

Defense Manufacturing Council Chairman Hosts Third PEO/SYSCOM Commanders/PM Conference

Understanding Roles/Responsibilities of the Integrated Acquisition Team

DIANE WRIGHT

Understanding the role and responsibilities of the integrated acquisition team was the theme of the third PEO/SYSCOM Commanders/PM Conference held at the Defense Systems Management College Fort Belvoir main campus, March 26-27.

Principal Deputy Under Secretary of Defense (Acquisition & Technology) R. Noel Longuemare told the attendees that continuous improvement in communication and teamwork is crucial to successful acquisition reform. He emphasized that the overall objective of the conference was to improve communication and enhance understanding of acquisition reform within the integrated acquisition team.

In addition to the classical development community (Program Executive Officer, Program Manager, and System Command organizations), the integrated acquisition team also should include representatives from the budgeting/finance community, the user and requirements community, contracting, test and evaluation, software and industry, among others. Each community has its own individual objectives; but they all must share the mutual objective of acquiring affordable, effective weapon systems for the warfighter. As an example, the comptroller must focus on financing all programs, hardware, agencies, and activities within the



increasingly constrained defense budget. Therefore, the comptroller has a different perspective than the acquirer on weapon system funding. Their actions have significant influence on acquisition program success.

The comptroller, requirement, and contracting communities were specifically selected as a focus for this spring's conference. Through a series

of panels and group sessions, conferees discussed acquisition reform and how to improve the communication and teamwork between the acquisition community and the comptroller, requirement, and contracting disciplines.

The Defense Manufacturing Council, sponsor of the conference, took several action items from the discussions:

Wright is a Staff Specialist, Air Warfare, Office of the Under Secretary of Defense (Acquisition & Technology).

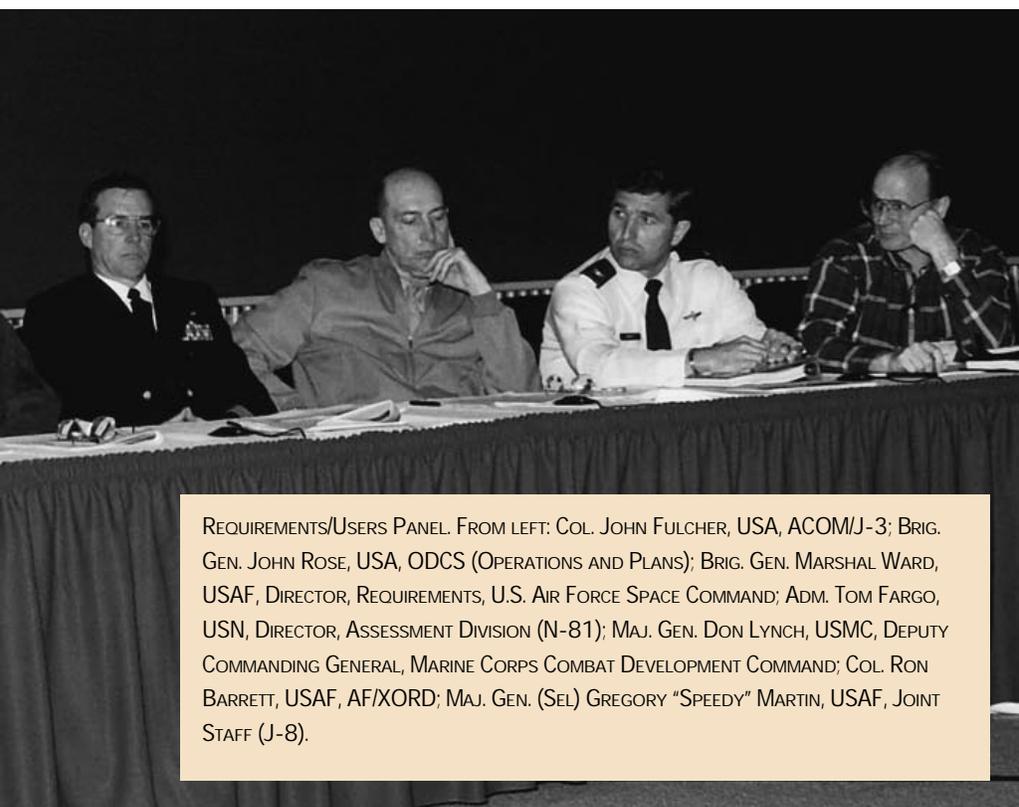
- While the Integrated Product Team approach to acquisition has fostered a strong interface between functional areas, the Services, Joint Staff, and OSD, additional improvements in teamwork and communication were recommended.
- The conferees urged establishment of a stronger interrelationship and compatibility between the Planning, Programming, and Budgeting System (PPBS) and acquisition decisions. This is key to ensuring program execution and financial stability while maintaining the budget and satisfying the other financial obligations.

held on May 31, 1996, at all levels of the community.

Conference invitees included all Service Program Executive Officers; Systems Command Commanders and key staff; selected program managers; key DoD acquisition personnel; representatives of the comptroller, requirements, and contracting communities; and the DMC Executive Committee. The DMC Executive Committee includes the Principal Deputy Under Secretary of Defense (Acquisition & Technology); the Service Acquisition Executives; Under Secretary of

Systems; Director, Acquisition Program Integration; Director, Defense Procurement; and Director, Test, Systems Engineering and Evaluation.

Key speakers at the conference included Hon. John Hamre, Under Secretary of Defense (Comptroller) and Chief Financial Officer; Gen. Joe Ralston, Vice Chairman, Joint Chiefs of Staff; and Hon. Paul Kaminski, Under Secretary of Defense (Acquisition & Technology). Mr. Charlie Trimble, president and CEO of Trimble Navigation, Ltd., was the dinner speaker. Trimble's



REQUIREMENTS/USERS PANEL. FROM LEFT: COL. JOHN FULCHER, USA, ACOM/J-3; BRIG. GEN. JOHN ROSE, USA, ODCS (OPERATIONS AND PLANS); BRIG. GEN. MARSHAL WARD, USAF, DIRECTOR, REQUIREMENTS, U.S. AIR FORCE SPACE COMMAND; ADM. TOM FARGO, USN, DIRECTOR, ASSESSMENT DIVISION (N-81); MAJ. GEN. DON LYNCH, USMC, DEPUTY COMMANDING GENERAL, MARINE CORPS COMBAT DEVELOPMENT COMMAND; COL. RON BARRETT, USAF, AF/XORD; MAJ. GEN. (SEL) GREGORY "SPEEDY" MARTIN, USAF, JOINT STAFF (J-8).

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- Further definition is required for the cost/performance trade process that is necessary to keep weapon systems affordable yet effective.
- Keeping the entire community better informed on all aspects of acquisition reform and other cost reduction initiatives is key. As a result of conference feedback, Dr. Paul G. Kaminski, Under Secretary of Defense (Acquisition & Technology), directed an Acquisition Reform Acceleration Stand-Down Day to be

held on May 31, 1996, at all levels of the community. Conference invitees included all Service Program Executive Officers; Systems Command Commanders and key staff; selected program managers; key DoD acquisition personnel; representatives of the comptroller, requirements, and contracting communities; and the DMC Executive Committee. The DMC Executive Committee includes the Principal Deputy Under Secretary of Defense (Acquisition & Technology); the Service Acquisition Executives; Under Secretary of

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company designs and manufactures Global Positioning System (GPS) receivers for commercial and defense systems. His company has been very successful in reducing component cost by focusing on manufacturing and innovation. The next conference is planned for this fall.