

ing to new dimensions. Many of the DoD science and technology achievements, designed to maintain a technologically superior military force, have progressed to the civilian economy and formed the basis of technological advancement in industry. Today, there is much movement of technology in the other direction, from the commercial world to defense. Historically, there had been a distinct difference between the technologies of warfare (gunpowder, cannons, and bombs) and those of the normal day-to-day commercial economy. As defense has moved increasingly toward information-based warfare, however, and as the information age has moved the civilian economy into the high-tech environment, there has been a growing merger of the technologies of the two arenas.

Common technologies, however, are not enough to yield dual-use operations; there are other areas of concern. The commercial sector frequently offers lower-cost, higher-quality, faster new product realization times and state-of-the-art performance and equipment that meet environmental requirements that

are at least as rigid as those of the military. The Department has three programs in particular—the Domestic Technology Transfer program, the Commercial Operations and Support Savings Initiative (COSSI), and the Dual Use Science and Technology program—which foster this innovative environment.

DOMESTIC TECHNOLOGY TRANSFER PROGRAM

The DoD Domestic Technology Transfer Program encompasses a wide range of activities involving spin-on, spin-off, and dual use. One technology transfer instrument especially important is the Cooperative Research and Development Agreement [CRADA]. While this instrument was designed to transfer federally developed technology to enhance the economic competitiveness of private industry, we have found CRADAs to be a viable method for the DoD laboratories to jointly develop technology with industry, universities, and state and local governments. Both DoD and the non-Federal partners may contribute personnel, services, and property in support of CRADAs, but all direct funding is provided by the non-

Federal entities. The flexibility of this instrument is unparalleled—we have 1,751 active CRADAs—up from 1,364 a year ago. We are doing research in a wide range of technology areas, including vaccine technology, hazardous materials management systems, software development, acoustics and signal processing, imaging technology, and laser development. One project completed this year via CRADA is a forced air de-icing system. It uses a patented nozzle that shoots a 700-mile-per-hour air stream injected with de-icing fluid to remove ice and snow from aircraft surfaces. This system uses 30-50 percent less fluid than current de-icing systems and can de-ice a plane in a fraction of the time it takes with fluid alone. Both American Airlines and the Air Force have ordered this forced air de-icing system. Both the commercial and military sectors will save resources by reducing flight delays and costs associated with the de-icing process.

COMMERCIAL OPERATIONS AND SUPPORT SAVINGS INITIATIVE

Many DoD systems are being retained far beyond what was initially anticipated

SECTION 912C WORKING GROUP COMPLETES FINAL REPORT

The Section 912c Working Group, chartered by the Office of the Secretary of Defense (OSD) in 1998, has completed its Final Report on the "Future Acquisition and Technology Workforce." Dated April 2000, the Report is the culmination of a series of studies conducted by OSD and the Components to support initiatives described in Section 912(c) of the National Defense Authorization Act (NDAA) for Fiscal Year 1998. The 1998 NDAA directed that the Secretary of Defense submit to Congress an implementation plan to streamline the acquisition organizations, workforce, and infrastructure.

The Director, Systems Acquisition, Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (USD[AT&L]) was tasked to chair a Senior Steering Group and to establish a working group to describe the performance characteristics and training requirements of a future acquisition and technology workforce. The group was also directed to outline action plans and the requisite documentation, legislation, and other tools to support career paths for transitioning from today's workforce to the DoD acquisition and technology workforce of the 21st century. The Senior Steering Group and the Working Group membership included representatives from OSD staff, the Military Departments, and the Defense Agencies.

The Final Report recommends measures that will allow DoD to realize a vision of a future acquisition and technology workforce that will be smaller, highly talented and motivated, adaptable, knowledgeable of commercial business practices and information technology, and able to operate in a dynamic, rapidly changing environment. Recommendations were developed

in three major categories: Competencies, Developing the Workforce, and Hiring and Recruitment.

The Final Report recommended the following actions be initiated as soon as possible.

—The Deputy Under Secretary of Defense (Acquisition Reform (DUSD[AR])) and the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD[CPP]) should begin the examination of the recommended hiring and retirement initiatives and develop implementation plans for those that are approved. They should also prepare proposals for statutory changes for submission in the earliest possible legislative cycle.

—The DUSD(AR) and the DASD(CPP) should determine strategy for incorporating universal competencies in acquisition and technology professional development programs and submit an implementation plan by July 2000.

—The Overarching Acquisition Integrated Product Team and Functional Integrated Product Teams should compare future functional competencies created in this study with current competencies, determine the required adjustments, and prepare an implementation plan by July 2000. They should conduct a progress review with a senior steering group appointed by the USD(AT&L) as soon as possible and every 60 days thereafter until implementation is completed.

Editor's Note: To read the Group's entire report, visit <http://www.acq.osd.mil/ar/#sat1> on the Defense Acquisition Reform Web site.