

DSMC Hosts Single Process Initiative Symposium

Government-unique Management and Technical Requirements Giving Way To Common, Facility-wide Systems Based on Best Commercial Practices

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Better, faster, at a lower cost. Those were the watchwords for the day on June 28, 1996, as the Defense Systems Management College (DSMC) Commandant, Army Brig. Gen. Richard A. Black, hosted the first of nine symposiums designed to keep the faculty on the cutting edge of acquisition reform. As reported in a series of articles in the March-April 1996 issue of *Program Manager*, the Single Process Initiative (SPI), as directed by Secretary of Defense William J. Perry, will replace government-unique management and technical requirements with common, facility-wide systems based on best commercial practices, wherever practical.

Members of industry, DoD acquisition activities, and faculty joined in the symposium held at the DSMC main campus to share the most current experiences and lessons learned in implementing the DoD SPI, the next logical step in acquisition reform, and specifications and standards reform. The focus of the symposium was on the DoD/Industry SPI experience at Raytheon Electronic Systems' Andover, Massachusetts facility. In April, Raytheon and the Defense Contract Management Command (DCMC) Administrative Contracting Officer executed a block change modification. On June 7, a modification was definitized, formalizing two years' effort on the part of both industry and



THE SPI SYMPOSIUM SPEAKERS. STANDING FROM LEFT: NAVY CMDR. BOB PETROKA, NAVY SPI OFFICE; GENE STOCKTON, RAYTHEON; RICH REED, DSMC DEAN OF FACULTY; ARMY BRIG. GEN. RICHARD A. BLACK, DSMC COMMANDANT; JIM BAUER, HQ DCMC; STEVE TITUNIC, DCMC RAYTHEON; JIM STEELMAN, ARMY PEO FOR TACTICAL MISSILES; AND BILL SMART, ARMY PEO FOR MISSILE DEFENSE.

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Photos by Richard Mattox

ARMY BRIG. GEN. RICHARD A. BLACK, DSMC COMMANDANT, WELCOMES FACULTY AND GUESTS TO THE SPI SYMPOSIUM. FACULTY SYMPOSIUMS ARE DESIGNED TO ENSURE DSMC REMAINS THE ACQUISITION ACADEMY OF DISTINCTION.



DoD making that experience an SPI “early success story.”

During the SPI symposium, the DSMC faculty benefited by hearing firsthand from those government and industry practitioners who are intimately involved in making SPI a reality now. Invited speakers included: Jim Bauer

from DCMC, who spoke on the block change process; Gene Stockton from Raytheon touched on their experience with trying to create a common process factory serving tri-Service customers; Jim Steelman from the Army PEO Tactical Missiles covered their role in the streamlining efforts at Raytheon; Bill Smart from the Army PEO Missile Defense discussed the challenges associated with being the component team lead charged with representing all Army programs during the evaluation of proposals; and Navy Cmdr. Bob Petroka provided an action officer view from the Navy SPI Office.

Single Process Initiative deployment throughout the defense industry continues to accelerate as reported by the DCMC Commander, Air Force Maj. Gen. Robert W. Drewes, in his most recent quarterly report. According to the report, 69 contractors submitted 194 concept papers¹ to change 264 processes. Of these, 166 are technically related, and 98 are business-related. Thirty seven reflect all actions as completed and implemented at contractor facilities. On average, it takes 95 days

from submittal to completed modification.

Field activities are continuing to tackle several issues:

- Consideration is still a concern, although in most instances, is recouped in other forms such as goods and services.
- A government/industry team has reviewed those situations where a prime is also a subcontractor.
- Substitute contract language is needed to protect government interests when a specification or standard has been canceled.
- Assignment and workload of Component team leaders.
- Changes to processes which are affected by law or regulation.
- Industry concerns over lack of government commitment to fully deploy SPI now as well as on future contracts.

In closing the symposium, Black commented on incorporating SPI into the DSMC educational experience. “As a result of today’s experience, DSMC Department Chairs and Course Directors will be better able to integrate SPI concepts and lessons learned into functional curricula. We owe our customers intimate insight into the latest in acquisition reform if we are to remain the acquisition academy of distinction.”

Future faculty symposiums will cover Cost As An Independent Variable, Integrated Product and Process Development, changes to the DoD 5000 series, and the other acquisition reform topics addressed during the May 31, 1996, Acquisition Reform Acceleration Day.

END NOTE

Concept papers begin the process and are developed by the contractor when proposing changes to a management or technical area.