

tem design and development and the concurrent commitment of about \$15 billion. Because of this engagement, the Department is more confident of the FCS' contributions to warfighter capability and in the Army's ability to execute the program successfully.

Defense Systems' traditional role in the DAB review and decision process continues to be a major thrust of the organization. Over the last 18 months, DS has organized 15 DAB reviews for many of the Department's key weapons programs and led the overarching integrated product team (OIPT) to ensure that the Department's leadership has the right information, at the right time, to be able to make sound technical, business, and programmatic decisions. We have improved the OIPT process by reaching beyond the DoD to include representatives of the Office of Management and Budget (OMB) and the National Geospatial-Intelligence Agency (NGA). By inviting the OMB to see and understand the rationale for our acquisition decisions and their impact on the president's budget, we have taken a major step toward approval of our budget requests, and the inclusion of NGA has helped strengthen ties with the intelligence community. Among the major programs DS has guided to successful DAB outcomes are the FCS, the Virginia Class Submarine (SSN-774), F/A-22, Global Hawk UAV, V-22 Osprey, and Patriot. Each of these programs is critical to our future warfighting capability.

To win over the military services to the value of sound systems engineering, DS has moved quickly to establish systems engineering assessments as a key part of OSD engagement with acquisition programs. In addition to the FCS assessment, DS has conducted collaborative engineering assessments of such high-visibility programs as the F/A-22 and the Joint Strike Fighter. This renewed emphasis on systems engineering, corresponding with the under secretary's goals and objectives, has been met with enthusiasm by PMs and senior corporate executives.

As the DoD retools its acquisition, requirements, and budget processes to enable joint interoperability, Defense Systems is on track to implement the changes and to meet the imperatives set for it by the USD(AT&L). There remains much for us to do, however, including implementing additional tools to support decision-making by the under secretary; strengthening relationships with other OSD staffs, the Joint Staff, Services, combatant commanders, and other stakeholders; and continuing to enable the Department's transition from legacy activities to the new capability-based planning paradigm. Defense Systems, from its directors to the staff specialists, is committed to meeting its mission in support of the success of the AT&L community and the Defense Department in national defense.

Editor's note: The author welcomes comments and questions and can be reached at glenn.lamartin@osd.mil.

Bradley M. Berkson

Designated Acting Senior Official for DoD Logistics and Materiel Readiness

Bradley M. Berkson was designated Acting Principal Assistant Deputy Under Secretary of Defense for Logistics and Materiel Readiness (Acting PADUSD(L&MR)), in January 2004. Berkson joined Office of the Secretary of Defense in January 2003 and is serving as Director, Studies and Analysis for the Senior Executive Council. The Senior Executive Council is the Secretary of Defense's senior management team and includes the Deputy Secretary, the Secretaries of the Military Departments, and the Under Secretary of Defense for Acquisition, Technology and Logistics.



Prior to his appointment, Berkson was president of NEW Customer Service Companies, Inc. He came to that position from IP-Mill, Inc., that he, as founder and CEO, sold to NEW in 2000. IP-Mill, Inc. was engaged in efforts to commercialize business process technology using unique identifiers across the supply chain. Prior to his entrepreneurial efforts at IP-Mill, Inc., Berkson was a Partner at McKinsey & Company, Inc., a leading international management consultancy. At McKinsey, Berkson co-led the firm's Corporate Strategy and Finance, Innovation and Technology Management, and Energy Practices. His client efforts included leading global electronics, energy, and technology companies in work including product development, organizational and financial restructuring, merger, acquisitions and alliances, and operational performance improvement. Berkson also co-led McKinsey's work with the U.S. Marine Corps and Southwest Airlines on best practices in front-line performance. Prior to graduate school, Berkson worked as a Senior Engineer in Exxon's Prudhoe Bay operations on the North Slope of Alaska.

Berkson received a bachelor of science degree in Engineering cum laude from the University of Tulsa in 1985, where he was selected as one of the university's top 10 graduates. He also graduated with a master's in business administration with scholastic honors from Harvard University in 1991. Berkson is married, has two sons, and is a licensed pilot. He flies as a volunteer for several mercy medical airlift organizations, transporting cancer and other patients and their relatives for treatment.