

Pentagon Celebrates Roll-out of New 5000 Series Regulations

OSD Senior Leaders Honor Acquisition Working Group Members, IPTs/WIPTs at Pentagon Awards Ceremony

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A Pentagon awards ceremony conducted on May 3 brought out some of the best and brightest throughout the DoD professional acquisition community. It was an occasion for celebration – a time to reward not only those who had worked so diligently and selflessly to revise the complex, cumbersome 5000 Series, but to also recognize the Integrated Product Teams and Working Integrated Product Teams (IPT/WIPT). The teams who, despite many unknowns and variables, withstood the courage of their convictions, stood first in the “line of fire,” and are actively involved in incorporating the new processes brought about by acquisition reform into their day-to-day program management activities. Judging from the results, they are leading the way – with a degree of success that is not only meeting, but exceeding all expectations.

By his presence at the ceremony Secretary of Defense William J. Perry clearly signified his support and confidence in the new 5000 Series revisions, the originators, and those senior acquisition workforce leaders charged with implementing the new policies, procedures, and strategies throughout the entire DoD professional acquisition workforce.

Dr. Kaminski’s Remarks

As Master of Ceremonies, Mr. Irv Blickstein, Director of Acquisition Program Integration, introduced Dr. Paul

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G. Kaminski, Under Secretary of Defense (Acquisition & Technology), as the first speaker. Kaminski prefaced his remarks by first recognizing his Deputy Under Secretary of Defense for Acquisition Reform, Mrs. Colleen Preston, who he acknowledged as: “...an exceptional motivator and tenacious reformer – and I underline tenacious *three times*. Colleen has been instru-

Dorn, Under Secretary of Defense (Personnel & Readiness); Sheila Widnall, Secretary of the Air Force; the Component Acquisition Executives; Philip Coyle, Director of Operational Test and Evaluation; Emmett Paige, Jr., Assistant Secretary of Defense (C³I); as well as other distinguished leaders from OSD and the Defense Agencies.



FROM LEFT: DEPUTY UNDER SECRETARY OF DEFENSE (ACQUISITION REFORM) COLLEEN PRESTON SPEAKS WITH DSMC COMMANDANT BRIG. GEN. RICHARD A. BLACK, USA, PRIOR TO THE START OF THE AWARDS PRESENTATIONS. RECOGNIZING MRS. PRESTON'S LEADERSHIP IN SPEARHEADING ACQUISITION REFORM, KAMINSKI CALLED HER THE "ABSOLUTE DRIVING FORCE BEHIND THE SUCCESS WE [THE PROFESSIONAL ACQUISITION WORKFORCE] ARE CELEBRATING TODAY."

mental in working with the Congress on reform legislation and implementing a major paradigm shift within DoD.”

Kaminski also acknowledged other senior officials in attendance: Edwin

“Today,” said Kaminski, “we are celebrating the success of the Department’s acquisition reform initiatives. Specifically, we are celebrating the approval of the new DoD 5000 Series, which institutionalizes fundamental

“...Today marks the end of the beginning.”

—Winston Churchill

change in the defense acquisition process. And we are also celebrating the hallmark of our new way of doing business – the Integrated Product Team, or IPT.” He reaffirmed that acquisition reform remains a top priority of this administration...of vital importance for three specific reasons:

First, it allows the United States to maintain its technological superiority through a strong national industrial base. Acquisition reform allows DoD to take full advantage of the procurement of commercial items to meet its requirements. This means that the Department can rely on a larger industrial base to meet critical requirements.

Second, it gives the Department an opportunity to reduce acquisition costs through the adoption of business practices characteristic of world-class suppliers. Study after study has documented the high costs associated with the Department’s acquisition process. Acquisition reform is helping us dismantle this high-cost system and helping the Pentagon become a smart buyer.

And third, acquisition reform helps the warfighter. It helps our troops by getting weapons and equipment fielded faster, cheaper, and at promised performance levels. It also helps by freeing up scarce resources that can be reinvested to meet critical modernization needs.

Concluding his introductory remarks Kaminski reminded the audience that our main objective today is to recognize the key contributions of certain individuals and groups within the Department who have worked long

and hard to make acquisition reform a reality. “That is why we are holding this ceremony this morning – to recognize and celebrate this hard work that is paying off so handsomely.”

He also took the opportunity to remind the audience of the importance of Acquisition Reform Day on May 31, emphasizing that “AR Day” allowed the acquisition community to communicate in three directions: (1) from the top down, as the Department’s leadership reaffirmed the significance of acquisition reform; (2) laterally, as all members of the Department’s acquisition family share their successes and best practices with peers; and (3) from the bottom up, as the Department’s “rank and file” acquisition workers communicated good ideas for improving acquisition processes.

Packard Award Presentations - Secretary of Defense Perry

Secretary of Defense William J. Perry, keynote speaker for the celebration, captured the spirit and enthusiasm of the occasion: “This is an historic achievement, and you are the unsung heroes of that achievement. And it’s better to be a sung hero than an unsung hero; and so we’re going to do some singing about it today.”

Giving credit where credit was due, Perry told the audience that in spite of skepticism, and in the face of all evidence to the contrary that acquisition reform simply couldn’t be done, he was happy to report that we’re all here to celebrate the teams who proved the naysayers wrong, reflecting that “They just went out and did it. Today we’re going to honor some of those people. So many people said it couldn’t be done, and you have done it. And we’re here to say thank you and to thank you in the most concrete way we know how.”

“David Packard Excellence in Acquisition” Award Team Winners

Joined by Kaminski and the Principal Deputy Under Secretary of Defense



UNDER SECRETARY OF DEFENSE (ACQUISITION & TECHNOLOGY) PAUL G. KAMINSKI PROVIDED THE OPENING REMARKS FOR THE ROLL-OUT/CELEBRATION OF THE NEW 5000 SERIES REGULATIONS AT A PENTAGON CEREMONY ON MAY 3.

(Acquisition & Technology) R. Noel Longuemare, Perry announced the selection of six teams to receive the first ever “David Packard Excellence in Acquisition” Awards. “These teams,” according to Perry, “actually did it...actually reformed the acquisition bought by our new procedures, and bought much more efficiently and much more effectively.”

Explaining the origin of the Packard Award, Perry had this to say: “This award, of course, is named for the late Dave Packard...a great American...a great friend of mine. He pioneered acquisition reform back in the days when I thought it was too hard to do. While I had it in the pile of something that was too difficult – you could dream about but it was not worth the time and effort to do it – he was trying to do it.

When he was a Deputy Secretary of Defense in the ‘70s, he initiated the first really serious efforts in acquisition reform. And then during the ‘80s, he was made the Chairman of the Packard Commission.

And as the Chairman of the Packard Commission he recruited a young man from California, namely me, to come back and head up the acquisition



SECRETARY OF DEFENSE WILLIAM J. PERRY
 PRESIDED OVER THE PRESENTATION OF THE FIRST
 EVER "DAVID PACKARD EXCELLENCE IN ACQUISITION"
 AWARDS, PRESENTED TO SIX INTEGRATED PRODUCT
 TEAMS/WORKING INTEGRATED PRODUCT TEAMS.

reform sub-panel of the Packard Commission. And that was another impetus toward acquisition reform. But the real impetus to acquisition reform came from you – Packard gave us something to build on, but the building was done by the teams sitting in front of me today, and I thank you for that.”

Packard Team Awards

Department of the Army, Secure Mobile Anti-Jam Reliable Tactical Terminal, SMART-T, Integrated Product Team: In recognition of acquisition excellence and superior performance in introducing the full spectrum of DoD acquisition streamlining initiatives to the management of SMART-T, assuring that this mobile tactical communication system is the premier next generation satellite communication system for echelons (at corps and below).

Department of the Navy New Attack Submarine Command, Control, Communications and Intelligence System Integrated Product Team: In recognition of acquisition excellence and superior performance in developing an acquisition strategy that incorporates acquisition reform objectives to satisfy technical affordability and industrial base objectives. The accomplishments of this IPT will result in the development of the most capable

combat system at the most affordable cost. (See March/April 1996 *Program Manager*, pp. 38-41.)

Department of the Air Force Request for Proposals Integrated Team: In recognition of acquisition excellence and superior performance in rapidly deploying acquisition reform initiatives, introducing streamlining measures into acquisition products and processes, educating the acquisition workforce in new techniques, and improving the government-industry relationship thus allowing for more efficient management of resources throughout the U.S. Air Force.

Ballistic Missile Defense Organization’s Medium Extended Air Defense System (MEADS) Integrated Product Team: In recognition of acquisition excellence and superior performance in developing, coordinating, and executing the MEADS program. This is a critical joint multinational effort designed to seek economies in the use of national resources to improve the point defense of vital assets and maneuver forces and for use against the ever-increasing threat in the field of tactical ballistic and cruise missiles.

Defense Logistics Agency Material Management Integrated Product Team: In recognition of acquisition excellence and superior performance in managing inventory control points through innovation and the use of best commercial practices to reduce operating and investment costs, achieve cohesive productivity improvements, and improve response to customer requirements. The empowered Material Management IPT is integrating the skills of its procurement, supply, and engineering specialists in revitalizing and reconstructing the commodities business.

U.S. Special Operations Command Directional Infrared Countermeasures Integrated Product Team: In recognition of acquisition excellence and superior performance in creatively managing and effectively streamlining directional infrared countermeasures, a complex and challenging interna-

tional cooperative acquisition program between the United States Department of Defense and the United Kingdom Ministry of Defence. The IPT applied expertise to the program from a variety of government and industrial organizations in achieving critical and time-sensitive objectives. (See May/June 1996 *Program Manager*, pp. 10-14.)

Upon presentation of the last team Packard award, Kaminski commented on the significance of two of the award winners’ involvement in international programs. “That was not any contrivement,” he stated. “It is merely by happenstance that those issues involved international programs, something that you all know has been a key priority for both the Secretary and me.”

5000 Series Working Group Award Winners

The next category of award winners was targeted at the 5000 Series Working Group members involved in the rewrite effort which, according to Kaminski, was “an excellent example of what our integrated teams can achieve...in record time and record performance.” Relating some of the background behind the rewrite effort, Kaminski reviewed the impetus and history behind the rewrite.

“On March 15th of ‘96 Secretary of Defense William Perry approved an historic restructuring of our defense acquisition policies and procedures. The new policy and procedures, which are contained in DoD Directive 5000.1 and in DoD Regulation 5000.2, represent *dramatic* change in almost every major aspect of the way the Pentagon has traditionally done its business.

Commercial practices and products,” he continued, “are given special emphasis. Cost is treated as an independent variable rather than as some byproduct outcome of our decision process. Program managers and other acquisition personnel are being empowered to use and apply their professional judgment.

Over 30 separate policy memos and report formats have now been can-



AMONG THOSE ATTENDING THE CEREMONY WERE FROM LEFT: PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE (ACQUISITION & TECHNOLOGY) R. NOEL LONGUEMARE; SHEILA WIDNALL, SECRETARY OF THE AIR FORCE; AND EDWIN DORN, UNDER SECRETARY OF DEFENSE (PERSONNEL & READINESS).

celed, and the new policy documents themselves are almost 90 percent shorter than those that they replaced. These new documents are key to institutionalizing fundamental change in our defense acquisition process, and they are a visible symbol of the Department's acquisition reform efforts."

Assisting Kaminski in presenting the Working Group Awards were Philip E. Coyle III, Director, Operational Test and Evaluation; and Emmett Paige, Jr., Assistant Secretary of Defense (C³I). (All Working Group award presentations covered the period January 1995 through March 1996.)

Secretary of Defense Meritorious Civilian Service Award: Presented to five acquisition workforce professionals for their work in institutionalizing one of the most significant changes that the Department has undertaken in recent years – that of rewriting the basic acquisition policies for the Department. Their contributions included developing, writing, and publishing *The Rules of The Road* instruction manual for the conduct of integrated product teams; establishing and conducting the DoD 5000 rewrite working group; integrating the acquisition guidance for both weapon systems and automated information systems; and presenting DoD

5000 decision briefings to senior Department officials, leading to publication of a significantly reduced Department of Defense directive. Each also contributed unique leadership capabilities to the organizations from which they came.

Secretary of Defense Exceptional Civilian Service Award: Presented to five professional acquisition workforce members for their efforts at teaming with other key leaders in rewriting the basic acquisition document for the Department. Their contributions were particularly significant in that they made use of their expertise in specific areas of acquisition in drafting portions of the new document. Additionally, they adjudicated nearly 2,500 significant or minor comments that arose during the review process.

Secretary of Defense Award for Excellence: Presented to four acquisition workforce professionals for contributions on behalf of their parent organizations, which significantly contributed to the working group's understanding of acquisition streamlining at the working level. Their efforts and accomplishments meant that the rewritten document could be more readily embraced by their Service or Agency.

Certificate of Recognition: Presented to eight acquisition workforce professionals for outstanding achievement in institutionalizing fundamental change in the Department of Defense acquisition process as members of the 5000 Working Group. Codifying the acquisition reform process through the rewrite of the 5000 Series documents was a monumental undertaking. Operating as an integrated product team they successfully achieved the objectives established for the rewrite effort.

Letter of Appreciation: Presented to 20 acquisition workforce professionals for their important contributions as members of the 5000 Working Group. The expertise and knowledge they brought to this team effort enabled the rewrite of the 5000 Series documents to be an expeditious process yielding a quality product that will further our acquisition reform efforts. Their participation on the 5000 Series Working Group as an empowered representative of their Service or Agency was extremely critical to the success of this enterprise. In addition, this experience had benchmarked the high level of accomplishment that an IPT can provide in achieving a stated task.

In Conclusion

Kaminski concluded the ceremony by acknowledging the hard work of Irv Blickstein and Dan Dunmire in coordinating the preparations for all aspects of the day's events. Expressing his pride and appreciation at the opportunity to host the 5000 Series Celebration, Kaminski stated that, "This has been I think a great day for defense acquisition. I want to thank all of you again for all of your very, very hard work in support of acquisition reform." Leaving the audience with one last thought, he commented:

I would go back to Winston Churchill to remind you this is not the end of our work in acquisition reform nor even the beginning of the end. I do think, though, that *today marks the end of the beginning.*