



Acquisition & Logistics Excellence

DEFENSE CONTRACT MANAGEMENT AGENCY (JAN. 4, 2006)

During an Acquisition, Technology and Logistics (AT&L) All Hands at the Pentagon on Jan. 4, 2006, Under Secretary of Defense (AT&L) Kenneth Krieg presented a Defense Acquisition Excellence Certificate of Achievement and Defense Certificates of Recognition for Acquisition Innovation to six Defense Contract Management Agency teams:

Defense Acquisition Excellence Certificate of Achievement

Defense Contract Management Agency (DCMA) Enterprise/Northwest Florida Team. The team provided highly responsive, innovative support to Special Operations Command and multiple other programs, by cutting process cycle times by approximately six months; and from 2001 to 2004, significantly contributed to cumulative cost avoidances to the government amounting to over \$45 million.

Defense Certificate of Recognition for Acquisition Innovation

Defense Contract Management Agency (DCMA) Boeing-St. Louis Future Combat Systems Team. The team provided exemplary performance in contract management support for the Department of the Army's Future Combat System, a massive procurement to meet emerging national security threats, including analyzing a \$6.4 billion contract addition.

The Active Performance Management Pilot Implementation Team, Office of the Assistant Deputy Under Secretary of Defense for Transportation Policy. The team leveraged and integrated best business practices with commercial off-the-shelf technology into DoD systems to enable faster delivery of materiel to the combatant commands, thereby achieving best value supply chain management.

Ground-Based Midcourse Defense Technology Assessment and Planning Team, DoD Missile Defense Agency. The team found new ways to transition innovative technology from the garages of small businesses into the Ballistic Missile Defense System by leveraging Small Business Innovation Research and other funding to avoid more costly solutions, and expedited insertion of state-of-the-art technology into our nation's defense.

Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), Defense Systems, Systems Engineering Directorate. The directorate made unprecedented progress toward meeting the 2004 USD(AT&L) goal for programs to conduct "Systems Integration and Engineering for Mission Success" and drove technical discipline back into acquisition programs to reduce acquisition program risk.

Radiation Hardened Foundry Modernization Activity, BAE Systems Team, Defense Threat Reduction Agency. The team provided exemplary performance in the development of Radiation Hardened Microelectronics Technology capabilities, uniquely needed by the Department of Defense for weapons and space systems that must operate effectively in severe radiation environments, completing the project significantly under cost and schedule with cumulative savings to date exceeding \$5 million.

DEPARTMENT OF DEFENSE NEWS RELEASE (FEB. 22, 2006) UNIVERSITIES SELECTED FOR RESEARCH FUNDING

The Department of Defense announced today plans to award 30 basic research grants to 20 universities totaling about \$13.5 million in fiscal year 2006 and about \$30.2 million per year starting in fiscal year 2007 for a total of \$150.6 million over five years.

These academic institutions will receive the grants to conduct multidisciplinary research in 26 topic areas of basic science and engineering under the DoD Multidisciplinary University Research Initiative (MURI) program. All awards are subject to the successful completion of negotiations between DoD research offices and the academic institutions.

The MURI program is designed to address large multidisciplinary topic areas representing exceptional opportunities for future DoD applications and technology options. The awards will provide long-term support for research, graduate students, and laboratory instrumentation development that supports specific science and engineering research themes vital to national defense.

The average award will be \$1 million per year over a three-year period. Two additional years of funding will be possible as options to bring the total award to five years. Out-year funding is subject to satisfactory progress



in the research and the availability of funding appropriations.

This announcement is the result of a rigorous competition over many months under the MURI program. In response to the MURI broad agency announcement solicitation, many letters of intent to submit proposals were received leading to 143 full proposals. After a thorough evaluation by DoD technical expert teams, 30 of these proposals were selected for funding.

The list of projects selected for fiscal year 2006 funding may be found on the Web at <http://www.defense.gov/news/Feb2006/d20060222muri.pdf>.

AIR FORCE MATERIEL COMMAND NEWS SERVICE (FEB. 27, 2006)

GUERTS NAMED BEST AIR FORCE MILITARY SYSTEM PROGRAM DIRECTOR

Staff Sgt. Ryan Hansen, USAF

EGLIN AIR FORCE BASE, Fla. (AFMCNS)—For a long time now the members of the Long Range Missile Systems Group believed they had the best program director in the Air Force. Now it's official.

Recently their commander, Col. Jim Geurts, was named the 2005 Air Force Outstanding Military System Program Director, and they believe no one is more deserving.

"Without a doubt, he deserves to be recognized for the transformation that took place under his leadership," said Capt. Anita Skipper, Joint Air-to-Surface Standoff Missile-Extended Range deputy program manager. "It is a great day when those who deserve to be rewarded get recognized."

"He is the most worthy person I can think of to earn this distinction," said Moe Bandy, JASSM test director. "[He] is the finest example of a military officer I've known in my 25 years of service."

The LRMSG falls under the Air-to-Ground Munitions Systems Wing and their leader is also very grateful to have Geurts as part of his team.

"It is a privilege to serve with Col. Geurts," said Thomas Robillard, AGMSW director. "He is a model leader, strategist, and tactician. He has laser-like focus on the mission and his folks."

When Geurts learned he had won the award, he said he immediately thought of his troops that have worked so hard this past year.

"I am very happy that the tireless efforts of the LRMSG team over the last year were in part recognized by my selection," he said. "To me, being a part of that team is an honor in itself, and winning this award is just icing on the cake."

In 2005 Geurts guided the JASSM program through quite a few challenges. He pushed the highly sought after weapon from stop-test status to Initial Operational Capability on the B-1 and B-52. He helped prove its reliability, got it back on track and delivered more than 200 weapons ahead of schedule.

"(JASSM) was in real trouble with a lot of very important stakeholders," Robillard said. "[Col. Geurts] led his team into every briefing, worked every issue, and answered countless questions. In the end, support for the program was restored and a much improved and very important combat capability will be available to the warfighter."

Geurts also led JASSM-ER through its early development stages this past year. He kept it on track to meet the Secretary of the Air Force's challenge of fielding the weapon by 2008.

The colonel arrived at Eglin in June 2004 and is scheduled to depart next month to the Special Operations Command headquarters where he will be the program executive officer for Fixed Wing Aircraft. However, he said he is proud to have served with such a great team.

"I believe all individual awards are really a reflection of the entire unit, so in that respect, this award speaks highly of our entire unit," Geurts said. "One person cannot guarantee success nor do all the work. It takes the coordinated and enthusiastic efforts of the entire team, working towards a common goal, to be successful. Working hard problems with a great team is always a leader's dream, and JASSM had both."

Hansen is with Air Armament Center Public Affairs.



ELECTRONIC SYSTEMS CENTER PUBLIC AFFAIRS (MARCH 3, 2006) CENTER CHARTING 'SMART' COURSE WITH BLUE TEAMS

Chuck Paone

HANSCOM AIR FORCE BASE, Mass.—An ounce of prevention equals a pound of cure, according to the old adage, and the Electronic Systems Center has taken that message to heart.

The Air Force has vowed to improve its acquisition timeliness and cost through an initiative known as “Going Green”—green symbolizing a program that is in good shape using the stoplight model.

The goal is to have nine out of every 10 Air Force programs in that category by 2010.

One way to ensure this happens, Electronic Systems Center leaders say, is to prevent programs from ever being anything but green.

“It costs incredibly less to identify and resolve problems early, rather than later in the program life cycle,” said Rich Byrne of the MITRE Corp., who serves as the technical director within Electronic Systems Center’s Engineering Directorate. “A recent NASA study showed software repair costs can increase over 300 times when discovered at the end versus the beginning of a program.”

One way to do this is by forming so-called Blue Teams that enhance the risk-reduction efforts for an acquisition program. Many people are familiar with the concept of Red Teams, which swoop in when a program has veered off-track and work to right it.

In contrast, Blue Teams work tirelessly to avoid the problems in the first place.

“There are instances where we’ve gone in and said, ‘what are all the complaints we can anticipate two years down the road?’ and then we tried to engineer the system to address them before they ever materialized,” Byrne said.

A prime example of this is the E-10 program. This new aircraft, which is being designed to provide superior airborne ground moving target indication, cruise missile defense, and superior airborne battle management capabilities, instituted Blue Team reviews early on.

“The E-10 has a four-year history of conducting several Blue Teams each year,” said Charlie Arouchon, director

of engineering for the E-10 program. “These are hard, independent scrubs of the program that lead to full and open discussion. The key is in developing a culture of continuous improvement where people have an open mindset and program managers try to help the Blue Team find concerns before they become problems.”

The Blue Teaming concept transcends technical issues, too. Virtually every aspect of an acquisition program can benefit from this sort of early intervention, says Sue Angell, director of Electronic Systems Center’s Acquisition Center of Excellence.

“We talk a lot about streamlining the source selection process, but we must broaden the definition to also include the steps leading up to the actual selection process. Most of the value will come from better managing those steps,” she said. “It’s important, for instance, to look at the program risks at the same time we accept the workload. We also need to ensure we have solid requirements, a sound acquisition strategy, and that we put out a very clear request for proposals.”

Angell’s office is already helping program managers with all of this. As the center works to institutionalize a broadened version of the Blue Teaming concept, it’s possible that most programs would have independent specialists from the ACE review and help them perform their pre-source selection activities, she said.

Other functional offices such as contracting and legal could also play a part on such teams.

“There are a lot of resources that can be brought together to make sure a program starts out in great shape,” Angell said. “And that’s the best way to help ensure it stays healthy.”

One of the benefits of the Blue Team process is that once it’s been operating for awhile, it should start to yield some recurring signals that serve as “leading indicators” of potential problems.

“These will tell us when we need to form a Blue Team, if we haven’t already,” Byrne said.

Blue Teams are just one of many ways Electronic Systems Center is doing business consistent with the Air Force Smart Ops 21 construct. Smart Ops 21, which seeks to improve productivity while reducing waste, relies on proven industry practices such as Six Sigma and Lean.



“All of Electronic Systems Center’s processes are actually based on a culture of continuous process improvement, and that’s really what Smart Ops is all about,” said Dr. James Cunningham, Electronic Systems Center’s director of engineering.

Paone is with Electronic Systems Center Public Affairs.

DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 7, 2006) DOD REPORTS TO CONGRESS ON ENVIRONMENTAL PROGRESS

The Department of Defense recently released its fiscal 2005 Defense Environmental Programs Annual Report to Congress.

The report details DoD spending and performance in four major environmental program areas: conservation, environmental restoration, compliance, and pollution prevention. It is through these four programs that DoD manages its natural and cultural resources, restores contaminated lands, administers its regulatory compliance activities, and prevents hazardous materials from reaching communities on the approximately 30 million acres of land under DoD stewardship.

The annual report shows that DoD is making significant progress in several areas.

Conservation—By the end of fiscal 2005, DoD had completed approximately 86 percent of biological inventories and 88 percent of wetlands inventories, and updated 93 percent of the natural resource management plans and 68 percent of the cultural resource management plans. A biological inventory, used for management of natural resources, is an inventory of any plants and animals located on the installation to identify high-priority resources in order to develop conservation measures and guide land management practices. Wetlands inventories identify the characteristics, extent, and status of wetlands, deepwater habitats, and other wildlife habitats located on an installation.

Environmental Restoration—DoD has had a large-scale environmental restoration effort underway for nearly two decades and has met required cleanup standards at approximately 72 percent of its current and former defense properties impacted from past defense activities. In fiscal 2005 alone, DoD completed cleanup efforts at 269 sites.

Compliance—Under federal environmental laws, DoD must comply with the same federal, state, and local environmental laws and regulations that apply to state and local governments and the private sector. For DoD, fiscal 2005 saw a 9 percent decline in open enforcement actions and an 8 percent decline in new enforcement actions over the same period in fiscal 2004.

Pollution Prevention—Efforts in pollution prevention are a central focus of DoD management efforts at the installation level. In fiscal 2005, DoD realized a cost savings of \$159.9 million by employing integrated solid waste management practices and diverting over 55 percent of solid waste from ever entering landfills.

“DoD strives to continuously improve its environmental performance by proving itself to be a strategic environmental leader by exceeding compliance standards, improving operational efficiency, and enhancing partnerships to identify new and innovative opportunities,” said Alex Beehler, assistant deputy under secretary of defense for environment, safety, and occupational health. “Together, DoD and the components ensure the safety of human health and secure the environmental future of defense properties to maintain a safer America.”

The 2005 report is available online at <https://www.denix.osd.mil/DEP2005>.

DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 16, 2006) DOD ANNOUNCES 2006 NUNN-PERRY AWARD WINNERS

The Department of Defense honored 12 corporate partnerships with the prestigious Nunn-Perry Award during the 2006 Mentor-Protégé Conference held in Atlanta, Ga., March 6-9.

The award is named in honor of former Senator Sam Nunn of Georgia and former Secretary of Defense William Perry, whose sponsorship and commitment were instrumental in creating and implementing the DoD Mentor-Protégé program.

Frank Ramos, director of DoD’s Office of Small Business Programs, said, “The technologies and products benefiting today’s warfighter in the field are, in part, the result of bringing small businesses into the forefront. We recognize these Mentor-Protégé teams whose extraordinary efforts have exceeded their developmental plans and helped transform the DoD acquisition process.”



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This year's Nunn-Perry Award recipients are:

- AMEC Earth and Environmental Inc., Chantilly, Va., and Echota Technologies Corp., Maryville, Tenn.
- The Boeing Co., Integrated Defense Systems, St. Louis, Mo., and Kemco Manufacturing, St. Louis, Mo.
- The Boeing Co., Integrated Defense Systems, St. Louis, Mo., and Precision Machine & Manufacturing, Grove, Okla.
- Earth Tech Inc., Richmond, Va., and ETI Professionals Inc., Lakewood, Colo.
- Lockheed Martin Maritime Systems & Sensors-Undersea Systems, Manassas, Va., and M & M Technical Services Inc., Woodbridge, Va.
- Northrop Grumman Space Technology, Redondo Beach, Calif., and KW Microwave Corp., Carlsbad, Calif..
- Raytheon Aircraft Co., Wichita, Kan., and Product Manufacturing Co., Wichita, Kan.
- Science Applications International Corp., Oak Ridge, Tenn., and Arrowhead Contracting Inc., Overland Park, Kan.
- Science Applications International Corp., Oak Ridge, Tenn., and Ellis Environmental Group, L.C., Newberry, Fla.
- Shaw Environmental Inc., Concord, Calif., and Engineering/Remediation Resources Group, Inc., Concord, Calif.
- Tetra Tech EC Inc., San Diego, Calif., and T N & Associates, Inc., Milwaukee, Wis.
- General Dynamics C4 Systems, Taunton, Mass., and CDP Fastener Group Inc., Brockton, Mass.

Winners were selected from more than 30 partnership agreement nominations. A complete list of this year's winners and past winners is available at <http://www.dodsconference.com>.

The DoD Mentor-Protégé program is the leading mentor-protégé model for similar programs in other government agencies. More information on the program is available online at http://www.acq.osd.mil/sadbu/mentor_protege.com, by e-mailing programinformationmp@osd.mil, or by calling (800) 540-8857.

DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 16, 2006) DOD AWARDS \$40.4 MILLION TO UNIVERSITIES FOR RESEARCH EQUIPMENT

The Department of Defense today announced plans to award \$40.4 million to academic institutions to support the purchase of research instrumentation. The awards are being made under the Defense University Research Instrumentation Program (DURIP).

The 183 awards to 88 academic institutions are expected to range from about \$51,000 to \$1 million and average \$217,000. DURIP supports the purchase of state-of-the-art equipment that augments current university capabilities or develops new university capabilities to perform cutting-edge defense research. DURIP meets a critical need by enabling university researchers to purchase scientific equipment costing \$50,000 or more to conduct DoD-relevant research. The researchers generally have difficulty purchasing instruments costing that much under their research contracts and grants.

All awards are subject to the successful completion of negotiations between DoD research offices and the academic institutions.

This announcement is the result of a merit competition for DURIP funding conducted by the Army Research Office, Office of Naval Research, and Air Force Office of Scientific Research. Each office requested proposals from university investigators working in areas of importance to DoD such as information technology, remote sensing, propulsion, electronics and electro-optics, advanced materials, and ocean science and engineering. In response to the requests, the research offices collectively received 933 proposals requesting \$254 million in support for research equipment.

The complete list of winning proposers may be obtained by accessing: <http://www.defenselink.mil/news/March2006/d20060316DURIP.pdf>.

AIR FORCE PRINT NEWS (MARCH 21, 2006) NEW CUSTOMER LOGISTICS SUPPORT CENTERS MAKE LIFE SIMPLER

Staff Sgt. Julie Weckerlein, USAF

WASHINGTON—New Air Force combat and mobility logistics support centers opening in early April will make ordering, tracking, and shipping supplies to troops worldwide a simpler, more customer-friendly process, said officials here.

The centers will open at Langley Air Force Base, Va., and Scott AFB, Ill.

“The [centers] are poised to provide enterprise-wide support to our forces at home or deployed,” said Gen. T. Michael Moseley, Air Force chief of staff. “The centers will take on the support of our Air Reserve components and our contracted supply accounts, becoming truly total force logistics organizations.”



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In the past, five major command regional supply squadrons were controlling all supply back-shop functions for their bases, to include funding, stock control, equipment, and records management, as well as computer operations.

“The problem with that was the support was based on geographical boundaries, requiring the support from two or more centers when units were deployed,” said Air Force Lt. Col. Scott Tew, chief of the operations readiness support branch.

“With these support centers, everything is going to be centralized,” Tew said. “If airmen get orders to deploy, they will be able to pick up the phone and talk to one person to get the supplies they need for that deployment. And once they’re at the deployed location and they need more supplies, they’ll be able to contact that same person to order what they need.”

While regional logistics sites will remain in various locations around the world, the centers will be the hubs providing oversight to everything from the maintenance to the distribution of supplies to forecasting the need for supplies in certain areas.

“How many times is an aircraft grounded because parts are unavailable or in the process of being fixed? That’s a situation we don’t want our troops to be in, especially deployed,” Tew said. “We will be able to predict where things will be needed before they’re actually needed. The goal is to better prepare our airmen out there.”

Tew compared the centers to those of civilian companies who ship packages worldwide in a matter of days.

“People call upon those companies because they know if they send something, it’s going to arrive where it’s intended, sometimes overnight,” he said. “That kind of dependability and predictability is what we hope comes from these centers.”

ARMY NEWS SERVICE (MARCH 23, 2006) SENIOR TEST MANAGER AWARDED FOR PROTECTING SOLDIERS

Mike Cast

ABERDEEN PROVING GROUND, Md.—A senior test manager for the Army Test and Evaluation Command was recognized by the National Defense Industrial Association as the 2005 Civilian Tester of the Year in a ceremony at the 22nd Annual National



Mark Simon, senior test manager for the Army Developmental Test Command, receives the 2005 Civilian Tester of the Year award from the National Defense Industrial Association.

Photograph by Mike Cast.

Test and Evaluation Conference in Jacksonville, Fla., March 8.

Mark Simon was presented the award by Walter Hollis, deputy under secretary of the Army for operations research, for providing timely and successful designs and testing of armor materials for use on combat and tactical vehicles in Iraq and Afghanistan.

“I am blessed to be able to work for such a great organization and with a great team, and be able to do something that has a real impact on saving soldiers’ lives,” Simon said.

Simon’s efforts have ensured that armor on Army wheeled vehicles protects soldiers from improvised explosive devices and other ballistic threats. He has over-



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seen the testing of armor kits designed to fit on the High Mobility Multipurpose Wheeled Vehicle, the Family of Medium Tactical Vehicles, the Heavy Expanded Mobility Tactical Truck, the Palletized Load System, and the U.S. Marine Corps' Medium Tactical Vehicle Replacement.

Simon also took the lead on designing an armor kit to protect crews from IEDs in the Fox Nuclear, Biological, and Chemical Vehicle.

Cast serves with Developmental Test Command Public Affairs.

DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 3, 2006)

DOD ANNOUNCES WINNERS OF THE COMMANDER IN CHIEF'S ANNUAL AWARD FOR INSTALLATION EXCEL- LENCE

Secretary of Defense Donald H. Rumsfeld announced today the winners of the 2006 Commander in Chief's Annual Award for Installation Excellence. They are:

- Fort Stewart and Hunter Army Air Field, Hinesville, Ga.
- Marine Corps Air Station Yuma, Yuma, Ariz.
- Naval Air Station Whidbey Island, Oak Harbor, Wash.
- Ramstein Air Base, Germany
- Defense Distribution Depot Susquehanna, Harrisburg, Pa.

The Commander in Chief's Annual Award for Installation Excellence recognizes the outstanding and innovative efforts of the people who operate and maintain U.S. military installations. The five recipients of this highly competitive presidential award were selected for their exemplary support of Department of Defense missions.

Excellent installations enable better mission performance and enhance the quality of life for military men and women and their families. Each winning installation succeeded in providing excellent working, housing, and recreational conditions.

DEFENSE LOGISTICS AGENCY NEWS RELEASE (APRIL 11, 2006)

IDE/GTN CONVERGENCE IMPROVES LOGISTICS/TRANSPORTATION VISIBIL- ITY

FORT BELVOIR, Va.—Increased logistics information sharing across the Department of Defense, improved reliability and responsiveness for data exchange needs, and enhanced materiel visibility are

among the benefits customers can expect from a new program management partnership recently announced by U.S. Transportation Command and the Defense Logistics Agency. The partnership will integrate defense supply chain-, logistics-, transportation-, and distribution-related data and information technology services.

A new program office has been established to unify logistics/distribution/transportation visibility efforts between DLA's Integrated Data Environment (IDE) initiative and USTRANSCOM's Global Transportation Network (GTN) program, with the goal of eliminating redundancy, streamlining access to data, and optimizing resources.

The convergence of the two programs will provide common integrated data services to assist development of applications that will give combatant commands, the Services, DoD, and other federal agencies a cohesive solution to manage supply chain, distribution, and logistics information. Convergence will provide a single point of systems data integration within and between DLA and USTRANSCOM and other systems; ensure consistent access to common, authoritative logistics data and business rules; and provide reliable information for DLA and USTRANSCOM and their customers.

To smooth the integration process, both programs have been placed under a single program executive officer, David Falvey, at DLA. The program manager is Army Lt. Col. Pat Flanders at USTRANSCOM. Flanders is currently leading a 90-day technical analysis to evaluate and recommend the best approach to deliver these capabilities. After the analysis, the DLA/USTRANSCOM team will jointly develop the strategy for delivering the necessary data sharing and systems to provide this needed end-to-end capability.

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DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 11, 2006)

DOD ANNOUNCES WINNERS OF ANNUAL MODELING AND SIMULATION AWARDS

The Department of Defense announced today that five winners have been selected for the eighth annual Department of Defense Modeling and Simulation (M&S) Awards. The winners for each category are:



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Acquisition: Joint Attack Munitions Systems (JAMS) Project Office, U.S. Army Program Executive Office for Missiles and Space. Team award for developing an innovative approach for simulation-based acquisition. The team's synergistic process of taking advantage of tri-Service government technical expertise—developed over years of experience on legacy, as well as ongoing programs in an integrated product team environment to develop an integrated flight simulation and accompanying tool set—will reduce risk, lead to a better product in a shorter period of time, and at a lower cost to the taxpayer.

Analysis: Weapon Effects Analysis and Probability System (WEAPS) Team, Air Force Materiel Command. Team award for developing and maintaining a world-class software simulation tool that is highly valued by the warfighter and supports combatant command requests for campaign, theater, and engagement analyses of air-to-surface munitions effectiveness. WEAPS makes a critical contribution to theater-level models such as the Combat Forces Assessment Model and is a key tool in the annual Non-Nuclear Consumables Annual Analysis process.

Test and Evaluation: U.S. Air Force Maj. Kelly A. Greene, Ph.D., Air Force Agency for Modeling and Simulation. Individual award for significant contributions to advancing M&S in support of test and evaluation (T&E). Greene innovated and transformed T&E at both the Air Force and joint levels, altering the use of live, virtual, and constructive distributed M&S environments in support of T&E. Greene is directly responsible for the largest progression of distributed T&E ever recorded in a single year.

Training: U.S. Army Maj. Daniel P. Ray, Office of the Army Deputy Chief of Staff, G-2. Individual award for developing the "Every Soldier is a Sensor Simulation" to increase a soldier's situational awareness on the battlefield. He took the concept from infancy to a low-cost working prototype in 90 days. Following the success of the prototype, he spearheaded further development, delivering a product that is being used to train thousands of soldiers who are daily having a direct impact on the Global War on Terrorism.

Cross-Function: Training Improvised Explosive Device (TIED) Team, Army Program Executive Office for Simulation, Training, and Instrumentation. Team award for providing a safe and realistic training system to replicate the IEDs employed against coalition forces by insurgents in Iraq. The TIED Team, jointly with the U.S. Joint Forces Command, rapidly developed, coordinated, contracted,

developed, and fielded this critical capability to the warfighter.

The annual awards recognize achievement in support of DoD M&S objectives. Seventy-nine nominations were received from across DoD.

For more information visit <<http://www.dmsso.mil/public/community/awards/>> or contact the Defense Modeling and Simulation Office at (703) 824-3437 or pao@dmsso.mil.

DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 12, 2006) DOD ANNOUNCES WINNERS OF THE SECRETARY OF DEFENSE ENVIRONMENTAL AWARDS

The Department of Defense announced today the winners of the 2005 Secretary of Defense Environmental Awards. A panel of judges representing federal and state agencies and public members selected the following installations and teams as the winners of the fiscal 2005 Secretary of Defense Environmental Awards:

- **Naval Air Weapons Station China Lake, Calif.**
Installation—Cultural Resources Management
- **Fort Campbell, Ky.**
Non-Industrial Installation—Environmental Quality
- **Dyess Air Force Base, Texas**
Team—Environmental Quality
- **Fort Lewis, Wash.**
Installation—Environmental Restoration
- **Pyramid Lake Torpedo and Bombing Range Remediation Project Team, U.S. Army Corps of Engineers, Sacramento District**
Team—Environmental Restoration
- **Marine Corps Base Hawaii**
Small Installation—Natural Resources Conservation
- **Camp Ripley, Minn.**
Team—Natural Resources Conservation
- **Tinker Air Force Base Pollution Prevention Team, Tinker Air Force Base, Okla.**
Installation—Pollution Prevention
- **C-17 Pollution Prevention Integrated Product Team, Wright-Patterson Air Force Base, Ohio**
Team—Weapon System Acquisition
- **Defense Logistics Agency Environmental Management Systems**
Team—Special Recognition for Environmental Management Systems Implementation



Every year since 1962, the secretary of defense recognizes installations, teams, and individuals for outstanding achievement in environmental management, at both domestic and overseas bases, to sustain military readiness, and training and operational capabilities.

Under Secretary of Defense for Acquisition, Technology and Logistics Kenneth Krieg officiated at a ceremony honoring the winners May 3, 2006, in the Pentagon Auditorium. U.S. Environmental Protection Agency Deputy Administrator Marcus Peacock delivered the keynote address.

Details on the Secretary of Defense Environmental Awards Program and highlights of this year's winners and honorable mentions can be found at <https://www.denix.osd.mil/denix/Public/Library/Awards/awards.html>.

INDUSTRY ANSWERS DOD'S MANDATE FOR ITEM UNIQUE IDENTIFICATION

Alena Amy

In April 2005, the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics issued the Item Unique Identification (IUID) policy. The policy requires that all acquisitions costing over \$5,000 have a unique identification number, making acquisition, repair and deployment of items faster and more efficient. General Dynamics, Lockheed Martin, Rolls-Royce, and Sikorsky are among the companies that are leading the way regarding policy compliance as an opportunity to also improve their day-to-day business activities. The stories of how they met the challenge of IUID compliance offer a dynamic overview of the steps involved and benefits to be found in reaching this goal.

General Dynamics

General Dynamics (GD), a leader in mission-critical information systems and technologies, found their starting point for IUID implementation in education, arming themselves with knowledge from the Web, consultants, suppliers, and Department of Defense seminars; they also formed their own council to oversee and disseminate information.

Steve Chenard, who manages General Dynamics C4 Systems Operations Business Systems and Transformation team, observes that "once the requirements firmed up and were well understood and risk areas were identified, the initial sense of complexity faded away." With the support of their internal stakeholders, the team moved forward by conducting an initial paper pilot that mapped

out the next steps for an incremental trial implementation. They started with an abstract scenario and proposal in order to easily comply with any potential changes in the requirements and then worked through contract creation and project setup. By running through the processes beforehand and building a small amount of flexibility into the plan, they provided themselves with a learning opportunity—a start to developing in-house expertise and surety that if the final DoD rulings changed they would be prepared. Only after these supporting processes were put into place did the real work begin.

General Dynamics achieved compliance with their first shipment of goods in the spring of 2005. Although a financial return on investment is still pending, General Dynamics has seen many other benefits from the implementation. They have been able to maintain their leadership position with their customers, better support our warfighters, and they anticipate new business and additional service offerings because they met compliance requirements early on.

Lockheed Martin

Lockheed Martin delivered the first IUID-compliant shipment of goods in August 2004, just five months after formally beginning their compliance and optimization efforts. Lockheed had a slight advantage over other DoD contractors through use of their I-GUIDE software application, which is designed to provide the framework for a paperless factory. The time developing this software application gave Lockheed an early understanding of the scope of implementation.

Lockheed gathered a diverse group of commercial and government experts to sit on the self-directed integrated products team (IPT). In order to address the challenges, the IPT provided a one-company concept resulting in a single compliant solution that was developed by leveraging common adaptable toolsets. Through the use of these toolsets, the team streamlined implementation across the varied divisions of the company, reduced cost and efficiency, and came up with a single application to use across the board. Since compliancy was reached, the company has submitted over 4,000 error-free IUIDs to the DoD registry.

Rolls Royce

Rolls Royce offers a competitive range of products in the global civil and defense aerospace, marine, and energy markets. Direct part marking gives Rolls-Royce its competitive edge and is directly related to the DoD's IUID policy, although it operates on an even larger scope. Di-



rect part marking employs the same technology, standards, and data matrix identification as IUID, but it doesn't assign a unique identification number. With this technology already in place in their infrastructure, Rolls-Royce proactively pursued adoption of the IUID system, not only to comply with external standards but also to realize internal enhancements. The greatest of these improvements for Rolls-Royce would be to reduce quality failures associated with identification.

Similar to other corporations presented in this article, the two greatest obstacles for Rolls-Royce were the challenge of effectively communicating the requirement and the need to manage the process change within the organization. The manufacturers needed reliable, robust processes and results that were consistent and repeatable. Rolls-Royce worked to define clear requirements, communicate, provide points of contact, develop implementation plans, monitor processes, and maintain the support of internal and external stakeholders until they arrived at process capability. Nat Russhard, team leader of direct part marking says, "It's easy to take the shortest route just to become compliant, but if you take the next steps and leverage it as a life cycle management technique and transform your data capture process, then it will add much more value than just compliance."

Sikorsky

Sikorsky is the prime contractor for the U.S. Army's Utility Helicopters Project Office (UHPO) and is involved in the IUID implementation on a number of fronts. The UHPO began to proactively investigate the IUID technology well ahead of the DoD mandate. The Army has used their proactive approach as a model for how implementation should be accomplished.

In order to determine how to mark each part, the UHPO had Sikorsky evaluate the surface condition, the material, and the elements to which each part is exposed. After all of these variables were taken into account, Sikorsky could make engineering recommendations on how to best mark the part. By providing an automatic and accurate method to capture and track data, IUID is a fundamental enabler of fleet management for Sikorsky. Technicians no longer have to track hours because information on the time-sensitive parts is being automatically captured. IUID is the basic building block in the program for managing Sikorsky's aircraft fleets. The ability to scan a machine-readable data matrix code when a part is installed or removed from an aircraft will eliminate the



IUID is a new, globally unique "part identifier" containing data elements used to track DoD parts through their life cycle. IUID data are encoded into data matrix symbols that are applied to parts using direct part marking processes (DPM). The DoD has moved to this transformation technology to facilitate electronic data capture and transmission. Image courtesy Siemens Acuity CiMatrix.

common errors we see today. There is less paperwork, it saves manhours, it enables an error-free environment, and it gives visibility to the specific parts installed on the aircraft. In addition to giving Sikorsky better insight into faulty parts, IUID will revolutionize warehousing and component tracking.

For all these companies, education was absolutely vital. Getting all the policies and related information, going to forums and seminars, having detailed briefings that explain what IUID is about—all were crucial to implementation. The benefit realized by each company, even at such an early stage of the game, is having a better handle on their own inventory data and having a single point of reference with DoD. The long-term benefits they anticipate from IUID are increased business intelligence, lowered asset management cost, warranty tracking, shop floor control, and historical analysis of inventory data. And of course, return on investment is not far behind when all this comes into play.

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