

# European & Transatlantic Armaments Cooperation Symposium

## Cooperative Programs — A Two-way Street

N O R E N E L . B L A N C H

**T**hrough the sponsorship of the Embassies of France, Germany, Great Britain, and Italy, a European and Transatlantic Armaments Cooperation Symposium was conducted on July 11, 1996. This one-day event was hosted by the Defense Systems Management College (DSMC) at Fort Belvoir, Va. The symposium provided an atmosphere where defense acquisition personnel from the United States, France, Germany, Italy, and the United Kingdom could focus on the issues associated with the practical application of international collaborative programs. Each country delivered a detailed presentation on how these issues actually play into the real-life collaborative situation, and shared the successes, failures, and lessons learned involving their individual projects.

### Thoughts From the Commandant

The importance of this symposium was emphasized by Army Brig. Gen. Richard A. Black, DSMC Commandant, in his welcoming remarks to the Keynote Speaker, Dr. Paul G. Kaminski, Under Secretary of Defense for Acquisition and Technology. Black stated that the success of this symposium not only benefits DSMC, but supports all of the cooperative initiatives that are being sponsored in the United States and in other countries. Black further added, "Cooperative programs in Europe have a different connotation than cooperative programs have had historically here in the United States. We have tried to get the two-way street working, and inevitably it seems like one side or the other perceives the street as being one-way as opposed to a two-way street. Part of the effort of today's symposium is to make

sure that we understand one another and to help us to come up with a better way of doing business."

### Dr. Kaminski's Vision for the Future

In his keynote address, Kaminski asserted, "I believe strongly that our national security and that of our friends and allies will be increasingly dependent on both bilateral and multilateral arms cooperation. The United States and its allies are being challenged to meet the increasing requirement to deploy military forces together in coalition operations and to do more with fewer resources." Kaminski continued by saying, "I think the underpinning of this cooperation will be a true shift toward giving much greater importance to the economic and industrial considerations in

the material acquisition programs that we will all be undertaking in the future."

### What Needs to be Done?

"In order to be successful," stated Kaminski, "we need to harmonize our requirements processes earlier and increase incentives for teaming of our industry internationally, to include the removal of a number of barriers to international teaming and commercial industry participation as well."

### What is Being Done?

Kaminski cited two examples of actions already taken by the Department of Defense to help the United States open defense programs to commercial industry and international competition. These were the adoption of the ISO 9000 series of standards for quality, and the ISO



It's "HANDS ACROSS" IN A SPIRIT OF COOPERATION AND AGREEMENT BETWEEN THE SYMPOSIUM PANEL MEMBERS AT THE EUROPEAN & TRANSATLANTIC ARMAMENTS COOPERATION SYMPOSIUM, HELD AT DSMC'S MAIN FORT BELVOIR CAMPUS, ON JUNE 11, 1996. PICTURED FROM LEFT: ALFRED VOLKMAN, UNITED STATES; GUILLAUME SCHLUMBERGER, FRANCE; JANE BINSTAD, UNITED KINGDOM; KLAUS BOSSE, GERMANY; LT. GEN. GIUSEPPE CAPIZZANO, ITALY; SIMON WEBB, BRITISH EMBASSY, PANEL MODERATOR.

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10012-1 standard for calibration. Kaminski continued by stating, "I believe these changes will make it easier for both commercial and international businesses compete on our contracts."

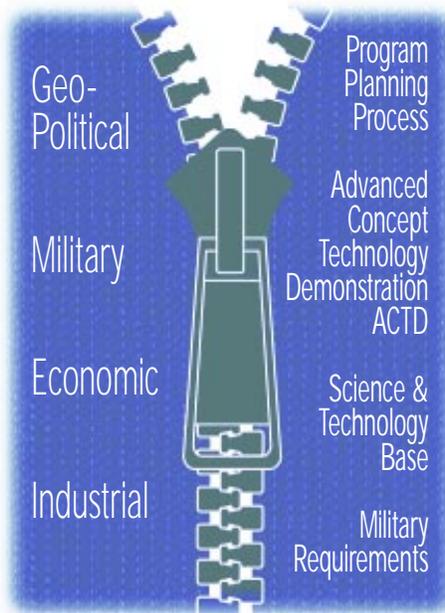
### Fostering International Armaments Cooperation

Achieving effective international armaments cooperation has proven to be a complex undertaking. The program has evolved from the first emphasis being on common development of major defense systems to emphasis on cooperative development of common subsystems and supporting technologies for incorporation in U.S. and allied systems. According to Kaminski, "This has proven to be a more practical approach toward cooperative development that is opening up one and two tiers down in our major programs."

### Removing the Barriers

A number of policy barriers concerning the processing of International Project Agreements have been removed by decreasing paperwork, shortening response times, and streamlining decision making and conflict resolution. "This new process," said Kaminski, "achieves the

### Cooperative Program Initiatives — An "Interlocking Zipper"



spirit of cutting through the red tape and getting back to basics in our cooperative agreements." The result of the removal of these barriers was a reduction in the average review time for international project agreements from 130 to 30 days. "I think it is this kind of change that is removing impediments to armaments cooperation that will pay big dividends in the future."

### What Initiatives Are Being Implemented?

In October 1995, the International Cooperative Opportunity Group (ICOG) was established by the Armaments Cooperation Steering Committee. Kaminski explained that this ICOG was divided into four different groups that are presently looking at what can be done to begin planning earlier for cooperative programs. Kaminski feels that the findings of these ICOGs will bring the United States more in line with the thought of early cooperation as practiced by our European counterparts.

Also in October 1995, the Defense Science Board was chartered by Kaminski to create a task force to look at our international programs. "The purpose of this task force," he explained, "is to envision the future of the international environment by looking at a time horizon

of 5 to 20 years into the future. It is close to completion of its job. The Board is examining a whole set of issues of defense elements cooperation with this broader horizon." The present focus of this task force is on a model that promotes international cooperation while maintaining a basis for competition within the process.

To make our cooperative program initiatives viable, we need what Kaminski refers to as an "interlocking zipper" that connects together the geo-political, military, economic, and industrial elements connecting our major program planning process, science and technology (S&T) base, Advanced Concept Technology Demonstration (ACTD) base, and military requirements. "We are learning that we can no longer go it alone in the United States. Co-development or co-production must not always be sought only at the prime vendor level, but in many cases can exist at the common subsystem level as well. "We need to work harder as a team to provide greater visibility to the opportunity for common subsystem work and to create incentives for our industries to seek out these opportunities together."

In concluding his address, Kaminski conducted a brief question-and-answer session. Answering various questions from the participants, he touched on a variety of points based not only on his speech but the climate of cooperative programs as he sees it today.

### What Are the Results?

In the face of budget and military force reductions, collaborative programs offer program managers with an affordable alternative, which allows them to take advantage of the ever-evolving technological developments necessary in meeting the demands and requirements of defense agencies. As the symposium proceeded, the basic issues and purposes involved in the implementation of collaborative programs were echoed and reinforced through a line of communication transcending the differences in language and culture, and successfully linking the participants in an atmosphere of learning.

