

Accelerating the Revolution — A Week Of Intense Activity

Cohen Kicks Off ALR Week, Gansler Honors Top Teams with David Packard Award

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Defense Secretary William S. Cohen kicked off Acquisition & Logistics Reform (ALR) Week June 8 at the Pentagon by challenging the acquisition and logistics workforce to “be bold, innovative, and imaginative.”

Sustaining, Sharpening That Decisive Edge

Joined by Under Secretary of Defense (Acquisition & Technology), Dr. Jacques S. Gansler and Chairman of the Joint Chiefs of Staff, Army Gen. Henry H. Shelton, Cohen said this is a special week because, “We celebrate who you [the acquisition and logistics workforce] are and we celebrate what you do, sustaining and sharpening that decisive edge on behalf of the safety of our men and women in uniform — on behalf of the security of the nation.”

This year’s ALR Week, June 7-11, brought together acquisition and logistics professionals at all levels to assess ongoing reform initiatives and determine ways to accelerate the actual implementation of DoD’s acquisition reform initiatives. Fittingly, the theme selected for ALR Week was “Accelerating the Revolution” — a theme that Gansler said he personally was involved in helping to select.

Jones is editor, Program Manager magazine. He received a degree in Communications Studies from the University of North Carolina-Chapel Hill and was the 1997 Military District of Washington photojournalist of the year.





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**—Army Gen. Henry H. Shelton
Chairman, Joint Chiefs of Staff**

Announcing ALR Week in a Feb. 26 memorandum, Gansler said, “We must emphasize the day-to-day application of our initiatives while training as we work — as a *team*.” All across the nation, the DoD acquisition workforce ceased their normal operations for one day and focused on acquisition and logistics reform initiatives. Commanders and managers at all levels planned and conducted a full day’s activities, designed to be consistent with the needs of their individual organizations.

Activities ranged from case studies, discussions of lessons learned, panels and speeches, to classes, field trips, and simulations. The Acquisition Reform Communications Center (ARCC) provided a package of training materials via the Internet that could be used to supplement

or add focus to each organization’s training program.

During and after the Kick-Off Ceremony, an “OSD Acquisition and Logistics Reform Event” took place in the Pentagon courtyard, featuring a live Webcast and satellite broadcast of the June 8 ALR Week opening ceremony, as well as interactive video chat sessions with senior leaders in the acquisition and logistics community. An updated ALR Week Web site at <http://www.acq.osd.mil/alr-week> provided information on 41 government and industry exhibits, 30 scheduled presentations, training materials for ALR Week activities, and an archive featuring stored video events from last year’s activities. Visitors to the site could also link to the Military Departments, Defense Agencies, and the

Office of the Secretary of Defense for information on each Service or Agency’s planned ALR Week activities.

An Executive Panel rounded out the day’s activities with Lee Buchanan, Assistant Secretary of the Navy for Research, Development and Acquisition; Air Force Gen. George T. Babbitt, Commanding General, U.S. Air Force Materiel Command; Army Gen. John G. Coburn, Commanding General, U.S. Army Materiel Command; Stan Z. Soloway, Deputy Under Secretary of Defense for Acquisition Reform and Director, Defense Reform; and Roger Kallock, Deputy Under Secretary of Defense for Logistics.

David Packard Award for Acquisition Excellence

Gansler presented the David Packard Award for Acquisition Excellence to five highly deserving teams. The Packard award recognizes the efforts of Department of Defense civilian and military members, organizations, groups, or teams who have made highly significant contributions that demonstrate exemplary innovation and best acquisition practices.

The 1999 recipients (pp. 22-23) are:

- U.S. Marine Corps Amphibious Assault Vehicle Reliability and Maintainability/Rebuild to Standard Team
- U.S. Army Joint Program Office for Biological Defense Portal Shield Team

“We look to you, the proven professionals, to dedicate yourselves anew, to continue to build acquisition and logistics communities that are as flexible and agile as the forces you’re supporting ...”

**—William S. Cohen
Secretary of Defense**

1999 DAVID PACKARD EXCELLENCE

Gansler Honors Five Teams at

**Defense Logistics Agency
Defense Contract Management
Command
St. Louis Plant Clearance Team**

THE DEFENSE CONTRACT MANAGEMENT COMMAND ST. LOUIS PLANT CLEARANCE TEAM REENGINEERED DEMILITARIZATION PROCESSES, DISPOSED OF \$55M OF GOVERNMENT PROPERTY, AND IMPLEMENTED PAPERLESS TRANSACTIONS WITH DEFENSE CONTRACTORS IN SUPPORT OF MANAGEMENT REFORM MEMORANDA TWO AND FIVE.



**▼ United States Air Force
437th Airlift Wing (AMC)
Charleston AFB, S.C.
Hunley Park Housing Renovation Team**

THE HUNLEY PARK TEAM COMBINED AN ACCELERATED, BEST VALUE APPROACH WITH THE INNOVATIVE USE OF MODEL UNITS AND OCCUPANT SURVEYS TO ACHIEVE USER-ORIENTED QUALITY IMPROVEMENTS TO HOUSING AT CHARLESTON AIR FORCE BASE.



**▲ United States Marine Corps
Amphibious Assault Vehicle (AAV)
Reliability and Maintainability/Rebuild to
Standard Team**

THE AMPHIBIOUS ASSAULT VEHICLE RELIABILITY AND MAINTAINABILITY/REBUILD TO STANDARD TEAM REDUCED TOTAL OWNERSHIP COST BY \$550M USING CONCURRENT ENGINEERING, INTEGRATED PRODUCT TEAMS, COMMERCIAL QUALITY ASSURANCE TECHNIQUES, AND EARNED VALUE MANAGEMENT AT UNITED STATES MARINE CORPS DEPOT ACTIVITIES.



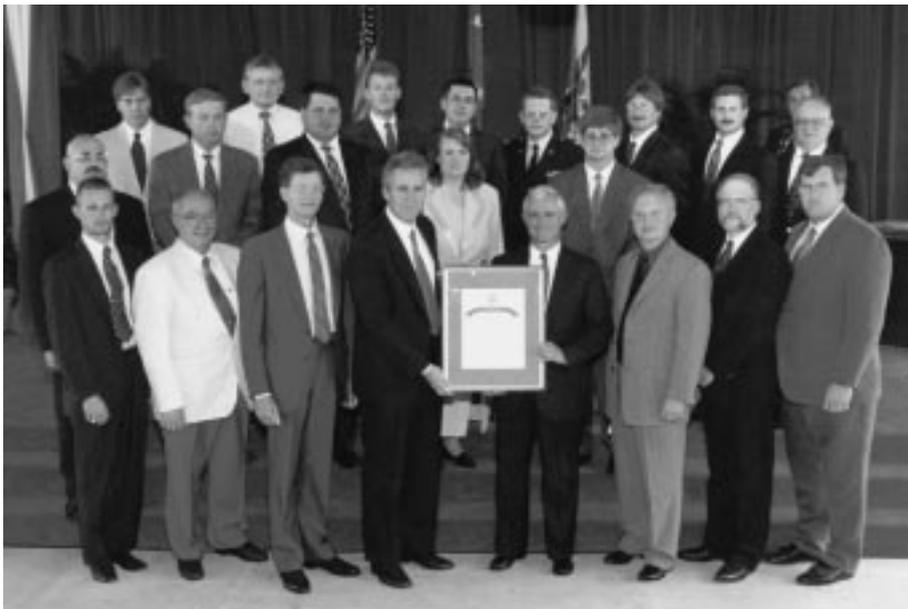
IN ACQUISITION AWARD WINNERS

June 8 Pentagon Ceremony



**United States Air Force
Evolved Expendable Launch Vehicle (EELV)
Program Team**

THE TEAM UTILIZED EARLY INDUSTRY INVOLVEMENT, PARTNERING AGREEMENTS, PROACTIVE USE OF COST AS AN INDEPENDENT VARIABLE, AN "INSIGHT VS. OVERSIGHT" APPROACH, AND COMMERCIAL INDUSTRY'S BEST BUSINESS PRACTICES TO ACHIEVE A 30-PERCENT LIFE CYCLE COST REDUCTION OVER CURRENT SYSTEMS.



**United States Army
Joint Program Office for Biological Defense
Portal Shield Team**

USING MODULAR DESIGN AND A COMMERCIAL OFF-THE-SHELF APPROACH, THE TEAM IMPROVED SYSTEM SUPPORTABILITY AND REDUCED OWNERSHIP COSTS.



“We have to focus on the modernization of our logistics system itself, to cut the cost, the infrastructure, and the cycle time ...”

**—Dr. Jacques S. Gansler
USD(A&T)**



- U.S. Air Force 437th Airlift Wing (AMC), Charleston AFB, S.C., Hunley Park Housing Renovation Team
- Defense Logistics Agency, Defense Contract Management Command, St. Louis, Mo., Plant Clearance Team
- U.S. Air Force Evolved Expendable Launch Vehicle (EELV) Program Team

Of the winning teams, Shelton said, “I am very proud to be a part of a Department that recognizes the fact that we have to make some changes, that we’ve got to reform some of the systems that we have, both in terms of logistics, as well as in acquisition, and, in fact, not only recognizes it, but is in the process of aggressively pursuing that reform.”

“I think the Packard award exemplifies the best of these efforts, recognizing those that have made significant contributions to the Department, which demonstrated the outstanding innovations in acquisition practices. My congratulations this morning to each of the winners who have set an enviable standard for all of us to follow.”

Focus On the Warfighter

Shelton said, “We must never lose sight of the fact that the focus of acquisition and logistics reform must be on supporting the warfighter, as Dr. Gansler has said, and that is to put advanced technology into the hands of the greatest

sailors, airmen, Marines, soldiers, and Coast Guardsmen that the world has ever seen ... We must stay ahead of the technological power curve ... we can no longer afford a 15-year acquisition cycle when the comparable commercial market can allow us to field equipment of this nature in less than half that time.”

Calling the acquisition and logistics workforce “the force behind the force,” Cohen said, “We look to you, the proven professionals, to dedicate yourselves anew, to continue to build acquisition

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and logistic communities that are as flexible and agile as the forces you’re supporting; to continue to put in the hands of our military the latest technologies at the greatest speed and the lowest cost; to continue to build a workforce trained and educated to embrace the change and challenges of a world that’s rushing at us with astonishing velocity.”

Following Cohen, Gansler spoke of the importance of events like the ALR Week activities. “To ensure our reform efforts are successful ... it is vitally important that we take time to discuss ... ongoing acquisition and logistics reform initiatives.” He also named three urgent priorities for DoD’s acquisition community over the next few years.

- First and foremost, he said, is to recognize “that what we’re doing is for the warfighter.”
- The second, “and clearly the one that affects all of us, is to accelerate, broaden, and institutionalize our acquisition and logistics reform efforts in order to optimize our limited resources in providing those weapons.”
- The third of these “major initiatives” that “we have to focus on is the modernization of our logistics system itself, to cut the cost, the infrastructure, and the cycle time in support of our 21st century forces.

“To achieve all three of these,” Gansler said, “we have to transform our defense industrial base in order to support them. Perhaps the most essential for the transformation of our defense acquisition practices and our industrial structures is to rapidly capture state-of-the-art technology and to significantly reduce our weapon systems cost.”

Gansler said he has developed a sincere and deep appreciation for the competence, dedication, and hard work of DoD’s acquisition and logistics workforce. “We still have a long way to go,” he concluded, “and [it] will require all of us making that extra effort. I am confident that we will succeed, and I thank you for your efforts.”