional’s Reading List is Neil Sheehan’s comprehensive look at the cold war development of the Intercontinental Ballistic Missile, *A Fiery Peace in a Cold War: Bernard Schriever and the Ultimate Weapon*, reviewed here by James Dobbins.

Please take note of two Calls for Papers:

1. “Doing More without More: Government and Industry Imperatives for Achieving Acquisition Efficiencies,” Defense Acquisition University Alumni Association 2012 Hirsch Research Paper Competition, which will

take place at the DAU main campus, Fort Belvoir, Virginia, in April 2012. Please submit papers by November 1, 2011.

2. "The Limits of Competition in Defense Acquisition" Research Symposium, which will also take place at the DAU main campus, Fort Belvoir, Virginia, September 18-19, 2012. Please submit abstracts by November 30, 2011.

In this issue, we thank the men and women from across our defense acquisition community, who have taken their time and effort to review and critique the articles that have graced our pages in the past year. Their dedication helps us ensure that our readers are provided with the highest caliber research and analysis that can help inform their acquisition decision making.

We also take this opportunity to thank Ed Boyd, the Director of DAU Visual Arts and Press, who is retiring from public service at the end of this year. Since 2003, he has been the steady hand at the helm of DAU's publications program, helping us publicize and promote defense acquisition from the Defense Acquisition Workforce all the way to the warfighter.



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