

# Civil-Military Integration Creating a Revolution in DoD's Packaging Processes

## DUSD (AR) Teams with DUSD (L) to Conduct Three-Year Pilot Program

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Since the early 1900s, the Defense Logistics Agency (DLA) and each branch of the armed forces have been faced with the challenge of packaging and shipping their unique wares through a variety of environments. This challenge continues today.

Because the military-distribution system does not provide complete visibility into end-item-distribution points and allocated time in transit and storage, DoD recognized the need for reform.

To address this issue, on Oct. 1, 1996, DoD created a new standard for packaging, MIL-STD-2073-1C, which provides the foundation for the maximum use of commercial-type packaging and represents a key first step toward achieving Civil Military Integration (CMI).

MIL-STD-2073-1C requirements are applied by procurement activities to provide adequate protection for items entering the military-distribution system. In some applications, where severe environmental conditions or long-storage times are not encountered, these requirements may be over-specified.

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buyers and is critical to meeting future military, economic, and policy objectives.

The Deputy Under Secretary of Defense (Acquisition Reform) and Deputy Under Secretary of Defense (Logistics) will conduct a three-year pilot program with General Electric (GE) and AlliedSignal to

implement a commercial packaging process and test its performance within the military distribution system.

The program will also expand application of commercial packaging for items intended to enter the military distribution system, develop lessons learned to improve the integration of commercial-military packaging requirements and, develop, monitor, and review government and industry benefits, risks, and cost savings.

GE and AlliedSignal will apply best commercial-packaging practices except in rare circumstances. Through cross functional collaborations, a comprehensive block-change-clause language will be modified to existing contract language. This contract modification, combined with world-class commercial packaging systems and practices, will assure product integrity and GE and AlliedSignal accountability.

This three-year pilot program will help determine how much the Defense Department can save by shifting from its current, and cumbersome military packaging specifications, to more efficient commercial standards. Both GE and AlliedSignal believe they can substantially reduce costs by shipping to DoD the same way they ship to commercial customers. The contractors will essentially guarantee that the end item is packaged appropriately and they will replace it should damage occur in shipping.

*Hawkins is the Systems Acquisition Project Officer, Office of the Deputy Under Secretary of Defense (Acquisition Reform). He is currently serving an 18-month developmental detail assignment with ODUSD (AR) supporting the Defense Packaging Pilot Program.*

# In Memoriam

The pilot should help determine whether commercial standards, not only provide cost savings, but also satisfy critical military requirements. This pilot program will also improve partnership with industry to make optimal use of commercial packaging and full implementation of revised packaging specifications.

Ideally, the pilot program will strive to achieve the premise of faster, better, and cheaper by: simplifying requirements, lowering mutual costs, and identifying opportunities for DoD to apply commercial packaging for specific applications. This will support the goal of achieving greater integration of commercial/military processes, and improve open communication and understanding of packaging requirements between the military services, DLA/DCMC, and industry.

The enhanced use of commercial packaging practices will reduce government oversight, reduce packaging costs, provide industry flexibility to use best practices, and establish full industry accountability for packaging integrity.

The Department will track the achievements of the pilot through the use of performance metrics. These metrics will be established to track packaging discrepancy reports and cost reductions achieved. Special project codes have been assigned to evaluate the use of commercial packaging shipped from specific GE and AlliedSignal plants through the military-distribution system. The OSD Pilot Program Consulting Group (PPCG) will provide metrics oversight, lessons learned, and reporting. A packaging Integrated Product Team will help monitor the activities within the pilot program and report the status to the PPCG.

Finally, a plan will be developed to educate and train government and industry personnel concerning the use of commercial and military packaging and implementation of this pilot program. The first review of the program will come in 12 to 18 months when preliminary performance is thoroughly analyzed.

**C**atherine Gill "Katie" Clark, a retired writer-editor and former managing editor of DSMC's flagship periodical, *Program Manager* magazine, died of cancer Feb. 18 at her home in Clifton, Va.



A Northern Virginia resident since 1969, Clark was a newspaper reporter and editor in her native St. Joseph, Mo., before moving to Arkansas to work as an Army public information specialist during the Korean War. She was the only woman writer and public information specialist during the Korean Conflict (1951-53) on the staff of the commanding general of the 5th Armored Division, Camp Chaffee, Ark., which had been reactivated as a basic training camp.

After years as a homemaker, she returned to journalism in 1974, working as a writer-editor for the U.S. Army Research Institute for the Behavioral and Social Sciences and the U.S. Army Corps of Engineers.

Clark came to the Defense Systems Management College in 1985, and was managing editor of *Program Manager* at the time of her retirement in 1993.