

SECDEF PRESIDES OVER HAMMER AWARDS CEREMONY

“Heroes of Reinvention” Honored at Fort Myer, Va., Sept. 20, 1996

“...the Hammer Awards ceremony is so important, not only because we’re finally able to recognize the work that the Process Action Teams and the Federal Acquisition Streamlining Act regulation writing teams did, but it is the closing of that circle where we said to these people, ‘We want your recommendations, and we will do our best to follow through on those recommendations.’”

Colleen A. Preston

Deputy Under Secretary of
Defense (Acquisition Reform)
Aug. 22, 1996

FROM LEFT: DELORES “DEE” SMITH, TEAM LEADER OF THE ELECTRONICS COMMERCE/
ELECTRONIC DATA INTERCHANGE IN CONTRACTING PROCESS ACTION TEAM; COLLEEN
A. PRESTON, “TEAM AR” LEADER.



FROM LEFT: ARMY BRIG. GEN. JOHN CALDWELL, JR., TEAM
LEADER, OVERSIGHT AND REVIEW PROCESS ACTION TEAM;
DONNA RICHBOURG.



HAMMER AWARDS CEREMONIAL
PLANNING TEAM. FROM LEFT: ARMY LT.
COL. WILLIAM WEIR; KRISTINE
KOSCIELNIAK; TAMMY BOWEN; DONNA
BIRGE; COLLEEN A. PRESTON; DIANE
MCLAUGHLIN; DR. MARY-JO HALL;
RETIRED AIR FORCE LT. GEN. MINTER
ALEXANDER; ARMY STAFF SGT. T.J.
BISHOP; PATRICK LOWREY.

FROM LEFT: ARTHUR L. MONEY,
ASSISTANT SECRETARY OF THE AIR
FORCE FOR ACQUISITION AND AIR FORCE
SERVICE ACQUISITION EXECUTIVE; JOHN
W. DOUGLASS, ASSISTANT SECRETARY
OF THE NAVY (RESEARCH,
DEVELOPMENT, AND ACQUISITION); R.
NOEL LONGUEMARE, PRINCIPAL DEPUTY
UNDER SECRETARY OF DEFENSE
(ACQUISITION AND TECHNOLOGY).



Hammer Awards Continued...



FROM LEFT: AIR FORCE LT. COL. DAVE LONDON, MEMBER OF THE AUTOMATED ACQUISITION INFORMATION PROCESS ACTION TEAM; AIR FORCE BRIG. GEN. CLAUDE M. BOLTON, JR., DSMC FORMER COMMANDANT AND MEMBER OF THE CONSULTING GROUP ON METRICS, DEFENSE ACQUISITION PILOT PROGRAM WORKING GROUPS.



FROM LEFT: ARMY COL. SHAROLYN HAYES, DAU ACQUISITION REFORM COMMUNICATIONS CENTER DIRECTOR; THOMAS M. CREAN, PRESIDENT OF THE DEFENSE ACQUISITION UNIVERSITY.

FROM LEFT: MARK WAGNER; BRAD BERGMANN, OSD ADVISOR TO THE MILITARY SPECIFICATIONS AND STANDARDS PROCESS ACTION TEAM.



FROM LEFT: ARMY COL. BLAIR A. PETERSON, TEAM LEADER, CONTRACT ADMINISTRATION PROCESS ACTION TEAM; ARMY COL CHARLES ADAMS, TEAM SUPPORT, CONTRACT ADMINISTRATION PROCESS ACTION TEAM; ROBERT RUMBERGER, TEAM LEADER, PROCUREMENT PROCESS REFORM PROCESS ACTION TEAM.



DAROLD L. GRIFFIN, TEAM LEADER, MILITARY SPECIFICATIONS AND STANDARDS PROCESS ACTION TEAM.



FROM LEFT: JERRY TULL, ARMY MATERIEL COMMAND; DR. KEN OSCAR, CO-CHAIRMAN, STRATEGIC OUTCOME METRICS TIGER TEAM; ARMY COL. STANLEY LEJA, STRATEGIC OUTCOME METRICS TIGER TEAM LEADER.



FROM LEFT: IDA USTAD, DEPUTY ASSOCIATE ADMINISTRATOR, PROCUREMENT, GENERAL SERVICES ADMINISTRATION; ARTHUR MONEY, ASSISTANT SECRETARY OF THE AIR FORCE (ACQUISITION) AND AIR FORCE SERVICE ACQUISITION EXECUTIVE; ELEANOR R. SPECTOR, DIRECTOR OF DEFENSE PROCUREMENT.



RETIRED NAVY CAPT. BARRY COHEN, TEAM LEADER, FEDERAL ACQUISITION STREAMLINING ACT (FASA), FEDERAL ACQUISITION REGULATIONS (FAR) AND DEFENSE-UNIQUE PROVISIONS DRAFTING TEAMS.



TERRY SQUILLACOTE, TEAM LEADER OF THE DoD PROTEST REFORM WORKING GROUP.

THE ELECTRONIC COMMERCE INFORMATION CENTER WAS ONE OF SEVERAL EXHIBITORS AT THE RECEPTION. OTHER EXHIBITORS INCLUDED THE AUTOMATED DESKBOOK AND THE DEFENSE ACQUISITION UNIVERSITY. FROM LEFT: JEANINE MACEO, CENTECH CONTRACTOR, STAFFERS MILES HOLTZMAN, KAREN HEMBREE, AND CHARLENE IVEY EXPLAIN HOW BUSINESSES CAN SIMPLIFY GOVERNMENT PURCHASES OF COMMODITIES AND SERVICES UP TO \$100,000 EACH ELECTRONICALLY—SAVING PAPERWORK, REDUCING COST, AND INCREASING PROCUREMENT EFFICIENCY.



FROM LEFT: DR. PAUL G. KAMINSKI, UNDER SECRETARY OF DEFENSE (ACQUISITION AND TECHNOLOGY); RICHARD SYLVESTER, TEAM LEADER, REGULATORY RELIEF WORKING GROUP, DEFENSE ACQUISITION PILOT PROGRAM WORKING GROUPS.



BILL MOUNTS, CHAIRMAN OF THE DoD COST PREMIUM GROUP.

Perry Presents Vice President Gore's Hammer Award to Acquisition Reform Teams and Working Groups

Teams and Working Groups Dispel Myth that Acquisition Reform Belongs in the "Too Hard to Do" Category

DR. MARY-JO HALL • COLLIE J. JOHNSON

Exremely long hours, frustration, agreement/disagreement, a Herculean dose of compromise and negotiation—these were the efforts it took to pull off one of the acquisition community's greatest success stories—the reform of the many acquisition processes. The process action teams, working groups, and drafting teams who recommended new procedures, strategies, policies, and legislation literally removed the mountain that created so many barriers in acquisition.

DSMC Wins Big

On Sept. 20, 1996, Secretary of Defense William J. Perry rewarded the extraordinary efforts of DoD's acquisition reform teams and working groups. In a ceremony conducted at Conmy Hall, Fort Myer, Va., Perry presented Vice President Al Gore's "Heroes of Reinvention Hammer Award" to several acquisition reform teams and working groups. Among those teams and working groups were 15 current and former employees of the Defense Systems Management College: Air Force Brig. Gen. Claude M. Bolton, Jr.; Charles Cochrane; Thomas J. Dolan, Jr.; retired Army Lt. Col. Chris Feudo; Army Col. Sharolyn Hayes; retired Army Brig. Gen. Edward Hirsch; Collie Johnson; Larry Lerer; Fred Manzer; Janice Menker; James Price; Sandy

Hall is the Special Assistant for Quality, Office of the Commandant, DSMC. Johnson is Managing Editor, Program Manager, DSMC Visual Arts and Press.



THE HAMMER AWARD CONSISTS OF A LAPEL PIN, \$6.00 HAMMER, A RIBBON, AND A NOTE FROM VICE PRESIDENT GORE, ALL MOUNTED IN AN ALUMINUM SHADOW BOX FRAME.



AND THE WINNERS ARE! THE OFFICIAL PARTY OF KAMINSKI, PERRY, AND PRESTON SYMBOLICALLY RAISE THE WINNING HANDS OF THE TEAMS AND WORKING GROUPS HONORED AS "HEROES OF ACQUISITION REFORM."

ABOUT THE AWARD

The Hammer Award is the Vice President's special recognition of teams (not individuals) who have made significant contributions in support of the President's National Performance Review (NPR) principles, which are:



- putting customers first;
- cutting red tape;
- empowering employees; and
- getting back to basics.

AL GORE
Vice President of the United States



SECRETARY OF DEFENSE WILLIAM J. PERRY PRESENTS THE KEYNOTE ADDRESS AT THE "HEROES OF REINVENTION HAMMER AWARD" CEREMONY AT CONMY HALL, FORT MYER, VA., SEPT. 20, 1996. SEATED BEHIND PERRY, FRONT ROW, FROM LEFT: R. NOEL LONGUEMARE, PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND TECHNOLOGY; AIR FORCE LT. GEN. LESTER LYLES, BALLISTIC MISSILE DEFENSE ORGANIZATION; ART MONEY, AIR FORCE SERVICE ACQUISITION EXECUTIVE; JOHN W. DOUGLASS, NAVY SERVICE ACQUISITION EXECUTIVE; STEVE KELMAN, ADMINISTRATOR, OFFICE OF FEDERAL PROCUREMENT POLICY. SECOND ROW, FROM LEFT: BETTY L. BAILEY, DIRECTOR, OFFICE OF ACQUISITION MANAGEMENT, ENVIRONMENTAL PROTECTION AGENCY; LLOYD W. PRATSCH, PROCUREMENT EXECUTIVE, DEPARTMENT OF STATE; GARY KRUMP, DEPUTY ASSISTANT SECRETARY FOR ACQUISITION AND MATERIAL MANAGEMENT, DEPARTMENT OF VETERAN AFFAIRS; DEIDRE A. LEE, ASSOCIATE ADMINISTRATOR FOR PROCUREMENT, NATIONAL AERONAUTICS AND SPACE ADMINISTRATION; ELEANOR SPECTOR, DIRECTOR OF DEFENSE PROCUREMENT, OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND TECHNOLOGY; IDA USTAD, DEPUTY ASSOCIATE ADMINISTRATOR, PROCUREMENT, GENERAL SERVICES ADMINISTRATION.

Rittenhouse; Thomas Siemsen; Bob Stryjewski; and Frances Valore.

Assisting Perry in the presentations were two senior acquisition leaders from OSD: the host for the ceremony, Under Secretary of Defense for Acquisition and Technology, Dr. Paul G. Kaminski; and the Acquisition Reform Team Leader, Deputy Under Secretary of Defense for Acquisition Reform, Colleen A. Preston.

A Chance to be Heard

Assembling earlier in the morning prior to the Hammer Awards Ceremony, Preston convened her process action team leaders, team members, and working groups for a brief-out and assessment of each team or group's original recommendations to Kaminski. Gathering from across the nation, 12 of 13 diversified teams out-briefed the implementation of their recommendations. The process action teams, working groups, and drafting teams who received the Hammer Award included:

EC/EDI Process Action Team. The Electronic Commerce/Electronic Data Interchange in Contracting team, led by Delores "Dee" Smith, reported that the team's recommendations have resulted in revolutionary changes in Department of Defense contracting practices. Now vendors and contractors who do business electronically have to subscribe to only one network. Using that network, they can conduct transactions with over 250 offices. Vendors now have access to electronic

notices of government-wide purchases. They can search automatically for items of interest. Quotes can be made and contracts awarded electronically.

MILSPECs and Standards Process Action Team. The Military Specifications and Standards Process Action Team, led by Darold L. Griffin, has decreased the DoD's reliance on more than 31,000 military specifications that defined the requirements to purchase products. Now the Department can purchase from a unified national production base without paying a premium for "defense-unique" items or services.

Contract Administration Process Action Team. Led by Army Col. Blair A. Peterson, the team developed a comprehensive plan to reengineer the contract administration process. They changed the concept of "effective oversight." No longer is it practical to avoid risk at all costs; instead, leaders will manage risks within the constraints of the budget. The team identified 36 specific recommendations for improvements to contract administration.

Procurement Process Reform Process Action Team. Led by Robert Rumberger, the team identified ways for DoD to reform its internal procurement procedures. They streamlined competitive and sole-source procurement creating a better balance between fairness and efficiency in competition. This reduces the required time to buy items and has improved communications between the government and its suppliers.

Oversight and Review Process Action Team. Led by Army Brig. Gen. John Caldwell, Jr., the team reengineered the oversight and review of DoD's acquisition system. Now oversight staffs have an integrated role and work with the system program offices. Acquisitions are tailored for the executive reviews of each particular program, with war-fighter needs as the focus and goal. These changes will improve the Department's ability to field warfighters' requirements in a "just-in-time" manner that is more efficient and cost effective.

Communications and Outreach Process Team. Led by Janice Menker, the team developed a draft strategic plan for communicating a common acquisition reform message throughout the acquisition workforce.

Automated Acquisition Information Process Action Team. Led by retired Navy Capt. Tom Davis, the team introduced an automated deskbook with three electronic volumes: a Reference Set; a Tool Catalog; and an Acquisition Management Forum. The deskbook provides information essential for acquisition professionals to make informed decisions.

Department of Defense Cost Premium Group. Chaired by Bill E. Mounts, the group analyzed the top 24 cost drivers in procurement. In doing so, they helped change 15 encumbering military standards, and created 18 specific reforms that reduced contractor oversight and procurement costs.

Defense Acquisition Pilot Program Working Groups. Led by Ric Sylvester, these groups spearheaded the pilot programs: the Regulatory Relief Working Group and the Pilot Program Consulting Group on Metrics. Eliminating statutory barriers, they expanded the use of standard commercial and industrial practices in the acquisition process. Streamlined actions cut review time for one program from six months to six weeks. Documentation on another program was reduced by 75 percent. Statutory and regulatory waivers lowered contract costs and led to less intrusive government oversight.

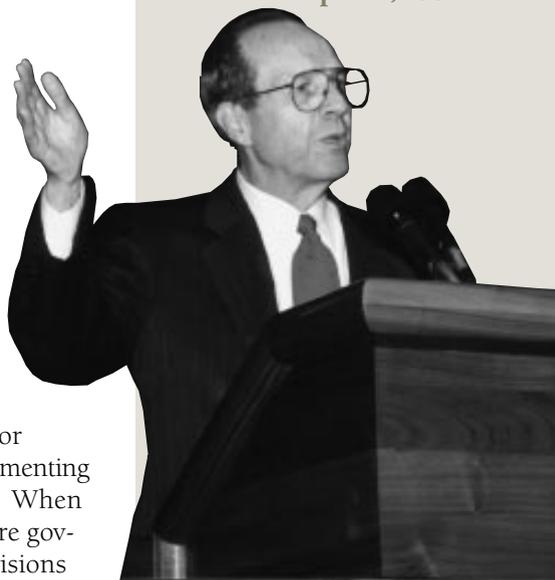
Department of Defense Protest Reform Working Group. Led by Terry Squillacote, the group reformed the protest process by drafting critical language for proposed legislation and commenting on proposed regulations. When passed, this change will ensure government contract award decisions

are reviewed on the same basis as other government actions, thus reducing the burden of extensive litigation.

The Strategic Outcome Metrics Tiger Team. Led by Army Col. Stanley Leja, the team developed metrics to measure the results of acquisition reform. These metrics have provided feedback to the

“You were the ones who were frustrated with the red tape. You were the ones who knew what needed to be changed. And you were the ones who proved the skeptics wrong... Today you are the ones that we honor, not only for changing our acquisition system but also for proving that when federal employees are given free rein to change government, they can move mountains.”

**Secretary of Defense
William J. Perry
Sept. 20, 1996**



acquisition workforce demonstrating the DoD's progress.

Federal Acquisition Streamlining Act, Federal Acquisition Regulations, and Defense-unique Provisions Drafting Team. Led by retired Navy Capt. Barry L. Cohen, the team prepared changes to the Federal Acquisition Regulations that were mandated by the new law. These changes streamline the acquisition process by eliminating unique and burdensome government requirements. Contracting officers can make *on-the-scene* decisions.

Team AR. Headed by Colleen A. Preston, Deputy Under Secretary of Defense for Acquisition Reform, Team Acquisition Reform (Team AR), created the vision and direction for acquisition reform within the Department of Defense. All 12 of the other teams were supported by Team AR. They have facilitated efforts to reengineer the acquisition process and change the “culture” of the acquisition system.

Welcome

Kaminski extended a warm welcome to the awardees, their leaders, colleagues, friends, and family members. In recognizing the awardees, he also expressed appreciation to the “thousands of other people who have been reinventing the Federal Government's acquisition process...Your contributions also are being honored here today. Without your help and the help of many others who are unable to be with us today, none of the great progress we have made would have been possible.”

Distinguished guests attending the ceremony included: Dr. Steve Kelman, Administrator, Office of Federal Procurement Policy; John Douglass, Navy Service Acquisition Executive; Art Money, Air Force Service Acquisition Executive; Air Force Lt. Gen. Lester Lyles, Director, Ballistic Missile Defense Organization; R. Noel Longuemare, Principal Deputy Under Secretary of Defense for Acquisition and Technology; Eleanor Spector, Director of Defense Procurement; Betty L. Bailey, Director, Office of Acquisition Management, Environmental

Protection Agency; Lloyd W. Pratsch, Procurement Executive, Department of State; Gary Krump, Deputy Assistant Secretary for Acquisition and Material Management, Department of Veteran Affairs; Deidre A. Lee, Associate Administrator for Procurement, National Aeronautics and Space Administration; and Ida Ustad, Deputy Associate Administrator, Procurement, General Services Administration.

Also recognized were key members of congressional staffs who played a critical role in acquisition reform legislative initiatives; the Section 800 Acquisition Streamlining Panel; members of the Defense Science Board; and the Acquisition Reform Senior Steering Group.

“Our work here is not done,” according to Kaminski. “As we move from words to deeds, we recognize that true reform comes not only from good ideas but from dynamic leadership, the kind of leadership that can chart the course and keep us focused on the way ahead.” Introducing the keynote speaker, Secretary of Defense William J. Perry, Kaminski said, “We have been extremely fortunate to have had just that kind of leadership and support from the very top in our Department... His vision has been for DoD to become a world-class buyer by adopting more commercial-like processes, managing risk, and leveraging a globally competitive industrial base, all of which will support U.S. warfighters by getting advanced weapons and equipment fielded faster, cheaper, and at the promised performance levels...The great progress that we have made so far can also be attributed to Secretary Perry’s strong, very public support for our entire program of acquisition reform.”

Keynote Address

Perry’s participation in the ceremony symbolized the degree of significance and credibility the Department of Defense places on the recommendations coming out of the teams and working groups. Referring to the task set before them, Perry likened it to Sisyphus in Greek mythology, who was sentenced to spend all of eternity rolling a large

rock up a mountain only to have it roll back down just as he reached the top. “When it comes to acquisition reform, every Secretary of Defense for the past 30 years has been like Sisyphus. Each one was determined to get that rock over the mountain and reform the system, and each time the rock rolled back down again.

In the past three years we have gotten that rock of acquisition reform rolling because instead of trying to roll it up the mountain, we decided to get rid of the mountain.” Perry also acknowledged the support and inspiration of two individuals “who can truly move mountains, President Clinton and Vice President Gore, who made defense acquisition reform a national priority, and because we had strong bipartisan support from Congress.”

Speaking of the talent and creativity of our acquisition workforce, Perry said, “You grabbed your picks and shovels and put your shoulders to the task.” He spoke of the skepticism when the acquisition reform effort was first launched three years ago and how management experts said that it couldn’t be done. They said that to change our acquisition system we needed to change the culture, and to change the culture we had to get rid of half of the workforce, which was used to doing things the old way.

Perry reiterated that our success was found in taking the opposite approach. Instead of getting rid of the people with the day-to-day experience, DoD asked them to be the agents of change. “You were the ones who were frustrated with the red tape. You were the ones who knew what needed to be changed. And you were the ones who proved the skeptics wrong...Today you are the ones that we honor, not only for changing our acquisition system but also for proving that when federal employees are given free rein to change government, they can move mountains.”

Concluding his remarks, Perry quoted Winston Churchill who once said, “I

am easily satisfied with the very best.” He told the awardees that they have done the very best, and “I am more than satisfied. I am proud of each of you and proud to present you with the Vice President’s Hammer Award.”

Colleen A. Preston

Also speaking at the ceremony was Colleen A. Preston, the Deputy Under Secretary of Defense for Acquisition Reform, who served as the AR Team Leader and spearheaded the entire acquisition reform effort.

Preston said that the acquisition reform process within DoD has not been easy. She spoke of the persistence of the efforts of the teams and working groups in trying to achieve breakthroughs in thinking about problems and creating innovative solutions day after day, week after week. “Our honorees have proven that removed from the shackles of a rule-bound system, government employees are, in fact, the most innovative, the most knowledgeable about what needs to be done to change the system so that they can do their job, and the most willing to work at change when given the chance.”

Leaving the audience with one last thought, she remarked that it is indeed possible “for one individual to make changes in a bureaucracy even as large as the Federal Government and, perhaps even better, that *with teamwork common people can attain uncommon results.*”

She commended the DUSD(AR) team and called them “facilitators and the world’s best plagiarizers” because their goal in life is to take good ideas from all walks of the acquisition community and workforce, share them with others, and get them implemented.

On a personal note, Preston concluded her remarks with these words: “There is no doubt that each of you here and many others that have yet to be recognized, or may never be, have let me fly so high that I have almost touched the sky. Thank you for being the wind beneath my wings.”



Hammer

Awards



**EC/EDI IN CONTRACTING
PROCESS ACTION TEAM**

Friday, September 20, 1996 • Conny Hall, Ft. Myer, VA



Hammer Awards



**MILITARY SPECIFICATIONS &
STANDARDS PROCESS
ACTION TEAM**

Friday, September 20, 1996 • Conny Hall, Ft. Myer, VA



Hammer Awards



**CONTRACT ADMINISTRATION
PROCESS ACTION TEAM**

Friday, September 20, 1990 • Creamy Hall, Ft. Myer, VA



Hammer Awards



**STRATEGIC OUTCOME
METRICS TIGER TEAM**

Friday, September 20, 1996 • Conmy Hall, Ft. Myer, VA



Hammer Awards



**ACQUISITION SYSTEMS
OVERSIGHT AND REVIEW PAT**

Friday, September 20, 1996 • Conmy Hall, Ft. Myer, VA



Hammer Awards



**DEFENSE ACQUISITION
PILOT PROGRAM
WORKING GROUPS**

Friday, September 20, 1996 • Conmy Hall, Ft. Myer, VA



Hammer Awards

COMMUNICATIONS & OUTREACH PROCESS ACTION TEAM

Friday, September 20, 1996 • Conny Hall, Ft. Myer, VA



Hammer Awards



**AUTOMATED ACQUISITION
INFORMATION PAT**

Friday, September 20, 1996 • Conmy Hall, Ft. Myer, VA



Hammer Awards



DoD REGULATORY COST PREMIUM GROUP

Friday, September 20, 1996 • Conny Hall, Ft. Myer, VA



Hammer Awards

**DoD PROTEST REFORM
WORKING GROUP**

Friday, September 20, 1996 • Conmy Hall, Ft. Myer, VA



Hammer Awards



**PROCUREMENT PROCESS
REFORM PROCESS
ACTION TEAM**

Friday, September 20, 1996 • Conny Hall, Ft. Myer, VA





Hammer Awards



ACQUISITION REFORM STAFF
Friday, September 28, 1996 • Conroy Hall, Ft. Myer, VA