

developed their own tools. Their presentations reinforced Dr. Keesee's conclusion that MANPRINT tools available need to be used now.

The Earlier the Better

The symposium concluded with Dr. Robert F. Holz, Acting Director, Personnel Technologies Directorate, Office of the Deputy Chief of Staff for Personnel, reminding the audience that resourcing is the key to a successful MANPRINT program. Additionally, Holz stressed the need for MANPRINT practitioners to work with the PM at the earliest possible stages of the acquisition process.

Since 70 percent of the decision costs for a new system are determined by the time a program reaches the end of Milestone I, such early involvement is essential for MANPRINT to positively impact DoD systems development.

Editor's Note: Feedback from the symposium was universally laudatory, with many respondents recommending that the Army continue an annual MANPRINT Symposium. The author welcomes questions or comments on this article. Contact him at **Robert.Holz@HQDA.Army.Mil**. For more information about MANPRINT, go to <http://www.manprint.army.mil/>.

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