

Acquisition & Logistics Excellence

THE PERSISTENT SURVEILLANCE DISSEMINATION SYSTEM OF SYSTEMS

Michael Petty ■ Joe Snodgrass

The sound of an explosion rocks the command post. Another mortar round impacts the compound—fortunately without harmful effect to the good guys. The bad guys would not be so lucky. Using location data from fire-detection radars, the fire effects coordinator announces the nature of the explosion and reports the point of origin. However, unlike fighting a conventional war, no counter-battery fire is immediately ordered. Thousands of innocent civilians live in the nearby urban area near the point of origin. The division chief of operations needs more information. He needs to see what's happening.

Autonomously receiving and processing the same fire detection data as the fire effects coordinator is the Persistent Surveillance and Dissemination System of Systems (PSDS2), which compares the point of origin to the fields of view for dozens of cameras and imagers. Within seconds, everyone in the operational command center watches—on a 110-inch plasma screen—the near-real-time video of the enemy hastily tossing a mortar tube into the back of a pickup truck. The command center watches every move as the enemy drives beyond the range of one unit's tower-mounted cameras, PSDS2 sensor information is re-allocated to a nearby sensor, so the vehicle can continue to be monitored via video. When the vehicle stops, the shooter is tracked by an aerial sensor. Simultaneously, PSDS2 archives the full-motion video and creates video snapshots for later intelligence analysis. For nearly an hour, the command center has continuous eyes on the pickup truck. Crews take video clips and snapshots, each with corresponding grid coordinates, making it easy for armed forces to send in troops. Concurrently, other analysts, battle staff, and commanders at every echelon view the video using computers hooked up to the Secure Internet Protocol Routing Network (SIPRNet). Eventually, total common situational understanding enables not only the shooter to be detained, but identifies accomplices, hide-outs, and weapons caches.

Creating the Big Picture

The above scenario is typical of the value of video-enabled situational awareness to counter asymmetric threats. The U.S. military employs an increasing number of intelligence, surveillance, and reconnaissance sensors that provide a continuous sensing of the battlefield to support real-time, responsive decisions. The challenge is to turn this avalanche of sensor data into a comprehensive picture, rapidly disseminate this information, and provide



The Persistent Surveillance and Dissemination System of Systems (PSDS2) Marine Corps photo by Cpl. Michael P. Snody

an almost intuitive level of situational awareness. PSDS2 meets this challenge as a quick-reaction capability program managed by the product manager for Robotic and Unmanned Sensors under the project manager for Night Vision/Reconnaissance, Surveillance, and Target Acquisition. The program is an integration of commercial off-the-shelf networking tools with situational awareness software applications. It integrates existing sensor system information from sensors dispersed throughout an area of operations, and it puts the gathered information into context. PSDS2 disseminates this intelligence, surveillance, and reconnaissance data through multiple means, including the SIPRNet via Web-based applications. The principal and most popular Web-based application is called Live Video Portal (LVP2) and is a key capability of PSDS2.

Unprecedented Situational Awareness

PSDS2 provides the commander with the tools necessary to rapidly establish common situational understanding through the use of full motion video, from both ground and aerial systems across the area of operations. One intelligence officer called it “unprecedented situational awareness.” Coupled with full development of the doctrine, organizational structure, and training necessary to optimize its use, PSDS2 provides a robust capability to proactively interrupt and effectively respond to enemy activity.

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USD(AT&L) RECOGNIZES DOD WORK-FORCE DEVELOPMENT EFFORTS

The fourth annual Under Secretary of Defense for Acquisition, Technology and Logistics Workforce Development Awards ceremony was held at the Officer's Club, Fort Belvoir, Va., in conjunction with the Program Executive Officers'/Systems Command Commanders' Conference. David Chu, the under secretary of defense for personnel and readiness, presided over the event and recognized five AT&L field organizations as award winners.

Twenty-one AT&L large and small field organizations submitted applications to showcase their best practices and contributions for the development of their workforce.

Gold Award Winner

The Gold Award Winner in the large organization category was the **Defense Information Systems Agency**. DISA developed an Emerging Leaders Program, targeted for personnel at grades GS-5 through 12 and designed to enhance leadership and management capacity. The agency also developed an Executive Leadership Development Program, which is a competitive, three-year program that supports the development of technical, professional, and leadership talent.

Silver Award Winners

The Silver Award Winner in the large organization category was the **Defense Logistics Agency Human Resources Strategy and Training Center**. DTC provides a structured roadmap for supervisors at all stages of their careers through their Enterprise Leader Development Program (ELDP). The ELDP is a competency-based program providing a continuum of assessments, developmental, and continuous learning activities for all leaders of the organization.

The Silver Award Winner in the small organization category went to **J-6 Philadelphia Information Operations, DLA**. J6P Strategic Direction Integrated Process Team, composed of all JP6 managers, has been instrumental in the clarification of their strategic plan. They are directly aligned with the DLA Strategic Plan, setting specific goals geared to the benefit of the workforce.

Bronze Award Winners

The Bronze Award was presented to both the **U.S. Army Aviation and Missile Life Cycle Management Command** and the **Air Force Research Laboratory**. AMCOM established the "AMCOM Leader Development Life Cycle," which is designed to enhance the leadership depth of all

levels of the workforce. AMCOM also chartered its Acquisition Center University to facilitate the training needs of acquisition personnel. AFRL implemented several programs to enhance leadership development. Its Junior Force Council exists at each command's centers and is composed of civilian and military employees under the age of 30 with fewer than eight years of government service. The council allows junior workers to identify areas of concern, research topics, and make suggestions for improvement. AFRL's Personnel Policy Boards identify and prepare the best leadership teams for the present and future, and also help identify core technical competencies and forecasting demands for those competencies as well as methods for obtaining them.

The USD(AT&L) Workforce Development Award was established on May 28, 2004, for the purpose of recognizing those organizations that are achieving excellence in learning and development for their employees. Additionally, the award program identifies best practices for other USD(AT&L) organizations to adopt.

AIR FORCE PRINT NEWS (NOV. 2, 2007) AIR FORCE ENERGY GROUP WINS PRESIDENTIAL AWARD

WASHINGTON—Every year, the president recognizes outstanding teams of federal employees for their support, leadership, and efforts in promoting and improving federal energy management.

This year, the Air Force Senior Focus Group on Energy, a top-level leadership organization focused on energy programs for the Air Force, received the Presidential Award for Leadership in Federal Energy Management during a special ceremony Nov. 2 at the White House.

"The work of the [senior focus group] is impressive," said William C. Anderson, assistant secretary of the Air Force for installations, environment, and logistics. "The results are indicative of the level of effort all airmen put towards our national security, our Air Force priorities, and the imperative of pursuing the president's goals for reducing our nation's dependence on foreign sources of energy."

The federal energy management awards recognize outstanding achievements in the categories of conservation and efficient water and energy use; new and emerging energy technologies; innovative strategies, best practices, and applications; renewable energy sources; alternative financing; and energy-efficient mobility by the federal government.

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In 2006, the Air Force remained the largest green power purchaser in the federal government and the fifth largest in the U.S. Additionally, 74 Air Force bases are dispensing alternative vehicle fuels, and water consumption was down by 5.6 percent compared to 2005. The group also issued seven policies to reduce energy consumption, and tested a 50/50 blend of conventional jet fuel and synthetic fuel from natural gas in a B-52 Stratofortress bomber.

Members of the senior focus group:

- Ronald M. Sega
- William C. Anderson
- Michael A. Aimone
- William H. Budden
- B.J. White-Olsen
- Air Force Col. Anne Dunlap
- Brian J. Lally
- Paul Bollinger
- Air Force Lt. Col. Brian Weidmann
- Air Force Lt. Col. Mark Bednar
- Air Force Lt. Col. James McClellan
- Air Force Lt. Col. Anne Gorney
- Pat G. Mumme
- Gerald E. Doddington
- Air Force Maj. Morshe D. Araujo

DEPARTMENT OF DEFENSE NEWS RELEASE (NOV. 7, 2007)

DOD ANNOUNCES CIVILIAN AWARDS

The 52nd annual DoD Distinguished Civilian Service Awards and the 3rd Annual DoD David O. Cooke Excellence in Public Administration Award were presented in a Pentagon ceremony on Nov. 7, 2007, by Gordon England, deputy secretary of defense. The ceremony was hosted by Michael B. Donley, the director, administration and management.

DoD David O. Cooke Award

The DoD David O. Cooke Excellence in Public Administration Award recognizes a DoD employee with three to 10 years of federal service who occupies a non-managerial DoD position and exhibits great potential as a future federal executive. This employee will emulate Cooke's dedication to service while helping to effect and promote cooperation and improvement in the department. The recipient of this award was **Joshua R. Fairley**, Department of the Army. Fairley is responsible for researching in the Countermining Phenomenology, Joint Antiterrorism/Force Protection, and Antiterrorist Barrier programs.

DoD Distinguished Civilian Service Award

The DoD Distinguished Civilian Service Award (DCSA) is the highest DoD-level award that a career civil servant can earn. This prestigious competitive award recognizes career employees at all levels for their exceptional contributions. Nominees must have shown exceptional devotion to duty and extremely significant contributions of a broad scope in the operation of DoD. The following DoD employees received this award:

William Mackie, deputy division chief, Engineer Division, OSD/Joint Staff; **Michael Krieger**, director of information policy, OSD/Chief Information Officer; **Ellen Embrey**, deputy assistant secretary of defense for force health protection and readiness; **Hari Bezwada**, director of the Information Technology Systems Project Office, Department of the Army; **Reed Mosher**, technical director for Survivability and Protective Structures, Army; **Pasquale Tamburrino**, assistant deputy Chief of Naval Operations, Fleet Logistics and Readiness, Department of the Navy; and **William Berger**, Propulsion Directorate, Air Force Research Laboratory, Department of the Air Force.

AIR FORCE OFFICE OF SCIENTIFIC RESEARCH PUBLIC AFFAIRS (NOV. 14, 2007) RESEARCHER EARNS SCIENTIFIC RECOGNITION

Maria Callier

ARLINGTON, Va.—For distinguished contributions to the fields of chemistry and biochemistry, an Air Force Office of Scientific Research program manager was named a Fellow of the American Association for the Advancement of Science, or AAAS.

According to a Nov. 7 news release, the association honored **Dr. Hugh C. DeLong** for his efforts “particularly in the management of the areas of corrosion, ionic liquids, and directed self-assembly.”

Election as a fellow is an honor bestowed upon AAAS members by their peers. In 2007, AAAS honored 471 people because of their scientific or socially distinguishable efforts to advance science or its applications.

Air Force officials say the Service has significantly benefited from DeLong's research. His coatings and corrosion work resulted in producing paint that is on current (F-15, C-17) and future aircraft (F-35). Currently, he is focused on having ionic liquids improve the manufacturability of nanocomposites.

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"I am hopeful future research would solve the problem of repair, and that systems would self-repair any damage sustained," DeLong said. "The ionic liquid work will give us access to materials that are too difficult to manufacture currently and that will give the Air Force more options for materials performance."

New Fellows will receive an official certificate and a gold and blue (representing science and engineering, respectively) rosette pin in February 2008 during the AAAS meeting in Boston.

Callier writes for Air Force Office of Scientific Research Public Affairs.

AIR FORCE PRINT NEWS (NOV. 15, 2007) HEAD OF PROPULSION DIRECTORATE EARNS DOD HONOR

Capt. Greg Justice, USAF

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—The director of the Air Force Research Laboratory's Propulsion Directorate has earned the highest honor given by the Secretary of Defense to career civilian personnel.

Deputy Secretary of Defense Gordon England presented the Defense Distinguished Civilian Service Award to Dr. William U. Borger during a Pentagon ceremony Nov. 7.

The award highlights Department of Defense civilians whose service reflects exceptional devotion to duty and extremely significant contributions of broad scope to the efficiency, economy, or other improvements in the operation of the DoD.

Borger, who has a doctorate in philosophy, fostered crucial communications across the Services in coordinating the nation's aeronautics science and technology program to assure maximum technology development for the nation's warfighters.

He led the Air Force science and technology participation during the Joint Base Realignment and Closure process in 2005 by coordinating Air Force needs with other Services. Borger currently is leading the development of alternative jet fuels and high efficiency engines to address the DoD's \$10 billion annual fuel costs.

Borger also is leading a team to develop key turbine engine, scramjet engine, and rocket propulsion technologies, along with power technology for directed energy weapons. Officials say these propulsion and power advance-

ments are vital to ensuring the Air Force's continued air supremacy.

"I have been very lucky to have worked alongside of some of the brightest and most dedicated people in my 36 years of working for the Air Force," said Borger. "The folks here at Wright-Patterson [Air Force Base] are clearly defining the future of the next Air Force and the Air Forces after that."

Justice writes for 88th Air Base Wing Public Affairs.

DEPARTMENT OF DEFENSE NEWS RELEASE (NOV. 26, 2007) DOD ANNOUNCES 2007 MAINTENANCE AWARD WINNERS

The Department of Defense announced today the winners of the 2007 Secretary of Defense Maintenance Awards. Each year the secretary of defense recognizes excellence in both field-level and depot-level maintenance by presenting eight awards, including the Phoenix and the Robert T. Mason Awards.

The field-level maintenance awards honor military maintenance organizations for outstanding performance. The awardees—two from each category of small, medium, and large organizations—are chosen from active and reserve organizations that perform unit- or field-level maintenance. Of these organizations, one is singled out as the best of the best and is recognized with the Phoenix Award.

Phoenix Award Winner

The 2007 winner of the Phoenix Award for field-level maintenance is the **Marine Corps 1st Maintenance Battalion, Camp Pendleton, Calif.** The 1st Maintenance Battalion deployed two maintenance companies for separate seven-month rotational assignments to Iraq. Despite its resources being widely dispersed, the 1st Maintenance Battalion continued to meet its mission responsibilities, increasing its readiness rates for deployed equipment from 94 percent to 97 percent in six months. They also installed fragmentation kits on 112 vehicles and conducted 825 maintenance support team visits to garrison units.

Field-Level Maintenance Awards

The other field-level maintenance organizations receiving secretary of defense Maintenance Awards are: **Aircraft Intermediate Maintenance Detachment, Naval Station, Mayport, Fla.**, for the Navy, and **Charlie Company, 501st Military Intelligence Battalion, Wackernheim, Germany**, for the Army in the small category; **Marine Avia-**

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tion Logistics Squadron 16, Marine Corps Air Station, Miramar, Calif., and 1st Aircraft Maintenance Squadron, Langley Air Force Base, Va. in the medium category; and 1st Maintenance Battalion, Marine Corps Base, Camp Pendleton, Calif., and 56th Maintenance Group, Luke Air Force Base, Fla., in the large category.

Robert T. Mason Award

The Secretary of Defense Maintenance Award for depot-level maintenance, the Robert T. Mason Award, is presented to the major organic depot-level maintenance facility that exemplifies responsive and effective depot-level support to DoD operating units. It is named after a former assistant deputy under secretary of defense for maintenance policy, programs, and resources, who served as a champion for excellence in organic depot maintenance operations.

The 2007 winner of the Robert T. Mason Award for depot maintenance excellence in support of DoD operating units is the **Dedicated Design and Prototype Effort (DDPE), Maintenance Center Albany, Ga.**, U.S. Marine Corps. Established to help meet the continually changing equipment requirements of warfighters engaged in Operation Iraqi Freedom, the DDPE focuses on shortening the time from when an urgent need for new or modified equipment is first identified to when the required equipment is in the field.

Through this program, the DDPE designed and built a training device to help Marines exit from overturned vehicles; fabricated an explosive device roller for mounting on seven-ton tactical trucks; upgraded armor and configured a gunner protection kit for other tactical systems; and designed, prototyped, and prepared for production a lightweight multiple weapons platform gunner shield. The DDPE undertook many of these projects using nothing more than photographs, sketches, or brief descriptions of warfighter needs as starting points.

All awards were presented Nov. 15 at the 2007 DoD Maintenance Symposium and Exhibition in Orlando, Fla.

AMERICAN FORCES PRESS SERVICE (NOV. 29, 2007) PENTAGON HONORS BUSINESS LEADERS FOR EFFORTS IN IRAQ

Lisa Daniel

WASHINGTON—Deputy Secretary of Defense Gordon England honored 21 American business leaders Nov. 29 in a ceremony at the Pentagon, citing their efforts to revitalize Iraq's economy.

England honored the group—mostly private defense industry executives and some former military members—in the Pentagon's Hall of Heroes for their role in adding stability to the war-torn nation.

"This is about security and economic development, and you can't have one without the other," England said. He praised the group for its role in reopening factories and making economic assessments in Iraq.

The honorees are the first volunteers to return from the Defense Department's Task Force for Business and Stability Operations in Iraq. The task force was created in June 2006 under the direction of Paul Brinkley, deputy under secretary of defense for business transformation. Thirty-five participants remain in Iraq.

"These business executives were under fire on a daily basis," Brinkley said. "Their contribution is really remarkable."

Honorees, though, said any hesitation they had about working in a war zone was overshadowed by their desire to improve conditions in Iraq.

"People are dying over there," William Duncan, a factory lead from a technology corporation in St. Louis, said. "If we put people back to work, they won't plant [roadside bombs] for \$200. These people, mostly, are just like us: they want to earn a living and feed their families."

Duncan signed on to the task force after receiving a call from Brinkley, with whom he worked previously. Duncan's role was to pull people from various sectors of American manufacturing to go into Iraq's closed, state-owned factories to determine what each needed to reopen.

"For every person I took over there, 80 people volunteered to go," Duncan said. "People don't realize how much the American people want to help out."

While the Iraqis initially distrusted the American workers, they soon came to realize that the American business people were helpful, Duncan said. "One man cried and kissed me on both cheeks when we got his factory reopened," he said.

Andrew Erdmann, a consultant from St. Louis, said he and other task force participants had the perfect backgrounds of public- and private-sector and military experience to improve the economic situation in Iraq. The consulting company required that its employees have military or

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war zone experience to participate on the task force. Erdmann worked for the State Department in Iraq in 2003 and 2004.

"I have friends in Iraq, so this was a personal commitment for me," Erdmann said. "Everyone on the team was motivated by wanting to contribute to this 'greatest problem.'"

David Adams, a consultant from Chicago, agreed. "I was very excited to be part of the solution of the biggest problem on the planet."

The task force has caused a "tremendous turnaround" for Iraqis, some 60 percent of whom were unemployed when the task force was created, Brinkley said. The unemployment rate now is below 50 percent, he said.

England reiterated comments Defense Secretary Robert M. Gates made last week in saying that "war is not strictly about the kinetics of warfare."

"You've been the nonmilitary instruments of power to make a difference in Iraq," he told the honorees. "You'll always be able to say, 'I did, personally, make a difference in Iraq.'"

England also declared that "the surge is working" and said Iraq is "coming back to a stable, rational state."

Daniel writes for American Forces Press Service.

NAVY NEWSSTAND (NOV. 30, 2007) NAVAL FACILITIES ENGINEERING COMMAND SELECTS ENGINEERS OF THE YEAR FOR 2008

Naval Facilities Engineering Command Headquarters Public Affairs

WASHINGTON—Naval Facilities Engineering Command (NAVFAC) announced Nov. 26 the selection of Civilian and Military Engineers of the Year for 2008.

"The remarkable achievements of these individuals made this year's competition very challenging," said Rear Adm. Greg Shear, commander, NAVFAC. "Everyone demonstrated the highest degree of engineering professionalism and technical expertise."

From an elite group of nominees, NAVFAC Pacific's **Florance Ching** was selected as the Civilian Engineer of the

Year, and **Lt. Cmdr. Scott King**, from NAVFAC Southwest, was selected as the Military Engineer of the Year.

"Both engineers have been active members of several technical associations, have received numerous awards, and have given generously of their time to their communities," said Shear. "These examples of their superior work have truly distinguished them as outstanding members of the engineering profession and the Navy team."

Civilian Engineer of the Year

"I was surprised and honored to find out that I was the NAVFAC Civilian Engineer of the Year," said Ching. "This honor is a reflection of all of the extremely talented individuals from the various business and support lines that I have the privilege of working with as a project manager at NAVFAC Pacific."

Ching is a registered engineer in the state of Hawaii. Her outstanding organizational and fiscal management skills, combined with her customer focus, resulted in on-time completion of 97 design projects valued at \$67 million for work to be accomplished by Navy construction forces in California, Nevada, Washington, Hawaii, and overseas areas such as Okinawa, Japan, Korea, Singapore, and Guam.

Her exceptional program-project management skills included the management of more than \$167 million worth of military construction projects. Two projects under her oversight, the Pacific Warfighting Center on Ford Island and the Helicopter Flight Training Facility at Marine Corps Base Hawaii, were identified as critical projects in the military construction program. Major challenges included the need to reduce the construction cost within budget, maintain project scope to provide a complete and useable facility, and award the contract on time to meet the client's mission requirements schedule.

"The execution schedule was critical to meet operational goals. These challenges were overcome through the hard work, determination, and teamwork of the entire project team," said Ching.

Ching's leadership, dedication, and commitment resulted in cost savings to the government by reducing administrative contract requirements, minimizing the projects' reduction in scope, and coordinating the design and procurement actions that enabled the construction contracts to be awarded on time and within budget.

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Military Engineer of the Year

The award recognized King for his distinguished service while deployed to Iraq with the U.S. Army and NAVFAC Southwest.

“This U.S. Navy Civil Engineer Corps lieutenant commander is a superb facilities engineering leader in wartime and peacetime environments,” said Capt. Steve Wirsching, commanding officer of NAVFAC Southwest.

During a six-month deployment to Iraq in 2006 to 2007, King served as the resident engineer for the U.S. Army Corps of Engineers (USACOE). He was responsible for the successful transition of a \$150 million children’s hospital project in Basrah, Iraq, from the United States Agency for International Development to USACOE.

His duties included awarding engineering, construction, and medical equipment installation contracts; establishing a local project office; and completing over \$50 million of accident-free construction in one of the most hostile areas in Iraq.

Despite small-arms fire, indirect fire, rocket-propelled grenade attacks, kidnappings, and improvised explosive device placements in the vicinity of the project site, King kept hospital construction on schedule without mishap.

King returned to NAVFAC Southwest after his deployment, becoming the investments officer for Navy Region Southwest. He coordinated the execution of a facilities program valued at \$400 million annually that supported 175,000 personnel on 10 installations.

He optimized the facilities budgets and created a regional business plan that provided innovative project financing through enhanced use leasing, reduced 13 percent of the regional footprint through demolition and consolidation, procured 83 megawatts in photovoltaic and geothermal power through power purchase agreements, reduced water consumption by 80 million gallons through “smart landscape” master planning, and increased regional alternative fuels transportation capability to over 3,000 vehicles.

“King managed the \$245 million sustainment, restoration, and modernization program; the \$700 million military construction program; the \$34 billion asset management program; and life cycle management for 21 Navy Operational Support Centers in support of 10,000 Reserve military personnel during periods of limited manning of regional engineer staff,” said Wirsching.

Ching and King will be the NAVFAC nominees for the National Society of Professional Engineers Federal Engineer of the Year award.

For more news from Naval Facilities Engineering Command, visit <www.news.navy.mil/local/navfachq/>.

DEPARTMENT OF DEFENSE NEWS RELEASE (DEC. 4, 2007) DOD ANNOUNCES NEW MANUFACTURING TECHNOLOGY PROGRAM

Today the Department of Defense announced its new Manufacturing Technology (ManTech) Program for 2008 at the Defense Manufacturing Conference in Las Vegas. John J. Kubricky, deputy under secretary of defense for advanced systems and concepts, explained that the Army, Navy, and Air Force have successfully managed their individual ManTech programs for decades; this is the first year for DoD’s defense-wide program.

“The Services have realized billions in savings and cost avoidance over the years by applying ManTech to production and sustainment of their major systems,” said Kubricky. “Now, the department and Congress want to apply ManTech to a broader set of defense technologies where prudent investments will yield benefits to all of the armed services.”

Beginning in the federal government’s fiscal 2008, the program expects to fund investments that will mature ceramic matrix composites manufacturing processes, system-on-chip packaging technology and design guidelines, and advanced manufacturing processes for prosthetics for our wounded warriors. “Other project candidates are being evaluated, and we anticipate returns-on-investment that range from 6:1 to 12:1 in terms of procurement and operating costs, improved operational availability rates, and faster availability for deployment,” said Kubricky.

The defense-wide ManTech program aims to mature cross-cutting manufacturing processes in parallel with new and emerging technologies that are inserted into DoD systems. ManTech enables a cost-efficient and collaborative development process that concurrently retires cross-cutting manufacturing risk with technology risk to enable product-ready technology insertion. Equally important, the program aligns research and development investments with suitable levels of technology maturity or calls for corrective options in advance of Milestone B decisions.

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“The ManTech processes that are developed, demonstrated, and deployed through this program will be used to produce increasingly complex defense systems so our nation maintains superior equipment that is more affordable to acquire, operate, and maintain,” added Kubricky. ManTech generally measures results in decreased cycle time for production, lower manufacturing costs, more predictable performance, and improved reliability that yields reductions in life-cycle costs.

Over the longer term, DoD anticipates the defense-wide ManTech program will transition to the Services to execute cross-cutting manufacturing projects that benefit all of the armed services.

More information regarding the Defense Manufacturing Conference can be found at <<http://www.dmc.utcd Dayton.com/>>.

ARMY NEWS SERVICE (DEC. 20, 2007) FIRST DOD ORGANIZATION TO WIN BALDRIGE AWARD

Andricka Thomas

ABERDEEN PROVING GROUND, Md.—There’s nothing like being the first in anything. The Green Bay Packers were the first to win the Super Bowl. Neil Armstrong was the first to walk on the moon. Now the U.S. Army Armament Research and Development Center can lay claim to being one of the first nonprofit organizations to receive the Malcolm Baldrige National Quality Award.

ARDEC, located at Picatinny Arsenal, a 6,500-acre military installation located in the northwest corner of New Jersey, is the first Department of Defense organization to win the Baldrige Award, known globally for setting the standard in performance excellence. The award is managed by the Commerce Department’s National Institute of Standards and Technology in collaboration with the private sector.

“Winning the award means a great deal,” said Joseph Lannon, ARDEC director. “The soldiers are the real winners of this award. Following the principles of the Baldrige, we are able to deliver equipment to the warfighter faster, and that is what motivates our workforce.”

The Baldrige Award, presented by the President of the United States, recognizes small and large businesses, health care and educational organizations, and nonprofits who have achieved excellence in seven key areas: leadership; strategic planning; customer and market focus; mea-

surement, analysis, and knowledge management; human resource focus; process management; and results.

The award and its recipients mark an effort of continuous improvement in quality management among U.S. organizations. In 2007, the Baldrige program added a new category for nonprofits to officially compete for the award, according to Michael Newman, NIST senior communications officer. As a result, government organizations were able to compete for the honor. Out of 13 nonprofit applicants, among them other government agencies, ARDEC was chosen as one of only two nonprofit recipients.

“We are thrilled that not only one, but two nonprofits won the award in the first year eligible,” said Newman. “We encourage other nonprofits to apply.”

ARDEC leadership is excited and confident in their role in maintaining industry excellence. “ARDEC winning this award demonstrates that government organizations can be competitive with the best industry has to offer,” said Lannon.

The application process included submitting a package summarizing the organization’s achievements in seven focal areas, a site visit by a team of examiners comprised of independent private-sector experts in quality and business, and a final review of the organization’s strengths and weaknesses as they relate to the seven areas.

ARDEC, an element of the U.S. Army Research, Development and Engineering Command, has an overall mission of improving already fielded items; developing new ones; maintaining a strong armament technology base in government, industry, and academia; and providing technical support to the soldier in the field.

“ARDEC is internationally known for the advancement of armaments technology and engineering innovations. ARDEC provides 90 percent of the Army’s suite of armaments,” said Donelle Denery, chief, Strategic Management and Process Office.

ARDEC works on a variety of technologies and products supporting the current and future forces to include small, medium, and large caliber weapons, guidance systems, explosives, ammunition, and related support systems.

The ARDEC organizational culture is customer-focused, team-based, and dedicated to continuous improvement and innovation through streamlined work system processes and practices. Employees are focused on the needs

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Adam Nappi, a technician at the U.S. Army Armament Research, Development and Engineering Center's Rapid Prototyping Facility, cuts into a sheet of metal as part of the production of a Gunner Protection Kit at Picatinny Arsenal, N.J. ARDEC is the first Department of Defense organization to receive the Malcolm Baldrige National Quality Award.
Photograph by Steve Rochette

are posted throughout buildings on Picatinny Arsenal so that every employee can see them everyday as they work to support the warfighter. With customer-driven excellence embedded in the ARDEC culture, listening and communicating with the customer—the soldier—is at the forefront of ARDEC processes leading to continuous improvement for the current and future needs of the warfighter.

“What I do every day may have an impact on whether a soldier lives or dies. ... That is my driving force to being efficient and producing quality products,” said Leroy McGuire, ARDEC mechanical engineering technician.

ARDEC employees take pride in their part in winning the Baldrige. ARDEC has continually strived for working toward being the best in industry.

“We have set the standard for private industry through projects like Excalibur [a 155mm precision guided extended range artillery projectile],” said Matthew Condit, production manager,

ARDEC Prototype Hardware Fabrication Branch. “They’ve [ARDEC leadership] always tried to bring a streamlined process to ARDEC,” said Condit who has worked with ARDEC for 38 years. “ARDEC has really advanced through the years.”

In the Prototype Hardware Fabrication Branch, employees work to provide a quality product delivered in a timely fashion. From concept to delivery, ARDEC provides the warfighter with products such as Gunner Protection Kits through using in-house engineers to write programming for prototype production.

“Someone could come in with something as simple as a sketch,” said Condit. “We have in-house engineers that make detailed drawings so we produce the product from conception to completion to delivery.”

ARDEC’s efficiency is just one of the many reasons it achieved such a great honor. Its innovative approach to business reflects in its product development by being on the cutting edge of the armament industry.

Thomas writes for U.S. Army Armament Research, Development and Engineering Center.

of customers and rapidly developing the best products possible, said Denery.

Through in-house business practices such as strategic workout sessions, Lean Six Sigma, and Enterprise Excellence, ARDEC demonstrates a longstanding commitment to performance excellence and improvement in business practices.

The quarterly strategic workout sessions use strategic management system maps to focus on the actions required to meet the organization’s objectives, improve performance, and achieve the goals.

Enterprise Excellence is an initiative developed by the ARDEC director and former deputy director. Enterprise Excellence integrates practices such as the Capability Maturity Model Integration and the International Organization for Standardization 9001. Enterprise Excellence integrates the Quality Management System, “Voice of our Customer” concept, and Lean Six Sigma to accomplish the mission and strategic objectives.

Continuous improvement is on the minds of ARDEC’s leaders and employees. The ARDEC vision and strategies