

DEFENSE ARJ EXECUTIVE EDITOR



Welcome to this very special issue of the *Defense Acquisition Review Journal* (ARJ). In 2008, the DAU Alumni Association (DAUAA), along with the DAU Research Department, initiated the annual Hirsch Research Paper Competition for the DoD acquisition community (including all members of the Defense Acquisition Workforce, the DAU faculty, and the entire commercial defense industry). In 2009, the Hirsch Research Paper competition was conducted for the second time, and winners will be recognized at the DAU Acquisition Community Symposium on Tuesday, April 14, 2009. The theme for research papers in the 2009 competition is, “The Acquisition Workforce Challenge: Winning the War for Talent.” The top three papers will receive the Hirsch Award and cash prizes of \$1000, \$500, and \$250 respectively. A panel of subject matter experts reviewed all submitted research papers and selected the top three winners. This research paper competition results from a special relationship between the DAU Alumni Association, the DAU Research Department, and the *Defense Acquisition Review Journal*. I am extremely pleased and proud to publish the three winning papers for the second annual Hirsch Research Paper Competition in this issue of the *Defense ARJ*. The theme for the 2009 competition was very broad, and you will see many diverse topics in this issue. A total of seven papers were selected for publication in this issue.

The 1st-place winning research paper for the 2009 Hirsch Research Paper Competition is: “What Ever Happened to Certification?” by COL William R. Fast, USA (Ret.). The author uses an interesting historical analogy of the Civil War to explain some of the acquisition certification issues facing the acquisition workforce today.

The 2nd-place winning research paper is: “Keeping the Talent: Understanding the Needs of Engineers and Scientists in the Defense Acquisition Workforce” by Alan K. Jenkins. The author emphasizes that DoD should focus on mission and service instead of monetary benefits. Specifically, organizations should concentrate

on improving the connection between the individual worker and his/her role in accomplishing the organizational mission.

The 3rd-place winning research paper is: “Leadership and Cultural Change: The Challenge to Acquisition Workforce Retention” by Mike Kotzian. The author asserts that too often the approaches selected to increase workforce retention are associated with short-term practices such as pay increases, physical environment improvements, and teleworking. The retention problem, according to the author, can only be permanently resolved by using organizational change initiatives to better align culture types and leadership styles to those sought by workforce members.

Four additional research papers were accepted for publication from this research paper competition. The fourth research paper in this issue is: “Benefits and Limitations of Telecommuting: A Case Study for the DoD” by Jerome H. Collins and Joseph "Joe" Moshler. This paper analyzes the benefits and limitations of telecommuting on individuals and organizations within the DoD and society as a whole. The authors provide methodology for rational decision-making on this controversial subject.

The fifth research paper selected for publication was: “Acquisition Workforce Challenge—Motivation for Government Employment vs. Commercial Employment” by John Dobriansky. The author makes the case that government and its commercial contractors compete for acquisition and contracting talent, and that there are inherent commonalities and differences in government and commercial employees. These commonalities and differences were addressed: Professional Development, Promotions/Advancement, Pay Incentives, Employment Stability, Organizational Influence, and Retention.

The sixth research paper in this issue is: “Shaping the Life Cycle Logistics Workforce to Achieve Desired Sustainment Outcomes” by Bill Kobren. The author characterizes our current situation as a “perfect storm” of aging weapon systems in the inventory, high operational tempo rates in harsh environments, and reduced sustainment funding due to global economic slowdown. He articulates the challenges to a well-trained DoD life cycle logistics workforce, and offers solution sets for the future.

The final research paper in this commemorative issue is: “A New Acquisition Brew: Systems Engineering and Lean Six Sigma Disciplines Make a Great Mix” by Robert L. Tremaine. The author examines key similarities between professionals in these two functional areas. He thoroughly explains the commonalities in these important job skills: problem solving, process management, proper use of analysis/control tools, technical competence, and professional experience.

One final personal note from the Executive Editor: This issue of the *Defense Acquisition Review Journal* commemorates the second year of the Annual Hirsh Research Paper Competition. We received 11 research papers for the competition. Three were prize winners and seven were published. Thanks to all the authors who

dedicated their research time to this cause. Special thanks go to Jerome H. Collins and Joseph "Joe" Moshler, who also participated in last year's competition and were selected for publication in the *Defense ARJ* April 2008 edition. This is the kind of dedication that makes the acquisition workforce a special group, indeed. I want to also express my personal thanks to Professor Collins and Professor Moschler for their initiative and continued involvement.

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