



# Acquisition & Logistics Excellence

**DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 15, 2004)**

## **Four Winners Selected for Modeling and Simulation Awards**

**F**our winners have been selected for the sixth annual Department of Defense Modeling and Simulation (M&S) Awards. Ronald Sega, director of defense research and engineering and chair of the DoD Executive Council presented the awards at a ceremony in the Pentagon Oct. 15. The awards recognize achievement during 2003 in support of DoD M&S objectives. Sixty-eight nominations were received from across DoD. The winners for each category are:

**Acquisition-Simulation & Analysis Facility Joint Unmanned Combat Air System (J-UCAS) Simulation Team, Advanced Computational Analysis Directorate (ASC/HP), Wright-Patterson Air Force Base, Ohio**

Team award for demonstrating exceptional technical innovation in the development and integration of the J-UCAS simulations.

**Analysis-Integrated Intelligence, Surveillance, and Reconnaissance Architecture Development Team, National Security Space Office, Chantilly, Va.**

Team award for performing groundbreaking work in completing a detailed assessment of space and airborne ISR architectures in support of military operations, homeland security, and counter-terrorism.

**Training-Battle Command Training Branch/LVC Team, III Corps G3, Fort Hood, Texas**

Team award for exceptional technical competence and determination in creating the Warrior Skills Trainer, identifying and developing federation requirements while integrating the virtual and constructive toolkit that allowed deploying units and soldiers to learn and practice critical convoy and ambush tasks.

**Cross-Function-Simulation Testing Operations Rehearsal Model (STORM) Team, U.S. Army Test & Evaluation Command, Operational Test Command, Fort Hood, Texas**

Team award for development, enhancement, and use of STORM for testing the Army's new and emerging weapon and information systems while also providing commanders and their staff with realistic, cost-effective digital battle command and control training.

The National Training Systems Association sponsors a corresponding set of M&S awards for industry, academia, and non-DoD government practitioners in support of DoD M&S. For information and a list of the non-DoD award winners visit the NTSA Web site at: <http://www.trainingsystems.org/nomform.cfm> >. For more information on the DoD M&S awards visit: <http://www.dmsomil/public/community/awards/> > or contact the Defense Modeling and Simulation Office at (703)824-3426 or [pao@dmsomil](mailto:pao@dmsomil).

## **DMSO DESIGNATED AS DOD'S LEAD STANDARDIZATION ACTIVITY FOR MODELING AND SIMULATION**

**T**he Defense Standardization Program Office recently designated AT&L's Defense Modeling and Simulation Office (DMSO) as the lead standardization activity (LSA) to manage the modeling and simulation standards and methodologies (MSSM), DoD's newest standardization area. This milestone marks further recognition of the growing importance of standards in making modeling and simulation (M&S) more interoperable to support an increasingly wider array of DoD operations and missions, including transformational changes presently taking place in the operating forces and acquisition communities.

MSSM became DoD's newest standardization area in April of 2004. As LSA, DMSO is responsible for approving DoD standardization documents in the MSSM area, adopting nongovernment standards for DoD use, and commenting on standardization documents from other defense standardization program (DSP) areas that affect M&S. DSP policies foster broad community participation in the development and adoption of defense standards. In addition to the participating and reviewing organizations identified in the DSP, DMSO will be working with the Office of the Secretary of Defense, the military services, and other DoD components to establish a cadre of reviewers sensitive to the M&S requirements of the acquisition, training, analysis, and operational communities. The DSP process also allows for participation from industry and academia.



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In response to end-user and M&S community input, over the coming months DMSO expects to adopt several non-governmental M&S standards for the department. Adoption of the documents will list them in the Department of Defense Index of Specifications and Standards (DODISS) and acquisition streamlining and standardization information system (ASSIST) databases. Listing a standard in the DODISS makes it available to be cited in contracts and other acquisition and procurement documents.

DMSO will also work in partnership with the M&S organizations of each of the Services to support standards that they wish to propose for full coordination within DoD. In addition to the development and adoption of M&S standards, DMSO, as LSA, represents the M&S community as a review activity for standards in other areas that impact M&S activities, such as information technology and communications standards.

The availability of DoD-adopted M&S standards will facilitate the incorporation of M&S capabilities into the global information grid and their use as tactical decision aids and in support of acquisition programs and test events. The goal of the M&S standardization program is to ensure that M&S standards are in place to support the current and projected needs of the user communities—operating forces, training, acquisition, and research.

For more information, contact the DMSO standardization program by e-mail at [ms\\_standards@dmsomil.mil](mailto:ms_standards@dmsomil.mil) or through the DMSO Web site at <http://www.dmsomil.mil>.

### AIR FORCE SPACE COMMAND NEWS SERVICE (SEPT. 1, 2004)

#### ANNUAL PROGRAM HONORS PIONEERS

by Staff Sgt. Jennifer Thibault, USAF

**P**ETERSON AIR FORCE BASE, Colo. (AFPN)—Air Force Space Command (AFSPC) officials here welcomed six more pioneers into the Air Force Space and Missile Program Hall of Fame on Sept. 1.

The program recognizes individuals who played a significant role in the early history of Air Force space and missile programs.

“In keeping with our celebration of the 50 years of Air Force space and missiles, we’ve expanded our activities for the space and missile program,” said Skip Bradley, AFSPC historian.

Specifically, this year’s program included two additional events: a panel of retired senior AFSPC officers speaking on “operationalizing space,” and a tribute to a retired enlisted airman for his contributions to developing the Air Force’s intercontinental ballistic missile program.

The induction ceremony paid tribute to the largest number of new pioneers since the program began in 1997. The new pioneers are retired Lt. Gen. Kenneth W. Schultz, retired Col. Edward Blum, Rita Sagalyn, Wen Tsing Chow, William Troetschel, and Rodney Pratt.

Other milestones for this year’s program are the inductions of the first female pioneer—Sagalyn—and the first Asian-born pioneer—Chow.

The honorees’ contributions span a variety of fields, but all were instrumental in paving the way for current and future endeavors in the space and missile arena, officials said.

“We’re recognizing the depth and breadth of these pioneers’ contributions to the Air Force’s space and missile programs,” said Dr. Rick Sturdevant, AFSPC deputy command historian.

#### Retired Air Force Lt. Gen. Kenneth W. Schultz

Schultz managed the contract to develop the initial Air Force Space Plan. He initiated acquisition of significantly improved re-entry systems for the Minuteman, Polaris, and Poseidon weapon systems; and he revitalized important measurement programs supporting ballistic missile programs. He also led design and development of the Minuteman III ICBM, the nation’s first missile capable of carrying multiple independently targetable re-entry vehicles.

#### Retired Air Force Col. Edward Blum

Blum is responsible for the engineering and development of the Agena upper stage, the first successful spacecraft designed to serve a wide variety of on-orbit programs, beginning with the world’s first reconnaissance satellite. He established the production line that turned out more than 260 Agenas used by Discoverer/Corona and other National Reconnaissance Office programs, NASA’s Lunar Orbiter and Mariner interplanetary probes, and other space projects.

#### Rita Sagalyn

Sagalyn played a key role in establishing and executing a space science and technology program at the Air Force Research Laboratory. She designed an ion-attitude sen-



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sor for measuring spacecraft pitch and yaw that was tested successfully aboard several Gemini missions in the mid-1960s. She initiated and led many programs, including the chemical release, radiation effects satellite launched in 1990, spacecraft charging at high altitude, space-weather prediction, plasma and particle instruments on satellites, a compact environmental anomaly sensor for operational satellites, and an active charge control satellite-mounted system.

### Wen Tsing Chow

During the 1950s, Chow managed the design, development, and production in quantity of the digital computer and all-inertial guidance system for the Atlas intercontinental ballistic missile. He formulated the design of the first all-solid-state, high-reliability, space-borne digital computer and established the basic systems approach to development and mechanization of guidance systems for ICBMs, space boosters, and manned spacecraft from Atlas, Titan, Saturn, and Skylab, through Minuteman and the space shuttle.

### William Troetschel

Troetschel, a member of the Air Force's earliest satellite team, contributed to the establishment of an on-orbit operational control node at Sunnyvale for the relevant program offices in Los Angeles. The field office soon grew to become the Air Force Satellite Control Facility with operational responsibility for all Air Force space missions.

### Rodney Pratt

Pratt was involved with design and development of the first satellite communication ground terminals for experimentation with the Echo 1 passive satellite. He conducted on-the-air, scientific experiments using the Initial Defense Satellite Communications Program series, Lincoln Experimental Satellites 5 and 6, the Tactical Communications Satellites, the Defense Satellite Communications System II series and the Air Force Satellite Communications system. He also accepted responsibility for the development of airborne terminal technology for future military SATCOM systems.

Before these six pioneers, 30 people have been inducted.

### DEPARTMENT OF DEFENSE NEWS RELEASE (SEPT. 23, 2004) DOD WINS 2004 E-GOV ENTERPRISE ARCHITECTURE AWARD

**T**he Department of Defense (DoD) accepted the E-Gov Institute's Award for Enterprise Architecture for "Leadership in Government Transformation" during the Institute's Enterprise Architecture Conference

held yesterday in Washington, D.C. The award recognizes the Defense Medical Logistics Standard Support (DMLSS) program.

In accepting the Institute's award, the DMLSS program manager, Air Force Col. Cathy Erickson, said, "It is an honor to accept this award on behalf of a dedicated team of professionals whose innovative thought and drive have helped us transform a medical logistics system into a state-of-the-art solution that meets the Department's evolving information technology needs." James C. Reardon, DoD military health system's chief information officer, said that "DMLSS is one of the premiere medical logistics systems in the world. It provides high-quality, cost-effective management of the military medical supply chain, biomedical equipment and facilities."

The E-Gov Institute selected DMLSS as a superior program that provides the common framework for medical logistics business processes within the department. Reardon also said, "This award recognizes the dynamic capabilities of the DMLSS product as well as excellence in the overall management of the program." As an example of its success, DMLSS has reduced order-to-receipt time from 20 days to less than 24 hours in 95 percent of orders. With implementation of just-in-time delivery processes, it also has reduced medical inventories in department supply depots from an average of 380 days to seven, with corresponding inventory reductions at military treatment facilities.

For more information about the program, visit the DMLSS Web site at: <http://www.tricare.osd.mil/dmlss>.

### DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 5, 2004) DOD SELECTS HISPANIC SERVING INSTI- TUTIONS FOR GRANTS

**T**he Department of Defense announced today plans to award 15 grants totaling \$3.969 million to 11 Hispanic Serving Institutions (HSIs).

These grants will be made under the fiscal 2004 DoD Historically Black Colleges and Universities and Minority Institutions Infrastructure Support Program. The grants will enhance programs and capabilities at these HSIs in scientific disciplines critical to national security and the DoD.

This announcement is the result of merit competition for infrastructure support funding conducted for the Office of Defense Research and Engineering by the Army Research Office. The fiscal 2004 HSIs program solicita-



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tion received 71 proposals in response to a broad agency announcement issued in April 2004. The Army Research Office plans to award seven instrumentation/equipment grants (ranging from \$37,000 to \$200,000) and eight research grants (ranging from \$240,000 to \$499,000) with performance periods of 12 and 36 months respectively.

Awards will be made only after written agreements are reached between the department and the institutions.

The list of recipients is available on the Web at: <http://www.defenselink.mil/news/Oct2004/d20041005grants.pdf>.

### PEO AVIATION TEAMS WITH DAU TO FACILITATE DEVELOPMENTAL ASSIGNMENT AT DAU SOUTH REGION

James McCullough, dean of Defense Acquisition University, South Region (DAU-S), and Paul Bogosian, program executive officer for aviation, have signed a memorandum of agreement to facilitate a developmental assignment position between the two organizations.

The developmental assignment initiative is a result of both organizations' membership in the Huntsville Acquisition Learning Organization, a federation of seven major acquisition commands in Huntsville, Ala. HALO promotes career-long learning and cultivates a motivated and agile acquisition, technology, and logistics workforce to extend the concept of learning beyond the classroom.

Steve Cosgray, a procurement analyst from the Apache Project Office, was selected to participate in the 18-month developmental assignment. Cosgray brings a wealth of experience from the field, and DAU-S benefits from having a highly qualified functional expert for 18 months with current real-life experiences to assist with course reengineering, research, teaching, and outreach.

At the conclusion of the developmental assignment period, PEO Aviation can expect a returning employee who will be better prepared to assume greater responsibilities and to contribute functionally and strategically to the organization.

For information on developmental assignments within DAU-S, e-mail Dr. Jerry Davis, associate dean for outreach and performance support, at [jerry.davis@dau.mil](mailto:jerry.davis@dau.mil). Information regarding the Huntsville Acquisition Learning Organization may be found at <http://acc.dau.mil/halo>.

*(Keisha Vanleer/DAU-S/(256)722-1027/keisha.vanleer@dau.mil)*

### DEFENSE ACQUISITION UNIVERSITY WINS BEST AWARD

Each year the American Society of Training and Development presents its prestigious BEST awards to recognize organizations that demonstrate enterprise-wide success or achievement as a result of employee learning and development. BEST is an acronym for "Building talent, Enterprisewide, Supported by the organization's leaders, fostering a Thorough learning culture."

This year, 84 private- and public-sector organizations from nine countries competed for distinction as the BEST. After a panel of learning and development experts judged the entries, 24 organizations earned the 2004 BEST distinction for their ability to apply learning as a strategic goal and championing a learning culture.

On Oct. 5, 2004, at the Washington, D.C. Kennedy Center, DAU was awarded 1st place among these top 24 organizations.

DAU is featured in the October 2004 issue of *T&D Magazine*. DAU's success in this rigorous competition with leading corporations is eloquent testimony to the dedication, technical excellence, and proven results of its faculty and staff.

### PROGRAM EXECUTIVE OFFICE, ENTERPRISE INFORMATION SYSTEMS (PEO EIS) PRESS RELEASE (OCT. 24, 2004)

#### COL. LEE PRICE IS ARMY'S PROJECT MANAGER OF THE YEAR

*Stephen Larsen*

Army Col. Lee Price, the project manager for Defense Communications and Army Transmission Systems (PM DCATS) was named the Army's Project Manager of the Year for 2004 at the U.S. Army Acquisition Corps annual awards ceremony in Arlington, Va., on Oct. 24.

Assistant Secretary of the Army for Acquisition, Logistics and Technology Claude M. Bolton Jr., presented the award to Price before an audience filled with the Army's Acquisition Corps leadership, including Gen. Paul Kern, commanding general, U.S. Army Materiel Command; Lt. Gen. Steven Boutelle, the Army chief information officer (CIO/G-6); Lt. Gen. Joseph Yakovac Jr., military deputy to the ASA(ALT); and Kevin Carroll, the program executive officer, enterprise information systems (PEO EIS).

Price, as the Department of the Army's (DA) board-select PM DCATS, manages 121 projects with an annual



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budget of more than \$800 million. She oversees the projects of two DA board-select product managers, five assistant project managers, and a Special Projects Office totaling nearly 600 military, civilian, and contractor personnel in 14 global offices, many of them in Iraq and Kuwait.

"I'm honored by this award," said Price, "and I view it as validation of all the hard work that the PM DCATS team—including our soldiers, civilians, matrix employees, and contractors—has done to support joint warfighters. Being a project manager is the ultimate team sport, and I am constantly humbled by our team's ability to execute its many exciting projects."

Price has responsibility for executing programs supporting the president, combatant commanders, joint warfighters, and North Atlantic Treaty Organization and other allies. Projects include strategic Reachback communications for deployed forces; worldwide satellite ground systems; terrestrial microwave communications systems; radio systems for first responders; combat vehicle intercom systems; upgrading technical control facilities; relocation and upgrade of command center information systems; and providing a commercial information infrastructure to relieve tactical assets for U.S. and Coalition forces in Iraq and Kuwait, and U.S. Embassy personnel in Baghdad.

"I think there is no other PM shop that touches the global war on terrorism in more ways than PM DCATS," said Price.

PM DCATS is also responsible for communications at the highest level, installing and managing the Direct Communications Link—otherwise known as the Moscow Hotline—between President Bush and President Putin.

"We are also responsible for a similar link used for arms control, disarmament, and treaty verification purposes between the United States and the former Soviet Union countries of Belarus, Ukraine, and Kazakhstan," said Price.



Col. Lee Price, USA  
Army Project Manager of  
the Year, 2004

Selection as the Army's Project Manager of the Year completes a trifecta of sorts for Price, who in July 2004 was selected as one of the best program managers in the Federal Government by *Federal Computer Week* magazine, and in October 2004 was the first colonel to be featured on the cover of *Military Information Technology* magazine.

Contact Stephen Larsen (732) 427-6756 [stephen.larsen@us.army.mil](mailto:stephen.larsen@us.army.mil).

*(Larsen is the Public Affairs Officer, for the Army's Project Manager, Defense Communications & Army Transmission Systems, at Fort Belvoir, Va.)*

### DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 26, 2004) TOP PERFORMANCES RECOGNIZED BY DOD SMALL BUSINESS PROGRAM

Acting Under Secretary of Defense for Acquisition, Technology and Logistics Michael W. Wynne today announced the presentation of awards recognizing achievements in the Department of Defense Small Business Program for fiscal 2003. Deidre Lee, director of defense procurement and acquisition policy, and Frank Ramos, director of DoD's office of small and disadvantaged business utilization, made the awards during the small business training conference in Temecula, Calif.

The Army received the top award among the military departments and major defense agencies, and the Pen-

tagon's Defense Facilities Directorate Contracting Office got the highest award among a field of 18 other defense agencies.

Other military departments and defense agencies recognized were Air Force, Defense Logistics Agency, National Geospatial-Intelligence Agency, and the Defense Advanced Research Projects Agency. Individuals who received awards were Sidney Allison, Naval Facilities Engineering Command; David Grove, Military Sealift Command; and Carol A. Singleton, Brooks City-Base, San Antonio, Texas.

Additional information on DoD's Small Business Program is available at <http://www.acq.osd.mil/sadbu/>.



# Fall 2004 PEO/SYSCOM Commanders' Conference

## Incorporating Systems Engineering into the Fabric of the Acquisition Process

*Christina Cavoli*

**R**einvigorating Systems Engineering (SE) as a core concept into the daily business of the AT&L community is an idea that has been brought to the forefront this year, beginning with the Feb. 20, 2004, memorandum from Acting Under Secretary of Defense (Acquisition, Technology and Logistics) Michael W. Wynne. Wynne's memorandum stated that "application of rigorous SE discipline is paramount to the Department's ability to meet the challenge of developing and maintaining needed warfighting capability," and instructed that "all programs ... shall apply a robust SE approach that balances total system performance and total ownership costs."

Incorporating SE into the fabric of the procurement business is a tall order; while the benefits of such an approach are clear, creating a system that can train the workforce to implement such systems, establish precise metrics, and ensure a uniform understanding and consistent implementation of SE throughout the Services is a challenge.

Responding to this challenge, the 2004 PEO/SYSCOM Commanders' Conference was dedicated, for the first time, to a single theme: Systems Engineering. Keynote speeches, panels, workshops, and networking all focused on establishing a clear understanding of the scope and capabilities of SE. The conference expanded its reach by providing webcasts of keynote speeches and panels to the field.

### Driving SE into Programs

The conference, held at the Defense Acquisition University, Fort Belvoir, Va., Nov. 16-17, began with a keynote presentation by Wynne. Using the terms "holistic thinking" and "peripheral vision," Wynne defined SE as a way of seeing things from the broadest perspective and a way

to better control a program. SE uses strategic management to focus on the big picture and define all the technical issues. In milestone reviews, said Wynne, "I see good and bad projects, and the difference is clear. SE has the important role of making programs run smoothly, effectively, efficiently. The converse is also true; it is easy to point out how a lack of SE is the main cause of cost overruns and system problems."

Wynne, in his keynote address to the conferees, addressed several challenges to implementing SE. Noting the difficulty of establishing metrics that can capture hard data on the returns of SE, he urged the audience to apply the discipline that comes with SE.

The third of Wynne's seven goals for the defense AT&L workforce, "systems integration and engineering for mission success," seeks to promote sound SE across the DoD acquisition community. Steps are being taken, Wynne told the conferees, to create an outreach and training program that will ensure proper implementation of SE in new programs. He encouraged program managers to "drive the SE concepts into programs."

Wynne predicted tighter budgets, higher scrutiny, and a faster pace for the future. "If the system can be designed correctly the first time," he said, "it saves a ton of money, but we have a low expectation that the first run will work. We need to change that and to expect a quality design on the first run." SE is the means for achieving this accountability.

### Revitalization of SE

The Systems Commanders Panel, presenting "Supporting Revitalization of Government Systems Engineering," also noted areas of concern. Moderator Mark Schaeffer, OUSD (AT&L) principal deputy director for defense systems, and director, systems engineering, gave an overview of challenges: a lack of effective SE implementation, with no "forcing function" for PM or contractor SE activities; program teams incentivized by cost and schedule, not execution of disciplined SE; a lack of balance between the product and the process; an inconsistent focus across the life-cycle; and inadequate consideration of SE in life-cycle decisions for a program. Schaeffer also noted that a lack of common understanding on how to define SE, and disagreement about what creates a good systems engineer, also create imbalances.

To revitalize SE, DoD-wide SE policy and implementation guidance have been provided; monthly SE forums are



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held to ensure senior-level focus; DAU curricula are undergoing revision to include better SE training; and system-level assessments have been instituted to serve as an aid for program managers. The importance of exposing the whole workforce—not just systems engineers—to the tools and ideas of SE was also emphasized.

### Getting Our Hands Dirty

Assistant Secretary of the Army (Acquisition, Logistics and Technology) Claude M. Bolton Jr., pointed out in his address that the workforce was not composed only of systems engineers, and most had yet to “get our hands dirty” figuring it out. While SE is already occurring, Bolton said it needs to be consistently deployed across the workforce. Standards have to be established, along with a universal metrics set. Training needs to be deployed at a consistent and appropriate level, he added, not just for systems engineers, but for the entire workforce.

### Acquisition and Jointness

Navy Vice Adm. Robert Willard, Director, J-8, Joint Chiefs of Staff, addressed the conference with “Acquisition and Jointness.” Willard noted that the Joint Capabilities Integration and Development System (JCIDS) process, developed about a year ago, provides an analytical tool that helps deliver a product and is heavily reliant on the SE process. “JCIDS should not be perceived as an impediment to the process,” said Willard, “It is actually the influence of AT&L on the joint staff that put this process into place.” Willard encouraged the AT&L workforce to view JCIDS as a process that provides operations oversight and to work toward acquisition programs that are engineered for interoperability, capability requirements, and an eye for “jointness.”

### From Platforms to Capabilities & System Solutions

Dr. Glenn Lamartin, OUSD (AT&L) director for defense systems and John Landon, acting deputy to the assistant secretary of defense for command, control, communications, intelligence, surveillance, and reconnaissance (C3ISR) and information technology (acquisition), presented a panel on feedback from the Overarching Integrated Product Team (OIPT) leaders. Commenting on the success of the IPT process, Lamartin also outlined challenges for the workforce. The focus is currently shifting from platforms to capabilities and system solutions. The complexity of programs continues to increase, and systems of systems create numerous interdependencies. The demand for network-centric operations drives higher levels of integration, and functional and physical interfaces continue to expand in number and complexity. Evolu-

tionary acquisition is institutionalizing constant change. The discipline of SE, Lamartin stated, is imperative for success in this environment.

### Looking Left and Right

Landon, an OIPT leader for over eight years, encouraged the use of SE as a method of “looking left and right” to make a program successful and resolve problems. Various factors contribute to a changing environment: statutory and regulatory requirements, shifts in technology, changes in business climate, and a shift to net-centric and capability-based reviews. But effective use of IPTs, raising problems and issues early in the process, establishing measurable exit criteria, and working major issues within the system rather than outside the process, are all effective ways to successfully respond to the changing environment. “Stick to the rules of the road,” Landon said. “The OIPT leaders are there to be facilitators and bring people together to resolve problems.”

### Industry Weighs In

Panel discussions explored other areas of SE. Representatives from Lockheed Martin, Raytheon, Boeing, and Northrop Grumman presented an industrial perspective during “Systems Engineering—Cooperation and Collaboration with Our Industry Partners.” The Networks Information and Integration Panel focused on “Net-Centricity: Intelligence and Information Sharing,” with a view on employing SE to create and improve systems.

At the conference close, Lamartin thanked attendees for bringing their observations and thoughts for discussion and debate. The conference provided an opportunity to work on creating a meaningful system for implementing SE into acquisition programs, said Lamartin, concluding, “It allowed us to bring together the providers and customers of SE in one place. Now it’s time to wrap up all that’s been discussed and put it into practice.”

**Editor’s note:** To review videos of the presentations and other conference information presented at the fall 2004 PEO/SYSCOM Commanders’ Conference, go to the official conference Web site at <http://www.peosyscom.com/>.

*Cavoli is contributing editor, Defense AT&L.*

# 1st Annual DoD AT&L Workforce Development Awards

## *Air Armament Center Takes the Gold*

The first annual DoD AT&L Workforce Development Awards were presented to three organizations on Nov. 16 during the PEO/SYSCOM Commanders' Conference held at Fort Belvoir, Va. Acting Under Secretary of Defense (Acquisition, Technology and Logistics) Michael Wynne authorized the award in May 2004 as an annual event designed to recognize field organizations that have made a profound and lasting contribution to career-long learning and development of their employees. The award program also serves to capture best practices for other organizations to adopt.

"AT&L's success is all about people. The Workforce Development Award is a critical component of my vision—an agile, motivated workforce," said Wynne. "I am determined to create an environment where we can maintain a world class AT&L workforce. ... We must ensure that all of our field organizations are world-class learning organizations. Today we are recognizing some of our best learning organizations."

Twenty-two organizations were nominated for achieving excellence in fostering learning and development, to include mentoring, continuous learning, career counseling, job rotation and shadowing, executive coaching and leadership development. A panel of seven educators and professionals from academia, industry, and corporate learning institutions evaluated and scored each application. The three winners, Wynne noted, shared some common threads: a focus on employee development; a strategic approach to career learning; strong leadership, and appropriate resource allocation of time and money.

The **Gold** winner was the **USAF Air Armament Center (AAC)**, Eglin Air Force Base, Fla., for new and innovative workforce development initiatives such as the Air Armament Academy, Leadership Enhancement and Preparation Program, Training Days/Training Weeks Policy, along with active internship programs, job rotation, job shadowing, career counseling, and supervisor/leadership development has transformed AAC's culture into a strong learning organization.

The **Silver** winner was **Naval Facilities Engineering Command (NAVFAC)**, Washington Navy Yard, D.C. NAVFAC was commended for initiatives such as its Human Capital Strategic Planning Process, Establishment of a Facilities Engineering Career Field, and a College Credit Bank Transcript Service.

The **Army Program Executive Office for Simulation, Training, and Instrumentation (PEO STRI)**, Orlando, Fla., was the **Bronze** winner, recognized for initiatives such as total employee development (a paperless process that has reduced the use of DD Form 1556 from 2,100 a year to 50); Employee Development Plan, Leadership Education and Development Course, and Creativity Day Camp.

Congratulations to the 2004 Award winners. Their "best practices" will be highlighted in detail in the next issue of Defense AT&L magazine. In 2005, we anticipate many more applicants to compete for these awards. The guidelines for next year's competition will be posted on the DAU Web site in February 2005 at <[www.dau.mil](http://www.dau.mil)>.



Gold Winner—USAF Air Armament Center (AAC)



Silver Winner—Naval Facilities Engineering Command (NAVFAC)



Bronze Winner—The Army Program Executive Office for Simulation, Training, & Instrumentation (PEO STRI)

# Michael W. Wynne Acting Under Secretary of Defense (Acquisition, Technology and Logistics)

## Presents Packard Awards



The Total System Support Partnership (USAF)



The Government-wide Purchase Card Team (USAF)



The DoD EMALL (Defense Logistics Agency)

On Wednesday, Nov. 17, 2004, Acting Under Secretary of Defense (Acquisition, Technology and Logistics) Michael W. Wynne presented the David Packard Award for Acquisition Excellence to three program teams at the annual Program Executive Officer/Systems Commander's Conference luncheon held at Fort Belvoir, Va. The Packard is given to Department of Defense civilian and/or military organizations, groups, and teams who have demonstrated exemplary innovations and best practices in the defense acquisition process. These awards, said Wynne, also reflect achievements that exemplify the goals and objectives established for furthering life cycle cost reduction and acquisition excellence in DoD.

The 2004 David Packard Excellence in Acquisition Awards were presented to:

1. The **B-2 Total System Support Partnership** between the Air Force B-2 Program Office and the Northrop Grumman Corporation
2. The **Government-wide Purchase Card (GPC) Team** of the Air Force 374th Contracting Squadron
3. The **DoD EMALL Team** at Defense Logistics Agency.

Complimenting the winners, Wynne stated that the winning teams each used new and innovative ways to expand the talents of their people, to extend the life of our materiel, and to stretch the purchasing power of every dollar. They were also able to demonstrate new ways to work with industry and to manage their projects as we head into the 21st century.

The conference agenda also included many key issues and recommendations for continuous improvement of the acquisition process. These were presented to the attendees for consideration at the conclusion of each conference. In the next edition of Defense AT&L, we will have a more detailed article on the David Packard Excellence in Acquisition Awards program.



DEPARTMENT OF DEFENSE NEWS  
RELEASE (OCT. 28, 2004)  
**2004 PHOENIX AWARD WINNER  
ANNOUNCED**

Secretary of Defense Donald H. Rumsfeld announced today that Combat Service Support Battalion 10, Marine Corps Air Ground Combat Center is the 2004 winner of the Phoenix Trophy, DoD's highest award for field-level maintenance of weapon systems and equipment.

The award was made during an awards banquet held in conjunction with the 2004 DoD Maintenance Symposium and Exhibition in Houston, Texas. Bradley Berkson, acting deputy under secretary of defense (logistics and materiel readiness) and Dave Pauling, assistant deputy under secretary of defense (maintenance policy, programs and resources) presented the award on behalf of Rumsfeld.

In the year preceding Operation Iraqi Freedom (OIF), Combat Service Support Battalion 10, which traditionally provided maintenance in support of tenant units at Twentynine Palms, was given a new mission: direct combat service support, including direct maintenance, to all 1st Marine Division Units in the I Marine Expeditionary Force combat zone. During OIF, CSSB 10 executed its new mission flawlessly, essentially perfecting "maintenance on the move." It established 14 repair and re-

plenishment points between Kuwait and Baghdad, and dispatched more than 400 maintenance support teams to units that were unable to reach the repair and replenishment points.

It also distributed one million gallons of water, two million gallons of fuel, and nearly 2,000 tons of ammunition.

Also receiving Secretary of Defense Maintenance Awards in recognition of outstanding achievements in field-level military equipment and weapon system maintenance by organizations of the military departments were:

### **SMALL CATEGORY**

- Marine Heavy Helicopter Squadron 462, Marine Corps Air Station Miramar, San Diego, Calif., United States Marine Corps
- 509th Munitions Squadron, Whiteman Air Force Base, Mo., United States Air Force

### **MEDIUM CATEGORY**

- 3rd Military Intelligence Battalion (Aerial Exploitation), Camp Humphreys, Republic of Korea, United States Army

### **LARGE CATEGORY**

- The *USS Abraham Lincoln*, Everett, Wash., United States Navy
- 27th Maintenance Group, Cannon Air Force Base, N.M., United States Air Force

DEPARTMENT OF DEFENSE NEWS  
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**DOD DISTINGUISHED CIVILIAN SERVICE  
AWARDS PRESENTED**

Secretary of Defense Donald H. Rumsfeld presented the department's highest civilian service award to six career employees at a ceremony held today at the Pentagon.

The 49th annual presentation of the Department of Defense Distinguished Civilian Service Awards were made to the following:

- Frank J. Anderson, president, Defense Acquisition University
- Andrew Hoehn, deputy assistant secretary of defense for strategy

- Evelyn R. Klemstine, program director, international programs division, Office of the Inspector General
- Margaret Myers, principal director, Office of the Deputy Chief of Information, Office of the Assistant Secretary of Defense for Networks and Information Integration
- Michael A. Parker, director, Army Chemical Materials Agency
- Charles M. Smith, chief, field support contracting, Army Field Support Command

The DoD Distinguished Civilian Service Award has no monetary attachment. It recognizes career employees at all levels for their exceptional achievement and honors performance characterized by extraordinary, notable, or prestigious contributions that impact the department as a whole.